

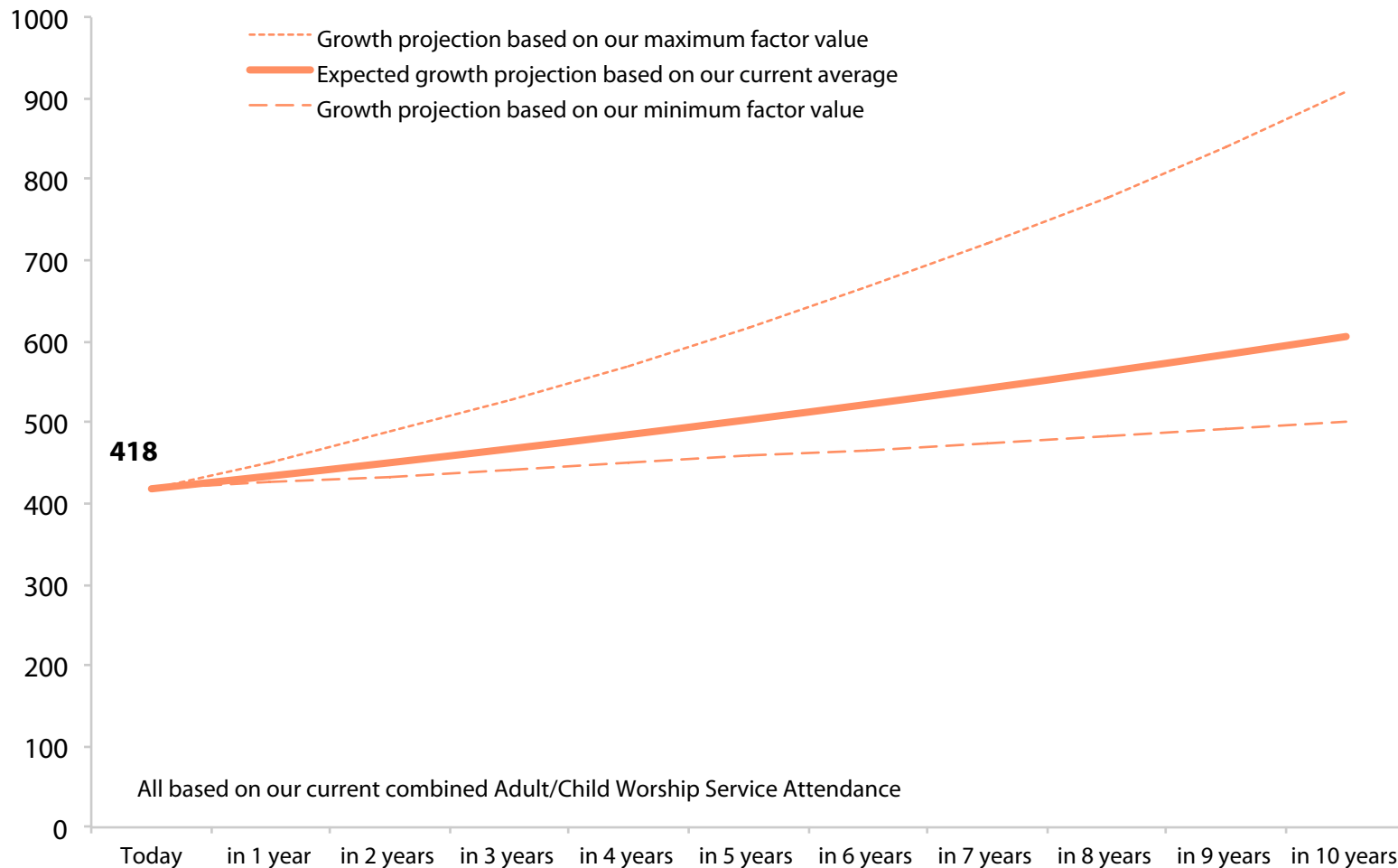


# NCD Strategy Guide

## Whynot Local Church

March 2021

Pastor for 7 years: Rev. O. Lution



### Maximum factors

Fellowship

Holistic Small Groups

accountability  
good organisation  
learning

### Minimum factors

Faith

Inspiring Worship Service

prayer  
affirmation  
releasing



# Strategy Guide Instructions

**B**y way of preparation for your ongoing NCD result discussions, **please work through the explanations and charts on the following pages.** The guide is laid out for group discussion, but read it first on your own and ask yourself the various questions, while imagining the responses others are likely to give. While your first pass through the guide is to help you establish your personal response to the results, the following important points will help you relate your ideas to the ideas of others along the way.

## The importance of your role

Healthy churches depend on different parts of the body working together, so the NCD process works better when unique, complementary contributions are encouraged. Your role in working with or presenting this guide is to ensure that discussions lead into practical action steps which are clearly defined, owned, and kept on track. The implementation principles contained in the guide will help you to do this, not only during the Strategy Guide discussion, but each time people in your church meet together to further refine their growth cycle plans. **Your role is especially important because leaders, while full of good intentions, can so easily drift away from focusing on the least developed areas the NCD Survey identifies – areas that may be unfamiliar, but are nonetheless, absolutely essential if long-term progress is to be made.**

## Strategic flexibility

Even though by working with this guide on your own, you may be able to come up with some practical ideas prior to discussion with others, **you will need to show some strategic flexibility in order to validate the very real stories and objective analysis that others may bring to the table.** Even if you feel that the practical nature of your ideas are sometimes being compromised by this “flexibility”, keep in mind that NCD is a process based on continuous, relatively short, cycles of development. That means it will never be too long before your strategic wisdom is either proven correct, or that perhaps through surprising outcomes, you will have an opportunity to even further sharpen your planning ability. At all times, seek to serve the concerns of others and try to embrace the ways in which their unique contributions enhance your own.

## If facilitating group discussion...

It may be that your pastor has asked you to facilitate group discussion on this NCD Strategy Guide. If so, when you gather to discuss the results, (in consultation with your pastor) **you will need to have arranged for the relevant pages to be available to the rest of the group** either on paper or on a screen. The PDF file can simply be displayed in full screen mode on most computers connected to a projector.

The times suggested for each topic are based on moving through this guide in about two hours. You will need to adjust these timings to suit the time available.

As you prepare yourself to facilitate discussion, take the time to reflect on the Biblical passages referred to in the guide so that you can offer comment at the relevant times if appropriate.

## Initial Strategy Checklist

The leaders and key influencers have...

- ☐ met regularly to refine their personal growth cycles (pages 13-15)
- ☐ discussed our growth projections (pages 3-5)
- ☐ understood the key influencer principle (pages 7-8)
- ☐ initiated ways of affirming our strengths (page 9)
- ☐ engaged the congregation with the NCD process (page 10)
- ☐ (optionally) promoted a mini-vision based on our results (page 11)
- ☐ set a date for repeating the NCD Survey to track progress (page 11)



# 1. Current growth projection

If facilitating discussion, refer the group to the front page of this guide while you read to them or summarise the following explanation.

*Setting out to change the future of our church could be an exciting adventure. For some though, stepping out of their comfort zone and remaining focused on what is most important in the days to come is an idea filled more with apprehension and fear. In light of this, it is important to try to give some kind of picture of what the future could realistically hold, if we were to take seriously the necessary personal and collective growth that the NCD Survey highlights.*

*With the help of the international NCD database of more than 60,000 churches from over 70 countries, there are some visions of the future that can be presented. These can help us see the value in taking consistent, practical steps, based on our results.*

## **The basis**

*To begin with, the front page of this guide shows a growth projection for our church based on our current combined adult/child worship service attendance. The projected values are based on the real life experience and average growth rates of churches around the world that have the same overall NCD quality as we do. Therefore this is not based on the “hallelujah” stories of NCD, but the very realistic picture of what churches similar to ours experience.*

*If our current growth is under the projection, it may be that we are simply on the lower side of the average growth band at the moment. Or it may be we are experiencing the very natural effect of our growth not quite catching up to our health yet. Otherwise, it could be that our minimum factor areas have been a cultural problem for so long that we will need to more directly address them to kick start our growth.*

## **The three lines**

*There are three lines projected out over the next 10 years. Each is based on the unlikely and undesired prospect that our overall quality and minimum and maximum areas will remain at the same level over that time. The highest line indicates just how much growth potential exists within our Summary guide theme of [state term in large print], our highest quality characteristic of [state term in medium print] and our highest themes of [name terms in small print]. In other words, this is the level of growth we could expect to experience if our overall average was that strong.*

*The lowest line indicates how much downward pressure on growth is coming from the weaknesses within our least developed areas, [name the minimum factor and lowest themes].*

*The middle line shows the expected growth projection for our church when the relative strengths and weaknesses of all aspects of our church are balanced out.*

## **Why worship attendance?**

*While this projection could be worked out based on other attendances within our church, the biblical and researched need for the body to be able and willing to gather regularly in diverse, unified worship, makes this measurement a very helpful indicator of growth.*

Ask any of the following questions that you feel might be helpful in order to stimulate discussion (Allow about 10 minutes).

- How do you feel about the projections given they are based on the average, real life experience of churches like ours?
- Is the middle line growth projection much different from what we have experienced over the last five years? If very different, what recent changes (or lack of changes) in the church might account for that?
- What thoughts or practical experiences come to mind when you look at our lowest line and our least developed areas?
- What strategies have we employed over the last six months to specifically improve those least developed areas?

If it is taking some time for discussion to get going or if you have some personal observations about the current growth projection that have not yet been shared, share them now. When finished, move to point 2.



## 2. Possibility growth projections

If facilitating discussion, refer the group to page 8 of this guide while you read to them or summarise the following explanation.

*Another way of considering our future as a church is from the “what if?” perspective. What if we were to deliberately focus for a season of time on our minimum factor areas and thereby change our culture and improve the overall quality of our church? What could we expect? This next chart provides some answers to that question.*

### **The seven lines**

*The lines of this chart depict growth projections at seven different levels of overall NCD quality. They begin with our same worship service attendance as per the last chart, but show very different possible futures. Again, these are not based on the “hallelujah” stories of NCD, but the actual experience of the average church at the given level of quality. We can see by the red line where our current growth projection from the last chart fits within this realm of possibility.*

*It is worthwhile thinking about how many churches you know of, either famous or relatively unknown, that have experienced the kind of growth rate seen at the highest line. Obviously they exist if they are in the database, and it is helpful to know that many of those have moved to that level having started at a much lower quality level in NCD terms. Though this highest line should not be seen as the peek since there are many churches at, or beginning to move to a whole higher level again.*

### **The most important point on the chart**

*While the right hand end of this chart shows a dramatically contrasted vision of the future, the most practical focal point of this chart is elsewhere. It is the clump of lines immediately above the “in one year” marker. This shows that different churches starting with exactly our current attendance would see very little difference in their respective attendances after just one year even though they have dramatically different levels of health. If we have somewhat of an “instant results” approach to church development, we would be in danger of perhaps doing some great work on our minimum factor areas for 12 months and then giving up. Or maybe we would take on the latest program as a way of “speeding things up”. Unfortunately, some churches do this and miss out on the growth that was just around the corner—natural, multiplying, exponential growth, in keeping with the way God tends to grow everything in creation.*

### **Beyond numerical growth**

*Of course, this has all been focused primarily on numerical growth. This is important, because it represents more people loving and being loved by God and others for eternity. However, according to NCD research, there is more to this projected future if we were to become a very healthy, rapidly growing church.*

*In simple terms, such churches provide a healthier environment in which people can grow toward God and each other. It is a nicer place to be. That is of course, if one is committed to bearing greater fruit in partnership with God (See John 15). If not, a healthy church (or biblical Christianity) may not be all that desirable.*

*Healthier churches also connect with the deepest needs of their community in increasingly natural ways. This kind of social justice, missionary or welfare ministry is not some para-church activity that is bolted to the side of the church, but a perfectly natural extension of the everyday ministry of such churches.*

*There is an increasing proportion of conversion growth compared to transfer growth in these churches. If churches involved in NCD were only growing on the basis of moving the existing flock from one field to another, the whole NCD process should be considered a gimmick. While sheep choosing to move to a healthier field where they will actually be fed and grown should not be criticised, it is good to know that increasing numbers of newborn lambs also become part of healthy churches.*



## 2. Possibility growth projections continued

*The leaders and lay workers also experience more manageable workloads in healthy churches. Look at the top and bottom lines on the chart. Which leadership group has the more manageable workload? Despite, the stream of new people, discipleship, leadership development, ministry to the community, etc. going on, it is the group behind the highest line of growth. This can only be comprehended in the context of the easy yoke that Christ invites us to share. As we align with him and his principles of growth, life becomes more manageable and more fruitful (See Matthew 11:28-30 and 6:25-34).*

*The aim of church development is of course not that you would have more younger people in your church than older people. However, it will be heartening for some aging congregations to know that improving their church's health increases the proportion of young people in attendance. And, because healthier churches grow, they can be confident in the future of their church as more people of all ages come and find a spiritual home.*

*For those with administrative responsibilities in church life, it will be encouraging to know that the proportion of core church members who give at least 10% of their gross income in tithes and offerings more than doubles when going from the lowest range of health to the highest. From a day-to-day ministry perspective this is very positive, but it is also a useful consideration when critically accounting for the financial cost of a church health process like NCD. But again, this increased giving is actually exponentially larger, because in a healthy church, this larger proportion of tithing relates to an increasing number of givers as the church grows.*

*The healthier the church, the more efficiently it uses its available resources—time, treasure and talent. This is at the heart of NATURAL Church Development. In creation, healthy living things produce maximum fruitfulness with a minimal input of resources. This means healthy churches don't tend to run out of money, time, or talent (especially leaders). They not only know about the parable of the talents, they live it out (See Matthew 25:14-30).*

*While many other points could be raised, the last one we will mention here is that healthier churches are considerably more inclined to plant other healthy churches. For them it is simply an obvious extension of multiplying disciples, small groups and congregations (See Matthew 28:18-20).*

Ask any of the following questions that you feel might be helpful in order to stimulate discussion (Allow about five minutes).

- Does the prospect of such high levels of growth excite you or cause you anxiety? Why?
- If we were to experience or be entrusted with much higher levels of growth, how much would we as key influencers in our church have had to change and grow personally?
- Other than building facilities, which aspects of our church would come under greatest pressure if this week, we were to immediately grow to the largest size listed on the right?

If it is taking some time for discussion to get going or if you have some personal observations about the possibility growth projections that have not yet been shared, share them now. When finished, move to point 3.

NOTE: While it is not important for the sake of focusing on your specific minimum factor areas, if asked how the score numbers from your church's green Status Guide relate to these projection levels, the answer is...

"Very much above average" is an overall NCD score of 80+

"Well above average" is an overall NCD score of 65-79

"Above average" is an overall NCD score of 50-64

"Below average" is an overall NCD score of 35-49

"Well below average" is an overall NCD score of 20-34

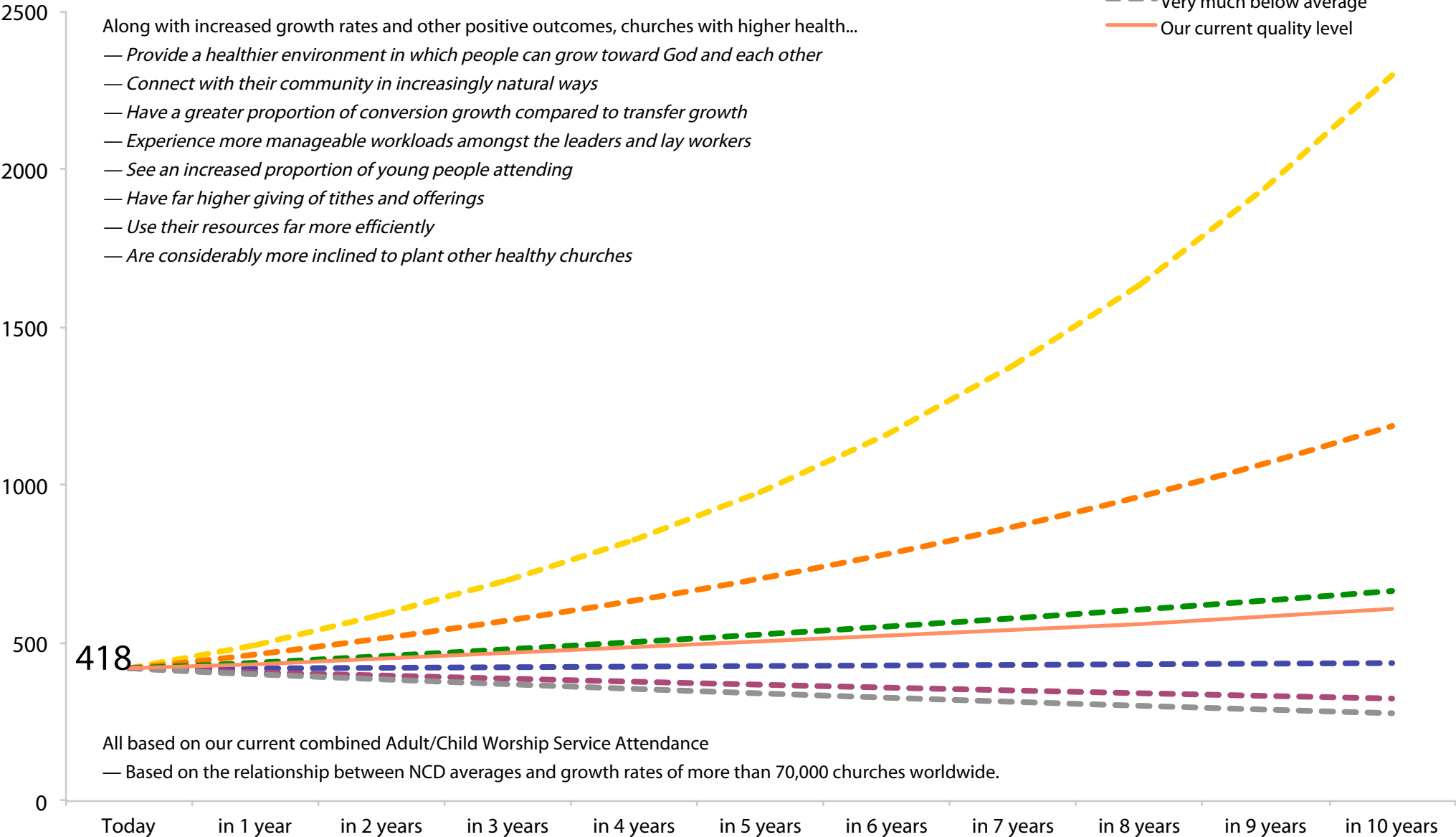
"Very much below average" is an overall NCD score of less than 20



# Possibility growth projections

NCD Quality Characteristic  
Average Bands

- Very much above average
- Well above average
- Above average
- Below average
- Well below average
- Very much below average
- Our current quality level







### 3. In practical terms, whose survey results are they?

If facilitating discussion, refer the group to page 10 of this guide while you read to them or summarise the following explanation.

*The question, “Whose results are they?” may seem quite simple. “They are the results for our church!” However, to make substantial progress in the NCD process, the meaning of “our church” needs to be clarified.*

*Not everyone has the same influence on our church’s overall health. The results in fact reflect the influence of quite a small number of people. We could line up everyone in our church in order of their individual influence over the decisions and activities of church life. This line would stretch from the ‘key influencers’ at one end, through to those we might call the ‘Christmas and Easter attendees’. The greatest impact on our results comes from the key influencers.*

#### **Power is not always about official position**

*It is important to understand that our key influencers may or may not have a leadership position, be outspoken, or even be members of the church. Key influencers are those most able to get a decision through or block it. They are the ones most respected or feared in our church or those to whom others turn for advice. Where they go (or grow), so goes our church.*

#### **The origin of our results**

*Our NCD results did not just suddenly drop from above. Through the history of our church, influential people have taught, modeled, prioritised or allowed into existence what is now our culture— reflected accurately in our results.*

#### **Key influencers – honour and responsibility**

*If our church is to grow, it is essential that the key influencers come to understand and “own” the issues in the survey results. Just as they are due higher honour for the higher results, they must lower themselves and accept greater responsibility than others for the lower results.*

*The greatest strategic mistake is to primarily develop plans directed at those with less influence – “The congregation”. The minimum factor areas in our results point out very clearly where, for our key influencers at a personal level, discipleship or apprenticeship to Jesus must be taken more seriously. If key influencers take personal responsibility for the principal issues affecting the church as a whole, and follow through with plans to do things differently in their daily lives, their healthy influence will flow all by itself throughout the congregation.*

*We must aim to engage every key influencer with the current health issues. Some, however, will find the personal implications of the results too challenging to begin with. If so, we need to start with those willing to accept their share of responsibility.*

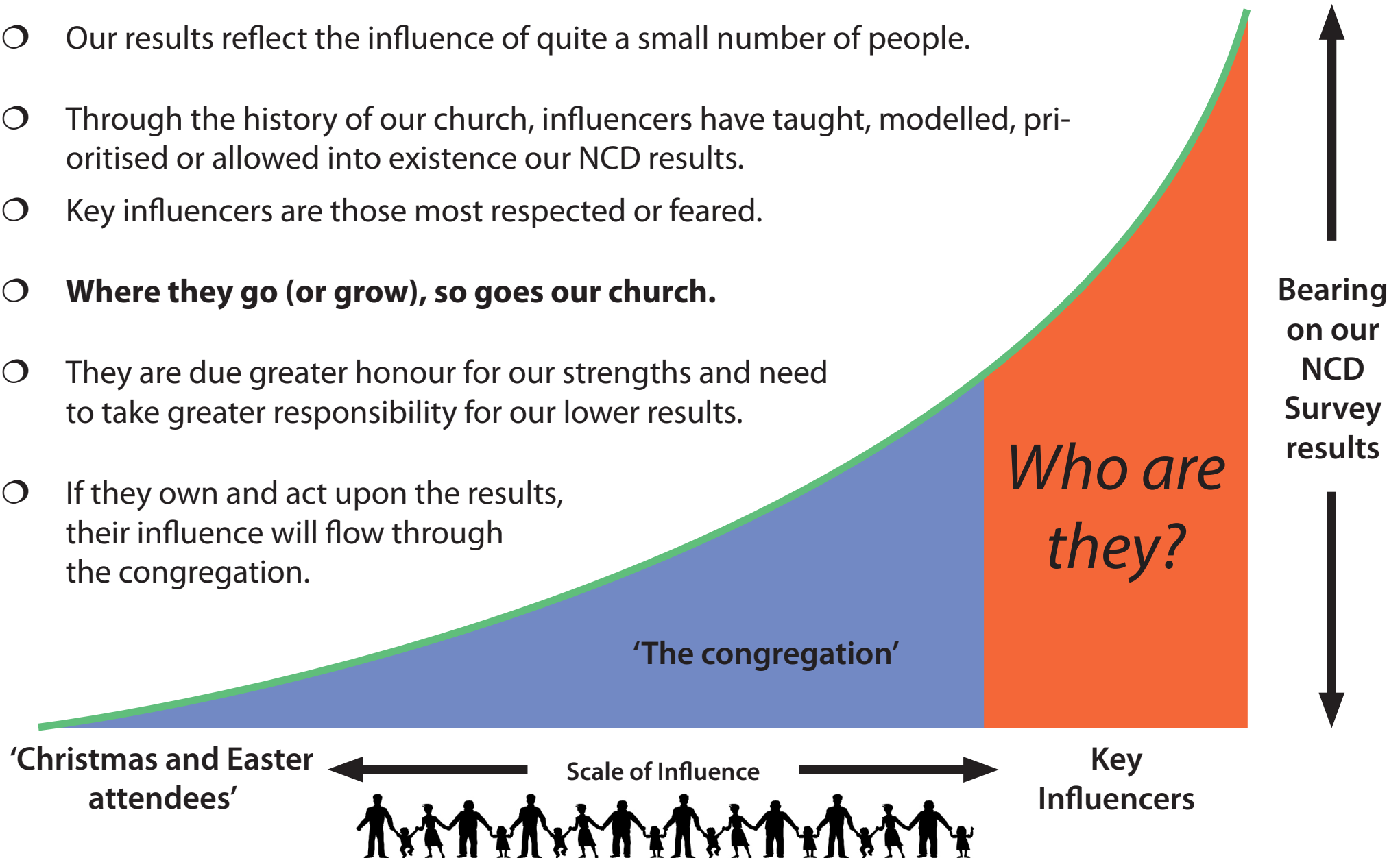
Ask any of the following questions that you feel might be helpful in order to stimulate discussion (Allow about 15 minutes).

- Who are the key influencers in our church? They may: be good spiritual examples; be commonly viewed as having great potential; know most about how the church functions; be constantly elected to official positions; be those whose opinion carries the most weight; be those whose humility is a challenge to others; be most widely respected; be most feared?
- If you are a key influencer, how do you feel about the honour and responsibility that comes with these results?
- In light of the key influencer principle, how important do you believe our own personal growth cycles are for the long-term healthy growth of our church? Are we willing to make our personal growth a priority over and above any church-wide strategies we might come up with?
- If not those gathered here now, then who are the people who have shaped the culture, are shaping the present, and will be apart of shaping the future of our church to the greatest extent?

If obvious key influencers in the room have not been acknowledged, or if you have personal observations about the key influencer concept to share, do so now. When finished, move to point 4.

## In practical terms, whose survey results are they?

- Our results reflect the influence of quite a small number of people.
- Through the history of our church, influencers have taught, modelled, prioritised or allowed into existence our NCD results.
- Key influencers are those most respected or feared.
- **Where they go (or grow), so goes our church.**
- They are due greater honour for our strengths and need to take greater responsibility for our lower results.
- If they own and act upon the results, their influence will flow through the congregation.







# 4. Honour and affirmation plans

If facilitating discussion, refer the group to the front page again while you read to them or summarise the following explanation.

*Christians are often taught from an early stage to pray, "...Your Kingdom come, Your will be done, on Earth as it is in Heaven." It is therefore very important to acknowledge and celebrate whenever there are signs of this taking place. If, as we know from the NCD research, God chooses to transform and adds to the numbers of a church when the areas highlighted by NCD are well developed, then our maximum factors must bring some level of joy to God's heart. So how can we honour God and his people for their work in our church so far?*

**Who can we affirm?**

*First and foremost we must honour God for the visible expressions of grace that we see in our most developed areas. These are the fruit of where we have best aligned ourselves with and accepted his principles, purposes and power.*

*Also, based on the key influencer principle, there are those in our church who, by their character and commitment, have shaped our lives and our fellowship such that we can enjoy these strengths and use them to serve the world around us.*

**What can we affirm?**

*In some areas, it may be that whole teams of people can be thanked because their common ministry area has shaped these strengths. If so, we must affirm those groups and that ministry.*

*Relating their work to the results will also help them to focus on the fruit of their ministry area and not just the activity that surrounds it. This is an important way of helping our church to avoid doing things simply "because we've always done them that way!" After a while, all ministries will begin to view themselves more and more in terms of fruit, rather than just busyness.*

**How can these strengths improve our weaknesses?**

*It is always good practice to use your strengths to work on your weaknesses. It may be that as we continue to refine our personal growth cycles, we will spontaneously think of ways to creatively use our strengths to do so. However, this is less of an issue if our key influencers are applying themselves personally to our minimum factor areas. The church is people, and these key influencers are the people who most embody our strengths. So we are automatically using our strengths in a powerful way when such people work personally on our least developed areas.*

Ask any of the following questions that you feel might be helpful in order to stimulate discussion (Allow about 15 minutes).

- How and when will we honour God walking with us to establish the specific strengths revealed by our results?
- As you consider our most developed areas, which faces within our church come to mind? How and when will we honour them and celebrate their contribution?
- What groups of people or ministry areas can we celebrate?
- Is there anybody in the room right now that you would like to affirm for their role in shaping the church's strengths?

If your own ideas have not been shared, do so now. Also, take responsibility for writing down and making sure these strategies are followed through. Then move to point 5.

**My/our honour strategy notes**

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## 5. Bringing our whole church on the journey

If time is limited in your Strategy Guide meeting, be sure to allow time at the end for reviewing your personal growth cycles as per point 6 on page 14 and, if necessary, defer this “Bringing our whole church on the journey” topic to another meeting when you can have time for open discussion.

If facilitating discussion, read or summarise the following explanation.

*The key influencers’ personal response to our results will have by far the largest overall impact on our church. However, if having committed to personal growth cycles there is the opportunity and energy to bring the whole church on board, all the better.*

### **Inviting responses to the results**

*Presenting the results to the people (especially the survey participants) is of great value. This is best done using either the Summary, Story or Strategy guides as these provide the simplest pictures. You may choose to present highlights, or even take the time to workshop a whole guide or two in small groups using the explanations and discussion prompts in the guides.*

*The most important step is to begin discussions with some key influencers presenting what they have taken ownership for and begun cycling at a personal level. This is crucial because, under the protection of anonymity, the survey participants gave very personal responses to the questions, often with very clear experiences in mind as to why they marked certain areas much lower. It is therefore very important to them that influential people in the church can show that they have at least some idea of what they, the participants, were saying.*

### **Recycling the process**

*One of the beauties of a cyclical process is that each time you repeat the process and move to a higher level of understanding, you can bring others on board who will benefit from all you have learnt so far. So without doing anything particularly new or different, here are some examples of how we can recycle our experiences and multiply a personalised strategy through the church.*

**Ministry and small group leaders:** *By using our Summary Guide and/or Story Guide along with access to the NCD Cycle Starters, we could meet with our ministry and small group leaders and go through the results with them just as we did. Since these two guides have no numbers, the discussion needn’t be unduly embarrassing or complicated as the focus will be on our churches relative strengths and weaknesses as compared to our own average.*

*As mentioned earlier, such a discussion should begin with a few key influencers briefly presenting their ownership of some of the issues and initial action steps. The questions in the guides can help shape the discussion along with any other questions we would like to pose. The meeting can then finish with the ministry and small group leaders nominating the areas they feel personally convicted by, and then providing them with the relevant Cycle Starters so they can immediately take action. Within a couple of hours we would have significantly multiplied the workforce tackling our minimum factor areas.*

**Small groups:** *As a simple extension of the above exercise, we could then provide our ministry and small group leaders with their own copy of the Summary and/or Story Guide to work through with their group or team. Again, with Cycle Starters then handed out, this would bring about an incredible alignment of our church around the very issues that are currently holding us back to the greatest extent.*

### **One-on-one discipleship:**

*Without adding any detail or complexity, the same exercise can be used in one-on-one discipleship or mentoring relationships with anyone from emerging leaders to new Christians in the church.*

*Because each person is engaging with the most critical issues facing our church family, determining which of those they are most convicted by, and then choosing their own action steps, the above processes represent a simple but profound way of making genuine disciples in our church. Of course, not all that is necessary for a person to become a fully mature disciple is represented by our church’s minimum factor areas. However, if they do focus in and lend a hand in those areas, and then experience our maximum factors just by being a part of our church, their growth is likely to happen all by itself.*



## 5. Bringing our whole church on the journey

### Casting a mini-vision

*With our key influencers seeing our church more clearly with every cycle of growth, we are well positioned to cast a mini-vision based around our minimum factor areas. A mini-vision is a vision for a specific fixed time in the life of our church. In this way, it doesn't take over from the larger vision our church has. It can be made up of words and/or symbols that stand as a constant reminder of what we are going to become over the next short period with the help of God. Because it is minimum factor based, such a vision can have a very rapid and powerful effect when coupled with the personal growth cycles taking place in the background.*

*An example based on the minimum factor areas of "Fellowship", "Empowering Leadership" & "teamwork – good organisation – releasing" could be...*

*"This year, we will strengthen our fellowship, by becoming an empowering, team-based church where everyone can find their place!"*

*Not all terms need to be used, but those that the leadership felt most convicted by should be referred to in some way.*

*This mini-vision can act as a yard stick for all ideas that emerge over the coming year, to ensure that they in some way will enhance our minimum factor areas (or at the very least, not hinder them). A mini-vision is also a great reminder to the leadership and congregation that in an empowering church, it is not up to the leadership to come up with all the plans to move the church forward. We may be pleasantly surprised about who and what comes to the fore if we raise the importance of areas we've tended to neglect in the past.*

### Repeating the NCD Survey

*Of course, a vital part of involving the congregation in the NCD process is to resurvey regularly to measure our progress. Most churches repeat the NCD Survey annually to fit in with the rhythm of church life. However, there can be no fixed rule. The survey should be repeated after we see progress being made, and want to test to find out if there is a new unidentified minimum factor limiting our church.*

Ask the following questions.

- ☐ If we are intending to invite responses to the results from the wider church, when will we do this and who is willing to present something of their personal response and/or initial growth cycle experiences?
- ☐ How should we approach engaging the next sphere of leadership / volunteers in the process so they could begin personally responding to the results in thought and action?
- ☐ Who else in our church would you personally consider taking through our results and inviting to engage in a growth cycle? Are there any young people or emerging leaders who might grow if given such an opportunity to contribute to the church in thought and deed?
- ☐ Do we want to develop and present a unique mini-vision for our church based on our results? Who will do this and how and when will we do so?

### My/our church-wide strategy notes

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## 6. Cycling together

**C**ycling together to explore your church's current challenges simply involves **following the instructions on any given Cycle Starter sheet** (introduced in the Story Guide). However, if you are facilitating Cycle Starter discussions in a group (which should happen each time your group gets together to consider your church's results), here are some suggestions.

If facilitating discussion, refer the group back to their personal Cycle Starter sheets while you read or summarise the following...

*A growth cycle discussion simply involves putting your Cycle Starter sheet on the table and inviting others to ask the cycle questions starting at the Do stage, with the aim of helping them to move to a higher level on the growth spiral. If a person would like to talk through deeper personal issues with the group, we should make time for that. Otherwise, each person should move through his or her cycle questions in just a few minutes. So, who'd like to go first?*

If helpful, you can expand slightly on the questions for the group.

**Do:** *Are you following through and inviting God and others to go beyond your plan? Are you actually doing what you said you would do while recognising you can't do it all alone and need the help of others?*

**Experience:** *Have you freed yourself to receive from God and others? Have you given yourself the time and space to experience what has emerged from putting your plan into action?*

**Perceive:** *What do you see? What do you think happened (whether you like it or not) as a result of putting your plan into action?*

**Test:** *How do you know that you are seeing clearly? What means have you used to check you are being objective about your observations?*

**Understand:** *What are the facts? What can you now state about your chosen challenge topic that is beyond reasonable doubt?*

**Plan:** *What is most important now? If not the same plan, what refined or completely new plan is now a priority for your challenge topic?*

### Creative questioning

Feel free to **invent and ask other questions** that relate to each of the cycle stages. The aim of the discussion is to help each other move through each stage of the cycle in an open, honest way and to ensure that everyone finishes with a simple, concrete revised plan for their next cycle until you meet again.

Be sure to **lock in a date for your next round of cycle discussions** (and discussing your next NCD Result Guide if appropriate).

Some will of course be more diligent than others with their personal growth cycle. It is important to **keep encouraging those faithful few**, because often, once others see the fruit that begins emerging in their lives, a very motivating Godly jealousy develops.

### Anywhere... anytime... with anyone

Typically, for the sake of momentum, such discussions should take place at least monthly. However, **greater cycle discussion frequency will bring about far more rapid and consistent progress.**

Eventually, asking the cycle questions of other key influencers will be a natural part of everyday conversation. Until then, it will be important that designated cycle meetings take place. These meetings could be at the start of a leadership meeting, as part of a small group gathering, with a friend over lunch, or even as part of family dinner time discussions.

In short, **cycle discussion can take place anywhere, anytime, with anyone.** Though, your initial survey result group should at least meet a few times as a group until they are into the rhythm of consistent cyclical growth.

### Connecting back into your results

In these initial cycle meetings, it will be important to **keep your NCD Result Guides on hand** in order to review your results with the benefit of fresh experiences and increased understanding.



## 7. Phase one completed!

If facilitating discussion, refer the group to the next page while you read to them or summarise the following explanation.

*The growth cycles we have begun using are part of a larger overall NCD Cycle process punctuated by our regular NCD surveys in the middle of the test stage. Most churches work through this larger cycle over about a year. Having worked through the Summary, Story, Status and Strategy guides, we have completed the first phase of that cycle!*

### **Survey result guides phase**

*Since completing and receiving the results for our survey, we have tested our understanding of the maximum and minimum factors of our church through discussions and our initial personal growth cycles worked through in church life. Through those cycles, we have established and begun refining personal plans that lead us into the next phase.*

### **Ongoing growth cycle phase**

*Centred on the do stage of the larger cycle, the ongoing growth cycle phase requires us to do up to three things to expand our experience in our minimum factor areas:*

- *Most importantly, we must continue working on our personal growth cycles, staying with the same growth options or changing to a different growth option if significant progress has been made. These cycles must be reviewed regularly.*
- *Secondly, we can choose to take other individuals in the church (e.g. small group leaders, congregation members, etc.) through the results personally or in groups and encourage them to accompany us on the journey through their own chosen growth options and personal growth cycles.*
- *Finally, if we choose to do so, we should develop our church-wide mini-vision for the church and then encourage any activities that fit within the scope of that vision (as long as they do not distract from the above two points).*

### **Repeat survey phase**

*The third phase of the overall NCD Cycle process will involve drawing upon the experiences that come from the ongoing growth cycle phase (including all other activities of church life) by asking survey participants to once again present their perceptions via a repeat NCD Survey. The survey processing system will then test those responses and produce new results ready for our next survey result guides phase.*

*As we continue our way around and up the growth spiral, we will move closer and closer to truly Natural Church Development – an increasingly fruitful partnership with God and a relationship in which others and we come to know him more fully.*

### **An important note to the Strategy Guide facilitator or reader**

The danger of drifting away from minimum factor based plans is high because, by definition, these are areas that do not come naturally as yet. It is far easier, more natural, and in the short term more enjoyable to just keep working in the church's maximum factor areas.

**Therefore, it will be up to you to ensure that the topics relating to the ongoing growth cycle phase are raised on a regular basis and particularly that the “Cycling together” discussions continue in standalone gatherings or as a small part of existing meetings up until your church's next NCD Survey.**

You may find it helpful to place the “My Cycle Starter Plan” page in a prominent place where your leadership meets. Someone else may be appointed to formally do the above, but be sure to at least act as a backup to them to keep the process firmly on track.

May God richly bless you as you continue this partnership with Him.

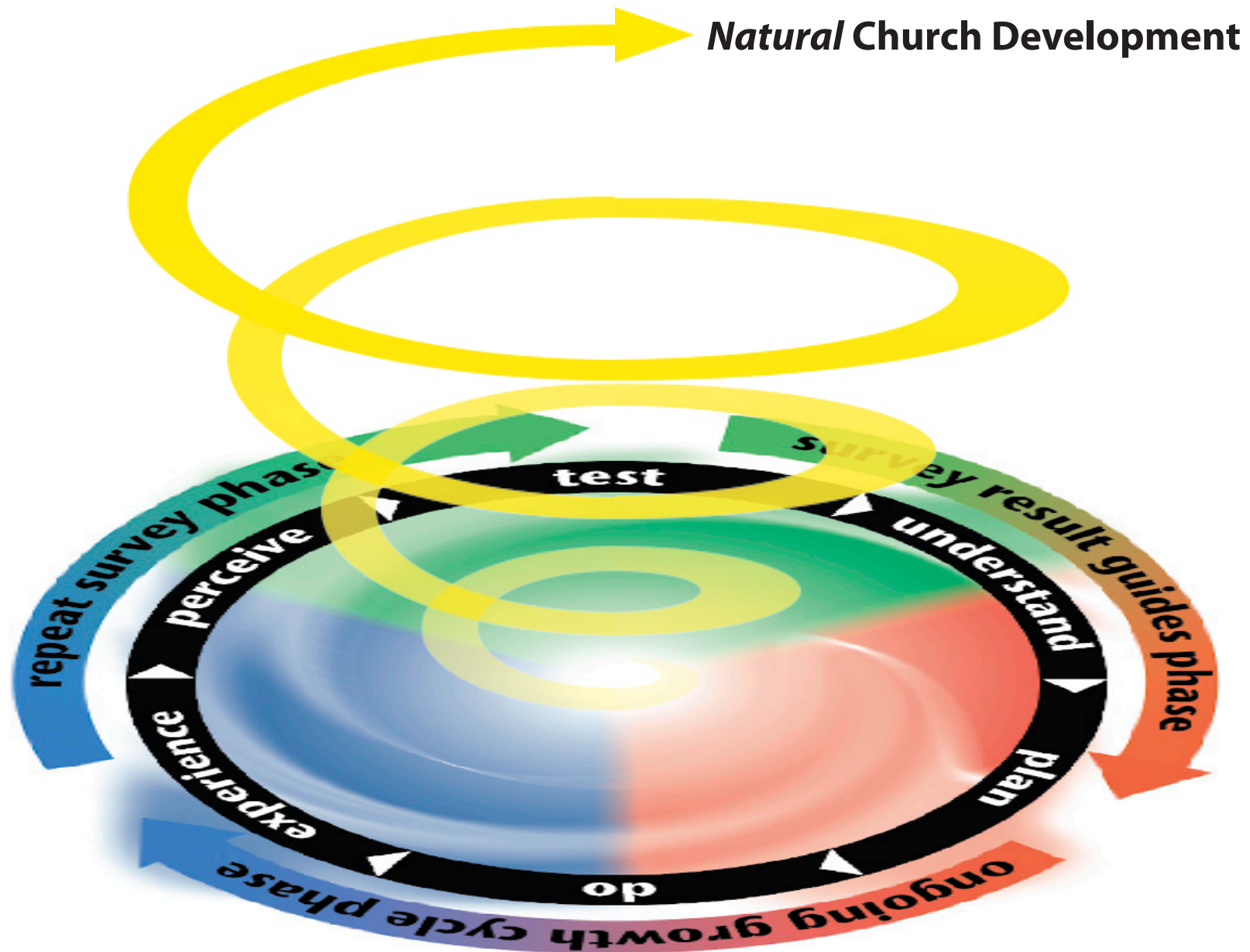
### **Adam Johnstone**

NCD International Leadership Team  
ncdchurchsurvey.org  
ncd-international.org



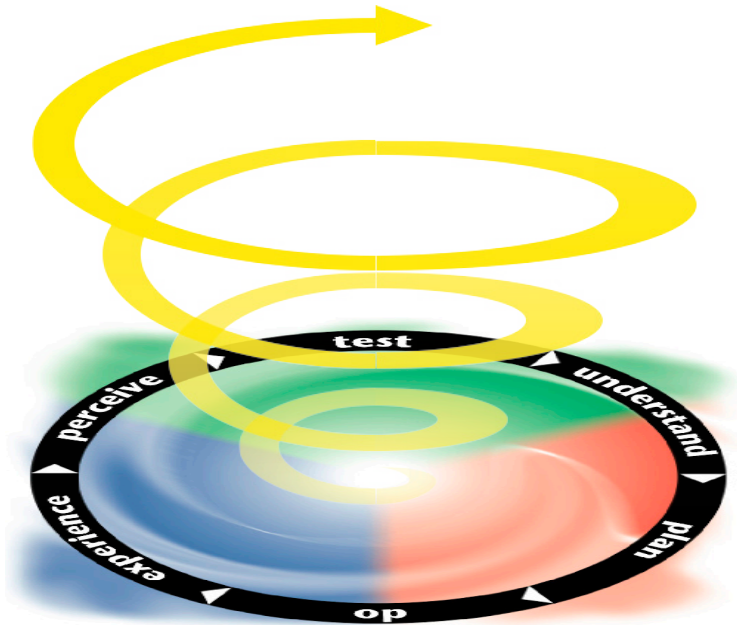


## Overall NCD Cycle process



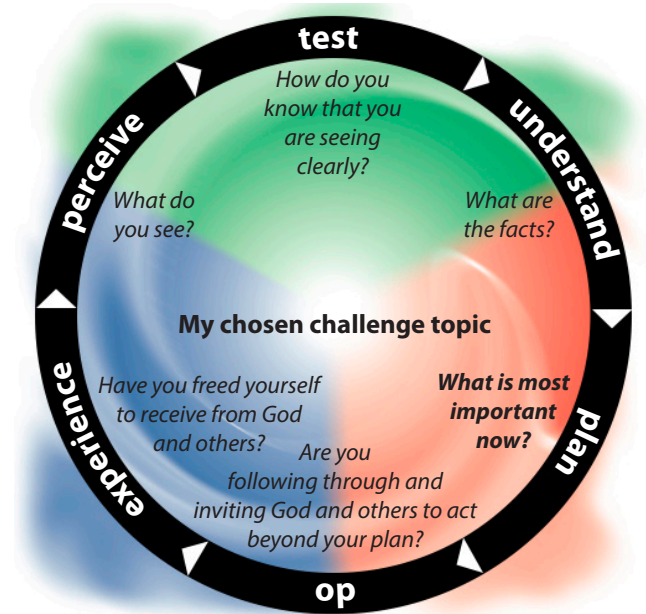


# My Cycle Starter Plan



## Our current challenges

Faith  
Inspiring Worship Service  
releasing  
affirmation  
prayer



"Opening the front door" & "Breathing in"

**Beyond reasonable doubt,  
which of the above do you personally  
need to explore further  
for the sake of your church?**

[www.ncdchurchsurvey.org/cycle-starters](http://www.ncdchurchsurvey.org/cycle-starters)