

The Unstuck Group Report - December 2019 - December 2020

This report serves as a high-altitude summary of things that were discussed, and action items that have either been taken, are in progress, or have been queued for future development. Overall, our time with the Unstuck Group has been a great investment that will yield fruit for years to come.

Assessment (December 2019 - February 2020):

Pre-Work: Matt read the book *The Unstuck Church: Equipping Churches to Experience Sustained Health* by Tony Morgan and used the book's ideas to evaluate where we're at in the life cycle of our church. We (Church Council and core staff) also read the book *Vital Signs* and used its assessment tools to gauge the health of our church in over 10 critical areas. The results from these resources helped to shape our 12-month coaching experience with the Unstuck Group. We also ran demographics of the community within a five-mile radius of our building sites and who is currently attending our church comparing them to each other.

Many of our discussions prepared us for the difficult truths revealed by the assessment, and the changes that would need to be made.

Retreat Topic: During our retreat, we did a full assessment of our current realities as a church. This was facilitated by our Unstuck consultant, Paul Alexander. Throughout the weekend, he conducted secret shopper reports for our church. From the retreat we determined that we were fully-immersed in the Maintenance Stage of a Church Life Cycle. Some of our key learnings were:

- The primary reach of our church has been empty nesters and middle-aged families who are familiar with God and the Church.
- We had not pushed ourselves hard enough to think about the unbelievers in our communities.
- We started asking the question: *Who should we be reaching?*
- We discovered through documenting our history that much of our growth has been through church transfer.

Action: Out of the retreat, we had six weeks to digest and come to terms with Crossroads' current state. Matt led our boards (Church Council & Trustees) and staff through some of the exercises to help them understand where we were landing. At every meeting, the key learnings and takeaways were basically the same.

Planning (March - May 2020):

Pework: Matt and Bruce worked with Tony Morgan, our lead consultant, on getting prepared for the planning retreat. This included regular calls with our consultants to discuss the findings of the assessment and the implementation of change-management dynamics. We did two more demographic studies of our area through a group called *Kingdom Analytics*.

Retreat Topic: At the retreat we discovered who actually lives in our community and used this as a starting place for us to begin to determine how we needed to reach these souls by discussing the make-up of their lives. This gave us a snapshot of who lives in our area (in terms of stage of life, number of kids, and life priorities). From this information, we created the foundations of a vision and the discipleship path, as well as determining the content of our Strategic Pyramid.

Action #1: Matt worked at clarifying the vision with the core staff and Church Council by prayerfully discerning what that vision needed to become. We landed on this statement: **“In five years we will be a multi-generational, multi-ethnic church focused on making disciples of the next generation—our kids and our grandkids.”** This vision statement was rolled out to the boards, staff, and leadership and the congregation from May to August.

Action #2: Chris Amdahl and Michele Gerbrandt worked on clarifying our core behavior values as a staff. This was completed in June, and we are rolling it out with our staff on an ongoing basis.

Action #3: Bruce Boelter started building the reporting structure for our vital signs as a church.

Structure for Vision (April - June 2020):

Pre-work: The core staff all took an analysis called *Leading From Your Strengths*, which combines personality temperaments and gifting profiles. Matt read the book for deeper understanding of the system.

Retreat Topic: Assessing the current structure of our church, which includes both boards and staffing, to reorganize around the vision of the church. Matt, Angie and Bruce did an evaluation of the staff positions, discussing the need for clearly-defined wins. We consider our staff to be leaders and equippers (as opposed to being the primary “doers”), and we are committed to their development.

Action #1: Out of this retreat, we restructured the whole staff. Matt and Lance Witt (another Unstuck consultant) put together a reorganization plan to be implemented over the next 90 days. The new structure was a significant shift in how we had been operating as a church, namely moving from a multiple-campus approach to a one-church, multiple-location approach. We created the Directional Team to oversee the five tenets of the vision - *Outreach, Innovation, Worship, Engagement, and Care*, as well as *Operations* (the backbone of our church). We reorganized all our staff into these groupings. Matt named Angie as the CEO of Crossroads. This was implemented in June 2020.

Action #2: We reworked how Church Council functions in regard to staffing. Jeff Tompkins (moderator), Angie Duran (CEO), and Matt Manning (SP) read the book *High Impact Boards*. We put together a charter to govern how we operate as a board, and what responsibilities/relationships we have with the staff. This was implemented in January 2021.

Action #3: Lance, Chip Case (Business Administrator), Angie, and Matt worked on a plan for financially navigating through the COVID season. We put in a place a 15% reduction in the budget, as well as 6-month budget cycles for the fiscal year. This was implemented in July 2020. This plan has kept us financially strong through an otherwise difficult season.

Action (June-December 2020):

Retreat Topic: Tony Morgan guided us in creating our first 90-day sprint, as well as putting together a 12-month Action Long List. The 90-day sprint is now our regular rhythm of getting vision work done. The long list has served as our guide of creating 90-day sprints.

Action #1: First set of 90-day sprints. We put together our first 90-day sprint based on our vision and strategic plan. The three sprints were:

- Enhance weekend services. The result of this sprint was to modify the stage and the online experience through the means of a production room.
- Engagement connections. The result of this sprint was to implement the engagement-through-texting initiative called *New, Next, Jesus*.
- Digital Engagement. The results of this sprint was to clarify our social media presence, and to produce engaging programs like *Practical Living*.

Action #2: Second set of 90-day Sprints. After completing our first set, we developed three more:

- Volunteer engagement around the re-opening of our campuses
- Creating structure for our 4D Living (outreach)
- Redeveloping the Discipleship Path

The church will start to see the results of these sprints in the coming weeks.

Action #3: Regular, ongoing coaching from Lance with Angie, and Tony with Matt. This plan, and the generous giving by our church, has kept us financially strong through an otherwise difficult season.

Our time with Unstuck is finished. We feel well equipped to continue building toward the vision God has given with the structure and tools that Unstuck has helped provide.

I humbly submit this report to the church -

Matt Manning
Senior Pastor
Crossroads Church