
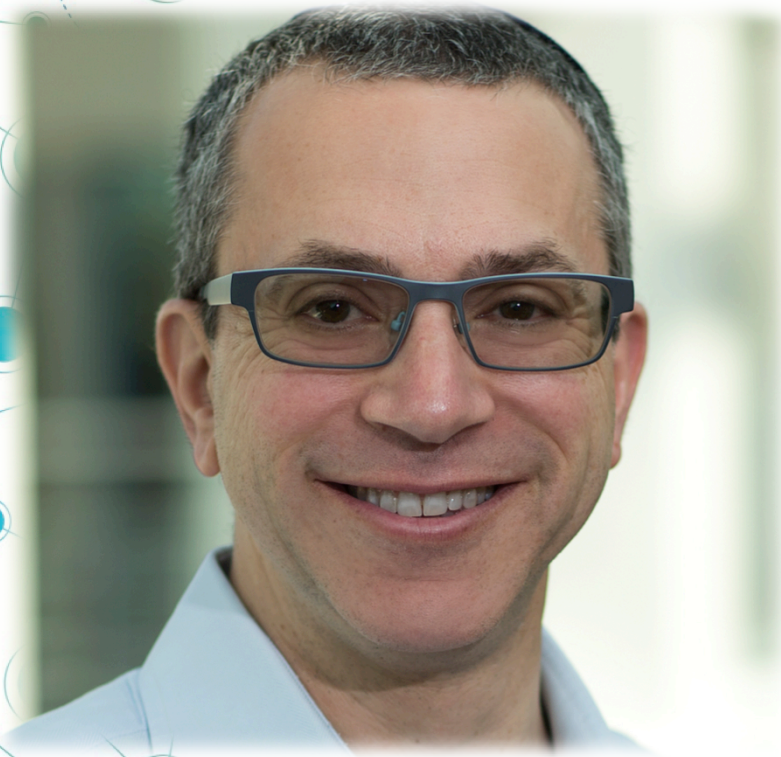


Leading Congregations and Nonprofits in a Connected World: Platform, People, and Purpose

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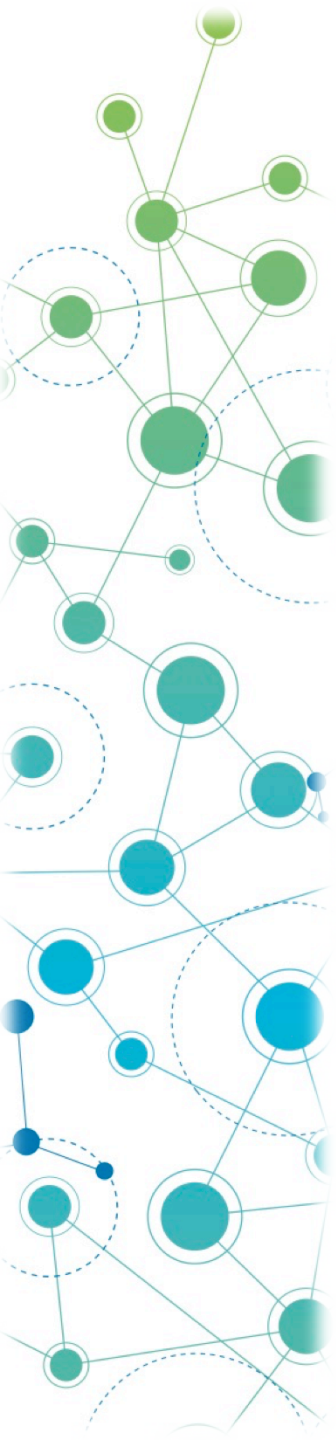


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Flow of the Day

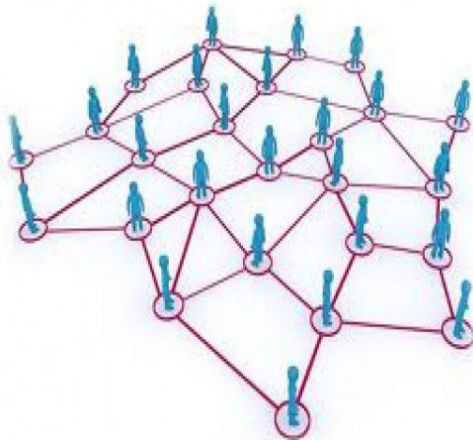
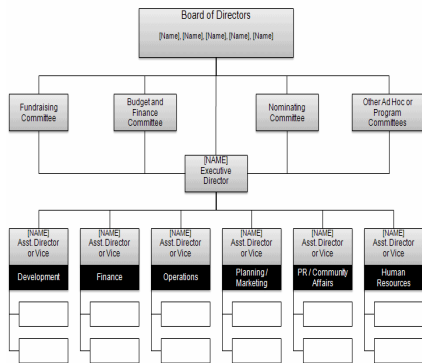
- **How We Organize Matters**
 - Organizational Assessment exercise
- **Leading in a Flattened World**
 - Internal Engagement exercise
- **Moving Forward requires Innovation and Entrepreneurship**
 - Practicing Entrepreneurship exercise
- **Platforms, People, Purpose... and Posture**



Are congregations and nonprofits
organizing themselves
in a way that fits the world and
times in which we live?

Organizations 1.0 to 3.0

Nonprofit Organizational Chart



Yesterday's Organizational Values	Contemporary Organizational Values
Authoritarian	Democratic
Hierarchically structured	Fluidly networked, improvisational
Authority determined by degree and professional training	Influence determined by expertise, passion and experience
Honor tradition	Value innovation
Membership based	Community driven
Commitment to institution	Commitment to cause
Self-sufficiency	Interdependence and collaboration
Denominational	Post-denominational
Limited local orientation	Expansive, global orientation
Exclusive	Inclusive
Closely-held knowledge	Distributed knowledge
Bureaucratic	Agile
Choice by group consensus	Self-directed choice
Monologue	Dialogue



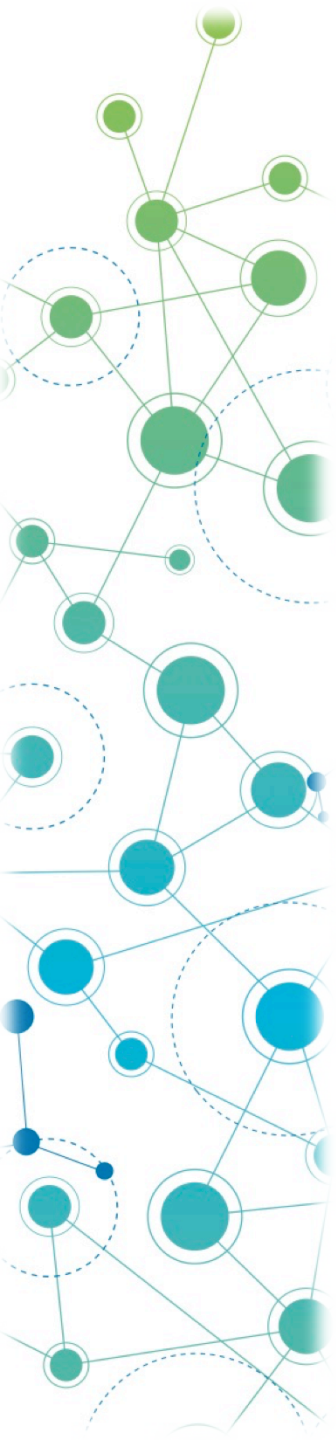
5 Structural Challenges

Hierarchies

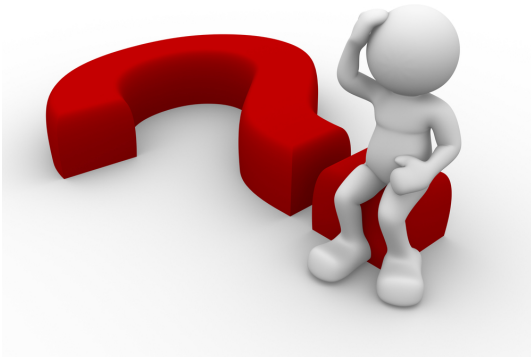
- favor **procedures over relational exchanges**
- discourage **trial and error**
- resist **diversity**
- overlook ability to **crowdsource**
- rest on the assumption the **world is controllable**

Networks

- **fluid relationships**
- **staff recruitment and retention** challenges
- pushing for **deeper & broader impact** as they scale
- **location and space**
- move from **intimacy** of founders' dream to broadly shared **ownership** vision



How we organize matters!



Are congregations and nonprofits willing to rethink the way they organize for the sake of accomplishing their mission?

Organizational Assessment exercise

Rate each 1 (old) to 5 (new)

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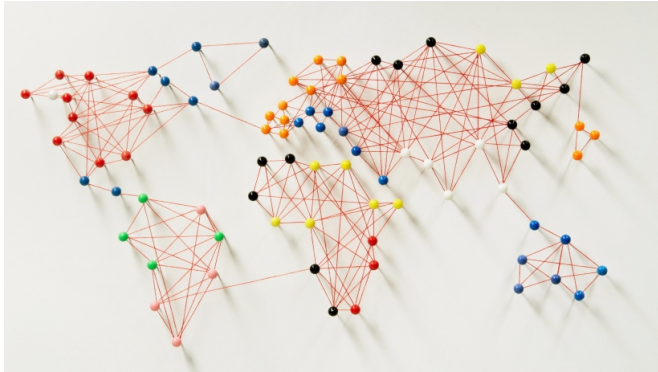


Organizational Assessment exercise

Discussion

- Where does your organization fall on the spectrum 2.0 to 3.0?
- What are the benefits that your organization experiences in being where it currently is on the spectrum? What are the limitations?
- How would addressing a few of these areas cause a difference in your organization's ability to be more effective in achieving your mission?
- Who are people within your organization that may be able to help you? Who are people outside your organization that may be able to help you?

The world is flattening

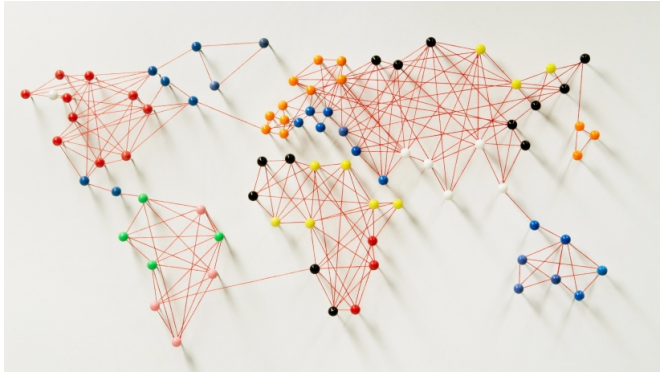


Thomas L. Friedman, *The World is Flat: A Brief History of the Twenty-First Century*, 3rd ed, (New York: Picador, 2007)

Clay Shirky, *Here Comes Everybody: The Power of Organizing Without Organizations*, (New York: Penguin Books, 2008).

- Thomas Friedman concludes *The World is Flat* because **globalization in leveling the playing field**, giving individuals the power to collaborate and compete globally.
- *Here Comes Everybody*, by Clay Shirky, identifies how the **Internet's decentralizing communication** has provided new ways for groups to organize without formal structures.

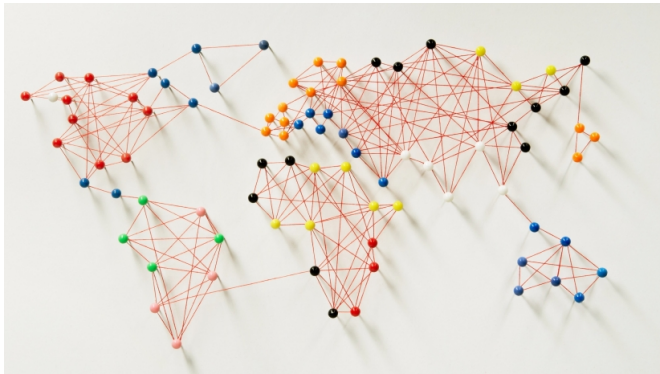
The world is flattening



Nicholas A. Christakis and James H. Fowler, *Connected: The Surprising Power of Our Social Networks and How They Shape Our Lives - How Your Friends' Friends' Friend Affect Everything You Feel, Think, and Do*, (New York: Back Bay Books, 2009).

- And Nicholas Christakis and James Fowler acknowledge how *Connected* we are and the profound ways **social networks form and shape us.**

The world is flattening



The breadth and depth of these changes is **qualitatively** changing our experience.

And because this flattening process is happening “at warp speed and directly or indirectly touching a lot more people on the planet at once,” **organizations that “lack the leadership, flexibility, and imagination to adapt” are at risk.**



4 Foci for Leading

- **Creating a Compass**

- Mission and Identity

- **Cultivating Community**

- Attending to Relationships

- **Generating Momentum**

- Setting Direction and Making Decisions

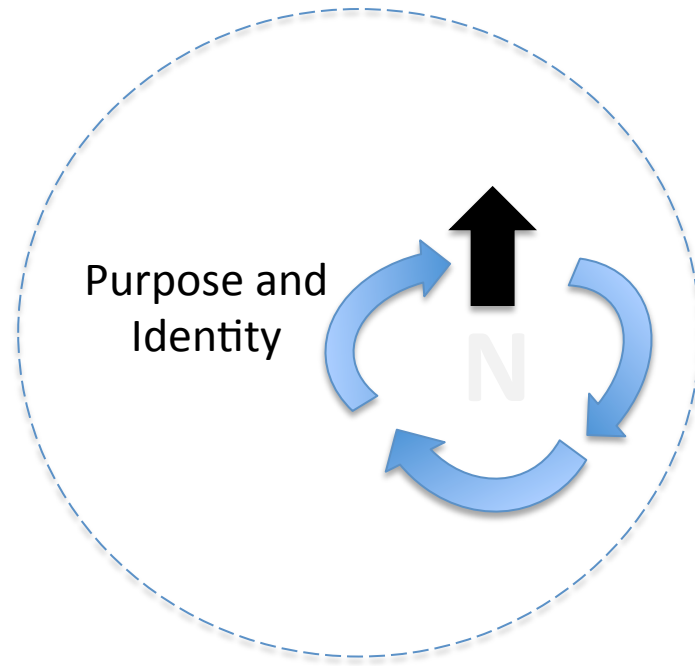
- **Experimenting**

- Becoming an Agile Learning Community

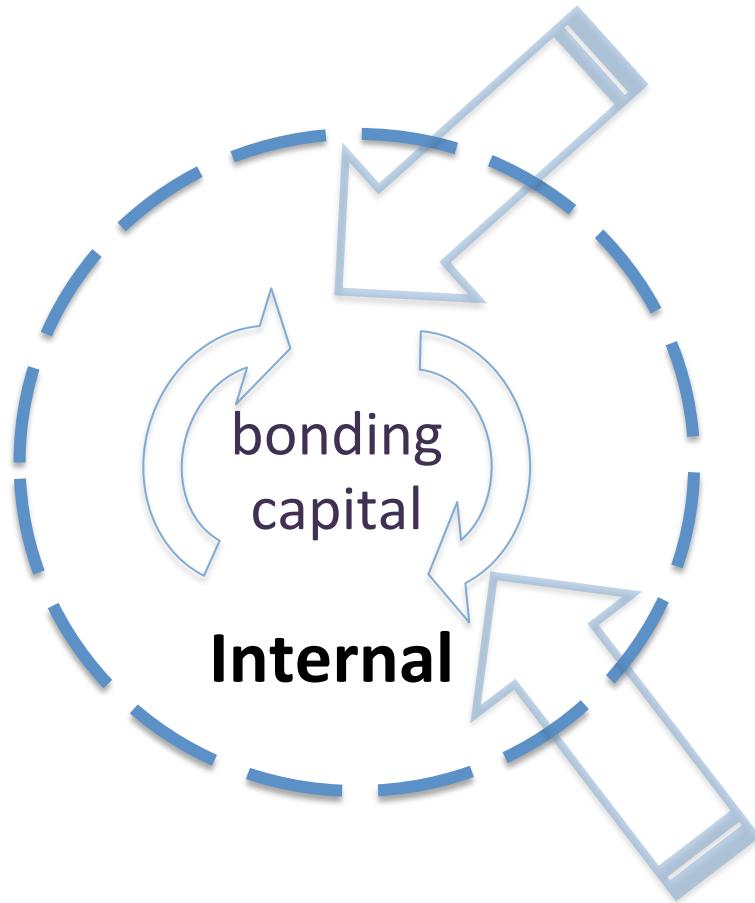
Creating a Compass

Mission and identity
is central
Structure is simply the
holding space.

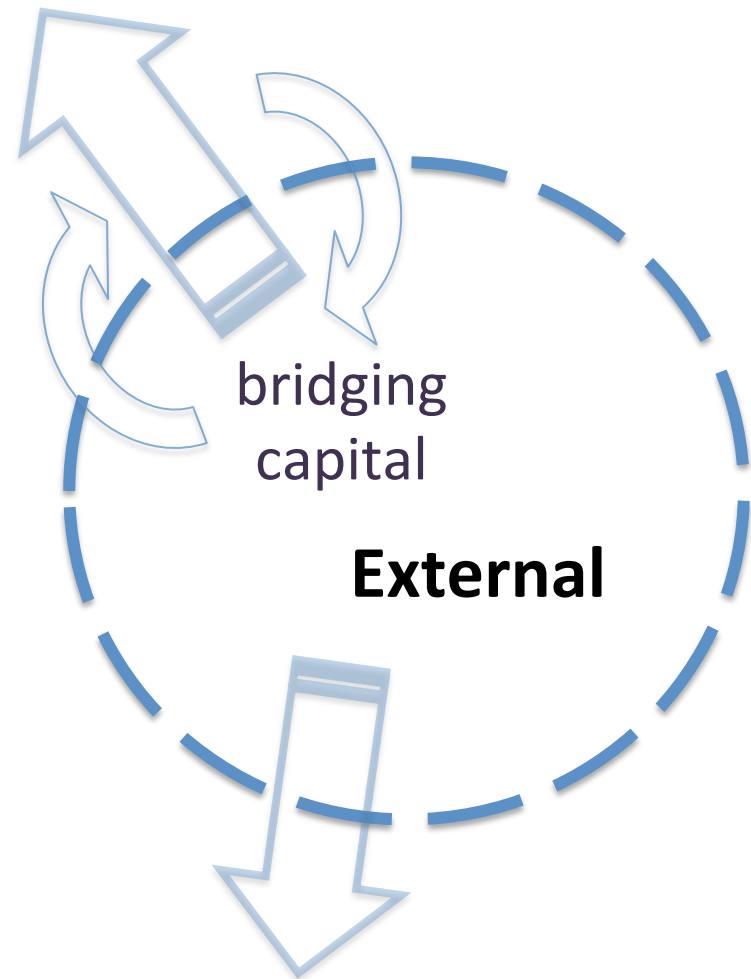
Do you know your mission?
Are you engaging people in
meaningful ways around
that mission?



Cultivating Community



Relationships need tending -
internally and externally



Generate Momentum

Set direction.
Lead people.
Manage flow.

Do you have a vision?

Are decisions made
strategically?

How does information flow?



Experiment

Become an
**agile learning
community.**



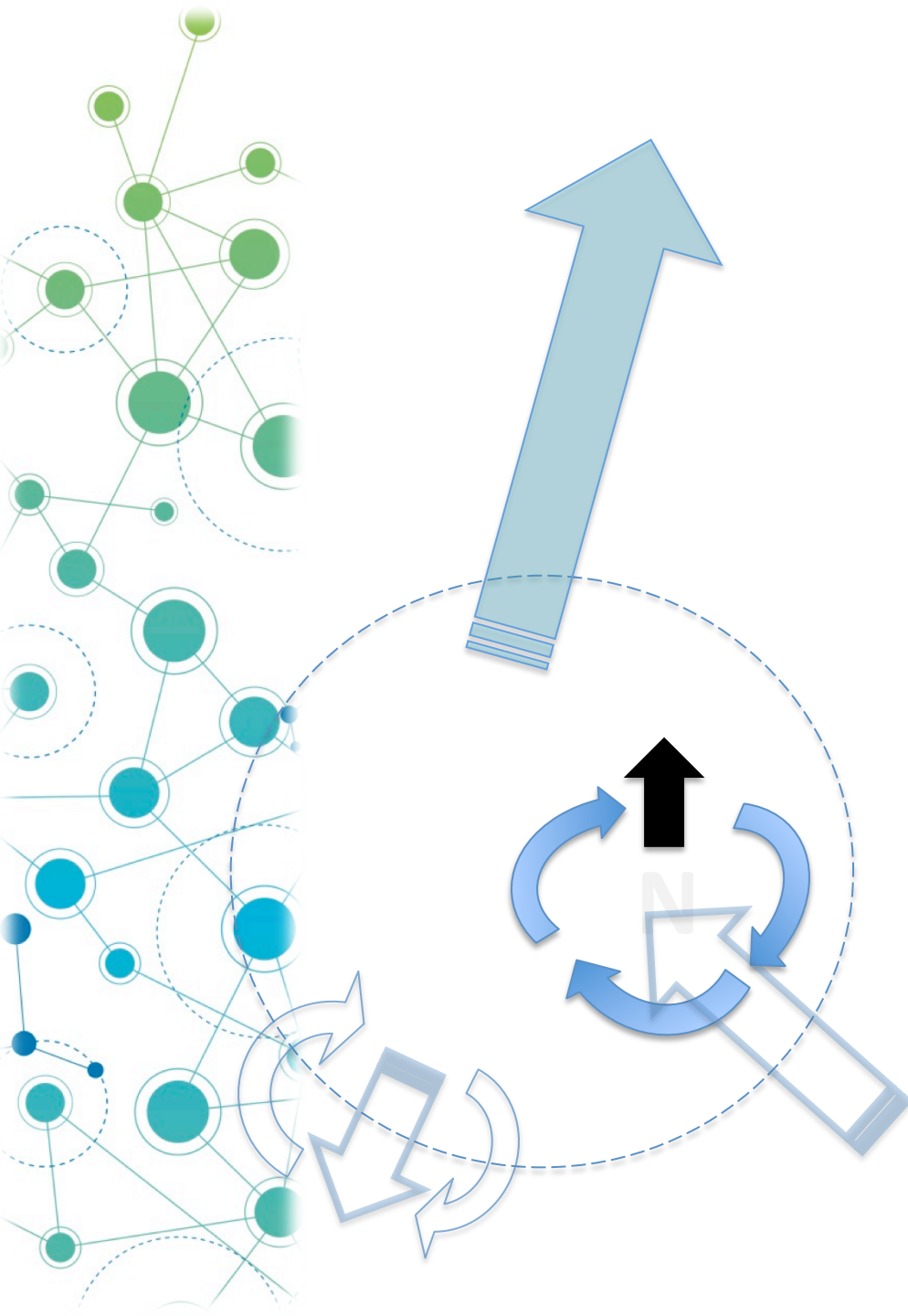
Are you risking today for the
sake of a vital future?



Eye to the Future
Open system
Collective Intelligence

4 Foci for Leading

- **Creating a Compass** – Mission and Identity
- **Cultivating Community** – Attending to Relationships
- **Generating Momentum** – Setting Direction and Making Decisions
- **Experimenting** – Becoming an Agile Learning Community





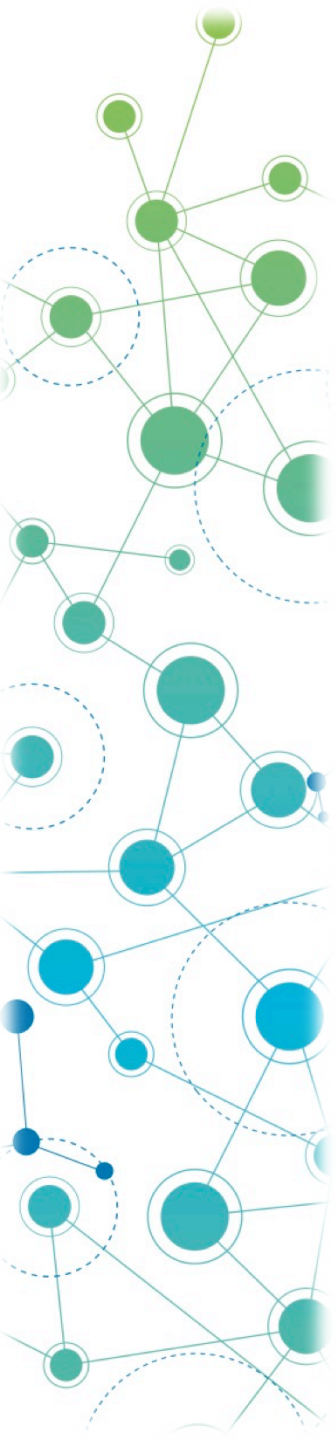
Internal Engagement exercise

Scenarios

Have each person choose one of blue scenario card and offer a response based on your organization.

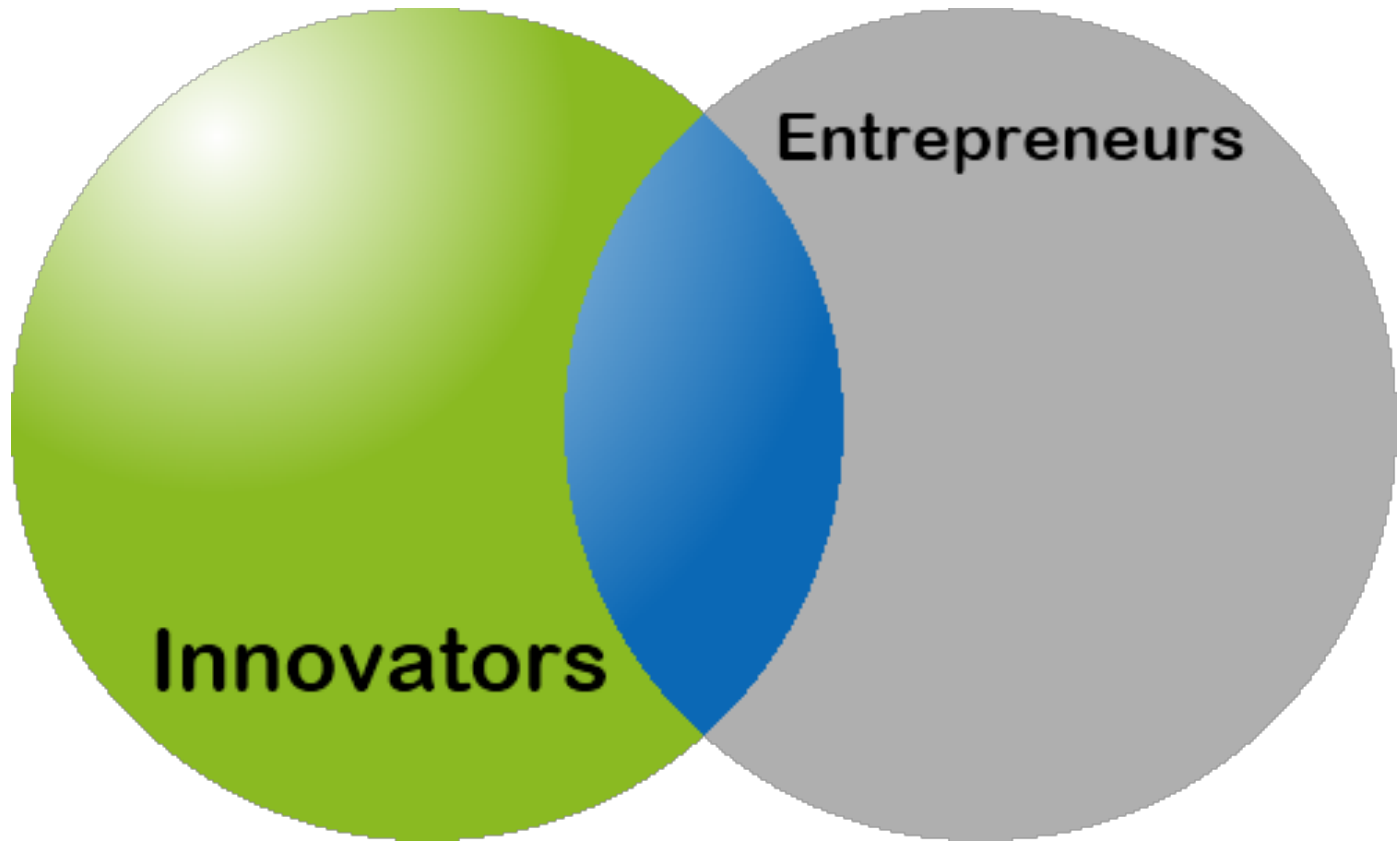
Discussion Cards

Have each person choose one yellow card and offer a response based on your organization.



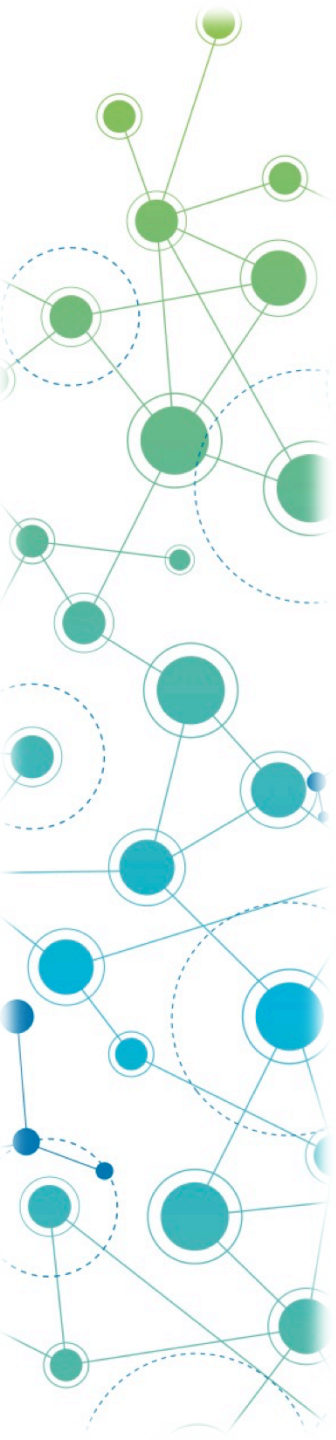
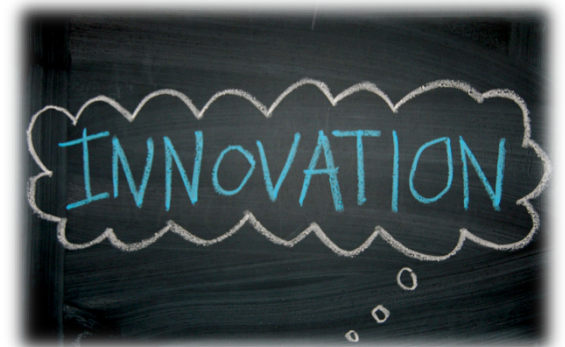
Leading in a Flattened World
is Different

What's the Difference?



Innovation

- An act or series of action
- Short or long cycles
- Can/does exist within hierarchies
- May lead to entrepreneurial culture





Entrepreneurship: Playground and Laboratory

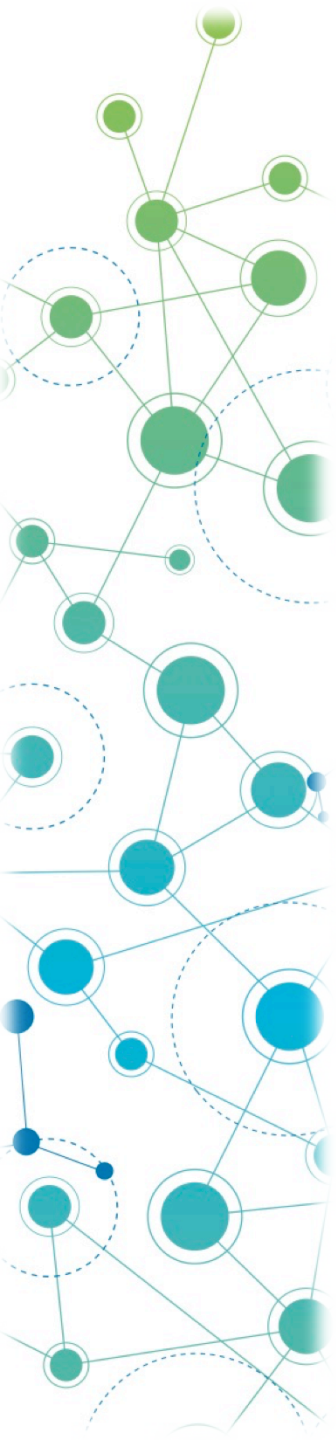


- Agility and Precision
- Design thinking and planning
- More latitude, less structure
- “Noble failure”



4 Pathways to Innovation

- Reiterating the role
 - Cracking the code
 - Fusing the model
- **Breaking the mold**



- Innovation is a key capacity, not a luxury
- Those congregations/organizations that innovate are more likely to thrive
- Every congregation can and should innovate
- Should every congregation become entrepreneurial? (Spoiler alert: no!)

Practicing Entrepreneurship exercise

- What would happen if ...
IKEA (the Swedish furniture company)
decided to create spiritual communities?
What faith formation would be like using
IKEA's simple, modern design, ready-to-
assemble, eco-friendly DNA?

Pick one scenario from the bag.



Platforms Purpose

What if congregations and nonprofits thought of themselves as platforms ... centered around a purpose that allow people to create meaning for themselves, with others around God?



People

What if relationships and connecting people got more of our energy than committee meetings, strategic planning, and centralizing communication? People are longing to strengthen relationships within their families and with people both similar and different than they are.



Leadership

What if leaders saw their work as stewarding a rich faith tradition, one that has ebbed and flowed over the centuries? People of faith have organized themselves in many ways throughout history. How we organize is less important than that we gather as God's people, discover who we are as God's people, and then bear witness to God in the world?



Posture

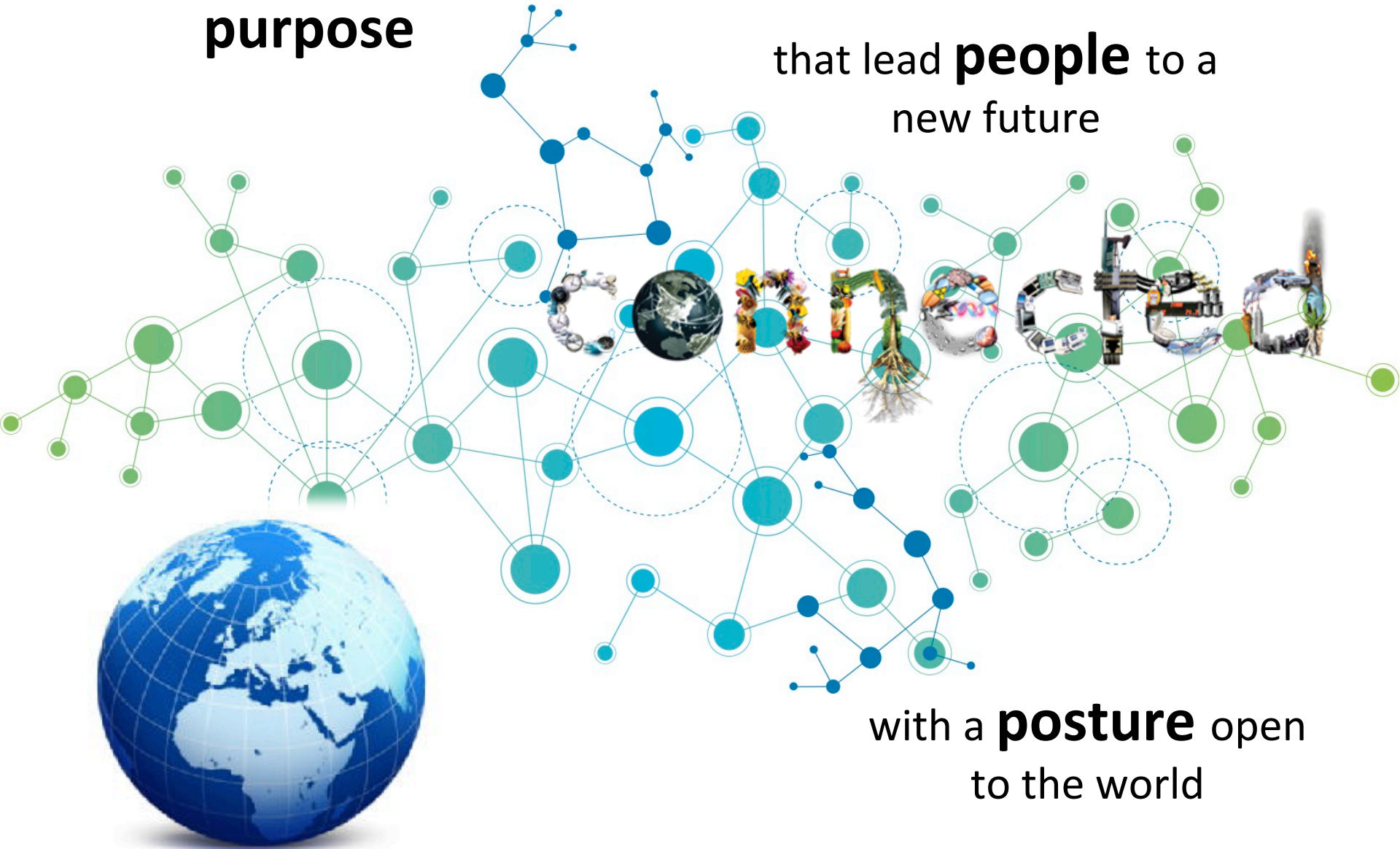
And what is the world was a key place where we discovered what it means for faith to be a way of life?

Communities that open themselves to the world become communities of learning and people who open themselves up to “others” – both similar and different than themselves – see that hospitality and vulnerability are gifts that came draw up into new relationships and discoveries that allow us to be changed as we also change the world.



Platforms with
purpose

that lead **people** to a
new future



with a **posture** open
to the world