

Issachar Implementation Committee (IIC)

...Understanding the times, discerning our future

WCD District Conference 2019

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Back story – Key Dates

- What was the motivation?
- DEXCOM approved Issachar Project (Mar 2017)

“The purpose of this project is to ensure the effectiveness of the Western Canadian District of the CMA in leading and serving its church leaders in ways that enable them to have the greatest kingdom impact in a post-Christian environment”

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Back story – Key Dates

- DEXCOM reviewed & approved report (Sep 2018)
 - *A Definable Moment*
 - *A sense we are at a profound Inflection Point*

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Back story – Key Dates

- Established the IIC in Jan 2019 to
 - support DEXCOM to...
 - evaluate Issachar report and recommendations
 - determine a practical way to proceed, and
 - how to create actionable steps as we move forward

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IIC Accomplishments

Members were:

Jason Fan
Lorne Fredlund, Chair
Cyndy Ingram

Terry Mochar
Wayne Regehr
Karen Schenk

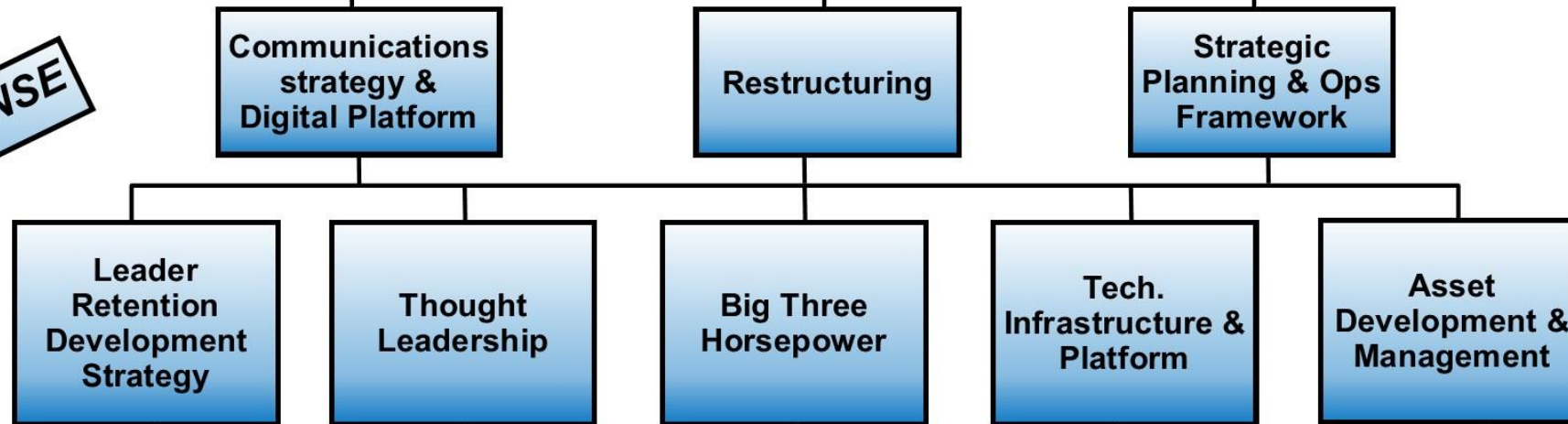
Issachar Project

Executive Summary Worksheet

NEEDS



RESPONSE



BENEFITS



OUTCOME:

“Ensure the effectiveness of the WCD in leading and serving its church leaders in ways that enable them to have the greatest Kingdom Impact in a Post-Christian environment.”

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IIC Accomplishments

- Coalesced the 70+ Recommendations & Findings into 8 Initiatives – a way to conceptualize & organize – invaluable
- Developed a Communication Strategy – ‘*Issachar Reveal*’ videos, newsletters, and social media - WCDTV
- Developed a scope document/T of R for each of 8 Initiatives (what to be accomplished)

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IIC Accomplishments

- Developed a Staff Organization Structure (Org. Chart) that aligns '*structure to mission*'
- Also developed a Digital Framework (T of R) – discussed with National
- Gantt Chart – implementation timelines / phases

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8 Actionable Initiatives

- Thought Leadership and Development
- Strategic Planning & Leadership/Operational Framework (dashboard)
- Digital Strategy & IT Infrastructure
- Communications Strategy (*to manage ongoing WCD communications*)
- Leadership Development Strategy
- Restructuring (align staff resources to mission)
- Asset Development & Management
- Canadian Global Missions

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Terms of Reference for Each Initiative

- Each initiative contains a series of clear recommendations to be led by WCD staff
- Each initiative has a purpose statement, scope statements, *pre-requisite thoughts*, and *timing considerations*.

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1. Thought Leadership and Development

- Recognize opportunities & make innovation, acceleration & multiplication of ideas a core functional area of the WCD. Consider how the WCD can be marked as a resource center of thought leadership and best practice - a catalyst for movement versus primarily support initiatives.
- Purpose is to support The Big 3 and advance in mission
- Stimulate improved intelligence and practice.

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2. Strategic planning & leadership/operational framework (dashboard)

- Move away from the Ministry Model Canvas & develop an “Executive Dashboard” that indicates progress around the ‘The Big 3’ Strategic Initiatives – spiritual renewal, making disciples & missions (local & global)
- have simple, measurable goals for WCD objectives
- Re-engineer / replace the Transformation Tracker to be a tool with common set of standards and metrics

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3. Digital & IT Infrastructure

- Create staff role for Digital Strategy & IT Platform to develop a comprehensive digital strategy to support WCD objectives, easily accessible to all WCD churches.
- Have branded portals with channels for functions like Spiritual renewal, Making disciples, Canadian Global Missions, ministry programming resources (children youth, etc.) – accessible anytime, anyone, anywhere

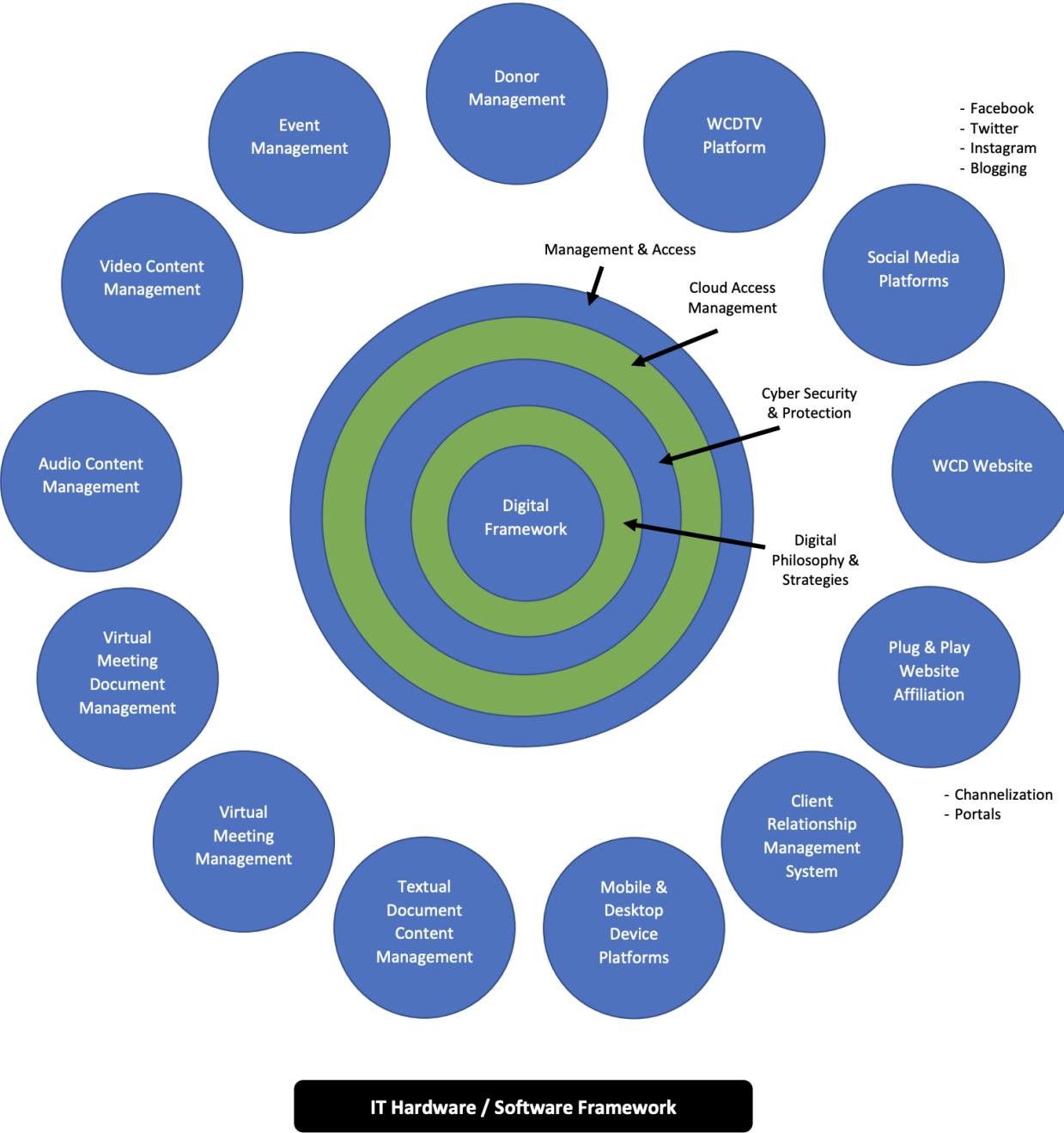
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3. Digital & IT Infrastructure

- Develop a “plug and play” digital platform for churches that is easily self-managed, affordable and branded to the church – allow for churches to live stream services & events as well as create libraries of online resources

THE WESTERN CANADIAN DISTRICT DIGITAL FRAMEWORK



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4. **Communications Strategy** (to *manage ongoing WCD communications*)

- Improve community, connectedness and collaboration
- Formulate & develop effective communication of the mission, vision, and resources of the WCD to the various publics of the WCD
- Develop portal of best in class resources for pastors / church boards - a variety of training & templates (e.g. governance, HR matters, services of the WCD, etc.)
- WCD website becomes resource site & center of thought leadership and excellence. (move from push to pull)

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5. Leadership Development Strategy

- Finalize and enhance the WCD's leadership development strategy that recognizes need for District leadership thru the Issachar inflection point, as well as future local church pastors
- Create/enhance leadership transition pathways through stages of increased responsibility, influence and complexity
- Plan for the next 100 leaders
- Make space for greater diversity in terms of ethnicity, age and gender

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6. Restructuring (aligning structure to mission)

- Develop a Director of Operations role to assume responsibility for operational aspects of the WCD allowing the DS to focus on vision, directional planning and strategic leadership
- Establish clear roles for Finance, Asset Development , Communications , Digital Strategy, IT and Office Systems and Support

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6. Restructuring

- Ensure staff allocation to catalytic leadership for each of
 - 1) Spiritual Renewal and Discipleship
 - 2) Canadian Global Missions
 - 3) Digital Platform
 - 4) Innovation & Thought Leadership
 - 5) Asset Development
 - 6) Finance & Operations

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7. Asset Development & Management

- Create a role to lead church asset development strategy
- Expertise in property acquisition, sale , development and maintenance
- Take into account long-term realities of
 - Changing Canadian culture/community needs/missiology
 - fixed assets repair and maintenance, equipment replacement (tech, furniture, parking lots, etc.)
 - the ever increasing costs of development
 - how to leverage the \$385 million deployed in church assets in the WCD for Kingdom and societal good given low utilization levels

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7. Asset Development and Management

- Take into account long-term realities (cont'd)
 - well defined guidelines for managing /reducing debt so as to sustain growth
 - opportunities for joint ventures and variant models for partnerships between communities & congregations that strengthens kingdom growth
 - clear guidelines and policies for financial relationships between the District and congregations

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8. Canadian Global Missions Leader

- Create a role / team to bring domestic and global mission together
- Provide thought leadership, strategy, framework and online resources and training to equip churches to recognize the 'Diaspora' and engage the nations in their neighborhoods
- Develop a broader strategy for Canadian Global Missions that focuses on immigrants, refugees, international students, religious "nones", millennials and indigenous Canadians.
- Assist and educate churches to act and think missiologically (local and global, including focus on the "least-reached")

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8. Canadian Global Missions Leader

- Work with C&MA Global Ministries to define an effective relationship between Canadian Missions and World Missions
- Develop tools and teaching to help our WCD churches to understand cultural sensitivities, how to engage/disciple people from other religions & how to partner with mono-ethnic groups looking to establish a local faith community.
- Mobilizing people to engage in mission , personally

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Organizational Design Objectives

Underlying perspectives and drivers ...

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Design Objectives

- Design so that *'leading our pastors and churches into the future'* has appropriate resources & attention
- Ensure each core function has designated strategic leadership (*if everyone cares – nobody cares*)
- Ensure design reflects what we think are our primary WCD spheres of engagement - Office, Field & Strategic Initiatives

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Design Objectives

- Ensure reasonable operational & supervisory connections for the DS (span of oversight)
- Minimize silo effect & ensure integration
- Division and section leaders all need to be *'thought leaders and innovators'*
- Division and section Leaders will lead the transitions

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3 Divisions each led by a Director

- Office Operations
- Field Engagement
- Strategic (Change) Initiatives

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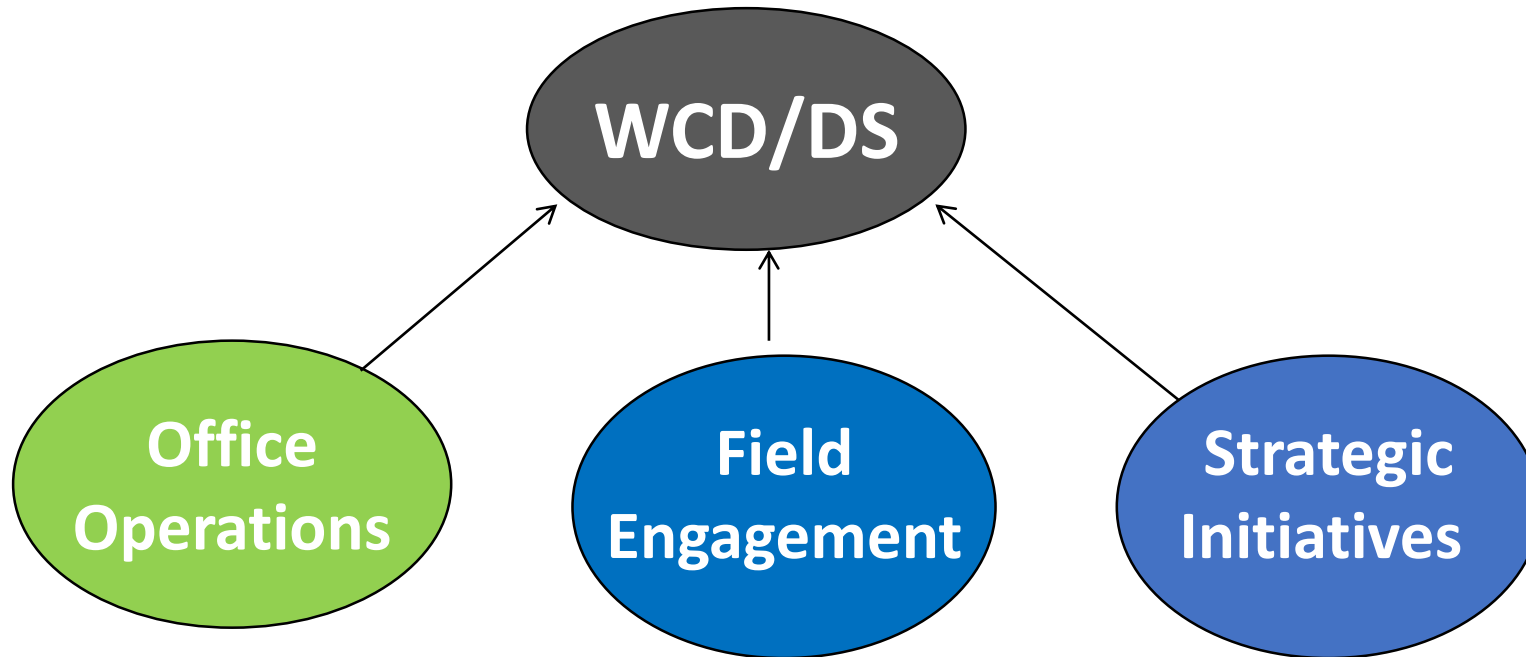
LOCAL
CHURCHES

WCD/DS

Office
Operations

Field
Engagement

Strategic
Initiatives



Office Operations

- Purpose is...
 - Organizational infrastructure
 - Operations & administration
 - Systems/programs
 - Represents 'best in field' practice
 - Always strategic & innovative

Office Operations - Contains

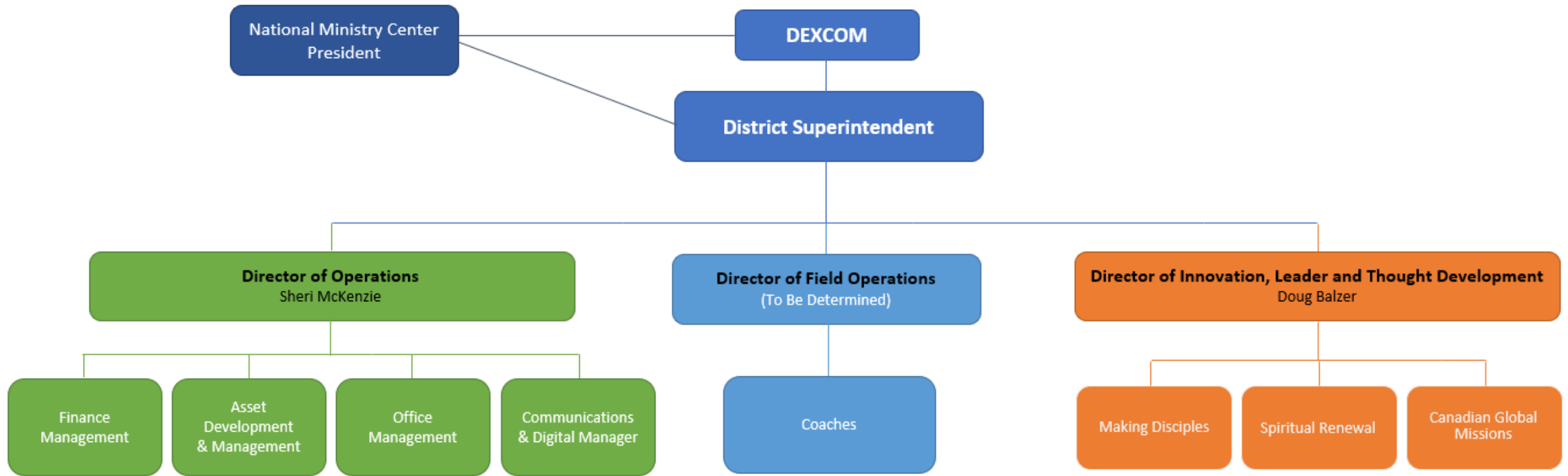
- Finance
 - Financial, Regulatory, legal, investments, benefit programs , etc.
- Asset Strategy & management
 - Asset sales & purchases, management
- Office systems and administration
 - Administration, systems, programs, events, etc.
- Communications
 - Digital Strategy , Website, content preparation

Field Engagement - contains

- Member Care
- Catalyze The Big 3
- Regulatory functions
 - Licensing / ordination
 - New workers
 - Discipline
 - Governance
 - HR
 - Coaching to health / effectiveness

Strategic Initiatives

- Focus is ... THE BIG 3
 - Thought leadership, Innovation, Incubation
 - Leadership Pipeline development & implementation
 - Forecasting, watching & responding to trends
 - Assisting the church to engage with culture



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Implementation Plans – in general...

- Prepare Job Descriptions for all positions, post/hire/appoint
- Directors develop transition plans
- Directors lead staffing and implementation

What is still '*work in process*'... more definition required

- Field Engagement
 - Further clarification of constituency needs
 - What is best delivery model?
 - What resources will be required?
 - What are the opportunities for efficiency – use of technology, triaging, etc. ?
 - What interim strategy is needed by August ?



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What is still '*work in process*'... more definition required

- Strategic Initiatives Division
 - How to integrate the The Big 3
 - What needs systems/processes?
 - How to assist churches to move forward in the 3 foci?
 - Need an Interim Strategy ASAP for Missions



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Schedule – Next steps

Division Leaders

- Post & recruit Division Leaders for Office & Strategic Initiatives (Done)

Field Engagement

- Post in June – hire by Sep 2019
- Interim strategy by Aug 2019
- Implementation of revised strategy starting Q2 2020

Schedule – Next steps

Operations

Support the Director of Operations:

- Hire Office Manager (July 2019)
- Hire Consultant to review WCD Digital Strategy and Communications (July 2019)
- Review Asset Development & Management responsibilities (July-Aug 2019)
- Review Finance Job Responsibilities, Workload, and Processes (July-Aug 2019)
- Update Asset Development & Management Job Description (Sept 2019)
- Confirm Communication & Digital Management Job Description (Sept 2019)

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Schedule – Next steps

Strategic Initiatives (Disciple Making, Spiritual Renewal, Canadian Global Missions)

Support the Director of Innovation, Leader and Thought Development

- Post and hire Domestic Mission Catalyst (May-July 2019)
- Post and hire Global Mission Catalyst (May-July 2019)
- Hire additional catalyst to champion Disciple-making and Developmental Environments (Nov 2019)
- Formation of team, strategy, inputs and engagement (Beginning fall 2019)

Revised WCD Planning Strategy & Dashboard (Initiate Q2 2020)

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Conclusion

- *Where will this take us?*

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**“May the favor of the Lord our God rest on us; establish the work
of our hands for us—
yes, establish the work of our hands.” *Psalms 90:17***

Q & A