

Finally, all four factors together need to add up to a sum greater than the *cost* (£) of the change. In other words, the perceived disadvantages or losses involved in the change have to be outweighed. Of course, this is an illustration- it is not a matter of exact calculations. But some churches set out to make huge changes which come unstuck because the amount of Discontent, Vision, Belief and clarity about First Steps simply aren't enough to overcome the inherent opposition people instinctively feel.

In the process of implementing your vision, pause now and again to count the cost of change. What is there about this which some people may find deeply distressing? What is there which will make big demands on people? What is there which will require sacrifices? In the light of your answers to these questions have a fresh look at the formula. If you remain confident in your Vision- make sure the other elements are in place as well.



Wakefield Ministry Scheme



VISION BUILDING A Resource Pack for Churches

(6) Vision and Change

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The Change Formula

The following formula has been devised by the management writer David Cormack to show the relationship between change and several other factors at work within organisations. The formula could be used as a discussion starter for a group involved in a process of implementing a plan, at a point where the issue of change in the church has come to the fore (as it almost certainly will!)

$$C = f (D + V + B + F) > \text{£}$$

This means that Change (C) is a *function* (f) of four things: if any of them is missing the hoped for change will very likely not happen, or at least be impeded.

D stands Dissatisfaction. Dissatisfaction with things as they are is a prime motivator of change. Even before your church has begun developing its vision, has it detected a critical level of dissatisfaction? If the vast majority of people are well satisfied with it they way it is, implementing any vision at all is going to be an uphill struggle. This is one reason why accumulating the facts and identifying the trends is an important part of the vision building process. This exercise can help to move some people out of the complacent camp into the ranks of those seeing the need for change.

V stands for Vision. This is about what any proposed change is *for*. Where do we want to get to? What's the ultimate aim? What's the 'big idea' that undergirds and shapes all we are

trying to do? People who are inclined to disparage change as 'change for change's sake' haven't caught the vision. If they are to be won over, we need to know what that vision is!

B stands for Belief. This has two aspects. Firstly there is the criterion of realism: the Vision has to be unfolded into aims and objectives which, though challenging, are not in the realms of fantasy, or people will simply not believe in them. Beware grandiose schemes which you will almost certainly be unable to deliver. The practical objectives and plans must give people a 'handle'? on the vision, a way in they can believe in. But secondly, belief is also about motivation and leadership. The church needs to know who its 'change agents' are, the people who command respect and hold authority with integrity, so that they can take a lead in promoting change in such a way that people will run with it.

F stands for First Steps. This is the part of the equation that goes with the 'Plans and Practicalities' part of the whole process. Vision building is vital, and the church must have in place those who hold the vision and keep the church working towards it. But many others will not see the whole in this way; they will be more pragmatically geared towards what can be done, here and now. These people need to be able to see *where we are going to start* . They will be unimpressed by grand designs but quite ready to get on board with feasible small steps.