

## Technical and Adaptive Change

**Work Team:** Craig Van Gelder

**1. Diminishing Effectiveness and Adequacy of Strategic Planning:** The basic logic of strategic planning assumes that there will be some level of stability and continuity both within and outside an organization which allows for developing goals and designing strategies. This logic is coming under increased strain in the midst of our rapidly changing environment and in light of the emergence of discontinuous change.

**Implications:** Trinity needs to continue to utilize “strategic planning” to some extent for engaging its future, but the value and effectiveness of relying on this approach will not be sufficient for visioning in facing the future.

### **2. Issues to Be Addressed for which We Do Not Have an Answer—Adaptive**

**Challenges:** Trinity, like most organizations today, is increasingly facing issues which it must address, but for which it does not presently have the expertise, skills, or adequate strategies to address.

**Implications:** Trinity needs to get clarity on the issues it faces that are more technical in nature which it has resources to address, and those issues which are more adaptive in nature which will require different approaches to resolve.

**3. Designing Experiments—Practicing New Behaviors:** Dealing with adaptive challenges usually requires us to engage in new learning—experimenting with new behaviors. We actually behave our way into new thinking—what is known as “action learning.”

**Implications:** To what extent does Trinity have the willingness and capacity to experiment with new behaviors in the midst of its current “busy” ministry in order to discover new approaches to ministry, especially in light of staff reductions and a volunteer system that appears to be increasingly stressed?