

Mission Strategic Framework Update

A Report on the Strategic Initiatives, Challenges, and Leadership Growth: May 2025



Photo by Yorkwin Walters. Travel with Faith Camporee.



EXECUTIVE SUMMARY

This report comprehensively updates the Manitoba-Saskatchewan Conference's progress towards the objectives outlined in the Mission Strategic Framework (MSF) for 2024-2028. The overarching goal of the MSF is *to cultivate a culture of making disciples and develop healthy churches that effectively connect people in their communities to Jesus*.

Key progress within the MSF's initial pillars—"Preparing the Soil" (Community Service) and "Planting the Seed" (Friendship Evangelism)—is detailed, utilizing status labels (On Track, Completed, At Risk, Off Track, etc.) for each Key Result (KR). While some KRs, such as ADRA workshop completion and prayer walk initiatives, are progressing well, several critical KRs face challenges.

KR2 under Objective 2 (Clarity of Vision, Mission, and Strategy Across All Congregations), which aims for 50% of congregations to have clear strategic plans by Q4 2024, is currently **"AT RISK."** This is attributed to factors including local church uncertainty, trust issues, perceived lack of skills or tools for planning, difficulties in contextual understanding, and resistance to formalizing mission/vision. Similarly, KRs related to youth-led inclusivity training, church-community partnerships, and an MOA with Andrews University are **"OFF TRACK."**

In response to these challenges, particularly concerning congregational strategic planning, the Conference actively engages in direct facilitation and a significant leadership discipleship initiative. This involves training a team of pastors (Pastor David Baker, Pastor Gesklin Etienne, Pastor Waldemar Grenz, and Pastor Criscel Garilva) to expand strategic planning support, multiply impact, and foster local ownership. An analysis of congregational engagement is presented, including a visual chart and discussion on achieving the "critical mass" needed for KR2.

Much of the report is dedicated to change management and leadership development, grounded in a facilitative leadership approach. The **"Pastoral Praxis: Foundations for Facilitative Leadership"** framework is a yearlong, structured process to equip pastors.

This framework details stages from "Connecting" and "Challenging" to "Aligning" and "Impacting," complete with objectives, key activities, risk scenarios, and mitigation strategies. Complementing this is the **C.A.R.E.S. (Connect & Clarify, Analyze Stories & Sources, Respond with Safety & Dialogue, Engage for Change & Agreement, Sustain Momentum & Accountability) System**, a tool designed to help pastors

navigate resistance and mission risks, drawing on the Six Sources of Influence model. Numerous testimonials from pastors and ministry leaders evidence the positive impact of these workshops and frameworks, highlighting renewed purpose, increased engagement, and improved leadership confidence.

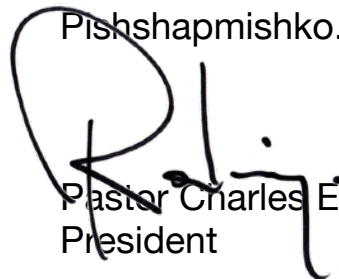
This report also includes the successful "*Travel with Faith*" Camporee, underscoring its spiritual impact and contribution to youth leadership development.

Finally, the report outlines ministerial support initiatives, addressing prevalent pastoral challenges such as cultural adjustments, internal antagonism, and pastoral overburden.

A key departmental development is the successful launch of the new Ordination Track.

The Conference remains committed to these strategic interventions, believing empowering pastors and fostering healthy, strategically aligned churches are vital for fulfilling our collective mission.

Pishshapmishko.


Pastor Charles Ed II Aguilar
President



In Regina, after the strategic planning weekend with Hill Avenue Church.

Progress Update on the Mission Strategic Framework (MSF) Objectives and Key Results (OKRs)

This report provides an update on the progress of our collective efforts towards achieving the objectives outlined in the Manitoba-Saskatchewan Conference's Mission Strategic Framework (MSF) for 2024-2028. The MSF, themed around a "farming cycle," is our guiding roadmap to develop a culture of making disciples and healthy churches that connect people in their communities to Jesus.

We utilize a set of status labels for each Key Result (KR) to track our journey effectively. The definitions below will help you understand each KR's current standing.

STATUS	DEFINITION	IMPLIED ACTION/CONSIDERATION
ON TRACK	The KR is progressing as per the established timeline and plan outlined in the MSF.	Continue monitoring and execution.
COMPLETED	The KR objective, as defined in the MSF, has been fully achieved.	Acknowledge achievement; assess impact and learnings for future KRs.
AHEAD OF SCHEDULE	Progress on this KR is exceeding the planned timeline and expectations set within the MSF, potentially allowing for resource reallocation or early advancement of subsequent goals.	Evaluate reasons for accelerated progress; consider leveraging momentum.
NOT STARTED	Initiation of work towards this KR has not yet commenced according to the MSF timeline.	Verify planned start date; ensure prerequisite conditions are being met.
NEEDS ATTENTION	The KR is showing early signs of deviation from the planned trajectory or facing minor impediments. Prompt review and potential minor adjustments are required to ensure it stays on course.	Review data, identify root causes of minor issues, and make swift adjustments.
AT RISK	The KR is currently progressing, but identified internal or external factors, if not proactively managed, could significantly hinder its successful and timely completion.	Clearly define the risks and constraints; brainstorm mitigation strategies and alternative pathways.
OFF TRACK	The KR is significantly behind schedule, facing substantial obstacles, or its current trajectory indicates a high likelihood of not meeting its objectives as outlined in the MSF without significant intervention.	Deeply understand the root causes (empathize with stakeholders), redefine the problem if needed, and generate new solutions.

The following sections provide an overview of Key Results (KRs) status for the first two pillars of our Mission Strategic Framework (MSF). Based on my observations and the foundational principles outlined in our strategic documents, I have included underlying issues for KRs with negative statuses (**Needs Attention**, **At Risk**, **Off Track**). This progress update aims to facilitate discussion and promote collaborative problem-solving.

PILLAR	OBJECTIVE	KEY RESULTS (KR)	STATUS	ISSUES/COMMENTS
Preparing the Soil (Community Service)	Objective 1: Cultivate a Discipleship and Service Culture in Alignment with Community Needs and The Teachings of Jesus.	KR 1: By Q4 of 2025, all congregations with active service programs have completed ADRA's workshop.	ON TRACK	Progress is proceeding as planned. Excellent progress towards enhancing service programs through ADRA training.
		KR 2: By Q4 of 2026, achieve prayer walks in 50% of congregations' communities.	ON TRACK	Encouraging to see progress towards engaging communities through prayer.
	Objective 2: Clarity of Vision, Mission and Strategy Across All Congregations.	KR 1: By Q4 of 2023, develop a comprehensive template for congregations to establish their vision, mission, and strategic plan.	COMPLETED	This foundational task has been successfully accomplished, providing a key tool for congregations.
		KR 2: By Q4 of 2024, 50% of congregations will have a clear vision, mission statements, and strategic plans.	AT RISK	1. Reports of uncertainty about local church identity, priorities, or future direction. 2. Trust issues exist with the conference's direction, leadership, and intention. 3. Claims of a lack of skills/tools for effective strategic planning. 4. Possibilities of not having adequately understood the community context and members' needs to inform their vision. 5. Struggles to align local vision with the broader conference MS. 6. Claims of struggle with the capacity for planning. 7. Resistance to formalizing vision/mission. 8. See the next section for more details.
		KR 3: By Q3 2025, develop a simplified tool to monitor and evaluate congregational strategies.	NOT STARTED	Work on this goal has not yet begun. Propose to adjust the date to Q3 2026.
		KR 4: By Q4 of 2025, 50% of congregations have initiated a targeted community outreach plan and a discipleship process.	NEEDS ATTENTION	Progress is linked to KR2; unclear mission and vision make targeted outreach difficult.

PILLAR	OBJECTIVE	KEY RESULTS (KR)	STATUS	ISSUES/COMMENTS
	Objective 3: Pathfinder Clubs Teach and Award ADRA Honours.	KR 1: By Q4 of 2024, collaborate with ADRA Canada to establish the Community Service Pathfinder Honours Curriculum.	OFF TRACK	1. Differing timelines and priorities between ADRA Canada and the Conference. 2. Creating a curriculum that meets Pathfinder and ADRA standards involves complex curriculum development.
		KR 2: By Q4 of 2025, certify 80% of Pathfinder Club Directors in Level 1 ADRA Honours.	ON TRACK	Positive progress in equipping Pathfinder leaders.
		KR 3: By Q4 of 2026, deliver Level 2 ADRA Honours training to Pathfinder Club Directors.	AHEAD OF SCHEDULE	Positive progress is exceeding expectations in this area.
		KR 4: By Q4 of 2027, complete Level 3 ADRA Honours training for Pathfinder Club Directors.	AHEAD OF SCHEDULE	Commendable progress in advanced training for Pathfinder leadership.
		KR 5: By Q4 of 2028, 40% of Pathfinder Clubs will have taught and awarded ADRA Honours.	AHEAD OF SCHEDULE	This shows strong engagement and progress in integrating ADRA Honours into Pathfinder programs.

PILLAR	OBJECTIVE	KEY RESULTS (KR)	STATUS	ISSUES/COMMENTS
Planting the Seed (Friendship Evangelism)	Objective 2: Establish and Train for a Sustainable Small Group Culture in All Congregations.	KR 2: Provide congregations with materials and step-by-step information for holistic small groups by Q1 of 2025.	ON TRACK	An ongoing workshop is provided to congregations
	Objective 3: Enable Youth to Lead Inclusivity and Diversity Training.	KR1: Youth department to engage the young people to prepare content to share with churches by Q1 of 2025.	OFF TRACK	1. The leadership gap and changes in the youth department have made it challenging to effectively recruit, motivate, and sustain young people's engagement in the demanding task of creating content on such a sensitive and significant topic. 2. Young people, while passionate, require a clearer framework, more defined support structures, and dedicated mentorship to confidently develop and prepare training content suitable for diverse church audiences. 3. Developing content on "inclusivity and diversity" is inherently complex and requires careful theological and social consideration. This "design" challenge might be more significant than initially estimated, requiring more profound "definition" and "ideation."
	Objective 4: Churches to Partner with Local Community Leaders to Foster Relationships and Networking.	KR3: All congregations invite local community enhancement groups they have been networking with within their church during a worship service to share their passion and purpose and have a collection to support their initiative on that same Sabbath at least once yearly starting in Q1 of 2025.	OFF TRACK	1. This assumes congregations have already established networks with community groups. If the "Preparing the Soil" (Community Service) phase hasn't yielded these relationships, this KR cannot proceed. 2. Some pastors and leaders feel hesitant and ill-equipped to invite external, potentially secular, community groups into a worship service, fearing misalignment or a dilution of the service's focus. 3. Facilitating such an event requires coordination, relationship management, and clear communication, which is currently perceived as an additional operational load for local church leaders and volunteers.
	Objective 5: Establish a Strategic Partnership with Andrews University for Friendship Evangelism	KR1: Finalize and sign a Memorandum of Agreement with Andrews University by Q3 2024, ensuring the provision of resources and funds for training programs.	OFF TRACK	1. Finalizing MOAs between two institutions often involves multiple layers of administrative processes, which can lead to significant delays beyond initial projections.

Strategic Planning Updates

One of the central aims of our Mission Strategic Framework is to achieve **Objective 2: Clarity of Vision, Mission, and Strategy Across All Congregations**. This is critical for a unified and impactful ministry. Specifically, **Key Result 2 (KR2)** under this objective targets having **50% of our congregations establish clear vision and mission statements, alongside strategic plans, by the fourth quarter of 2024**.

Currently, this Key Result is designated as "**AT RISK**." This status reflects several interconnected challenges we are working to understand and address. Observations across Manitoba and Saskatchewan indicate that some congregations report uncertainty regarding their local church identity, priorities, or future direction. Trust issues concerning the Conference's direction, leadership, or intentions have been noted in some instances.

Furthermore, claims regarding a lack of skills or appropriate tools for effective strategic planning, difficulties in understanding community contexts, members' needs to inform a compelling vision, and struggles to align local aspirations with the broader Conference Mission Strategic Framework have surfaced. Capacity for planning and resistance to formalizing vision and mission statements also contribute to this complex picture.

Despite these challenges, we are making significant efforts to support our churches. A key aspect of this support is direct facilitation and a strategic focus on leadership discipleship that aligns with our Conference's mission of "*cultivating a culture of making disciples*."

In the churches where we have implemented strategic planning, as well as in upcoming sessions, I have been intentionally discipling and coaching a team of pastors to take over and expand this strategic planning process.

This team includes:

- Pastor David Baker, Ministerial Director
- Pastor Ettiene Gesklin, Lead Pastor, Pinehouse Drive
- Pastor Waldemar Grenz, Associate Pastor, Pinehouse Drive
- Pastor Criscel Garilva, Pastor, Brandon District



Pastor Grenz is leading the facilitation for the Estevan and Weyburn churches.



Pastor Baker is helping members of Spirit of Truth understand the exercise

This discipleship approach is super essential to the mission of the Conference for several vital reasons:

1. Multiplying Impact and Sustainability: Equipping a team of pastors to facilitate strategic planning exponentially increases our capacity to serve more churches effectively. It moves beyond a centralized model to a decentralized, sustainable approach where skilled local leaders can continuously support their and neighbouring congregations, deeply embedding strategic thinking within our Conference culture.

2. Fostering Local Ownership and Contextual Relevance: When local pastors lead the facilitation, they bring an intrinsic understanding of their community's unique dynamics, needs, and opportunities. This ensures that strategic plans are well-crafted and deeply owned by the local church, leading to more passionate engagement and relevant, impactful mission activities.

3. Deepening Leadership Discipleship and Capacity: This initiative is a direct investment in the leadership growth of our pastors. By developing their facilitative leadership skills, we empower them to lead with greater vision, foster more collaborative and participatory church environments, and more effectively disciple others within their congregations, strengthening the overall leadership pipeline across the Conference.

The following sections provide a transparent overview of our direct engagement in facilitating strategic planning, upcoming support initiatives, and the current landscape of congregational commitment to this vital process. This information fosters awareness and guides our efforts towards greater clarity and strategic alignment across the Manitoba-Saskatchewan Conference.

Congregations Assisted with Planning/Workshop

CONGREGATION	PURPOSE	DATE
West Park, MB	Strategic Planning	January 17-19
Henderson Highway, MB	Sabbath School Revival Workshop	January 25
Living Hope, SK	Sabbath School Revival Workshop	February 15
Hill Avenue, SK	Sabbath School Revival Workshop	February 22
Brandon, MB	Strategic Planning	March 7-8
Portage La Prairie, MB	Strategic Planning	March 9
Saskatchewan Pastors & Elders	ADRA Workshop & Holistic Small Groups & Strategic Planning Overview	March 11-13
West Park, MB	Youth Empowerment, Sabbath School & Officers Workshop	March 14-16
Manitoba Pastors & Elders	ADRA Workshop & Holistic Small Groups & Strategic Planning Overview	March 18-20
Pembina, MB	Finding Values and Vision	March 21-22
The Avenue Church, SK	ADRA Pathfinders Honour Level 1	April 5
Hill Avenue, SK	Strategic Planning	April 11-12
Estevan & Weyburn, SK	Strategic Planning	May 2-3
Spirit of Truth, SK	Strategic Planning	May 9-10
Club Ministries	ADRA Pathfinder Fundraising Honour	May 16-19
Nunavut Mission, NU	Strategic Planning	Ongoing
Pinehouse Drive, SK	Strategic Planning	Ongoing

Upcoming Strategic Planning Sessions and Workshops

CONGREGATION	PURPOSE	DATE
Henderson Highway, MB	Strategic Planning	May 30-June 1
Pembina, MB	Finding Mission	June 20
Silver Heights, MB	Sabbath School Revival Workshop	June 21
Swan River, MB	Strategic Planning	June 22
Lighthouse, MB	Sabbath School Revival Workshop	June 28
Lighthouse, MB	Strategic Planning	August 29-30
Moose Jaw, SK	Strategic Planning	September 12-13
Silver Heights, MB	Strategic Planning	September 26-27
Small Congregations in MB, SK & NU	Following Jesus Discipleship Workshop	October 24-26
Prince Albert, SK	Strategic Planning	October 28-29
Living Hope, SK	Strategic Planning	November 7-8

Congregations Implementing Independent Strategic Frameworks

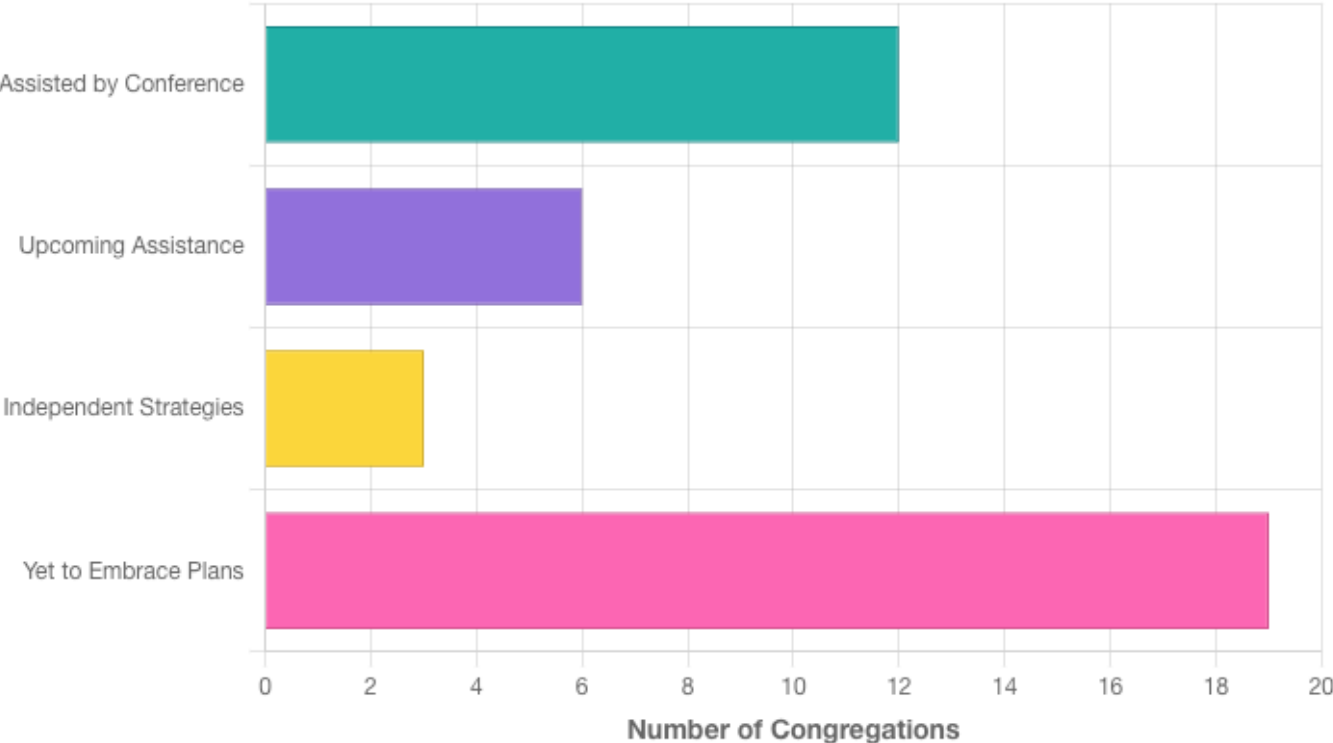
PASTOR	CONGREGATION
Pastor Fady Fakhoury	North Battleford, SK
Pastor Amadeum Voyorite	Dauphin, MB
Pastor Zach Wall + Pastor Stina	The Avenue Church, SK

Congregations Yet to Embrace Strategic Plans

PASTOR	CONGREGATION
Pastor Raj Dondapati	Nipawin, SK
	Hudson Bay, SK
Pastor Melvin Bartley	Swift Current, SK
	Maple Creek, SK
Pastor Carvil Richards	Victoria Avenue, SK
	Rosthern, SK
Pastor Fady Fakhoury	Biggar, SK
	St. Wahlburg, SK
Pastor Jose Quezada	Quill Lake, SK
	Yorkton, SK
	Canora, SK
Pastor Myshan Irving	Shellbrook, SK
Pastor Criscel Garilva	Erickson, MB
Pastor Amadeus Voyorite	Winnipegosis, MB
Pastor Herbert Oliphant	Mt. Andrews, MB
	Winnipeg Central, MB
Pastor Carlos Pscheidt	Transcona, MB
	Esperanza, MB
No Pastor	Korean, MB

Status of Strategic Planning Adoption

Comparison of congregations based on their engagement with strategic planning initiatives.



Understanding Critical Mass and KR 2

Based on the tracking of congregations across four categories (Assisted: 12, Upcoming: 6, Independent: 3, Yet to Embrace: 19), we have approximately 40 congregations. To meet the 50% target for Key Result 2 (KR 2), at least 20 congregations need to have clear strategic plans.

Currently, the number of congregations with plans (Assisted by Conference plus Independent Strategies) is $12 + 3 = 15$. This represents approximately 37.5% of the 40 tracked congregations.

If all six congregations categorized as "Upcoming Assistance" successfully develop and implement their strategic plans, the total would increase to $15 + 6 = 21$ congregations. This would represent approximately 52.5%, meeting and exceeding the 50% target for KR 2.

In this context, reaching a critical mass requires at least 20 congregations to have formalized strategic plans. Therefore, the "Upcoming" engagements are crucial for achieving this Key Result.



Managing Change

As we strive to effectively advance God's work and foster spiritual growth, embracing necessary changes becomes not just an option but an imperative.

This understanding is deeply rooted in our spiritual heritage.

Ellen White consistently emphasized that essential changes are vital when approached with wisdom and intelligence.¹ She cautioned against abrupt shifts that could discourage faithful workers,² advocating for a harmonious union of new and old approaches, built on mutual dependence and assistance.³ This counsel underscores the importance of leadership that serves rather than dictates, avoiding any semblance of "kingly power"⁴ and instead fostering an environment of continuous improvement and openness to new capabilities and methods, especially when current approaches are not yielding the desired results.⁵

Our ultimate guide in this process is the assurance found in Jeremiah 29:11 (NIV): "*For I know the plans I have for you, ' declares the Lord, 'plans to prosper you and not to harm you, plans to give you hope and a future.*" This divine promise provides the bedrock for navigating change with faith and purpose.

The mission of the Manitoba-Saskatchewan Conference is to "*develop a culture of making disciples and healthy churches that connect people in their communities to Jesus.*" Fulfilling this mission in an ever-evolving world necessitates a proactive and Spirit-led approach to change. Effectively managing change is not merely an administrative task but a core component of our missional strategy. It ensures that as we seek to make disciples and build healthy churches, we are adaptable, responsive, and capable of overcoming obstacles that might hinder our efforts to connect people with Jesus.

Recognizing the complexities of leading change, the Manitoba-Saskatchewan Conference is committed to equipping our pastors with the necessary skills and frameworks to effectively manage transitions as they guide their congregations in implementing their unique mission, vision, core values, and strategic plans. This is achieved through an underlying facilitative leadership approach consistent with the leadership model this administration is currently championing.

¹ White, E. G. (1900). *Testimonies for the Church*, vol. 6, 145.2. Mountain View, CA: Pacific Press Publishing Association.

² White, E. G. *Gospel Workers* (1915 ed.), p. 494.2. Washington, D.C.: Review and Herald Publishing Association.

³ White, E. G. *Special Testimonies for Ministers and Workers—No. 7*, p. 14.2.

⁴ White, E. G. *Testimonies to Ministers and Gospel Workers*, p. 496.1. Mountain View, CA: Pacific Press Publishing Association, 1923.

⁵ White, E. G. (1904) *Letters and Manuscripts — Volume 19*, Lt 201, 1904, par. 3. Ellen G. White Estate.

Change management, therefore, is not an add-on but is intrinsically woven into how we lead and empower others. Our primary vehicle for this is the **Pastoral Praxis: Foundations for Facilitative Leadership Framework**. This yearlong process is, in itself, a structured approach to change management, guiding pastors through distinct stages of entering a new context or leading a significant new initiative:

1. Understanding the Landscape (Connecting & Initial Challenging - Months 1-3):

Pastors are equipped to build deep relational trust and understand the church's culture, history, and informal networks through activities like intentional visitation, membership audits, and stakeholder mapping. Tools like PESTLE analysis help them grasp the external environment. As outlined in our risk scenarios, this phase is crucial for identifying potential resistance areas and understanding the existing "formality fortress" or "legacy loyalty" that might impact change. Successfully navigating this stage is foundational to any change effort to better connect with the community or revitalize discipleship pathways.

2. Navigating Resistance and Defining Direction (Challenging & Aligning - Months 4-9):

As necessary change meets natural resistance, pastors are trained to surface and address core issues, navigate conflicts with empathy, and collaboratively develop a clear roadmap. This involves facilitating open discussions, leading vision, mission, and values discernment retreats, and employing tools like SOAR analysis and conflict resolution workshops. The "Pastoral Praxis" explicitly acknowledges "Risk Scenarios" such as "Shadow Governance," "Historical Trauma Trigger," and "Spiritualized Resistance," preparing pastors to anticipate and thoughtfully address these dynamics. Overcoming these internal barriers through skilled change leadership is essential for a church to become healthy and outwardly focused on its mission.

3. Implementing and Sustaining Change (Aligning & Impacting - Months 7-12):

The focus shifts to transforming agreed-upon mission, vision, and values into tangible action. Pastors are equipped to facilitate strategic planning weekends, officers' workshops, and implement accountability structures like the MEAL (Monitoring, Evaluation, Accountability, Learning) framework. This stage directly addresses potential resistance points such as "Planning Boycotts," "Silent Sabotage," or "Departmental Drift" by fostering a shared decision-making lens and clear implementation plans. Skills in mobilizing members' spiritual gifts and ensuring ministry alignment are critical for making the strategic plan a lived reality that actively contributes to making disciples and connecting people to Jesus.

By embedding change management principles and tools throughout the Pastoral Praxis and by championing a facilitative leadership style, we aim to develop leaders who can not only implement the local church mission but also skillfully guide their congregations through the inevitable challenges and opportunities that arise during the implementation of their strategic plans. This equipping is fundamental to helping our churches become vibrant centers of mission and discipleship, effectively responding to God's call in their unique contexts and fulfilling the Conference's mission.



MONTH	STAGE	OBJECTIVE	KEY ACTIVITIES	KEY ACTIONS	KEY RESULTS <SAMPLE ONLY>	KEY TOOLS + FRAMEWORKS	WEEKLY TIME ALLOCATION
Month 1-2	CONNECTING is when a new pastor prioritizes being present with people. Like Jesus spending time with His disciples, this stage focuses on authentic presence through intentional visitation, attending community events, and creating meaningful connections. During membership audits and home visits, the pastor's presence communicates "<i>you matter</i>" more than words ever could. This includes being available during key life moments (births, deaths, celebrations), showing up at local events, and ensuring every guest on Sabbath feels personally welcomed. Success in this stage isn't measured by programs started, but by relationships built through consistent, caring presence.	• Build deep understanding of the church through empathetic leadership and trust development.	• Home visits (3-4/ week) • Join existing community groups • Start Membership Audit • Document church traditions	1. Build Relational Trust Through Presence A. Conduct 3–4 home visits weekly, prioritizing diverse demographics and life stages. B. Attend local events (e.g., school functions, community fairs, civic meetings) to build visibility and relational equity. C. Be present during key life moments such as births, funerals, and celebrations to demonstrate care. 2. Initiate Membership Audit and Relationship Mapping A. Begin a Membership Audit to understand attendance patterns, engagement levels, and pastoral care needs. B. Map key relationships and informal networks within the church to identify influencers and bridge builders. 2. Introduce the Pastor to the Church and Community A. Create and distribute a “Who Is My Pastor” packet introducing the pastor's background, ministry philosophy, and contact information. B. Meet with civic and religious leaders (e.g., the Mayor, MP, and the Ministerial Association) to establish rapport with the community. 4. Document Church Culture and Traditions A. Interview long-standing members to capture oral history and traditions. B. Observe and document unwritten norms, worship styles, and leadership expectations.	1. KEY RESULTS A. Visit 80% of active members by the end of Month 2. B. Complete 50% of the Membership Audit by the end of Month 2. C. Identify and map at least 10 key relational influencers within the church. 2. TRANSITION INDICATORS A. Members express increased trust and familiarity with the pastor. B. Informal leaders begin inviting the pastor into deeper conversations. C. The church board affirms the pastor's relational presence and engagement.	1. Stakeholder Mapping: Consider it drawing a "<i>relationship map</i>" of your church. Shows who influences whom and how different groups connect like mapping out your church's extended family tree, including key decision-makers and ministry leaders. 2. PESTLE Analysis: A way to understand what's happening around your church that might affect ministry. Considers six key areas: Political (local policies), economic (community finances), social (cultural changes), technological (digital needs), legal (regulations), and environmental (community surroundings), like taking a 360° view of your community's context. 3. Affinity Mapping: A method to organize feedback using sticky notes. Group similar ideas together (like sorting prayer requests by theme). Helps find patterns in what your congregation is saying. 4. Member Journey Map: Tracks someone's spiritual journey with your church. From first	Visitation: 16hrs Sermon Prep: 10hrs Bible Studies: 5hrs Admin Tasks: 5hrs Meetings/Buffer: 4hrs Total: 40 hours

MONTH	STAGE	OBJECTIVE	KEY ACTIVITIES	KEY ACTIONS	KEY RESULTS <SAMPLE ONLY>	KEY TOOLS + FRAMEWORKS	WEEKLY TIME ALLOCATION
Month 3		Gather initial feedback on congregational expectations.	- Host informal gatherings to encourage dialogue. - Map out leaders, influencers and power brokers - Conduct a survey to gather feedback on congregational expectations	Facilitate Congregational Dialogue - Host two informal gatherings (e.g., potlucks, fireside chats) to foster open dialogue and relational trust. - Use storytelling and open-ended questions to surface hopes, concerns, and expectations. Conduct a Congregational Survey - Design and distribute a survey to gather feedback on church culture, leadership expectations, and ministry priorities. - Aim for a 50% response rate to ensure broad representation. Identify Leadership Archetypes - During visitations and gatherings, identify key archetypes: observers, skeptics, bridge builders, senior leaders, action-oriented members, and innovators. - Use this insight to inform future leadership development and change management strategies. Leverage AI Tools for Insight - Use platforms like Albus Studio to analyze survey data and generate visual insights. - Identify recurring themes and outliers to guide strategic planning.	KEY RESULTS - Host 2 informal gatherings with at least 50% participation from key members. - Identify and categorize at least 5 leadership archetypes. - Host a “<i>Listening Sabbath</i>” to present survey findings and invite feedback on next steps. - Conduct 3–5 focus groups to explore key themes and ensure accurate survey interpretations. TRANSITION INDICATORS - Survey results reveal common themes and expectations. - Informal leaders begin to express alignment or concerns openly. - Data from AI tools is synthesized into a visual report for leadership.	Impact vs Effort Matrix: A simple grid to decide which ministry activities to prioritize. High impact, low effort = Do first; High impact, high effort = Plan carefully; Low impact = Consider if necessary. Decision Matrix: A tool to make better ministry decisions. Compare different options based on what matters most, such as having a spiritual pros and cons list with weighted priorities. Goals, Signals, Metrics Framework: Goals: What you want to achieve (“Growing disciples”); Signals: Signs it's working (more Bible study attendance); Metrics: Numbers to track (20% more small group participation).	

MONTH	STAGE	OBJECTIVE	KEY ACTIVITIES	KEY ACTIONS	KEY RESULTS <SAMPLE ONLY>	KEY TOOLS + FRAMEWORKS	WEEKLY TIME ALLOCATION
Month 4-6	CHALLENGING is when necessary change meets natural resistance. Like Jesus teaching hard truths, this stage surfaces power struggles and unresolved hurts. Some members may use their influence or resources to resist change, while others carry past church trauma that shapes their response. Though uncomfortable, this tension is healthy - working through conflict builds deeper trust than avoiding it. The key is addressing both the visible resistance and the underlying pain with empathy while staying focused on the church's future.	To identify core challenges, navigate conflicts with empathy and clarity, and collaboratively develop a clear roadmap for change grounded in the church's vision, mission, and core values.	- Finalize and present the membership audit to the Board, including feedback from non-attending church members in the community. - Facilitate open environments for discussing problems, conflicts and challenges. - Facilitate a finding the church's vision, mission and core values weekend retreat.	Finalize and Present Membership Audit - Complete the Membership Audit and present findings to the church board. - Include insights from inactive or non-attending members to ensure a holistic view. Surface and Address Core Issues - Facilitate open forums and listening sessions to surface challenges, unresolved tensions, and historical wounds. - Conduct a comprehensive church-wide survey to identify 10 key issues. Lead Vision, Mission, and Values Discernment - Organize a weekend retreat to discern the church's vision, mission, and core values collaboratively. - Use spiritual discernment practices and group facilitation tools to ensure broad participation. Launch Healing and Mediation Processes - Conduct conflict resolution and healing workshops for all leaders. - Initiate a mediation process to resolve 80% of reported conflicts within six months. Update Church Profile and Strategic Tools - Revise the Church Profile to reflect current realities and aspirations. - Complete a SOAR analysis and stakeholder mapping to inform strategic planning.	KEY RESULTS - Conduct a church-wide survey identifying 10 key issues with a 70% response rate. - Implement conflict resolution and healing workshops for 100% of church leaders within 2 months. - Finalize and vote on the church's Vision, Mission, and Core Values in a Business Meeting. - Establish a "Care & Prayer Team" to provide pastoral care and spiritual support during this emotionally intense phase. TRANSITION INDICATORS - Conflict incidents decrease or are constructively addressed. - The church profile and SOAR analysis are completed and shared.	Force-Field Analysis: A tool to understand what's helping and hindering a change in your church. Such as listing the "for" and "against" forces when considering a new ministry. Helps identify what to strengthen (supporting forces) and what to address (opposing forces). Workshop Facilitation Tools: Facilitation methods to help your congregation discover God's unique calling. Like a guided spiritual retreat that helps everyone contribute their perspective. Includes activities for prayer, discussion, and consensus-building. SOAR Analysis: Strengths: What your church does well; Opportunities: Growth potential; Aspirations: Where God is leading; Results: How you'll measure success. More positive than SWOT, focusing on God's leading.	Meetings: 24hrs Admin Tasks: 10hrs Sermon Prep: 5hrs Visitation: 5hrs Bible Studies: 5hrs Total: 49 hours

MONTH	STAGE	OBJECTIVE	KEY ACTIVITIES	KEY ACTIONS	KEY RESULTS <SAMPLE ONLY>	KEY TOOLS + FRAMEWORKS	WEEKLY TIME ALLOCATION
Month 7-9	ALIGNING is when mission, vision, and core values become more than just inspiring statements on a wall: it is when they become the lens through which all ministry decisions are made. With mission, vision, and core values deeply shared by a critical mass of core leaders, this stage focuses on turning plans into reality through strategic implementation. Like Moses organizing Israel with Jethro's advice, the church aligns its resources, leadership, and systems to achieve its goals. Leaders are trained in their roles, teams are formed around specific objectives, and clear metrics are established to track progress. This stage is crucial because it bridges the gap between what the church hopes to achieve (vision) and how it will actually get there (strategy). Success comes when ministry leaders stop pulling in different directions and start making decisions through the shared lens of the church's vision.	To transform mission, vision, and core values from wall statements into a deeply shared decision-making framework by developing leaders who consistently apply these principles to align all departments and ensure clear accountability for implementation.	- Strategic Planning Weekend (including Sabbath School Revival). - Local Church Officers Workshop.	1. Facilitate Strategic Planning and Leadership Training A. Host a Strategic Planning Weekend to align ministries with the church's mission, vision, and values. B. Include a Sabbath School Revival session to re-energize discipleship efforts. 2. Equip Church Officers and Ministry Leaders A. Conduct a Local Church Officers Workshop to clarify roles, responsibilities, and expectations. B. Provide tools for accountability, communication, and collaboration. 3. Finalize and Launch Strategic Plan A. Present the plan for board and church approval during a business session. 4. Establish Implementation Infrastructure A. Form an Ad Hoc Committee to oversee implementation and ensure accountability. 5. Strengthen Communication and Alignment A. Develop communication protocols to ensure consistent messaging across all ministries. B. Ensure that 90% of ministry leaders articulate how their work supports the mission, vision, and values.	1. KEY RESULTS A. 90% of ministry leaders can articulate how their work supports the mission, vision, and values. B. The board and the church complete and approve the strategic plan. C. All key officers are trained in their roles and responsibilities. D. An Ad Hoc committee is formed and meets at least twice monthly. E. The Sabbath School revival plan is finalized and ready for implementation. • TRANSITION INDICATORS A. Ministry leaders begin using the mission/vision language in planning and communication. B. Departments align their goals with the strategic plan. C. The church begins to operate with greater clarity and cohesion.	1. Strategic Planning Blueprint: A roadmap for your church's future. Like an annual ministry calendar, but more comprehensive. Helps align all church activities with your vision and mission. 2. Concept Wall: A visual display of your church's key ideas and plans, like a ministry bulletin board that shows the big picture, helps keep everyone focused on shared goals and progress. 3. Value Proposition Statement: A clear statement of how your church serves its community. Like your "elevator pitch" to explain your church's unique ministry. Helps communicate your church's distinctive calling and impact.	Meetings: 24hrs Admin Tasks: 10hrs Sermon Prep: 5hrs Visitation: 5hrs Bible Studies: 5hrs Total: 49 hours

MONTH	STAGE	OBJECTIVE	KEY ACTIVITIES	KEY ACTIONS	KEY RESULTS <SAMPLE ONLY>	KEY TOOLS + FRAMEWORKS	WEEKLY TIME ALLOCATION
Month 10-12	IMPACTING is when the church's vision creates ripples of transformation both inside and outside its walls. Like the early church in Acts, this stage sees members discovering and using their spiritual gifts not just for internal ministry, but to bring John 10:10's abundant life to their community. Through community services, friendship evangelism, and Christ-centred outreach, the church catalyzes positive societal change. Success happens when half of the adult members engage in ministries outside the church, addressing community needs and sharing Jesus' love. This is when the church becomes salt and light, enhancing society and growing God's kingdom.	- To mobilize members' spiritual gifts to address identified community needs through sustainable, Christ-centred societal transformation. - This includes equipping members to serve beyond the church walls in ways that reflect the abundant life of John 10:10, while advancing the church's mission, vision, and core values. - To implement robust MEAL (Monitoring, Evaluation, Accountability, and Learning) frameworks that ensure measurable impact, accountability, and continuous learning.	- Spiritual Gifts assessment and ministry placement. - Implementation of the strategic plan. - Submit the strategic plan to the Conference for support. - MEAL Framework Implementation	Facilitate Spiritual Gifts Discovery and Ministry Placement - Conduct church-wide spiritual gifts assessments. - Host ministry fairs and one-on-one coaching sessions to match members with ministries aligned to their gifts and passions. - Launch a "Gifted to Serve" campaign to celebrate and mobilize members. Activate Community-Focused Ministries - Launch or expand ministries directly addressing identified community needs (e.g., food insecurity, youth mentorship, mental health support). - Encourage each ministry to adopt a "John 10:10" impact goal—bringing abundant life to those they serve. Implement the Strategic Plan with Community Impact in Focus - Roll out the strategic plan with clear timelines, responsibilities, and resource allocation. - Align all ministry activities with the church's mission, vision, and core values. - Regularly review progress with ministry leaders and adjust strategies as needed. Submit Strategic Plan to the Conference for Endorsement and Support - Prepare a comprehensive presentation of the strategic plan, including community engagement components. - Engage Conference leadership for feedback, partnership, and potential funding or training support. Deploy the MEAL Framework for Ministry Accountability - Train ministry leaders in principles of Monitoring, Evaluation, Accountability, and Learning (MEAL). - Establish simple tools for tracking participation, outcomes, and spiritual growth. - Collect and analyze impact stories quarterly to inform learning and celebrate transformation. Celebrate and Share Impact - Host a quarterly "Kingdom Impact Sabbath" to share testimonies, data, and stories of transformation. - Create digital and print reports highlighting how ministries improve lives and grow God's kingdom. - Recognize and affirm volunteers and ministry leaders for their service.	KEY RESULTS - At least 50% of adult members are actively engaged in community ministry. - The strategic plan is submitted and approved by the Conference. - Quarterly impact stories are collected, analyzed, and shared. - The MEAL framework is implemented across all ministries. TRANSITION INDICATORS - Community members recognize the church's presence and contribution. - Ministries report measurable outcomes aligned with community needs. - Volunteers express a sense of purpose and fulfillment in their roles.	MEAL Framework: A system to track if your ministries are bearing fruit. Like a spiritual health check-up for your church programs. Helps ensure stewardship of resources and continuous improvement. Crazy Eights is a quick brainstorming tool that generates 8 ideas in 8 minutes. It is like rapid-fire prayer journaling for ministry solutions. Each person sketches 8 different ideas quickly, focusing on quantity over perfection. Member Journey Map: Tracks someone's spiritual journey with your church. From first-time visitor to active member. Like mapping the path of discipleship, noting key moments and needs.	Visitation: 16hrs Sermon Prep: 10hrs Bible Studies: 5hrs Admin Tasks: 5hrs Meetings/Buffer: 4hrs Total: 40 hours

MONTH	STAGE	OBJECTIVE	RESISTANCE DESCRIPTION	RISK SCENARIOS
Month 1-2	CONNECTING is when a new pastor prioritizes being present with people. Like Jesus spending time with His disciples, this stage focuses on authentic presence through intentional visitation, attending community events, and creating meaningful connections. The pastor's presence during audits and home visits conveys the message "you matter." This includes being there for key life moments, attending local events, and ensuring every guest feels welcome on Sabbath. Success in this stage isn't measured by programs started, but by relationships built through consistent, caring presence.	• Build a deep understanding of the church through empathetic leadership and trust development.	• Members resist visitation, prefer formal meetings. • Members overwhelmed by new pastor's presence.	HIGH RISK HIGH COST 1. Relational Overload: Members feel the pastor is <i>"too available,"</i> leading to discomfort or suspicion about motives. Common Phrases: <i>"You don't have to check in so often."</i> <i>"We're not used to pastors being this involved."</i> <i>"It's a bit much, honestly."</i> <i>"I'm not sure what you're trying to prove."</i> <i>"We like our space."</i> 2. Formality Fortress: Long-time members insist on formal, structured interactions only, limiting relational depth. Common Phrases: <i>"We usually meet in the church office, not at home."</i> <i>"We prefer to keep things professional."</i> <i>"That's not how we do things here."</i> <i>"You should send a letter first."</i> 3. Gatekeeper Bottleneck: A few influential members control access to the broader congregation, filtering who the pastor can connect with. Common Phrases: <i>"You don't need to worry about them."</i> <i>"Let me introduce you to the right people."</i> <i>"They're not really involved anymore."</i> <i>"I'll let you know who's worth your time."</i> <i>"We usually handle that ourselves."</i> 4. Legacy Loyalty: Members hesitate to engage with the new pastor because they feel loyal to the previous pastor's style or methods. They may compare the new pastor unfavorably or resist new relational approaches. Common Phrases: <i>"That's not how Pastor X did it."</i> <i>"We really miss the way things used to be."</i> <i>"You'll never replace X."</i> <i>"He/she knew how to connect with us."</i> <i>"We had a special bond with the last pastor."</i> 5. Tradition as Identity: The church's identity is deeply tied to long-standing customs (e.g., how visitations are done, who is invited to speak, how decisions are made). Any deviation is seen as disrespectful or threatening. Common Phrases: <i>"This is how we've always done it."</i> <i>"That's just not our way."</i> <i>"We don't change things without a vote."</i> <i>"That's not what this church is about."</i> 6. Cultural Freeze: Attempts to introduce new relational practices (e.g., storytelling, informal gatherings, digital communication) are met with silence or avoidance. Members disengage rather than confront. Certain members or families have historically held influence over how things are done. They expect the pastor to <i>"fall in line"</i> with their expectations rather than build new relational pathways. Common Phrases: <i>[Silence or non-response]</i> <i>"I'll think about it."</i> <i>"I'm not sure that's for me."</i> <i>"We'll see how it goes."</i> <i>"I'm busy that day."</i> 7. Inherited Hierarchies: Certain families or individuals have historically influenced how things are done. They expect the pastor to conform to their expectations and may resist new relational pathways that bypass their control. Common Phrases: <i>"You should talk to [family name X] first."</i> <i>"That's not your decision to make."</i> <i>"We usually run things by [person]."</i> <i>"That's not how we do it in this church."</i> <i>"We've been here since the beginning."</i> 8. Symbolic Resistance: Members resist small, seemingly insignificant changes (e.g., seating, bulletin design, language in announcements) as a symbolic protest against broader perceived shifts in church culture or leadership style. Common Phrases: <i>"Why did you move the flowers?"</i> <i>"We've always sat in that row."</i> <i>"That's not how the bulletin is supposed to look."</i> <i>"Why change the order of service?"</i> <i>"Even the announcements feel different now."</i>

MONTH	STAGE	OBJECTIVE	RESISTANCE DESCRIPTION	RISK SCENARIOS
Month 4-7	CHALLENGING is when necessary change meets natural resistance. Like Jesus teaching hard truths, this stage surfaces power struggles and unresolved hurts. Some members may use their influence or resources to resist change, while others carry past church trauma that shapes their response. Though uncomfortable, this tension is healthy - working through conflict builds deeper trust than avoiding it. The key is addressing both the visible resistance and the underlying pain with empathy while staying focused on the church's future.	Identify problems, navigate conflicts, and develop a clear map of change through vision, mission, and core values.	- Resistance to sharing power/ information. - Mission, Vision and Core Values weekend surfaces conflicts.	HIGH RISK/HIGH COST Shadow Governance: Informal leaders—often long-time members, major donors, or socially influential individuals—operate behind the scenes, making or reversing decisions without transparency. They may not hold official titles but wield significant influence over the board, ministries, or congregation. Common Phrases: <i>“Let me talk to them privately.” “We’ve already decided how this will go.” “That’s not how we do things here.”</i> Historical Trauma Trigger: Past unresolved conflicts—such as leadership scandals, church splits, or failed initiatives—resurface during visioning or strategic planning sessions. These emotional wounds are reactivated by language, personalities, or perceived threats to stability. Common Phrases: <i>“This feels just like what happened with Pastor X.” “We tried this before and it tore the church apart.” “We’re not going down that road again.”</i> Us vs. Them Mentality: Long-time members frame the pastor, newer members, or proposed changes as outsiders threatening the church’s identity. This creates a defensive posture and tribalism, prioritizing loyalty to tradition over mission. Common Phrases: <i>“They don’t understand how we do things here.” “This church was fine before they came.” “We need to protect what we’ve built.”</i> Factional In-Fighting: Internal divisions between groups (e.g., elders vs. board, youth vs. seniors, long-time members vs. newcomers) escalate into open conflict. Meetings become battlegrounds for unresolved grievances, and ministry collaboration breaks down. Common Phrases: <i>“They don’t speak for us.” “This is turning into a power grab.” “We’ve never done it their way.”</i> Pastor as Pawn: Certain members or factions attempt to befriend the pastor early in the conflict, not out of a genuine relationship, but to gain influence or validation for their side of the issue. Common Phrases: <i>“You’re not like the last pastor—you understand us.” “We’ve got your back if you support us on this.” “You should hear what they’ve been saying about you.”</i> Legacy vs. Vision Clash: Long-standing leaders resist the new collective vision, claiming it threatens the church’s heritage. They frame the pastor’s leadership as breaking tradition and disregarding the church’s past. Common Phrases: <i>“This isn’t who we are.” “We built this church—you’re just passing through.” “We’ve tried that before, and it didn’t work.”</i> Silent Power Brokers: Influential individuals with no formal title exert control behind the scenes, through finances, family ties, or social influence, blocking change without open confrontation. Common Phrases: <i>“Let me talk to them privately.” “We’ll see what the real decision is after the meeting.” “Nothing happens here without their blessing.”</i> Spiritualized Resistance: Some members frame their resistance to change as spiritual discernment or divine insight, making it difficult to challenge without appearing unspiritual or divisive. Common Phrases: <i>“God told me this isn’t the right direction.” “The Holy Spirit is not in this.” “This doesn’t feel biblical.” “This is not what is written in the Spirit of Prophecy.”</i>

MONTH	STAGE	OBJECTIVE	RESISTANCE DESCRIPTION	RISK SCENARIOS
Month 8-10	ALIGNING is when mission, vision, and core values become more than just inspiring statements on a wall: it is when they become the lens through which all ministry decisions are made. With mission, vision, and core values deeply shared by a critical mass of core leaders, this stage focuses on turning plans into reality through strategic implementation. Like Moses organizing Israel with Jethro's advice, the church aligns its resources, leadership, and systems to achieve its goals. Leaders are trained in their roles, teams are formed around specific objectives, and clear metrics are established to track progress. This stage is vital as it connects the church's mission, vision, and core values with its strategy. Success occurs when ministry leaders align their decisions with the church's vision instead of pulling in different directions.	• Transform mission, vision, and core values from wall statements into a shared decision-making lens that creates ministry synergy. • Develop leaders who consistently use this framework to align all departments and maintain clear accountability for implementation.	• Strategic Planning Weekend (including Sabbath School Revival). • Local Church Officers Workshop.	HIGH RISK/HIGH COST 1. Planning Boycott: Key leaders or influential members refuse to attend the Strategic Planning Weekend or related workshops. Their absence is both a protest and a power move, signalling disapproval or disinterest in the process. Common Phrases: <i>"I'm too busy that weekend."</i> <i>"We've done enough planning already."</i> <i>"This feels like a waste of time."</i> <i>"I wasn't consulted about the agenda."</i> 2. Silent Sabotage: Leaders attend planning sessions and appear supportive, but quietly resist implementation. They may withhold resources, delay action, or speak negatively about the plan in private conversations. Common Phrases: <i>"Sure, we'll look into that."</i> <i>"Let's wait and see how others respond."</i> <i>"I'm not sure this is the right time."</i> <i>"We'll do it our way."</i> 3. Vision Fatigue: Members express cynicism or apathy due to past failed initiatives or unfulfilled promises. They disengage emotionally, assuming the current visioning process will also fade away. Common Phrases: <i>"We've heard this all before."</i> <i>"Another plan that'll sit on a shelf."</i> <i>"Let's see if this one actually sticks."</i> <i>"Why bother? Nothing ever changes."</i> 4. Departmental Drift: Ministry departments continue operating independently, ignoring the new strategic direction. Leaders prioritize their own agendas over collective goals, leading to fragmentation. Common Phrases: <i>"We've already planned our calendar."</i> <i>"That doesn't apply to our ministry."</i> <i>"We've always done it this way in our department."</i> <i>"We'll stick to what works for us."</i>

MONTH	STAGE	OBJECTIVE	RESISTANCE DESCRIPTION	RISK SCENARIOS
Month 11-12	IMPACTING is when the church's vision creates ripples of transformation both inside and outside its walls. Like the early church in Acts, this stage sees members discovering and using their spiritual gifts not just for internal ministry, but to bring John 10:10's abundant life to their community. Through community services, friendship evangelism, and Christ-centered outreach, the church becomes a catalyst for positive societal change. Success comes when at least half of adult members are engaged in ministries beyond the church building, addressing real community needs while sharing Jesus' love. This is when the church truly becomes salt and light, improving society's well-being while growing God's kingdom.	• To mobilize members' spiritual gifts to meet community needs. • Implement MEAL frameworks for impact and accountability. • Focus on three core mandates: local church mission (baptize and teach), transformative discipleship, and community engagement, all aligned with our church's mission, vision, and values.	• Spiritual Gifts assessment and ministry placement. • Implementation of the strategic plan. • Submit the strategic plan to the Conference for support. • MEAL Framework Implementation	HIGH RISK/HIGH COST 1. Gifted but Idle: Members complete spiritual gifts assessments but are not placed in meaningful ministry roles. This leads to frustration, disengagement, and a perception that the process was performative rather than purposeful. Common Phrases: <i>"I filled out the form, but no one followed up."</i> <i>"I guess they didn't need my gift after all."</i> <i>"It was interesting, but nothing came of it."</i> <i>"I'm still waiting to hear where I fit in."</i> 2. MEAL Misunderstanding: Leaders view the MEAL (Monitoring, Evaluation, Accountability, Learning) framework as overly bureaucratic, time-consuming, or irrelevant to ministry. They resist implementation or treat it as a checkbox exercise. Common Phrases: <i>"We're not a business—we're a church."</i> <i>"This feels like red tape."</i> <i>"We don't need metrics to know we're doing God's work."</i> <i>"It's too much paperwork."</i> 3. Outreach Overwhelm: Members feel unprepared, unequipped, or unsupported to engage in community ministry. The vision may inspire them, but they lack the confidence, training, or resources to act. Common Phrases: <i>"I wouldn't know where to start."</i> <i>"That's not really my gift."</i> <i>"I'm not trained for that kind of work."</i> <i>"I'm afraid I'll say the wrong thing."</i> 4. Conference Disconnect: The strategic plan is submitted to the Conference but is not endorsed, funded, or supported. This creates a gap between local vision and institutional alignment, stalling momentum and discouraging leaders. Common Phrases: <i>"We haven't heard back from the Conference."</i> <i>"They said it's not a priority right now."</i> <i>"We're on our own with this."</i> <i>"Why bother if they won't support it?"</i>

A System to Navigate Change Resistance & Mission Risks

As pastors, we're often called to navigate challenging waters – resistance to a new vision, differing views on mission, or the practical risks of leading a congregation. How can we address these moments effectively and in a way that builds up the body of Christ? The C.A.R.E.S. System⁶ is explicitly designed for pastoral ministry, helping pastors navigate these complex situations with grace and wisdom.

The C.A.R.E.S. System is developed through five essential steps.:

- 1. **Connect** & Clarify
- 2. **Analyze** Stories & Sources
- 3. **Respond** with Safety & Dialogue
- 4. **Engage** for Change & Agreement
- 5. **Sustain** Momentum & Accountability

By using the C.A.R.E.S. System, pastors will be better equipped to **listen** deeply to their people, **learn** collaboratively from all perspectives, and **lead** congregations with renewed confidence, unity, and missional purpose, even when facing resistance or risk. It’s about leading with care, through understanding and dialogue, towards a healthier and more impactful ministry.

C.A.R.E.S. PHASE	CORE OBJECTIVE	KEY QUESTIONS FOR THE PASTOR (INTERNAL WORK & EXTERNAL ENGAGEMENT)	KEY ACTIONS & SKILLS INVOLVED	DESIRED OUTCOME
CONNECT & Clarify	Establish positive intent, understand the initial landscape of the resistance/ issue, and choose the right focus.	• What is the specific situation or resistance I'm observing? • What result do I really want (for myself, for them, for our relationship, for the church's mission)? • What is my positive intent for this engagement? • What specific problem (Content, Pattern, Relationship, or Process—CPR) needs to be addressed first?	• Define Desired Results & Positive Intent (Start with Heart & Focus on Results tactics) • Observe Context & Cues (Learn to Look tactic) • Initial Research & Rapport Building (Context Clues, Stakeholder Network Map, Build A Relationship, Like & Be Liked and Rapport Reps tactics) • Unbundle & Choose the Issue (Use CPR and Choose What & If tactics)	A clear understanding of the initial situation, your positive intent for the engagement is clear (at least to yourself), and a specific, prioritized issue is chosen for discussion.

⁶ The C.A.R.E.S. System draws on various negotiation strategies and methods, offering structured tools to help pastors navigate complex negotiations and achieve better agreements.

C.A.R.E.S. PHASE	CORE OBJECTIVE	KEY QUESTIONS FOR THE PASTOR (INTERNAL WORK & EXTERNAL ENGAGEMENT)	KEY ACTIONS & SKILLS INVOLVED	DESIRED OUTCOME
ANALYZE Stories & Sources	Internally diagnose your assumptions and hypothesize the root causes behind the other person's resistance/actions.	• What stories am I telling myself about this person/situation? • Why would a reasonable, rational, and decent (and spiritual) person act this way? • What is my potential role in this problem? • Which of the Six Sources of Influence might be driving their behaviour (Personal, Social, Structural – Motivation or Ability)? • Is this primarily a "won't do" (motivation) or "can't do" (ability) issue?	• Master Your Stories (challenge victim, villain, and helpless narratives. Focus on facts) • Diagnose with Six Sources of Influence (analyze personal, social, and structural factors for motivation and ability behind the resistance) • Consider underlying interests, values, and fears (research tactics; Explore Others' Paths tactics).	You have a more objective understanding of your own potential biases and have developed a working hypothesis about the multiple factors (not just negative intent) contributing to the other person's resistance or problematic actions.
RESPOND with Safety & Dialogue	Directly and respectfully address the identified issue or resistance, creating an environment for open exchange.	• How can I make it completely safe for them to share their genuine thoughts and feelings, even if they are difficult? • How do I share my perspective (facts and my tentative story) without causing defensiveness? • How can I best understand their full Path to Action (facts, story, feelings)?	• Establish/Rebuild Safety (Maintain Mutual Purpose & Respect tactic—use CRIB tactic if needed. Use Contrasting tactic to clarify intent. Apologize when appropriate) • Describe the Gap/Issue (clearly state the expectation versus the observation (the resistance)) • STATE My Path (share your facts, tell your story tentatively, ask for their path, talk tentatively, use the Encourage Testing tactic) • Explore Others' Paths tactic (use AMPP - Ask, Mirror, Paraphrase, Prime tactic to draw out their perspective, employ Active Listening tactic) • Respond to their points with ABCs tactic (Agree where you can, Build on what they say, Compare your differing views respectfully)	An open and safe dialogue is established. Both the pastor's and the other person's perspectives (facts, stories, feelings) about the resistance/issue are on the table. Underlying concerns are beginning to be understood.
ENGAGE for Change & Agreement	Collaboratively find solutions, address barriers, and influence positive shifts, aiming for mutual benefit.	• What specific vital behaviours need to change or be adopted? • How can I help make this change motivating for them (Sources 1,3,5)? • How can I help make it easy for them (Sources 2,4,6)? • What creative solutions or compromises can meet underlying interests?	• Identify Vital Behaviours (use a Make-It-Motivating tactic, link to their values, provide social encouragement/modelling, use appropriate incentives, and remove disincentives—Reward with Care tactic) • Make it Easy (provide skills, resources, peer assistance, simplify processes, change the environment). • Jointly Brainstorm & Negotiate Solutions (use CRIB tactic, focus on interests not positions—Zest Of Compromise tactic, Identify Concessions tactic, reframe issues).	Barriers to change (motivational and ability) are addressed. A mutually acceptable solution or path forward that addresses the core resistance is developed collaboratively. Buy-in is increased.

C.A.R.E.S. PHASE	CORE OBJECTIVE	KEY QUESTIONS FOR THE PASTOR (INTERNAL WORK & EXTERNAL ENGAGEMENT)	KEY ACTIONS & SKILLS INVOLVED	DESIRED OUTCOME
SUSTAIN Momentum & Accountability	Ensure clear commitments, consistent follow-through, ongoing adaptation, and long-term positive change.	• Who will do what by when to implement the solution? • How will we follow up on these commitments? • How will we measure progress and adapt if needed? • How will we handle any future breakdowns or renewed resistance?	• Agree on a Plan & Follow Up (use WWWF tactic—(Who, What, When, Follow-up, Verify Commitment & Document—Stand & Deliver tactic) • Implement Influential Measures (Focus & Measure tactic, track vital behaviours and results) • Hold Accountable for Commitments (address broken promises promptly using the C.A.R.E.S. system again) • Ongoing Adaptation & Learning (Stay Focused & Flexible tactic, use MEAL framework, use Bookmarks or Strategic Delays tactics if new issues arise) • Build & Maintain Trust (use Trust Tree and Golden Rules tactics, Praise progress.	A clear action plan with accountabilities is in place. Progress is being made and monitored. The relationship is strengthened, and there's a mechanism for addressing future challenges constructively. The desired change becomes embedded.

The Six Sources of Influence:⁷ Questions for Pastors to Diagnose Resistance to Change, Lack of Engagement in Ministry, or Other Behavioural Challenges in the Church.

1. Personal Motivation—The Heart & Spirit: "Do they want to, deep down?" This source explores whether the desired behaviour or change aligns with an individual’s faith, values, sense of spiritual purpose, and intrinsic satisfaction, or if it feels burdensome, spiritually irrelevant, or unfulfilling.

"Does this (change/ministry/practice) genuinely connect with their faith journey and what they feel God is calling them to, or does it feel more like an obligation or something that doesn't feed their spirit?" "Are they finding joy and spiritual meaning in this, or is it perceived as draining, frustrating, or conflicting with their core beliefs/values?"

2. Personal Ability—The Skills & Confidence: "Do they feel they can do it?" This source examines whether individuals possess the necessary spiritual understanding, practical skills, knowledge, confidence, and personal capacity (time, emotional energy, etc.) to engage in the desired behaviour or change successfully.

"Do they feel they have the needed spiritual insights, practical skills (like teaching, leading, organizing), and personal confidence to do this effectively?" "Are there any personal limitations or lack of know-how that might make this feel overwhelming or impossible for them right now?"

⁷ Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMillan, and Al Switzler developed the Six Sources of Influence Model to provide a comprehensive framework for leading change and influencing behaviour. It's designed to help individuals and organizations understand and leverage the different factors that contribute to influence, ultimately enabling them to achieve desired outcomes.

3. Social Motivation—The Influence of Others: "Do respected peers and leaders encourage this?" This source looks at the powerful impact of relationships and social norms. It asks whether key influencers (pastors, elders, ministry leaders, close friends in the church, and family) are modelling, praising, and encouraging the desired behaviour or if there's social pressure, indifference, or even discouragement from these groups.

"Are the people they look up to in our church community (including leadership and respected peers) visibly championing and encouraging this, or is there social pressure, silence, or even subtle disapproval from important groups?" "Do they feel a sense of belonging and acceptance when they engage in this, or might they fear criticism or isolation from their church friends or family?"

4. Social Ability—The Support of Others: "Are others helping or hindering them?" This source considers whether other people in the church are providing the necessary practical help, information, coaching, collaboration, and resources, or if they are (even unintentionally) creating obstacles, withholding support, or failing to coordinate.

"Are fellow members, ministry teams, or leaders actively providing the support, information, and collaborative help needed for them to succeed in this?" "Are there any relational conflicts, lack of teamwork, or gatekeeping by others making it difficult for them to move forward or participate effectively?"

5. Structural Motivation—Church Systems & Rewards: "Do our church's systems reward or discourage this?" This source examines the non-personal, systemic "rewards" and "costs." It looks at how church budgets, resource allocation, formal recognition, scheduling priorities, and even informal systems of status or attention might be encouraging the desired behaviour (or inadvertently rewarding resistance/inaction).

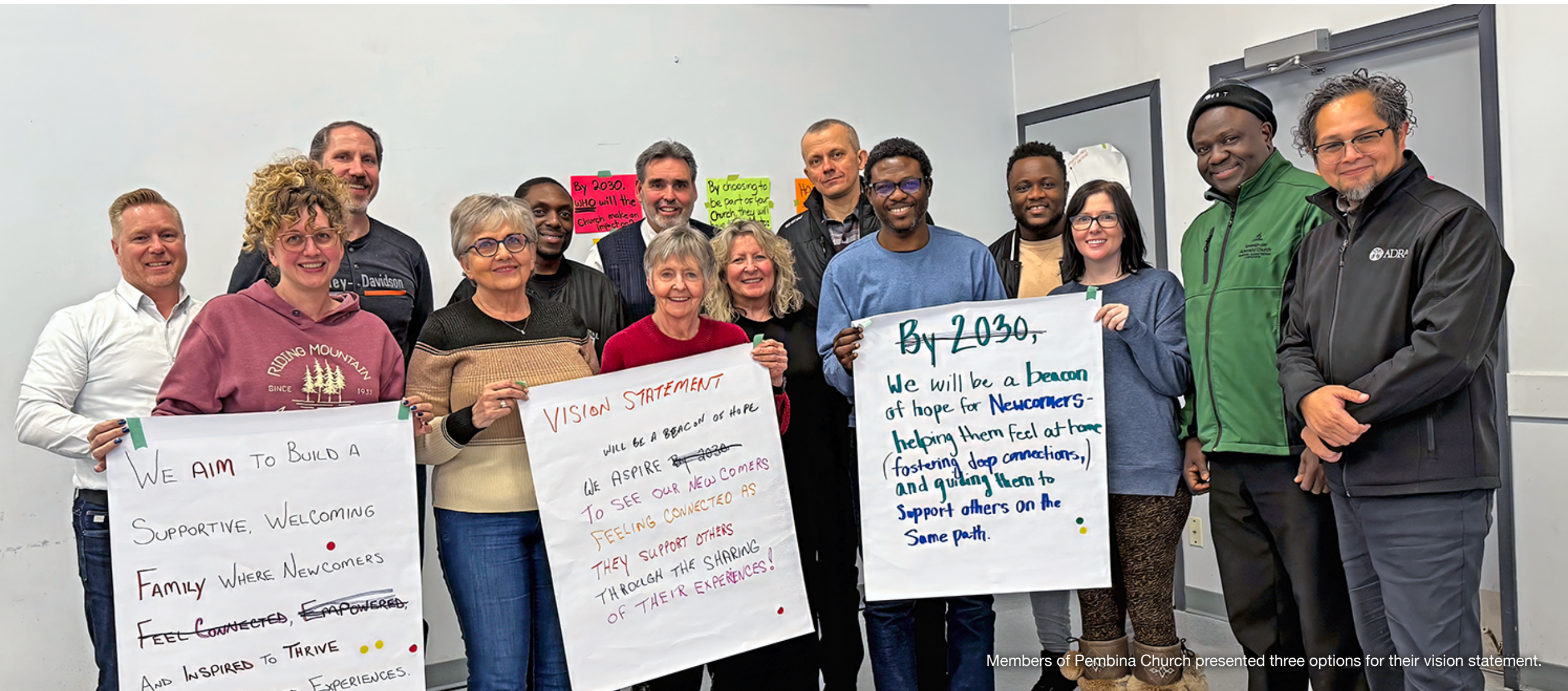
"Do our church's official (and unofficial) ways of doing things—like how we allocate funds, what we celebrate publicly, or whose efforts get recognized—make it worthwhile and valued to do this, or does it feel like the system is pushing against it?" "Are there significant hidden 'costs' (like excessive time demands, loss of influence in other areas, or conflict with other church priorities) to engaging in this new way?"



Nan Rice and Betty Ens of Pembina Church are participating in a session to identify their core values and vision.

6. Structural Ability—Church Environment & Processes: *"Do our church's environment & processes make this easy or hard to do?"* This source focuses on the practical, non-personal environment. It considers whether church facilities, tools, technology, official processes (e.g., for decision-making, communication, accessing resources), ministry structures, and even the clarity of information make it easy and straightforward to do the right thing, or if they create frustrating barriers.

"Do our church's physical spaces, available tools (like curriculum or technology), communication channels, and official processes make it simple and practical for people to do this, or are logistical roadblocks, confusing procedures, or lack of necessary resources getting in the way?" "Is the information they need to succeed readily available and clear, or is there confusion about expectations, roles, or how to get things done within our church structure?"



Members of Pembina Church presented three options for their vision statement.

Workshop Impact

Pastors and ministry leaders from the Manitoba-Saskatchewan Conference share their experiences and insights after participating in the Mission & Vision Weekend, Strategic Planning, Change Management and other workshops.

NOTE: Some feedback has been edited for grammar and improved readability without altering the original thought and intent.

Pastor Waldemar Grenz: From Uncertainty to Empowered Leadership. "This workshop gave me the tools and confidence to lead purposefully, empowering our church to identify God's collective calling."

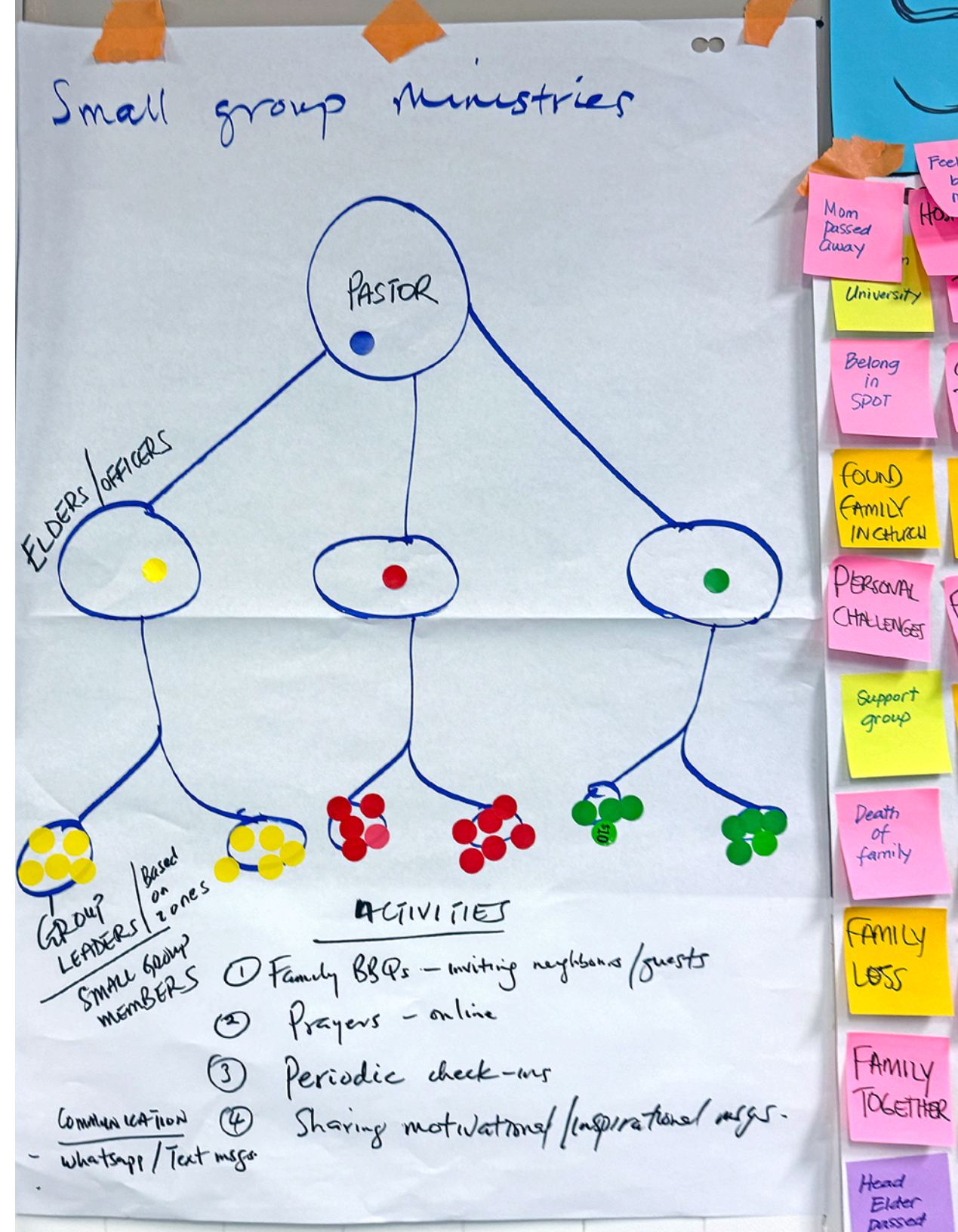
"Before the workshop, even after four years with my church, I found it 'still difficult to know what the expectation is of the church from their Pastor.' I was also 'struggling in finding direction and the necessary tools and skills to lead the church with purpose.' The Change Management Blueprint, however, gave a tremendous starting point. The structure that puts listening first and emphasizes a membership audit is impactful.

Learning the 'facilitative leadership style' was the 'best skill so far.'

Since then, I have started the membership audit. I have changed how I listen and ask questions in my pastoral meetings. I have started building a strategic plan with my Church.

Now, I feel empowered to tackle any issue out there. I feel empowered to set up structures and processes that help the Church handle some of its toxic habits, such as having specific individuals with strong opinions influence the direction of the church or family problems that keep the Church from growing. '

To any fellow pastor, I'd say, 'It is an excellent tool that takes much of the stress of leadership and distributes it among the membership or constituency by empowering them to be the ones who identify God's calling to the collective vs. one individual. I would suggest that every new Pastor go through the program.



Rebecca Kayumba: A New Perspective on Ministry Structure and Pastoral Care. "This was an eye-opener; I learned to structure ministry to prevent leader burnout and realized pastoral care is a shared well-thought-out responsibility."

"Before the workshop, a challenge in our growing Uniform ministry was that 'the main leaders also have other responsibilities in the Church and may sometimes not be available to help with club activities because of competing demands', hinting at potential burnout. During the workshop, 'Our brainstorming session helped us identify the key ministries that would help us fulfill our mission and vision while ensuring leaders don't experience burnout.'

As a result, 'Within the Pathfinder ministry, our future annual plans will ensure alignment with the church's mission and vision and a focus on our leaders' overall wellbeing.' A significant insight for me was that 'it's not just the pastor who is responsible for pastoral care, but it's a well-thought-out structure that ensures that each family in the church is looked after and no one is forgotten.'

These sessions are eye-opening because they're a safe space for church members to share their journeys while realizing that we have more in common than differences. All members should be encouraged to attend to make this worthwhile."

Pastor Federico Cela: From Burnout to Renewed Purpose and Increased Engagement. "This workshop renewed my purpose, shifting our ministry from reactive to intentional and leading to increased member engagement."

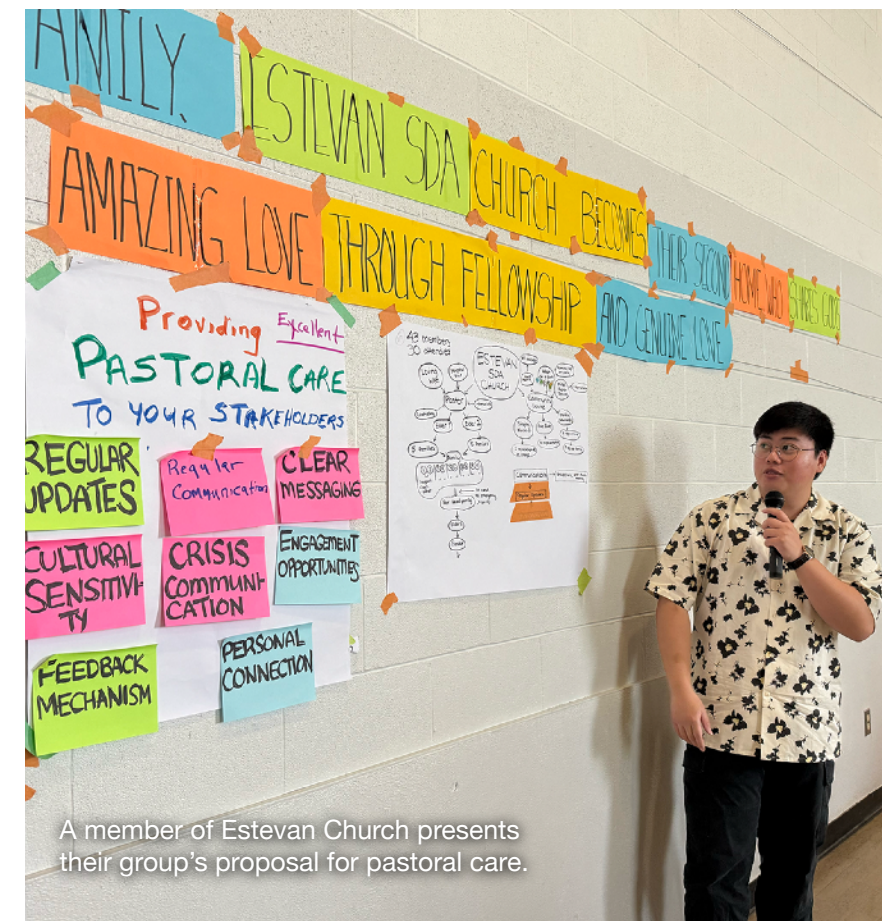
"Before the Mission & Vision Weekend, I faced low member engagement and participation in church programs. Many were comfortable with routine Sabbath worship but hesitant to join outreach, small groups, or take on leadership roles. This left a few carrying most of the work, leading to burnout and limited spiritual growth. I also struggled to align our church activities with a clear sense of mission.

The Strategic Planning Blueprint was my most impactful insight during the workshop. It helped clarify our Church's direction by aligning all ministries and programs under...a unified mission and vision...It shifted my leadership approach from reactive to intentional. As a specific outcome, 'I implemented what I learned by aligning all church activities with our Purpose statement, which led to more focused ministries and increased member engagement.'

This workshop 'renewed my sense of purpose and gave me clarity and confidence in my leadership role, shifting my focus from simply managing programs to intentionally guiding our church toward a shared vision.'

I encourage fellow leaders to pursue facilitative leadership. It empowers both leaders and members. It brings clarity, unity, and shared mission ownership, making ministry more effective and less burdensome."

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A member of Estevan Church presents their group's proposal for pastoral care.

Divina Remocal: From Burnout to Confident, Energized Program Implementation. "Strategic planning gave me the confidence and tools to implement engaging programs without burnout, leading to visible positive results."

"Before the workshop, I struggled to get members and officers of West Park Church to come to Church early for Sabbath School. Despite the Superintendent's initiative to make the program engaging. Strategic Planning is a straightforward approach to implementing programs and activities within our capabilities without feeling burned out. We have since implemented the Friendship Evangelism with each other first, then to the Community."



West Park Church Officers have structured their church around pastoral care, developed during the Officers' Workshop.

We attended the complimentary breakfast potluck every Sabbath. Then we launched our Mother's Day celebration at PCAA on May 10, 2025, which was well attended by the immigrants and staff of ACS and some staff of West Park Church. At West Park Church, 'Sabbath School formulates a Schedule for the whole year already till February of 2026,' our complimentary Sabbath breakfast sees 58 or up to 120 members. Now, 'I am more confident, armed with knowledge, on implementing programs and/or activities without the feeling of burning out.' I'd tell fellow leaders to implement it without hesitation, for this approach is straightforward. It energizes you as a Leader and enables you to do more for the Community. You will not see the positive result if you don't implement it... Pray about it, and it will yield positive results."

Thi Thuy Trinh Dao: Empowerment in Pastoral Absence: "With an often absent pastor, this workshop authorized our board to function, and I now feel better equipped to lead the church."

"Before the workshop, our challenges included '- Taking care of the members who left the church - Our pastor is not active in the church - Lacking leadership in the church - Members are not participating in the church program.' The workshop 'helps us authorize church board members to function in the church when the pastor is away.' Since then, 'We have visited nursing homes and home care in Weyburn, Fillmore, and Stoughton and sang and prayed for residents.' As a leader, I feel better equipped with the knowledge to function in the Church and more responsible for leading the Church without a pastor. I believe 'These approaches will help our pastors be more active in the church and need more plans for church ministries, such as evangelism meetings and other activities to strengthen the church.'

Pastor Troy Guderyan: Shifting from Quantity to Quality, Aiming for Impact. "Our church lacked a specific aim; this helped us realize we should focus on quality programming aligned with our mission for greater impact."

"Before the workshop, the challenge was that 'The church wants to do a lot of ministries to do ministry, but there was no specific aim or purpose.' The 'strategic planning weekend helped the church realize that they cannot be effective with several programs/ministries, but rather we should focus on quality programming, which, in reality, we can only do 3-4 things well and likely have a greater impact'.

However, we haven't had the chance to put it into practice since we recently had our strategic planning weekend. The workshop changed my feelings about my role: 'I realize the importance of filtering everything we do through our mission and vision.

Otherwise, we are still going in different directions as a church.'

Facilitative leadership is a blessing. It allows input from your major stakeholders to help make crucial decisions. It doesn't leave the weight of decision-making on the leader."

Danwin Manalang: Finding Relief and Safety in a Challenging Role.

"Dealing with difficult member behaviour, this workshop provided the support I needed; I felt relieved knowing how to find a safe place as a leader."

"As a Sabbath school facilitator, I was dealing with 'difficult members' behaviour, biased, prejudiced and leader over power.' The Mission & Vision Weekend and related workshops provided 'Support, encouragement and advice.' Following what I learned as a Sabbath school facilitator, I now read all pointers and facts, not my opinions. The most significant change is how I feel: 'I felt relieved knowing where to put myself in a safe place.' I'd advise others in similar situations: 'Learn to draw the line or limitation and not to step into others' shoes.'"

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The young adult leaders of Spirit of Truth are presenting their proposal for pastoral care.

Pastor Myshan Irving: Energized and Equipped for Impactful Ministry." *I feel energized and equipped with the tools to transform our Church's ministry and cultivate its great potential."*

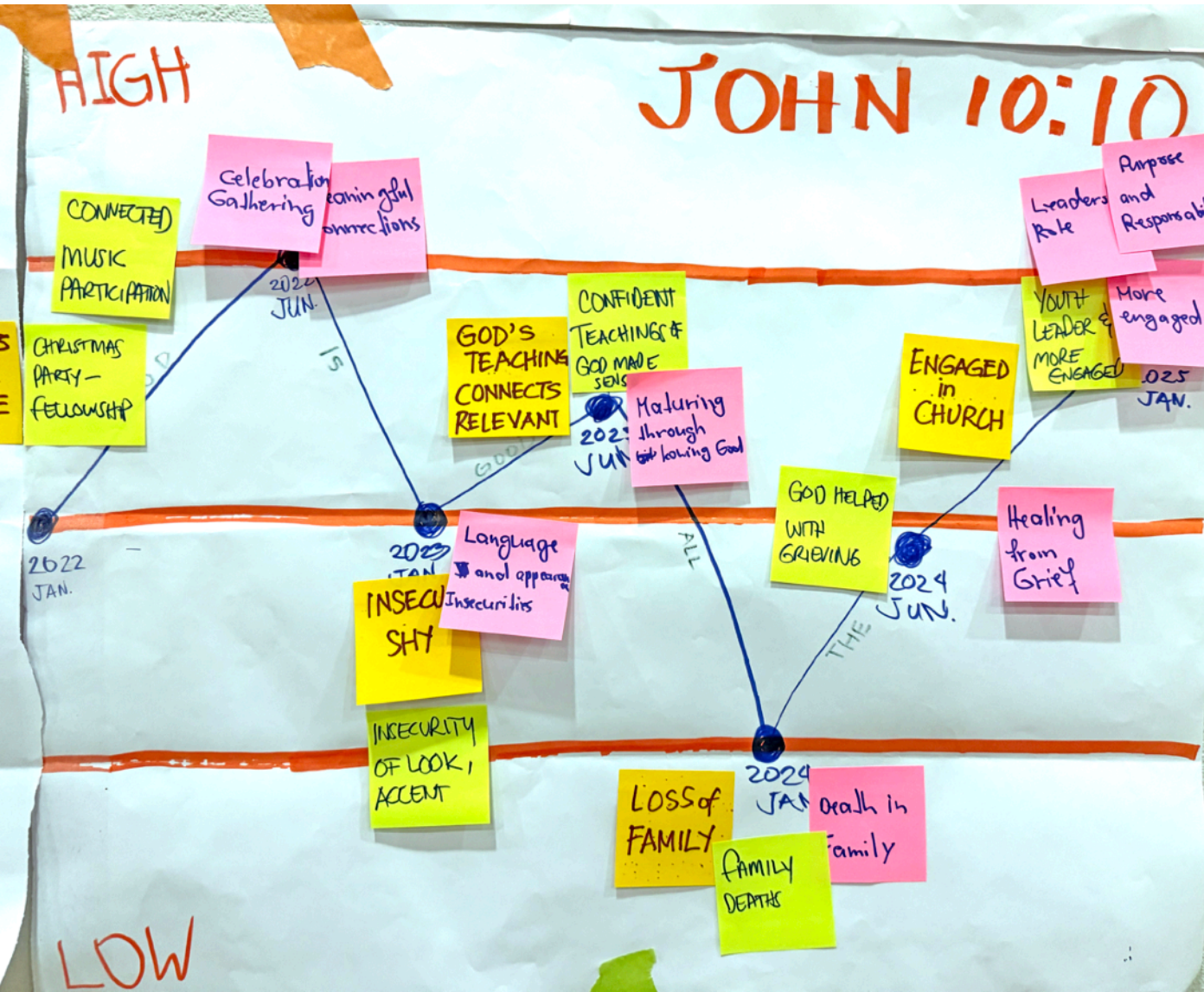
"Before the workshop, our 'Congregation seemed resistant to new ministry ideas and initiatives and a lack of involvement in community-based ministry.' All the concepts and ideas shared during the sessions were relevant to our mission and vision. I gained meaningful insights on communicating and transforming my Church's modus operandi into a more impactful and productive ministry. Now, 'I hope to implement various training programs and surveys to get the input of other members so

we can be impactful both within and outside of the Church.' This experience has changed how I feel as a leader: 'I feel energized and equipped with the necessary tools to unlock and cultivate great ministry potential. In addition, it gives me hope and a clear understanding of the various dynamics without ministry, which should help to nurture my leadership potential.

To fellow leaders, 'These approaches, if followed, can be vital to the success of your ministry. The ability to connect, challenge, align, and impact are all necessary tools geared towards the success of your ministry.'

Milfred: Understanding Shared Vision to Counter Division. "Facing potential division, this workshop highlighted the importance of a shared mission understood by all members to achieve common goals and foster belonging."

"Our Church, SPOT, was facing a looming issue that SPOT will be divided because some members are instigating church planting and not considering that programs pertinent to the implementation of the mission/vision of SPOT will be significantly affected. During the workshop, I identify each member's spiritual ups and downs and consolidate attributes relevant to driving the mission/vision of SPOT. In our AV team, we will assist in keeping up with the schedule. This workshop has made me feel that it is imperative that each member has the proper understanding of SPOT's mission/vision and uses these as a guide to achieve common goals. I would say that 'This kind of workshop allows members to take part in organizing the church programs and activities and experience belongingness. Sharing of the tasks might prevent burnout of some members.'



Pastor Alain Ramanonintsoa: Finding a Starting Point and the Power of Shared Leadership. "Struggling where to start as a new pastor, I feel comfortable driving the church's work as a group, ensuring continuity and strength."

"I was 'struggling to know where to start at the beginning of my pastoral Journey,' the workshop provided crucial insights. I love the way I should listen to the members. The "amplifying" system consists of amplifying what the person says to show them that you listened to them without giving a solution to the problem at first sight. Since then, I've implemented the visitation road map. Starting with the Head Elder, the elders, the leaders and the members. This has changed how I feel as a leader: 'I feel comfortable that there is a way to drive the powers not only for one person but for the group.' I would tell others, "This way, the Church keeps working well even if a leader is gone. It helps everyone serve together, not just a few people. This makes the Church stronger and prevents leaders from giving up."

Thien Chuong Le: Renewed Focus on Pastoral Care Amidst Challenges. "Despite a small, remote congregation, I learned the importance of attentiveness to believers' emotions to maintain faith and overcome adversity."

"My ministry faced the challenge that 'The church has few members and the church board members do not live locally, so visiting and caring for believers is even more difficult.' The workshop served as a reminder that belief or faith may not change. Still, human emotions constantly change according to circumstances. Putting God first is essential; emotions are temporary, and God will always protect or give you good things. Now, my approach involves tracking the believers' emotions and keeping regular worship, so there is a suitable program to help them maintain faith. I've learned that Believers' emotions can change when facing adversity, so paying attention is even more critical to assisting them in overcoming. My key takeaway for other leaders is to 'Pay more attention to pastoral care to maintain the faith of believers.'"

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Pastor CL Garilva and head elder Evyn are in the middle of designing their proposal for pastoral care structure.

Pastor Gesklin Etienne: Reaffirmed Convictions and Enhanced Leadership. "The workshop reaffirmed my convictions, providing tools for clear communication and strengthening our collective impact in ministry."

"Before the workshop, 'One of the key challenges I've faced is the leadership's delayed response to the immediate needs of the church, as well as low participation in certain programs,' which sometimes left me feeling uneasy. I especially valued the insights shared through the [Listen, Learn, Lead] framework during the sessions. 'The most powerful reminder for me was the importance of clear and intentional communication- to effectively connect with stakeholders and bring them into alignment, ultimately strengthening our collective impact.' As a result, 'By applying the learnings from the sessions, I've been able to communicate with more emphasis during my meetings with church leaders.' The sessions have reaffirmed my convictions and enhanced my comprehension of my core tenets as a leader. Consequently, I am increasingly resolved to inspire through substantive engagement with the leaders I minister alongside."

For pastors to succeed in their ministry, consistently applying these fundamental principles in daily practice is essential. Adopting a facilitative leadership approach is vital in today's information age. My advice is to begin the facilitative leadership process early on, remain focused, stay resilient, and trust and obey God.

Joylen Gellamucho: Empowered to Lead Through Resistance to Change. "Facing resistance to new ideas, this workshop empowered me with tools and confidence to guide our ministry through change with a shared vision."

"Before the Strategic Planning Workshop, one of the main leadership challenges I faced in our ministry was resistance to new ideas and initiatives. Many church members preferred to maintain traditional ways of doing things and were hesitant to embrace change. This created difficulty in moving the ministry forward. The 'Mission & Vision Weekend / Strategic Planning / Change Management Workshop' has dramatically impacted how I view my leadership role. I feel more empowered and confident to guide our ministry through necessary changes, even when facing resistance. The workshop gave me practical tools and a clearer sense of direction, which helped me embrace collaboration and trust the process. I feel less alone in leadership and more encouraged to lead purposefully, knowing we now have a shared vision and strategy to move forward together."

I would encourage all church members to attend the workshops so that they can open their minds and contribute something. There should be more workshops."

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Pastor David Bakunzi: Equipped for Shared Vision and Sustainable Ministry. "I feel better equipped to foster a shared vision and facilitative leadership, creating ownership and sustainability in our church."

"While our 'congregation was spiritually committed, there was no shared vision guiding our ministries, programs, or resource allocation' before the workshop. 'This often worried me since there was no written documentation to refer to, a lack of participation, and minimal community impact, as the church board had no clear direction. The most impactful insight was the importance of leading with clarity and alignment. I learned that change is not just about implementation but about managing emotions, building trust, and communicating constantly, all of which can be attained through listening and learning from every congregation member.

I am planning a sabbath, during which the church members will have time to contribute to designing the ministry activities and formulate the core values. As a leader, I feel better equipped with the knowledge to provide facilitative leadership where every church or ministry leader feels valued without overworking. At the same time, I also get enough time to balance work, self, and family needs.



Elder Dave and Lori are developing a vision statement for Pembina.

To other leaders, I'd say, 'These approaches create ownership by all church members, which creates trust and transparency, which is more sustainable than one person, the Pastor. These approaches equip church members and help them find their worth.'

Pastor Neil Tagarao: Journey from Overwhelm to Collaborative, Healthy Leadership. "From the brink of burnout, these facilitative tools helped me lead collaboratively; ministry is now something we carry together, building a healthier church."

"As a new pastor in West Park before these workshops, I struggled to engage the church board in meaningful, collaborative decision-making. 'Despite a noticeable decline in attendance, many of the long-standing leaders...were resistant to new ministry initiatives, ' and a few influential families tightly controlled the Church's leadership structure.'

'When I chose instead to lead with transparency and shared vision, it sparked resistance and eventually, open conflict,' with some leaders becoming 'verbally abusive.' 'In the absence of a healthy structure for delegation or shared leadership, I found myself carrying the burden of nearly every ministry responsibility,' which led to burnout. The 'Strategic Planning Blueprint gave us a clear, step-by-step plan to align all our church ministries and programs with our mission and vision.

Also, 'The Concept Wall exercise made a big difference in how we share our ideas.' I then

introduced an Ad Hoc Committee where elders, ministry leaders, and church members could unite. We used the Concept Wall exercise to gather ideas in a way that gave everyone a voice, 'creating a more open, fair, and transparent process for making significant decisions.'

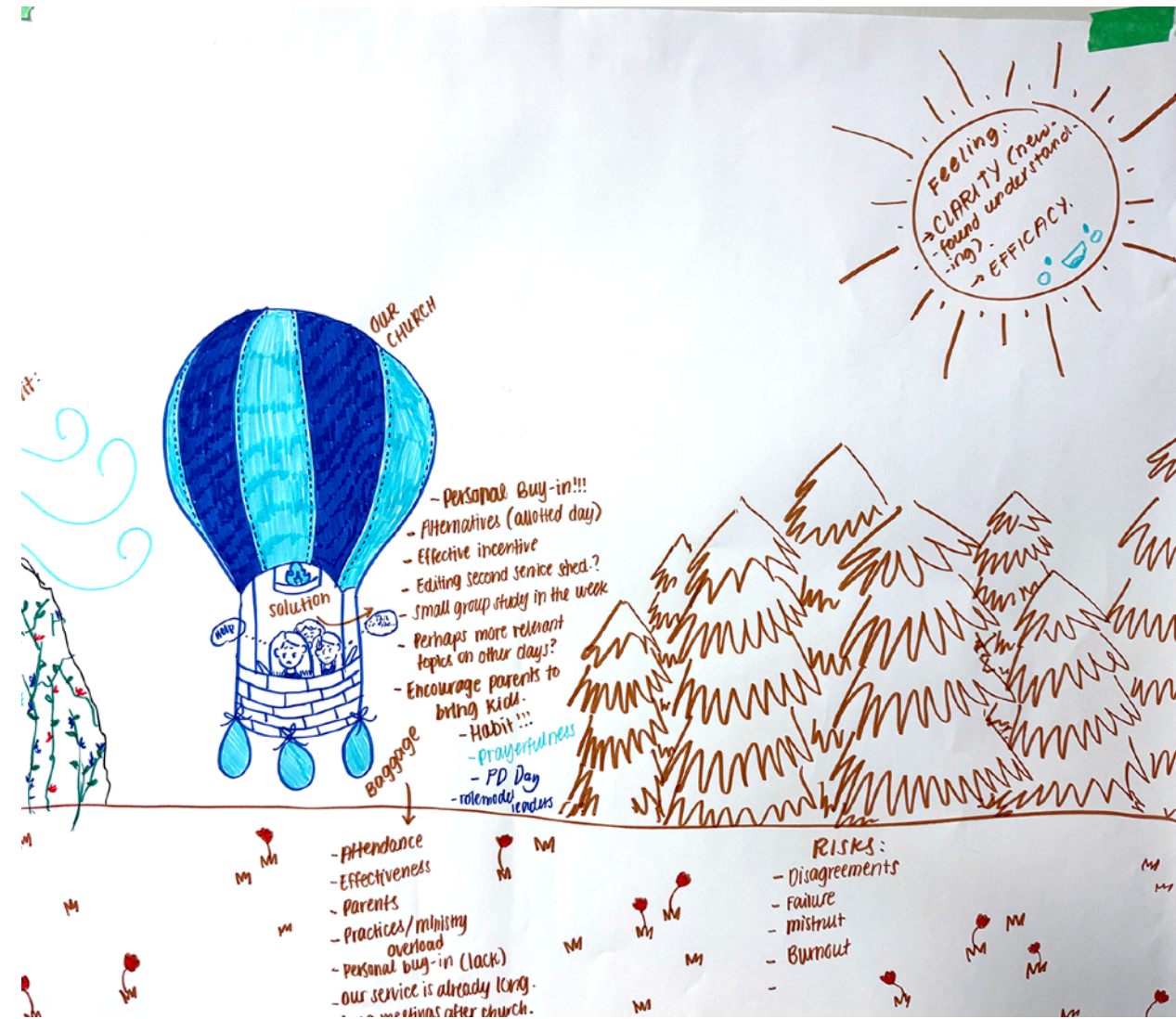
Since shifting to this facilitative style, I've felt a real difference. I no longer feel pressured to come up with all the answers myself. Instead, I feel more confident leading conversations that invite collaboration and shared problem-solving. It's freeing- and it's effective. I've also found renewed energy in ministry... I'm no longer on the edge of burnout and have more margin to focus on what matters most. 'Most importantly, I feel better equipped to navigate the unique challenges of the church ministry.'

To fellow pastors, 'involving others in the leadership process isn't just helpful- it's essential.' 'When I started using facilitative tools... People felt heard. They took ownership. Ministry stopped being something I carried alone and became something we carried together. Looking back, I wish I had started earlier. Don't wait. These tools work best when you use them before things get heavy. Start small... It's not just about easing your burden, building a stronger, healthier church family that leads and grows together.'

Jewel Remocal: From Resentment to a Desire to Help. "This workshop helped me move from resentment and obligation to a genuine desire to help, especially by truly listening to our youth."

"Before the workshop, I was 'holding resentment for the past' and 'feeling obligated to hold a position not out of love or obedience but out of pity and as a last resort.' I was also experiencing a 'lack of engagement from the youth' and 'feeling overwhelmed.'"

A significant insight was when 'Pastor Charles and Pastor Duville acknowledged our past hurts and sat in them with us for a bit before moving forward! We felt seen. Pastor Duville also spoke with me afterward about what I can do to engage the youth. Now, 'I listen to the youth and ask questions even if I don't want the answers to (e.g., I asked about leadership of the youth programs and received some answers about who they feel comfortable with).' As a leader, I feel less "obligated" by pity... and resentment for the generation that left before me and more obligated by a desire to help. Sometimes, I still get overwhelmed and challenged, but it's a better mindset. To others trying to engage youth, I'd say, 'While young adults are receptive, it is hard to engage them in serious discussions like this. But do not be discouraged! Sit down with them once, and then you can separate your intentions.'"



Barbara Thomas: Focusing on Community Relationships Amidst Resource Challenges. *"With limited human resources, the key insight was building community relationships; we're now exploring ways to implement this for greater impact."*

"A key challenge in our ministry is a Lack of human resources. Some members are very active and doing so much, especially having very young children and working two jobs, which makes implementation difficult despite enthusiasm. Also, 'Several members of our congregation live out of town, and travel is an obstacle.' During the workshop, the insight that had the most significant impact was 'Building relationships with the community.'"

Handouts were prepared from the notes taken and given to the board members for review. Many topics were discussed for possible implementation, with two selected for further consideration. My commitment to maintaining my current roles is unwavering. I will continue to assist the Pastor, church people, and the Community as long as God gives me breath and strength.' Given that our Pastor is responsible for three churches, it would be ideal to have someone on-site, perhaps 3-4 days a week; this would enable community members to attend, and relationships could be established. Having a familiar face would, over time, develop a trusting relationship. The Church would be seen as a safe place."

Pastor James Kwon: Finding Direction for Active Mission & Vision." *I now have a clear direction for creating, following, and actively using our Mission & Vision, a new and significant responsibility."*

"Before attending, I wasn't experiencing any ministry challenges, M&V Weekend and Strategic planning. It was mainly because I focused on supporting the ongoing ministry before my new assignment at Hill Ave. However, regarding past approaches, the Church's M&V was in place because it was needed, but it was never actually focused on implementing it. I never seriously discussed the outcome or made plans to change the M&V. The workshop 'helped me to have directions on how to create, follow and check to see if we are on track' with our Mission & Vision. When a ministry leader talked to me about their ministry ideas, I reminded the person of our M&V and that it must meet the M&V. The M&V and Strategic Planning weekend have been overwhelming because they are in unknown territory. I've never done anything like this before, and was never taught about it. It reminded me that I am the leading servant and have so much responsibility as a leader. Despite initially being overwhelmed, I highly recommend it. I would use these tools when moving to a new church outside this conference."



Mrs. Kwon and her daughter participate in voting for their core values at Hill Avenue Church.

Kathy Adolph: From Low Participation to Confident Event Planning. *"From not enough women in ministry, dialogue inspired by the workshop led to a new committee, and I felt much more relaxed and confident."*

"The challenge I faced before the workshop was 'Not enough women participating in women's ministry.' The most significant insight I gained was the importance of 'Dialogue.' Specifically, 'We now have a Women's Ministry Committee with 5 participants'. This change has impacted how I feel as a leader: 'I feel much more relaxed and confident in planning events for the Brandon church Women's ministry.' To other leaders considering these approaches, I'd say it's 'Awesome.'"

Pastor Criscel Leo Garilva: Creating a Way Forward with Sharpened Vision. *"Facing deep pains and a lack of unity, this weekend helped us create a way forward, sharpening our vision and equipping me to build a safe, supportive, and structured ministry."*

"We were facing a lack of unity and purpose, and deep pains that needed to be resolved. This weekend helped us create a way forward. It sharpened our vision and mission and allowed us to see key growth areas within the church. I've made a safe atmosphere at our board meetings, where ideas are openly discussed. We pray for each other and our families. Even our devotional time is facilitative, and I seek input from all my fellow leaders. I feel less apprehensive about having to do things alone. We have momentum and a clear structure.

The board members support our church's mission and vision as they have gone through the process themselves. Much work is still needed, but I feel better equipped as a pastor. I would say, "Do it now." Be flexible and take what your leadership team gives you. But pray for the right timing and speak with the Conference about leadership training.



Members of Brandon Church votes on their core values.

Anonymous: Gaining Insight Through Shared Faith Journeys. *"The faith graph gave us strategies to improve our approach, understanding that keeping the fire of faith burning is a daily learning curve and a shared responsibility."*

"A challenge we faced was 'accommodating more visitors as our current location is a bit crowded now with the growing number of members and financial assistance for the activities.' During the workshop, 'The faith graph helped us to know that each church member is doing their best to strengthen their faith, and this gave us insight on some strategies to improve our approach with each of them.' One specific way we've implemented what we learned is 'To become observant so that we'll know if anyone needs help and will not lose them.'"

This workshop taught me 'that every day is a learning curve for us to strengthen more and keep the fire burning with our faith' and that 'everyone has responsibility for how they impact themselves and everyone in the church.' To others, I'd say, 'Not only them but all of us can do the work.'

"Travel with Faith" Camporee

The Manitoba-Saskatchewan Conference's "Travel with Faith" Camporee (May 16-19, 2025) was a significant success, uniting 573 attendees, including 17 youth clubs (seven new), at Camp Whitesand. This event underscored the vitality and growth of our Club Ministries and achieved its core objective: fostering a closer relationship with God among our young people.

Key Outcomes & Strategic Value

- 1. Spiritual Impact & Commitment:** The Camporee culminated in baptisms, with Pastor Oscar Halvorson remarking, *"I could feel God's presence there!"* Impactful sermons, like Pastor Charles Ed II Aguilar's with the Teen in Leadership Training drama, led to what Pastor Neil Tagarao described as *"true healing beginning with surrender."* Youth reported strengthened faith, with one Pathfinder stating, *"He now knows it's okay to stand out for Jesus."*
- 2. Leadership & Personal Development:** Youth demonstrated resilience despite challenging cold weather (dipping to -1°C). Amoi Waite, an Adventurer Instructor, *"Witnessed younger children utilizing and attempting independent self-caring skills."* Being "unplugged" from electronics also enhanced engagement during services, as noted by Director Wendy Gareau.
- 3. Community & Program Growth:** The event was lauded as the largest Camporee attended by some veterans, like Elder Daniel Takwa, signalling strong program health. Enthusiasm for Pathfinder Honours (ADRA, PBE, Bible Marking) and Adventurer Awards was high, fostering practical skills and spiritual understanding. Alobi Mwenda shared, *"This camporee gave me a sense of how big the Club Ministries can grow... Seeing multiple new clubs recently formed and fired up for the Lord was refreshing."*
- 4. Outreach Potential:** The positive experience extended to non-Adventist attendees, with Eric Boateng reporting that those he brought *"can't wait to come back."*

Moving Forward

The "Travel with Faith" Camporee highlights the profound impact of strategic investment in our youth. As Proverbs 22:6 (ESV) states, *"Train up a child in the way he should go; even when he is old he will not depart from it."* This event has equipped and inspired our young people to be active members and future leaders within the church and their communities.

Ellen G. White's vision that *"With such an army of workers as our youth, rightly trained... how soon the message... might be carried to the whole world!"* (Education, p. 271) resonates deeply with the outcomes witnessed. We are committed to building on this momentum.



Pastor Oliphant baptizes Pathfinder Grace Komolafe at the beautiful Camp Whitesand.

Update on Ministerial Support Initiatives, Program Developments, and Strategic Interventions

This report provides an update on recent support activities within the Ministerial Department, highlighting key challenges our pastors face. It also includes an essential update on new departmental programs.

Key Challenges Observed

The following summarizes prevalent challenges encountered by our pastors.

1. Challenge: Navigating Cultural Adjustments and Shifting Expectations

Observation: Pastors, particularly those new to specific environments, grapple with significant cultural adjustments within local and broader church community dynamics. They face overwhelming shifts in congregational expectations and societal norms influencing ministry perception and operation. The emotional toll of this adaptation process is considerable.

Impact: This can lead to pastoral stress, difficulty connecting with diverse congregational segments, and uncertainty in leadership.

Current Support: Strategies provided aim to help manage transitions, foster open dialogue within the church, and encourage resilience.

2. Challenge: Internal Antagonism and Leadership Conflict

Observation: Several pastors are experiencing antagonism from certain leaders within their churches. Unfortunately, this unsettling environment has extended beyond their professional lives, creating significant stress and tension within their households. The prevailing atmosphere, characterized by fear of potential changes and perceived vulnerability, often leads to intimidation and conflict.

Impact: Decreased pastoral morale, potential for burnout, strained family relationships, and hindered church progress.

Current Support: Provide confidential coaching focused on resilience and conflict navigation for pastors.

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Pastor Dave in conversation with Pastor Carlos and Pastor Waldemar



3. Challenge: Pastoral Overburden and Lack of Self-Care

Observation: Some pastors are overburdened, assuming excessive responsibilities without sufficient time for rest or reflection.

Impact: This leads to burnout, diminished effectiveness, and potential adverse effects on their emotional and physical health, ultimately affecting their ministry sustainability.

Current Support: Encouragement to prioritize well-being and establish boundaries.

Key Departmental Developments

Ordination Track Launch: We are pleased to announce that the new Ordination Track is live. The first cohort of candidates has been registered through the website, marking an important step in formally developing our future pastoral leaders.

The Ministerial Department is committed to providing ongoing support and training in these facilitative approaches. We believe empowering our pastors with the Facilitative Leadership approach and the C.A.R.E.S. system, alongside initiatives like the new Ordination Track, will significantly mitigate the identified risks and contribute to more resilient and impactful ministries across our conference.



Historic photo! The first-ever Pathfinder Bible Experience for the Manitoba-Saskatchewan Conference, featuring Pathfinder Bible teams, judges, directors, and coordinators.