

A FOUNDER'S CLASS
For Ministry Leaders and Consultants

THOMAS G. PATERSON

THE PATERSON PROCESS™ CERTIFICATE TRAINING

Spend four and a half days with Tom Paterson and learn how to facilitate his state-of-the-art strategic operational planning process. Developed over the past twenty-five years and proven in its effectiveness through hundreds of consultations in profit and non-profit organizations, THE TOM PATERSON PROCESS™ generates a seamless action-based plan that produces quantum leaps in seamless teamwork, clarity, implementation, and flexibility.



As a facilitator-in-training, Tom will teach and equip you to facilitate an intense two to four day process that guides leadership teams to manage for strategic, operational, and ministry results. His behaviorally-sound methods

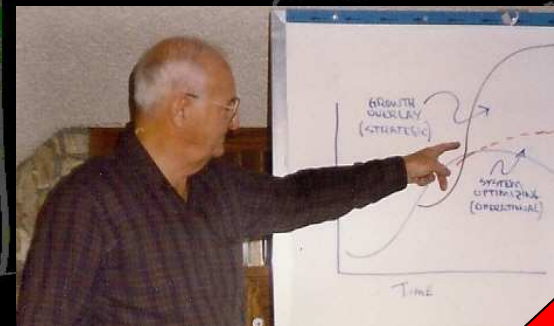


and customized process generates multi-dimensional leaders who intellectually and emotionally own their vision and who implement it out of one, integrated playbook.

No more than twelve students will gather for each training at Tom's home in Grants Pass, Oregon to learn how to facilitate his proven strategic operational planning process. If you are a Pastor, ministry leader or ministry consultant, take advantage of this once-in-a-lifetime opportunity to learn from the master-facilitator himself.



THE ART OF FACILITATING MINISTRY STRATEGIC OPERATING



October 23-27, 2006
Grants Pass, Oregon

THE TOM PATERSON PROCESS™ Training Details

Schedule

The class begins at 8:00 a.m. on Monday-Friday. Each day's class ends at 5:00 p.m., with the exception of a mid-afternoon break on Thursday. Two hours of homework each night are required (Friday excluded). Students experience a class banquet on Thursday evening and a graduating ceremony on Friday. Training ends at 1:00 p.m. on Friday.

Accommodations, Meals, and Travel

Tom and Meryl Paterson host each day's class in their accommodating and relaxing home in Grants Pass, Oregon, a perfect setting for a class size of 12 students. Daily lunch, snacks and dinner on Thursday are provided for you. You are responsible for daily breakfasts and dinners (Thursday dinner excluded).

You will need to secure lodging at the Redwood Motel in Grants Pass. Their toll free number is (888) 535-8824 and their website address is www.redwoodmotel.com. The closest airport is in Medford, Oregon (about 35 minutes from Grants Pass) and offers rental car transportation.

Tuition

The tuition for the four and a half day training is \$2,950.00 per person and includes a 300-page comprehensive facilitator's manual for THE TOM PATERSON PROCESS™ and a complementing set of course audio highlights (to be shipped later). A facilitator's certificate degree will be awarded to those who successfully complete the course.

Class Capacity: 12 Students

The Thomas G. Paterson Center is not in the seminar business, thus the class limit of 12 students. Training for "The Tom Paterson Process" is structured for qualified individuals who have the talent and desire to learn the art of facilitating his strategic operating planning process. The course is designed to optimize the student's interaction with Tom and other students. Some of these individuals will become master facilitators.

Application Process

Complete the complementing application and return to:

The Thomas G. Paterson Center—Colorado Office
Attn: Pete Richardson
406 E. Baseline Road
Lafayette, Colorado 80026

Contact Us

e-mail: pete_richardson@comcast.net
Phone: 720-289-7061

"The way of a fool is right in his own eyes, But a wise man is he who listens to counsel."

-Proverbs 12:15

"The collective wisdom is the better wisdom. All viewpoints are important. To think through to the optimal strategies, organization, and courses of action, it is necessary to carry our thinking upward as a group to the level of insight. When we think together we can carry our thinking to a level none of us might have achieved individually. The power is in the process, a process which respects the individual and the ability to develop new thinking based on building on each other's thoughts."

-Tom Paterson

"Without good direction, people lose their way; the more wise counsel you follow, the better your chances."

-Proverbs 11:14

Training Program

DAY 1 Section I: Introduction 1. Overview of Faith Center Strategic Operating Plan 2. Focus, Concentration, Commitment 3. How The Paterson Process came about 4. The Six Steps of The Paterson Process 5. Principles of Developing Interaction Skills 6. Leaders Lead the Change Parade 7. Journey To Mastery Section II: A New Way of Managing Parts 1. How Managing the Parts Became the Prevailing Management Mode		2. The Problem with Managing Parts 3. Why Managing the Whole is Now a Necessity 4. No, the Church is not a Business, But... Section III: The Case Study 1. What You can and cannot Learn from Case Studies 2. Think & Learn, Learn & Think 3. How We Will Use the Eugene Faith Center Case Study 4. Strategic Abstract of Faith Center Case 5. Preparation of Day 2 6. Learnings from Day 1
DAY 2 Section IV: Focus & Perspective 1. Process Overview and Objectives of Each Step 2. Process for Training Facilitators 3. Development of Perspective A. Mutual Interviews of Core Team B. Getting The Order Straight: Managing Expectations B. What is our Church? How did we get here? C. Patterns and Trends D. Four Helpful Lists 4. Facilitation Coaching A. The Facilitator's Role B. Breakthrough Thinking C. The Creative Process	D. Understanding Team Members E. How Groups Form F. Tom Paterson's Principles for Breakthrough Thinking 5. Workshop: Applying Process To Your World 6. "Conscious Competence" Reality Check 7. Complete Perspective A. Faith Center's Internal, External worlds; Turning Points; Patterns/Trends B. Opportunity Mapping C. What are Our Performance Drivers? D. Developing The Performance Model 8. Preparation for Day 3: Homework 9. Learnings of Day 2	
DAY 3 Section V: Developing A Living Core Plan 1. The Core Plan A. The Strategic Control Panel B. What are the Core Issues (W.I.N.'s) C. Thinking Through a Conceptual "Big Idea" D. The Wheel E. An Actionable Mission F. Setting A Dynamic Vision 2. Facilitation Coaching A. Getting Into A Great Rhythm B. Maintaining Group Centeredness	C. Getting All the Viewpoints D. Managing Conflict E. Tom Paterson's Convergence Process F. Workshop: Applying Process To Your World 3. The Core Plan (Continued) A. Risk Pyramid B. Life Building Cycle C. Structural Needs 4. "Conscious Competence" Reality Check 5. Preparation for Day 4: Homework 6. Learnings of Day 3	
DAY 4 Section VI: We Complete The Process 1. Developing a Mid-Term Action Plan A. Profiling the Core Initiatives B. Key Events/Outcomes: Initiatives & Time Line C. Initiative Plans A. Organization: Organizational Design; Process and Systems; Culture; Putting A Structure In Place That You Can't Outrun for Five Years 3. Controlling Success A. Next Steps B. Systematic Plan Outcomes C. Establishing Feedback/Learning Linkages D. Aligning the Talents to Optimize your Purpose E. Building in Renewal: Fountain of Youth 4. Facilitation Coaching A. When and How to Drive the Process B. Conceptual Blockbusting C. Pushing for Creativity and Breakthrough when Time is Limited D. The Great Value of Co-Facilitators E. Understanding People F. Solving Problems Roundabout G. Qualities of an Effective Facilitator	Section VII: Getting The Plan Off To A Good Start 1. Plan Our Work; Work Our Plan 2. What Experience Teaches Us 3. Role of Champions 4. Forming Initiative Teams 5. Use of One-Page Planning Worksheets 6. The Plan Playbook 7. Typical Next Steps Leading to Plan Kickoff 8. Facilitating a Scrubbing of Draft Initiative Plans 9. Facilitating A Formal Review Session 10. Status Reviews 11. The Thinking Wavelength 12. Workshop: Applying Process To Your World 13. Tom Paterson on Leadership Development 14. Crisis Management: Preparing for Crisis; Principles for Managing Crisis; Structure; Communications; Returning to Everyday 15. Problem Resolution: Tom's Construct; The 5 Why's 16. Workshop: Applying Process To Your World 17. "Conscious Competence" Reality Check 18. Preparation for Day 5: Homework 19. Learnings of Day 4 20. Banquet Dinner and Fun Time	
DAY 5 Section VI: Review and Graduation 1. Journey to Master Facilitator A. The Four Steps to Master Facilitator B. Advanced Training and Support	2. Review of Process: Philosophy, Process, Practice 3. Tom Answers Your Questions 4. Closing Remarks/Class Learnings 5. Graduation: Award of Certificates 6. Adjourn	

Dear Ministry Leader,



We turn to our churches in times of crisis. Katrina is the most recent example at the time of this writing. The next decade may witness a world crisis: war, financial, disease. In any event, there will be critical times.

How we react with the circumstances on us will be the measure of what is in us.

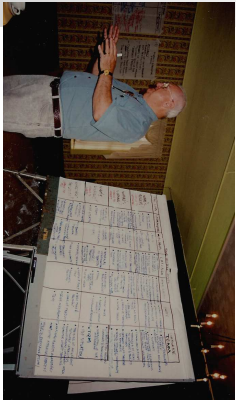
We need to manage our churches as "wholes"—through unified teams functioning as systems which superbly accomplish our intended purpose...to fulfill the Great Commandment and Great Commission, to serve well the needs of its communities and to perform well in crisis.

This week will give you a system approach to managing the whole of your church throughout whatever lies ahead, and doing this through the only way it can be done: by becoming and acting as one team.

Tom Paterson

History of THE TOM PATERSON PROCESS™

Tom's consulting career began in 1970 after he had spent his vocational life in the corporate planning area. "I knew I could do it." Tom says. "I had always been very successful in companies I worked with," companies like Douglas Aircraft, IBM and RCA. Ted Smith, Tom's boss at RCA and the technical leader for the company in the television sector, later retired and



joined Tom as an associate.

Sitting in Ted's office, the two reflected on the bad reputation that strategic planning had among their colleagues. "Strategic planning didn't have a good name. We had looked at plans from different divisions at RCA, and no one implemented what the

plan mapped out. Plans were put together with great effort and typically never implemented."

Tom and Ted theorized a new approach that would produce a more effective outcome. The head of corporate planning at Ingersoll-Rand challenged their thinking when he asked, "Could you do a plan in a day for a business?"

Tom thought about it and answered, "A large company might take two days."

"If you can do it in two days, you've got a job."

PERSPECTIVE BEFORE PLANNING

The strategy for a two-day plan began with perspective. "We decided to assemble everyone who would be involved in the implementation of the plan." Consequently, all the champions of the major components of the company (from areas like finance, sales, marketing, design, manufacturing, distribution) were gathered in a room.



Tom captured their wisdom and guided them in a process on the first day in which they gained perspective on the current standing of the business. They clarified where they were gaining, where they were losing, what was currently confused, and where the risks and voids were in the company.

THE TOM PATERSON PROCESS™

Seamless Teamwork: Clarity • Implementation • Adaptiveness

...Getting In Focus	...Architecting Success	...Crafting a Structure which Fits	...Working the Plan	...Operating in Control with Rapid Learning	...Building in Adaptation
1. PERSPECTIVE	2. CORE PLAN	3. STRUCTURE	4. MANAGEMENT	5. CONTROL & LEARNING	6. RENEWAL
TURNING POINTS PATTERNS & TRENDS OPPORTUNITY MAPPING SUCCESS REQUIREMENTS RISKS & CONSTRAINTS WHAT IS A MINISTRY? HOW DID WE GET HERE? WHAT DRIVES PERFORMANCE? FOUR HELPFUL LISTS WHAT ARE THE ISSUES? AND MORE	RATIONALE: UNDERPINNING ASSUMPTIONS AND BELIEFS; THE PREMISES VISION ▶ WHERE WE STAND ▶ WHERE WE ARE HEADED ▶ HOW WE WILL GET THERE MISSION AND VALUES W.I.N. ISSUES (WHAT'S IMPORTANT NOW) CONCEPTUAL "BIG IDEA" THE "VIRTUOUS CYCLE" STRATEGIC CONTROL PANEL PLAN-ON-A-PAGE	WHAT IS STRUCTURE? COMPATIBILITY OF CURRENT DESIGN WITH REQUIREMENTS BOUNDARY CONDITIONS ON DESIGN PUTTING A STRUCTURE IN PLACE YOU CAN NOT OUTRUN • ORGANIZATION • CULTURE • SYSTEMS • PEOPLE PLAN MANAGING THE MINISTRIES WITHIN YOUR MINISTRY	SYSTEMATIC PLAN MANAGEMENT LEADERSHIP TEAM COORDINATION OF SYSTEM INITIATIVES MANAGING TO THE STRATEGIC MINISTRY MODEL MANAGING THE PERFORMANCE DRIVERS BRINGING THE PLAN TO ALL MINISTRY LEVELS GOING SEAMLESS	POP-UP CONTROL INFORMATION MINISTRY FAMILY LIFE CYCLE MANAGEMENT PROJECT MANAGEMENT ACTION INITIATIVE MANAGEMENT RELATING PERSONAL PERFORMANCE TO PLAN PERFORMANCE LEARNING RAPIDLY ESTABLISHING A LEARNING CENTER ESTABLISHING FEEDBACK SYSTEMS	WHERE DO WE STAND? EMBEDDING RENEWAL ▶ EARLY WARNING ▶ SENSING & SEIZING OPPORTUNITY ▶ MANAGING GROWTH ▶ MANAGING DEVELOPMENT ▶ MANAGING VALUE RENEWAL NEEDS & ISSUES WHAT TO DO WHEN IT IS TOO LATE FACING UP TO REALITY STRATEGIC PREMISES

WHAT IS THE TOM PATERSON PROCESS?

THE TOM PATERSON PROCESS™ is a strategic operating planning process that designs and installs a balanced ministry plan in one week. Tom's process embeds the tomorrow we would have into the reality of today. Then the process is managed systematically through a checkpoint-revise control process.

A strategic operating plan is a plan to manage the whole, having a trained and experienced team in place with an ability to assess and react quickly. By manage the whole, Tom means:

- Managing for the *tomorrow* we want *today*
- *Tomorrow* can only be managed *today* (strategic)
- Managing for the *today* we want, *today*
- *Today* can only be managed *today* (operational)
- Managing the church as a "system" designed for the express purpose of survival and winning the lost which means managing as a unified team, not managing the parts as parts but as parts of a whole.

THE TOM PATERSON PROCESS™ facilitator instruction balances the tutorial, exemplary (case studies), and experiential throughout the four and a half days of training. Tom will personally teach you all the basic signature tools off THE TOM PATERSON PROCESS™, apply them to a real-life ministry case study, and then instruct you to experience each tool in student workshops.

Trained facilitators receive THE TOM PATERSON PROCESS™ 300-page manual, a complete set of audio highlights of the course, and a facilitator's certificate.

"Find a truth before it finds you," says Tom. "Truth without grace is brutality. We'll never point a finger at an individual. We will never blame someone. If there is a problem, everyone owns it."



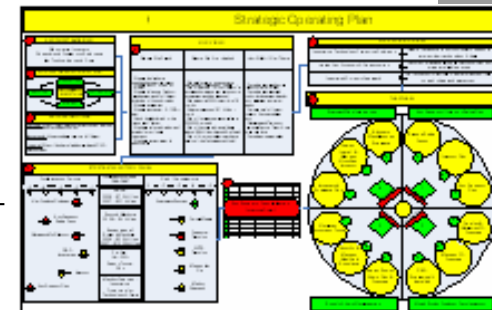
Tom used inductive and deductive logic and moved from the specific to the general and the general to the specific. "Everyone has their own set of eyes and their own set of logics. Together, we ascended out of the valley and to the mountain top. It was an *a-ha* moment. We had gained perspective. From the mountain top we could see beyond the valley." Tom is quick to add that breakthrough perspective like this is fun.

PLAN THE WORK, WORK THE PLAN

The details of the plan then flowed out of the new-found perspective. "We designed a core plan called W.I.N.'s, those few things we decided to focus on. I win because I work on *what's important now*," Tom says. "When I manage tomorrow today, that's strategic. But we also have to manage today, today. That's operational. So we don't just need a strategic plan, we need a strategic operating plan."

"Plans don't self-execute," says Tom, in one of his classic, memorable lines. "Don't start with me if you don't intend to follow through. I don't want any orphans." Consequently, the details of each core W.I.N. are fleshed out into action initiative plans with a six quarter projection, reducing all activity into focused, accountable delivery timelines. Every six months, the plan rolls forward six more months. "We get the plan down to one-page, and it's in a playbook. The playbook tells everyone who is accountable for everything we need to do to successfully accomplish the plan."

Each initiative is measured with a red, yellow, or green status: red means something wasn't done, yellow means that there are glitches, and green means the initiative was accomplished as planned. "We have to know where we stand at all times," says Tom. "The plan must be managed to insure that in the end we accomplished what we said we would accomplish. The accomplishment is not the plan. The accomplishment is in managing the plan to get the results we set out to accomplish."



FORM FOLLOWS SUBSTANCE

Often, organizational structure must be changed in order to create a seamless and productive culture. "I don't do this with the group," says Tom. "I ask the team, 'What are the boundary conditions that must be met with this plan?' and then work with the Lead Pastor and his core team to restructure the organization. Later, when the new structure is presented, he asks, "Did we honor your boundary conditions?" It's a real, honest approach to an important part of the process.



ANTICIPATE CHANGE

As his process matured over the years, Tom designed important key measurements that would help leaders monitor their ministry or business life cycles and therefore help them anticipate the future. "Things change so fast today and can get out of control," says Tom. Rate of change becomes central to THE TOM PATERSON PROCESS™. "Products, programs and ministries go through an accelerating, booming, decelerating, and tanking cycle. It's vital that we see tomorrow before it happens."

THE OUTCOME FOR A MINISTRY

The result of THE TOM PATERSON PROCESS™ is a strategic operating plan, completed in 2-3 days and managed systematically for success. A team develops a plan-on-a-page with an underlying playbook to facilitate monthly reviews of their ministry action initiative teams.

THE FACILITATOR'S ROLE

"The facilitator is process. The team is content," Tom emphasizes. "We strive for a plan that will bring the team to breakthrough levels of thinking. If necessary, we slow down the pace in order to ascend to the mountain-top of perspective. This is not a cookbook process. It is a very creative process. And it's fun!"

THE TOM PATERSON PROCESS™ is a "behaviorally correct plan," says Tom. It's about teamwork and the team respecting each other's wisdom. "Breakthroughs come when teams work together horizontally. No silos." The process must be facilitated in a way that leads to self-discovery, to ownership of the plan and to a respect for each person in the room. "A team will own the plan if they are heard. Was each person's voice heard? Was each person respected? Did each person know that I as the facilitator valued their thinking?" If this happens, says Tom, a team's response is, "It's our plan. We created it. Not some consultant going off and creating a plan for us."

What Others Are Saying About Tom's Process

"About 7 years ago Tom guided Calvary's leadership team through his strategic operating planning process. The outcome was clear direction that led to fostering church plants rather than building a huge sanctuary. God clearly used Tom's process and Tom during this pivotal time in the life of Calvary."

Jim Buick
-Calvary Church, Grand Rapids, MI

"Tom Paterson and his process takes planning and implementing plans to a higher level literally, figuratively and physically. Tom has a God-given genius for planning and implementing. Tom and his process bring out the best in people. Getting and keeping people and yourself totally focused on what is most important is what Tom Paterson's process is all about. He has left his mark on many people and organizations. After just a few hours with Tom Paterson and his process, you know you are watching a true master at his work."

Barry L. Phillips
President, JLG

"Tom's 'Plan-in-a-Week' process is, in my opinion, unmatched. His unique Convergence methodology brings his participants up to the '40,000 foot' level. Tom's approach is not prescriptive; rather, it addresses the collective wisdom and develops a plan to which the team is totally committed, having full pride of authorship and ownership. Tom is a master at what he does so well...he has very effectively taught others to emulate his approach by skillfully embracing the basic tenets of the methodology."

Gary Liebl
Chairman of the Board, Artisoft, Inc.

"Tom is the best strategic thinker and planner I have ever met. I'm pleased he has decided to share his talent by teaching others. His legacy should be to clone himself."

A. Tee Migliori
President, RJS Inc.

A Sampling of Tom Paterson's Achievement Awards



1982: (Left to Right) Tom, Lane Kirkland (U.S. Ambassador to the People's Republic), Wun Chiou, Dr. Vern Grose

2005 Noble Laureate for Dedicated Personal Attainments in the field of Management Science

Presidential Seal of Honor, 1997 by the American Biographical Institute

Wyman-Gordon: "Outstanding Support to the Corporate Strategy Planning Process", 1995

Republican Senatorial Medal of Freedom, 1994

Inducted into the Ingersoll-Rand Company Human Resources Hall of Fame Ingersoll-Rand Company, 1993; and "Strategic Planner Extraordinaire" Award, 1990

1992 Man of the Year—American Biographical Institute

Ronald Wilson Reagan Eternal Flame of Freedom Commemorative Medallion, 1995

Award of Achievement by American Marketing Association Government Defense-Space Station, 1967

Award of Honor: California Who's Who Historical Society