REVISITING THE CONCEPT OF CHURCH LIFE CYCLES

INTRODUCTORY IDEAS

1. George Bullard has broken the life cycle of a congregation into ten distinct periods. Those periods are:

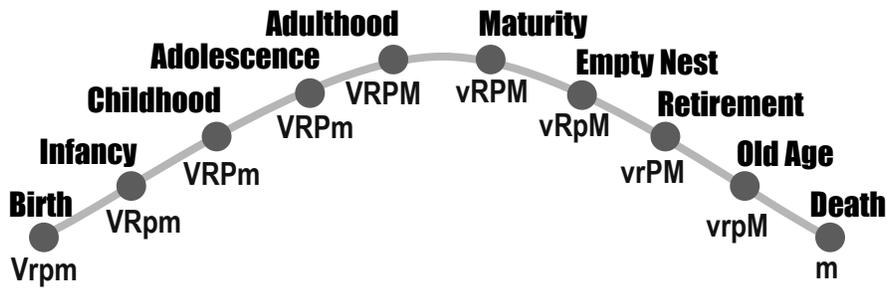| Upside of Life Cycle	Downside of Life Cycle
Birth	Maturity
Infancy	Empty Nest
Childhood	Retirement
Adolescence	Old Age
Adulthood	Death

LIFECYCLE OF A CHURCH

V = Vision . . . . Where should we go?
R = Relationship . . . Whom should we bring?
P = Program . . . . . . How will we get there?
M = Management . . . What should we avoid?

2. Most congregations do not fit Bullard's categories perfectly. However, one category usually predominates which enables a congregation to determine its current life cycle status.

3. Congregations on the upward side of their life cycle can reach their peak and start down in seven years or less. This rapid movement, unlike the past, now occurs due to living in a culture where change has become the norm.

4. Highly dysfunctional congregations (those that have been on the downside of their life cycle for a long time) usually need time to prepare to create a new life cycle. This preparation time can take from one to five years. However, once it begins the congregation probably has no more than two years to make the systemic changes required to start a new life cycle. It may take another three years to solidify the systemic changes that have been introduced. The preparation for change and the change process can be accelerated with outside help from either a

denomination or the establishment of a mentoring relationship with either another congregation or consultant.

5. Congregations reaching the peak of their life cycle (adulthood) can not stay there for more than three to five years without beginning to decline. Such congregations need to create a new life cycle while they are at their peak.

Preparing congregations for major change

1. Pastors need to create a great sense of urgency while at the same time casting a compelling vision. The purpose of creating urgency is to make the status quo unacceptable while the purpose of casting vision is to paint a preferable future. These two concepts are the negative and positive foundation for fundamental change. Failure to cast vision while creating urgency makes it nearly impossible to prepare a highly dysfunctional congregation to be open to change.

2. The pastor needs to be creating and discipling three groups while creating urgency and casting vision. The first group is those who will pray for the congregation to become outward focused willing to take responsibility for changing a community. The second group is the initiators who will help plan the change process. The third group is the leaders who will help the pastor lead the change when it comes.

3. The pastor while creating urgency, casting vision, developing the three groups also works concurrently at developing a coalition of people who will be open to following the pastor's leadership when the change begins to happen.

4. Once these things are in place the congregation is ready to begin the change process to create a new life cycle for the congregation. It is at this juncture that it is best to enlist outside assistance to facilitate and accelerate the change process.

Creating a new life cycle

1. Bullard states that there are four key issues that determine a life cycle. Those issues are **vision, relationships, programs, and management**. When **vision** and **relationships** are driving a congregation's agenda the church will be experiencing the upward side of the life cycle. However, when **management** and **programs** are controlling the agenda the church will be on the downward side of the life cycle. When all four of these issues are at their peak the congregation is at its peak in terms of the life cycle. Therefore it is important to understand what is involved in each one of the four issues.

2. **Vision**: There are three major elements that relate to Bullard's use of the term vision. Those three elements are *mission, vision, and values.*

MISSION: Mission is the bottom-line reason why a congregation exists. The mission is either to minister primarily to those within the body, minister primarily to those not yet within the body, or to do both. If the last option is chosen, then the congregation must put those outside the body as the group that will receive priority status when it comes to the overall ministry of the

congregation. This then focuses the congregation outward. **CONGREGATIONS ON A DOWNWARD LIFE CYCLE DO NOT CHANGE THEIR LIFE CYCLE UNTIL THEY BECOME FOCUSED <u>OUTWARD</u> !**

VISION: Vision describes the results when the mission is successfully implemented. The vision must always be bigger than the congregation describing how the congregation will change the community in which it exists. Vision produces passion for ministry. **A COMPELLING VISION OFTEN MOTIVATES A CONGREGATION TO MAKE THE CHANGES NEEDED TO MOVE FROM A DOWNWARD LIFE CYCLE TO AN UPWARD ONE REFLECTING NEW HEALTH.**

VALUES: Values are the boundaries that guide the mission and form the parameters for the vision. All congregations have values. The question is whether the values reflect an outward or inward focus. **NEW MISSION AND VISION INITIATIVES ARE NOT ACCOMPLISHED WITHOUT THE ADOPTION OF NEW VALUES CONSISTENT WITH THOSE INITIATIVES.**

3. <u>**Relationships**</u>: The ability for people to develop relationships with other people is crucial for changing the life cycle of a congregation. We must remember that people are not looking for friendly congregations. Rather they are looking for a congregation where they can make friends. If people cannot develop meaningful and sustained relationships quickly they will not stay or be attracted to congregations. Small congregations are only friendly to those who are already a part of the congregation. Large congregations grow large because people can make friends easily on their terms. There are at least five key concepts that are crucial to relationships as this term is used in regards to life cycles.

SATURATED AND UNSATURATED RELATIONSHIPS: People are like "LEGOS" in that they only have so many pegs to connect with other people. Therefore, they can only have a limited number of meaningful relationships. That is why new people must constantly be being connected with people who are relatively new to the congregation.

THIRD PLACES: Everyone needs a place where they are accepted or valued as a person for who they are, not what they do.

GROUP DYNAMICS: Different size groups meet for different purposes. These purposes cannot be interchanged.

> Large groups – Unity for worship and mission
> Mid-size groups – Fellowship and teaching
> Small groups – Intimacy and accountability

TRANSITIONS: People do not resist change, which is what occurs in organizations when they move from a downward life cycle to an upward one. People resist the loss of what was comfortable, provided status and influence, and made them feel significant.
Understanding transitions enables change agents to identify that loss, develop plans to deal with

the loss, and validate the grief that goes with the loss. <u>Transition plans often enable change to occur with a minimum of resistance</u>.

UNDERSTANDING YOUR NICHE: Local congregations do not minister to all the variety of groups of people in the community. That is why God has placed a number of congregations in one community. His Body is comprised of numerous bodies to reach a variety of people. Therefore, each congregation must understand the (gifts, talents, abilities, backgrounds, etc.) mix that God has provided to reach different kinds of people. It also means that each congregation must study the people groups God has prepared it to reach in order to maximize its effectiveness. Growing congregations think like missionaries. Healthy congregations are always removing cultural barriers and building cultural bridges to people in order to reach them.

4. **Programs**: The purpose of programs in a congregation is to help disciples mature and to aid disciples in the making of more disciples. Therefore, programs must meet needs people have and contribute to the growth and health of both individuals and the entire congregation. In missional congregations programs that do not grow must either be changed or eliminated. Therefore, there are two major questions that constantly need to be asked of all programs in a congregation, those questions are:

How does this program contribute to an outward focused mission?

> Does it attract new unchurched people?
> Do the people leading this program understand its strategic significance
> > and are they intentionally designing it to reach people?
> Is this program growing?

What is the strategy that underlies all of what we do with our programs?

> Do our programs reflect missionary thinking?
> Are we willing to start with people where they are to move them to where they
> > should be?
> Are our programs growing?

ONE MODEL FOR PROGRAMS

> <u>Why</u>? Convert consumers into committed disciples of Jesus Christ
> <u>Which ones</u>? Meet culturally determined ministry expectations

> > Worship and Music
> > Relationships/Groups/Friends
> > Care: Newcomer care/Member care
> > Meet family needs: Infants, children, youth, adults
> > Education: Training and personal development
> > Preaching
> > Well-kept facilities
> > Financial stability

(A program not assumed culturally but demanded for health and growth is
LEADERSHIP DEVELOPMENT) !!!!

How? These programs meet the expectations of people (missionary thinking).
These programs must occur since they are culturally determined.
These programs are staff led (staff may be volunteer, pt, or full-time).

5. **Management**: Management is like a skeleton in a body. If the skeleton can be seen, then the body is in trouble, yet without a skeleton the body will collapse. Also, in healthy bodies, skeletons grow and develop so the body can grow. For any congregational management system to be effective three major things must happen.

The leader must be growing and developing as a leader while developing more leaders.

The growth of any organization is in proportion to the leaders being developed within the organization.

The pastor usually works with three groups in developing leaders; the staff, the board, and key people in the congregation.

Without intentional leadership development the congregation will experience sustained healthy growth.

Leadership always marries three terms that reflect how work gets done, and those terms are: responsibility, authority, and accountability.

Responsibility means that there is agreement among the leaders on **What** the mission of the congregation is and **Who** is charged with specific tasks to see that the mission is implemented.

Authority means that there is agreement about **Where** the boundaries lie that create freedom of movement to perform the tasks.

Accountability means that is agreement as to what will happen to whom **When** tasks are accomplished or not accomplished.

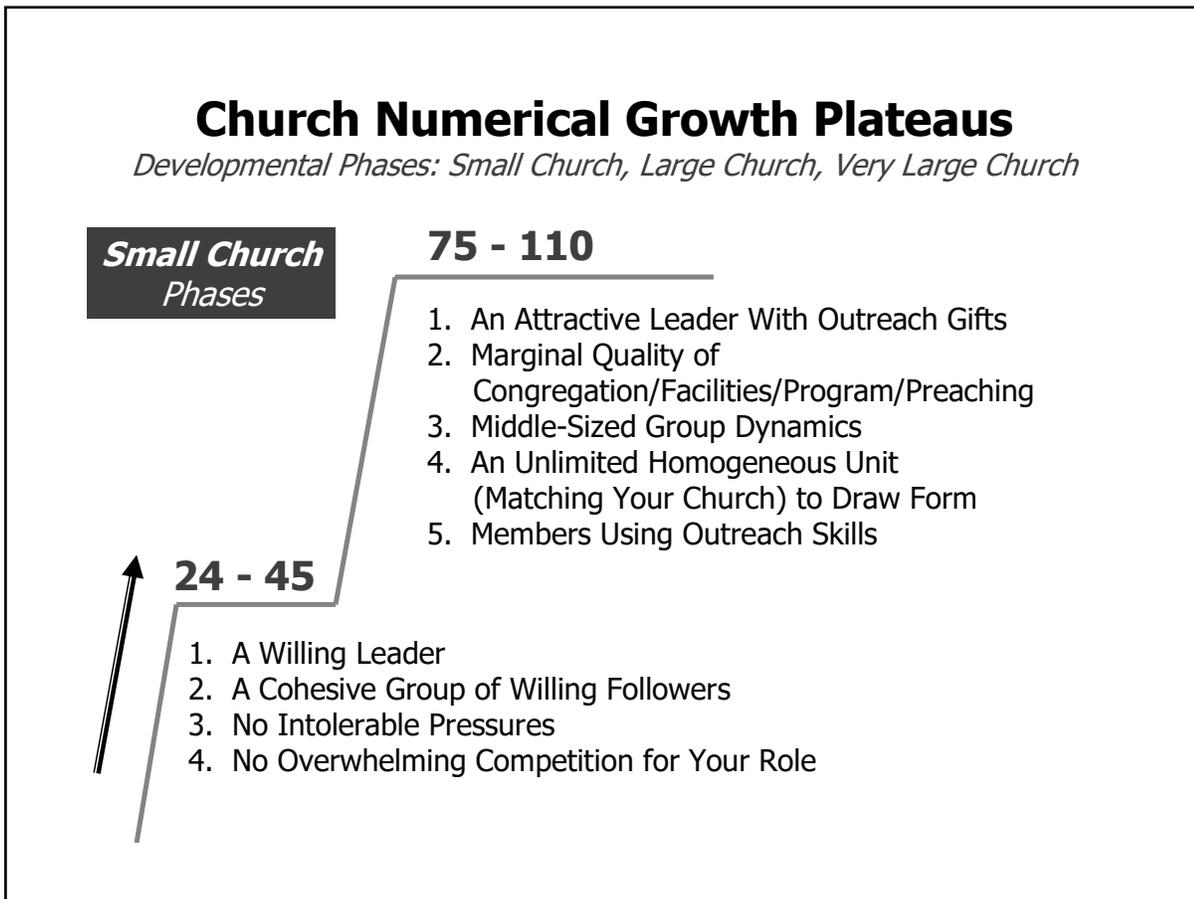(**NOTE**: Groups do not lead and groups cannot be held accountable, therefore the focus is always on individuals to lead and to be held accountable).

The pastor/leader must turn the ministry of the congregation over to the laity (equip the saints to perform it) and the laity must turn the leadership of the congregation over to the pastor/leader.
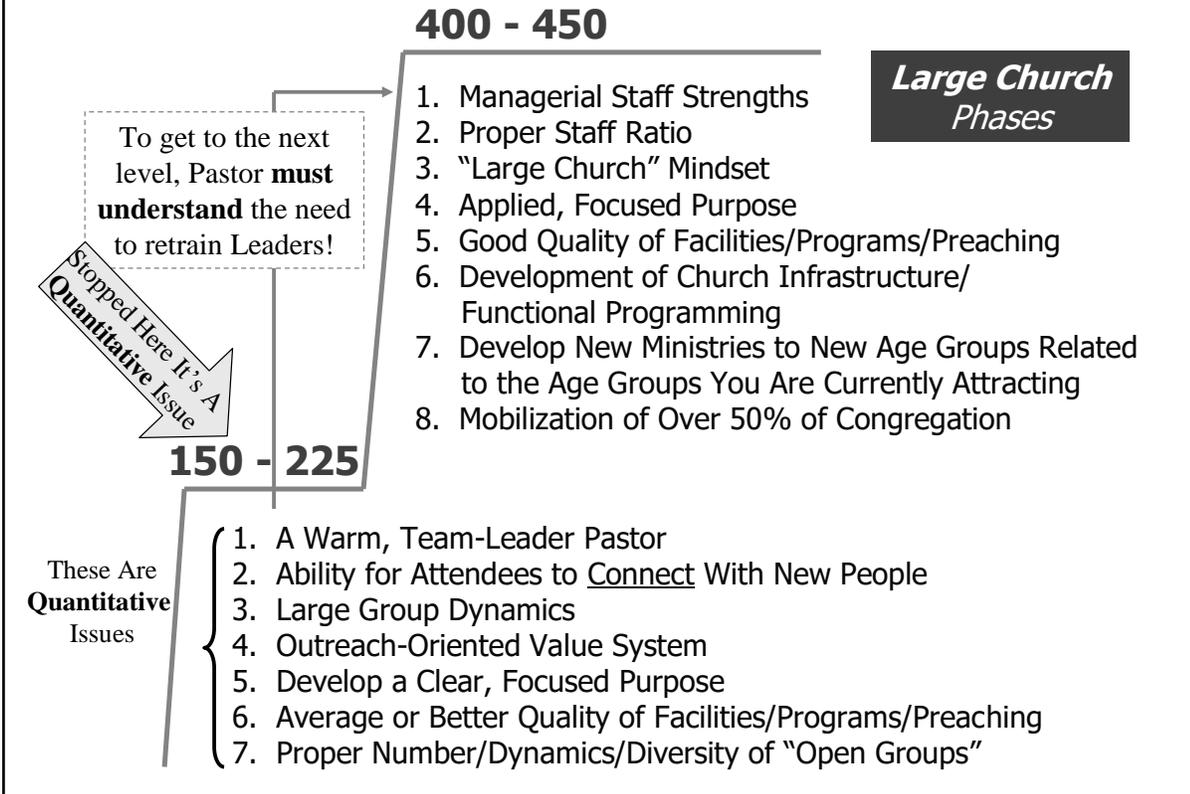
The pastor leads the congregation to implement the mission and accomplish the vision.

Staff members lead their ministries and manage the programs to produce healthy growing disciples and in turn a healthy growing congregation.

The board governs through policies and therefore does not lead or manage the ministries of the congregation. Rather it holds the leader accountable for the accomplishment of the mission.

Church Numerical Growth Plateaus
Developmental Phases: Small Church, Large Church, Very Large Church

Small Church Phases

75 - 110

1. An Attractive Leader With Outreach Gifts
2. Marginal Quality of Congregation/Facilities/Program/Preaching
3. Middle-Sized Group Dynamics
4. An Unlimited Homogeneous Unit (Matching Your Church) to Draw Form
5. Members Using Outreach Skills

24 - 45

1. A Willing Leader
2. A Cohesive Group of Willing Followers
3. No Intolerable Pressures
4. No Overwhelming Competition for Your Role

Church Numerical Growth Plateaus – *cont.*

400 - 450

Large Church
Phases

To get to the next level, Pastor **must understand** the need to retrain Leaders!

Stopped Here It's A Quantitative Issue

1. Managerial Staff Strengths
2. Proper Staff Ratio
3. "Large Church" Mindset
4. Applied, Focused Purpose
5. Good Quality of Facilities/Programs/Preaching
6. Development of Church Infrastructure/ Functional Programming
7. Develop New Ministries to New Age Groups Related to the Age Groups You Are Currently Attracting
8. Mobilization of Over 50% of Congregation

150 - 225

These Are **Quantitative** Issues

1. A Warm, Team-Leader Pastor
2. Ability for Attendees to <u>Connect</u> With New People
3. Large Group Dynamics
4. Outreach-Oriented Value System
5. Develop a Clear, Focused Purpose
6. Average or Better Quality of Facilities/Programs/Preaching
7. Proper Number/Dynamics/Diversity of "Open Groups"

Church Numerical Growth Plateaus – *cont.*

Very Large Church
Phases

1000 - 1200   Priorities

1. Visionary Leadership
2. Delegated Management
3. Expanding Leader Base
4. Exceptional Quality
5. Multiplication of "Churches"

700 - 750

1. Managed, Middle-Management Level Staff
2. Effective Staff in Proper Roles
3. Effective Lay Leader Training Programs
4. Applied Multiple-Congregation Concept
5. Excellent Quality of Facilities/Programs/Preaching
6. Moderate Vertical Diversification of Open Groups

- Different developmental phases require different activities.
- Plateaus on Levels = **Quantitative Issues.**
- Elements between Plateaus on Levels = **Qualitative Issues.**
- Elements beneath each level hold that level up.
- Elements above each level are barriers to growth if they do not have them.

BULLARD LIFE CYCLE – Adapted by Paul Borden

	Vision	Relationships	Programs	Management	Emotion	Behaviors	Issues	Needs
Birth Vrpm	Dominant	Happens Unintentionally	Only what's necessary	Informal	Passion	- Est. Long term vision - Evangelism & growth philosophy est. - Est. leadership style	- Can founding pastor stay? - Will lay leadership style change?	Make relationships intentional
Infancy VRpm	Dominant	Begin strategic implementation	Only what's necessary	Informal	Passion	Developing patterns of inclusion	- Clear values - Worship style - Lay mobilization	Quality programming
Childhood VRPm	Dominant	Happens though not the focus it was	High energy in implementation	Based on leaders' personalities	Excitement for the long run	Focus on Development - Staff - Programs - Funding	- Future Staff - Focus – child under 18 - Facility needs	- Quality & Quantity needs - Management est.
Adolescence VRPm	Dominant	Refoucus on mtg needs qualitatively & quantitatively	Refinement and further development	Lacks: - Preciseness - Order - Consistency	Excitement for quality & quantity	- Staff Development - Facility needs - Develop mgmt systems	- Competition for future agenda - VR vs. PM	- Management systems - Leadership development
Adulthood VRPM	Dominant	Produces: - growth - commitment	- High quality & quantity - Commutnity known	- Formal system in place - Functions well	- High morale - Sense of vision/mission	- Integrated Systems - Facilities complete - Great Worship	- Few realize at peak - As good as it gets	- Change (new vision)
Maturity vRPM	Assumed & Becoming lost	- Less new people - Disciple-making strong	- High quality & quantity - Commutnity known	- In charge - Conserving the great tradition	- Feel good - But congregation passive	- Finances high but over-budgeted - Worship great - Membership tenure high	- Lack of Focus - Less new people - Congregation aging	- Reinvision - Diminish Mgmt - Re-engineer
Empty Nest vRpM	- Lost/missing - Loss affects most systems	Happening but not keeping up	- Begin disintegration - We try harder	- In charge - Focus of the organization	- Denial - Nostalgia - Turning to anger	- Blaming - Issue is more commitment - Lack confidence with leaders	- System functions - Severe conflict	- Reinvision - Develop new programs - Diminish mgmt
Retirement vrPM	Lost completely	Long-term members no longer invite people	Try new ones to fill the church	Overly managed	- Despair Disappointment	- Program changes - Want new workers - Won't confront	- Change may cause split - Change to create past - Want church to bury me	- New vision - Diminish mgmt - New relational form - New programs
Old Age vrpM	Gone	Dormant	Failed	Total control	- Fear - Perhaps bitterness	- Mgmt focuses on - Chaplain ministry - Member gifts crucial	- Focus on member anniversary/funerals - Mgmt produces any creativity - Congregation at rest	- Diminish mgmt - Create new programs - Reinvision
Death M	Gone	Lost	Failed	Orchestrate an orderly transition	- Numb - No positive emotions	- Closure - Transition - Celebrate the past and close	- Complete closure - Resurrection in another form - Resource new ministry	- Transition for a new ministry

CHURCH LIFE CYCLES – PART 2

SELECT BIBLIOGRAPHY

Adizes, Ichak. *The Pursuit of Prime*. Knowledge Exchange, 1996.

Bullard, George W. *Congregational Passages: The Life Cycle and Stages of Congregational Development*. Lake Hickory Learning Communities, 2000.

Miller, L. M. *Barbarians to Bureaucrats: Corporate Life Cycle Strategies*. C. N. Potter, 1989.

Saarinen, Martin F. *The Life Cycle of a Congregation*. Alban, 1986.

THREE PERSPECTIVES ON THE GENES OF A CHRISTIAN ORGANISATION

Saarinen	Bullard	Sweetman
E - Energy Vision and hope, excitement and enthusiasm, sense of potency and potential	**V - Vision** The current understanding of God's strategic direction cast by leadership and owned by members. Includes vision, leadership, mission, purpose, core values.	**E - Energy** The energy that members feel for the future of the organisation. Influencing factors will include vision, leadership passion, aligning of values, opportunities, processing of conflict, and prayer.
I - Inclusion Integration, relationships, ownership, involvement, conflict resolution, authority, trust in leadership; a sense of belonging	**R - Relationships** Processes by which people are converted, assimilated, grow spiritually, utilise gifts, and develop leadership. Includes relationships, experiences, discipleship	**C - Community** The sense of commitment the members have to the organisation and its members. Influencing factors will include ownership, involvement, sense of belonging, relationships, trust in leadership, opportunity to contribute, and evidence of personal growth.
P - Program Worship, learning, serving, witnessing programs. Provides ministry to church family and community	**P - Programs** Provision of ministries, services, activities, and training. Includes events, ministries, services, activities.	**P - Program** The provision of ministries to the members and target community. Influencing factors will include availability and use of resources, recruitment, support of ministries, equipping of members, dealing with ministry issues, and flexibility.
A - Administration Effective and efficient use of resources; intentionality; coordinates, integrates and sets boundaries	**M - Management** Administration of resources, decision making, formal and informal culture, openness to change. Includes management, accountability, systems, resources.	**M - Management** The efficient and effective management of resources. Influencing factors will include governance structures, decision-making, change processes, culture, accountability and boundaries.

SUMMARY OF SAARINEN'S CONGREGATIONAL LIFE CYCLE

Growth Phase: Birth to Infancy to Adolescence to Prime
Declining Phase: Maturity to Aristocracy to Bureaucracy to Death

GROWTH PHASE DECLINING PHASE

1. BIRTH - **Epai**

2. INFANCY - **EpaI**

3. ADOLESCENCE - **EPai**

4. PRIME - **EPAI**

5. MATURITY - **ePAI**

6. ARISTOCRACY - **epAI**

7. BUREAUCRACY - **epAi**

8. DEATH - **a**

ADVICE FROM SAARINEN

Martin Saarinen (1986, pp. 16-23) offers the following advice:
The common agent in each stage of the Growth phase is high "E." Drawn to excess, it deifies the aspects of the congregation that are driving the energy. Whether this is a person, a program, a style, or a structure, it has the seeds to destroy the congregation if given too much prominence. Congregations in growth phases must recognise this danger. They must also look ahead to the next phases to see what must be strengthened to progress.
Conversely the low "E" and high "A" of the Decline phase means that the congregation has lost its sense of being on the move and is instead clinging to stability. This veneration of structure generates continued decline. There is a need to recognise the energising forces embedded in their birth stories and changed circumstances. The potency for renewal is related to the level of crisis in the congregation. Renewal in the early phases of decline is marked by incremental changes and in the latter phases by more revolutionary changes.
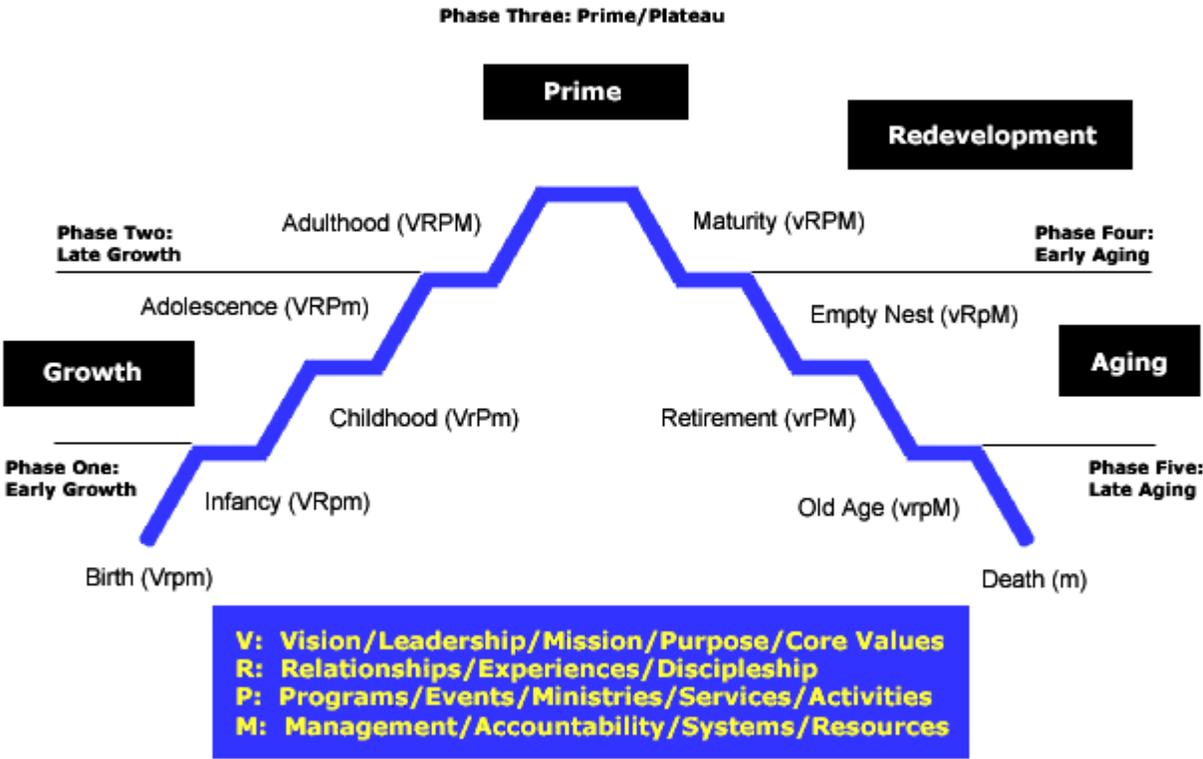A congregation in decline needs two types of intervention. First, it needs to reconstruct its corporate memory so that the emotional energy of the past (agony and ecstasy, pleasure and pain) can be viewed as the cradle of the present. Second, it needs to touch base again with its setting. It needs an adequate perception of the possibilities for ministry in the present. At each stage there is a need to propagate the sense of vision, excitement and mission that originally called the congregation into being.

ADVICE FROM BULLARD AND SWEETMAN

George Bullard (2000) offers a more nuanced version of Saarinen's congregational lifecycle with an extra stage in both the growth phase and the decline phase (see below). Sweetman has borrowed heavily from Bullard's ideas to construct the following table that offers clear direction on how to transition a congregation to a more healthy phase in the lifecycle and even suggests the stage towards which the congregation should transition.
The congregational genes mentioned in the table Sweetman's categories mentioned above. E is for energy, C for community, P for program, and M for management.

The Life Cycle and Stages of Congregational Development

Phase Three: Prime/Plateau

Prime

Redevelopment

Phase Two: Late Growth

Adulthood (VRPM)

Maturity (vRPM)

Phase Four: Early Aging

Adolescence (VRPm)

Empty Nest (vRpM)

Growth

Aging

Childhood (VrPm)

Retirement (vrPM)

Phase One: Early Growth

Infancy (VRpm)

Old Age (vrpM)

Phase Five: Late Aging

Birth (Vrpm)

Death (m)

V: Vision/Leadership/Mission/Purpose/Core Values
R: Relationships/Experiences/Discipleship
P: Programs/Events/Ministries/Services/Activities
M: Management/Accountability/Systems/Resources

Copyright 2001, Rev. George Bullard, D.Min.

Saarinen Stage	Bullard Stage	Genes	Description	Bullard Goal	Effort	Transition
Birth	**Birth 1-2 years**	Ecpm	1. Vision drives the church plant 2. Leader has significant impact 3. Structure is flexible and change is easy 4. Resources and programs are limited 5. New people may be slow to feel community	Infancy	C	1. Build a growing sense of community 2. Develop pathways for assimilation 3. Include a wider group in decision-making 4. Raise up leaders 5. Provide opportunities for ministry
Infancy	**Infancy 3-5 years**	ECpm	1. Members grow committed to the vision 2. New people are welcomed and community and relationships grow 3. The leader continues to drive the organisation 4. Resources remain limited 5. Many needs cannot be met 6. Underlying belief systems/core values emerge 7. Often a church constitutes at this stage	Childhood	P	1. Pray for and grow resources 2. Share leadership 3. Work on developing ministries and ministry teams 4. Put basic structure in place 5. Support others with a vision 6. Network with churches further on in the life cycle
Adolescence	**Childhood 5-6 years**	EcPm	1. Programs and ministries develop 2. Momentum increases 3. Structure grows 4. Congregation can grow rapidly 5. Leadership becomes collaborative and delegated 6. Tensions increase and	Adolescence	C	1. Support and develop ministry leaders 2. Deal with tensions as they develop 3. Listen carefully to what ministry leaders are saying 4. Encourage the development of new ministries 5. Build pastoral care systems to

			community weakens 7. Leaders are stretched 8. Competition over resources (eg. people, facilities, finance, attention) increases 9. Pastoral care/support diminishes			ensure pastoral care is maintained 6. Honour God for the momentum and growth
	Adolescence 6-8 years	ECPm	1. Quality and quantity of ministry increases 2. Resources are strengthened 3. Growth creates strains on the system 4. Management systems are formalised 5. Tensions are acknowledged and worked through 6. New people are assimilated better 7. The church becomes more outward looking 8. The church grows excited about its success	Adulthood	M	1. Work on getting the right Board (elders) who can focus on the big issues 2. Formalise structures that facilitate strong direction, communication and feedback 3. Stick to the vision and listen to God 4. Build the pastoral team with God's people 5. Maintain church health as the church grows 6. Provide resources and support for leaders
Prime	**Adulthood 3-6 years**	ECPM	1. The improved management and structures provide clear direction, communication and security 2. Resources are maximised and stresses ease 3. Programs cater for all (inside and outside) 4. Morale is high and members see	Adulthood	E	1. Create discontent (we haven't arrived) and provide new vision 2. Continue to take risks and make changes 3. Focus on evangelism - keep looking out 4. Involve newcomers 5. Keep telling the stories that drive your vision

			their dreams fulfilled 5. Other people are attracted to the church 6. There is less incentive to risk			6. Invest in the leadership team 7. Listen to God
Maturity	**Maturity**	eCPM	1. Everything runs smoothly and efficiently and programs are very well run 2. Members feel very satisfied with the church and see little need to change 3.Energy for ministry declines (the sacrifices have been made) and some ministries are harder to staff 4. Attendance plateaus and the congregation is aging 5. Vision and passion for the vision diminishes	Adulthood ECPM 1-2 years	Em	1. Own the problems and make the leaders aware 2. Decrease management control so that frustrations and ideas for change emerge 3. Let people experiment (and fail). Release resources for them 4. Seek God for new vision that expands or realigns the past vision 5. Pursue this new vision
Aristocracy	**Empty Nest**	eCpM	1. Momentum wanes and people realise that the church is declining 2. Effective leaders pull back (it's too hard) 3. Programs are reduced through lack of resources and leadership 4. Many long for a return to Prime but see the pathway as a return to past practices 5. Leadership becomes more insular and defensive and	Adulthood ECPM 2-3 years or Adolescence ECPm if more radical change	CPm	1. The congregation must admit the problem 2. Deal with any dysfunction 3. Connect with good values from the past 4. Decrease management control so that innovation can occur (this may meaning moving some leaders) 5. Give freedom to new leaders 6. Support them with prayer teams 7. Create new

			outsiders or critics are excluded 6. Visitors seldom join the church 7. Nostalgia turns to disappointment and then to anger - someone is to blame 8. Conflict is severe and people burn out			programs - show that new things can be done 8. Encourage the development of relationships around these new programs 9. As support and confidence grow in the church, new vision can be considered.
	Retirement	ecPM	1. New programs are tried in order to revitalise the church 2. Management remains strong and controls the functioning of the church 3. Relationships are weak as members deal with their pain and new people are not invited 4. Often a new pastor is called to lead change but the degree of change needed is not anticipated	Adolescence ECPm 3-5 years or Childhood EcPm	Cm	1. Decrease management that controls rather than empowers 2. Streamline the decision-making process 3. Be prepared for unhealthy conflict with stakeholders 4. Build relationships through caring and dealing with issues. Maintain communication 5. Slowly develop new programs 6. This is the most difficult stage to transition
Bureaucracy	**Old Age**	ecpM	1. The program fix has not worked and members have given up - disappointed and disillusioned 2. Structures, rules and policies remain and power is important for some 3. The church is rigid, defensive, and suspicious	Child-hood EcPm or Infancy ECpm	EPm	1. Decrease management that controls rather than empowers (easier when people are desperate) 2. Develop one or two programs for credibility and encouragement 3. Cast and implement a new vision 4. Deal with the

			4. There are few resources (apart from buildings)			pain of stakeholders
Death	**Death**	m	1. The resources can no longer maintain life 2. All that remains is a skeleton of management structures and procedures	Birth Ecpm	E	1. Celebrate the life of the church (like a funeral) 2. Restart with a new vision 3. Decide whether the present plant fits the vision