

2 weeks
2-4 hours per week

Leading Systemic Change (LSC)

The Leading Systemic Change program is a rigorous 4-week online course designed specifically for church boards, senior pastors, and faith-based organization leaders in Kenya and East Africa who are ready to move beyond fragmented ministries and build unified, goal-oriented systems that fulfill the Great Commission. Drawing on three decades of experience with the Decalogue Management Methodology™ and the deepest insights from Deming, Goldratt, and complexity science, this program equips you to diagnose systemic bottlenecks, break down silos between ministries, and drive sustainable, God-honoring growth.



"Every organization is perfectly designed to get the results it gets. If your church is experiencing silos, bottlenecks, and fragmented efforts, the problem is not your people—it's your system. This program gives you the tools to see that system clearly and transform it."

Domenico Lepore

Co-author, Deming and Goldratt: The Theory of Constraints and the System of Profound Knowledge

Topics Covered

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| <p>1 Systemic Diagnosis
Learn to see your church as an interconnected system rather than a collection of independent ministries. Identify the underlying structures and patterns that determine whether your organization thrives or struggles.</p> | <p>2 The Conflict Cloud
Master this powerful tool from the Theory of Constraints to diagnose the real conflicts behind surface-level disagreements. Reveal the hidden assumptions that keep your leadership team stuck in unproductive debates.</p> |
| <p>3 Network Mapping
Move beyond organizational charts to see how people, resources, and information actually flow through your church. Identify where connections are strong, where they're broken, and what that reveals about your system.</p> | <p>4 Breaking Down Silos
Understand why silos form—and why they persist despite your best efforts. Learn to design structures that reward interdependence rather than independence, creating unified ministry across all areas.</p> |
| <p>5 Leading Through Resistance
Discover that resistance is not personal opposition but vital data about unaddressed fears. Learn to shepherd your congregation through change with wisdom, anticipating negative branches before they occur.</p> | <p>6 The Prerequisite Tree
Identify every obstacle standing between your current reality and your God-given vision. For each obstacle, map the intermediate objectives needed to overcome it—making the impossible suddenly achievable.</p> |
| <p>7 Measuring What Matters
Move beyond activity metrics (services held, people reached) to track whether resources are actually flowing toward your mission. Learn to measure spiritual throughput, not just activity.</p> | <p>8 Sustainable System Design
Build systems that sustain themselves without heroic effort. Create the conditions where quality emerges naturally, people are genuinely involved, and resources flow smoothly toward the goal of making disciples.</p> |

Who Should Attend

This program is built for leaders who carry responsibility for shaping and executing strategy in their organizations.

- Senior Pastors and Lead Elders** Those responsible for the overall vision and direction of the church
- Church Boards and Governing Councils** Teams providing governance and strategic oversight
- Ministry Leaders** Leaders of youth, worship, discipleship, outreach, and other ministries
- Executive Pastors and Administrators** Those managing daily operations and resource allocation
- Denominational Leaders** Those overseeing multiple congregations or church plants
- Faith-Based Organization Executives** Leaders of parachurch ministries, Christian schools, and NGOs
- Anyone** responsible for leading God's people toward a shared vision

Why This Course Matters for Faith-Based Organizations

Churches and faith-based organizations face unique challenges:

- **Siloed ministries** that operate independently, unaware of how their work affects others
- **Bottlenecks** where decisions get stuck, resources are misallocated, and momentum stalls
- **Resistance to change** from well-meaning members who love their traditions
- **Fragmented efforts** that leave the congregation confused about the church's direction
- **Well-intentioned programs** that consume resources without producing lasting discipleship

These are not spiritual problems, they are systemic problems which require systemic solutions.

The Decalogue™, developed over 30 years and grounded in the work of Deming and Goldratt, provides exactly that: a coherent, biblically compatible framework for seeing your church as an interconnected system, identifying the constraints that limit its effectiveness, and leading transformative change that honors God and serves His people.

The GSE Advantage: Why This Program is Different

Focused on seeing the leadership as an interconnected system of processes.

Traditional Church Leadership Training	The GSE Systemic Approach
Focuses on vision casting and spiritual motivation	Reveals the systemic constraints blocking vision from becoming reality
Treats silos as a communication problem	Sees silos as a structural problem —the organization is designed to create fragmentation
Views resistance as spiritual opposition	Understands resistance as data about unaddressed fears and mental models
Adds more programs to solve problems	Removes constraints so existing resources flow to where they're most needed
Measures activity (services held, people reached)	Measures flow —are resources moving smoothly toward the goal of making disciples?
Secular case studies from corporate world	Rich, relevant cases from Kenyan and East African churches and ministries

Your Learning Journey: 4 Weeks to Systemic Transformation

You will progress through four interconnected modules, each building on the last. Every week combines conceptual frameworks from the Decalogue tradition with practical application to your real-world church leadership challenges. The program is designed to be completed in 2-4 hours per week, with flexible access to materials and live mentor huddles.

Week 1: Seeing Your Church as a System—Foundations of Systemic Thinking

Core Question: *What is actually happening in your church, and why do well-intentioned efforts so often fall short?*

This week establishes the foundational lens: your church is not a collection of independent ministries, it is an interconnected system. Every part affects every other part. Until you see the system, you cannot transform it.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	The Church as an Interconnected System	Nairobi Community Church Case: A growing urban church in Nairobi has thriving youth, worship, and outreach ministries but they operate independently. The youth pastor doesn't know what the outreach team is doing. The worship team feels unsupported. The senior pastor is exhausted trying to coordinate everything himself.	1. Every organization is a system of interdependent parts, change anywhere affects everywhere. 2. Deming taught that the leader's job is to understand the system, not just the parts. 3. Most church problems are system problems disguised as people problems.
2	Identifying Undesirable Effects: What's Actually Not Working	Regional Church Network Example: A denomination with 15 congregations across Western Kenya notices that some churches are growing while others decline. Leaders attribute it to pastoral quality, but the pattern suggests something systemic.	1. Undesirable effects (UDEs) are not failures—they are data about where the system is constrained. 2. Listing UDEs without judgment is the first step to systemic diagnosis. 3. What looks like multiple problems is often one underlying constraint.

3	The Conflict Cloud: Diagnosing the Real Bottleneck	Elders Board Case: The board of a well-established church in Mombasa is divided between those who want to invest in a new building and those who want to expand community outreach. Both sides are godly, sincere, and stuck. 1. Surface-level conflicts ("building vs. outreach") mask deeper needs ("we must be good stewards AND fulfill the Great Commission"). 2. The Conflict Cloud process reveals the hidden assumptions creating the deadlock. 3. A clearly defined conflict points directly to the solution—an "injection" that meets both needs.
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	Week 1 Deliverables	Key Activities
1	Diagnose Your Church's System: Using the tools from this week:	1. List the undesirable effects (UDEs) you observe in your church or ministry 2. Identify one persistent conflict or bottleneck 3. Use the Conflict Cloud to map the underlying assumptions 4. Submit your diagnosis for mentor feedback
2	Required Reading & Resources	1. "Introduction to Systemic Thinking" (Deming and Goldratt: The Theory of Constraints and the System of Profound Knowledge — Oded Cohen & Domenico Lepore) 2. "Why Siloed Thinking Fails" (From Silos to Network: A New Kind of Science for Management — Angela Montgomery) 3. Decalogue Methodology™ Guide to the Conflict Cloud 4. Case Study: "The Nairobi Community Church: Diagnosis of a Fragmented System"

Week 2: Breaking Down Silos—Building a Network of Unified Ministry

Core Question: *How do we move from fragmented, independent ministries to a unified network working toward a common goal?*

Building on your systemic diagnosis, this week addresses the most pervasive problem in faith-based organizations: silos. You'll learn that silos are not caused by difficult people but they are caused by organizational structures that reward independence over interdependence. Drawing on From Silos to Network, you'll discover how to build a church that functions as a connected whole.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	How Silos Form—and Why They Persist	Multi-Campus Church Case: A large church in Kisumu with three campuses finds that each campus operates as its own silo. They use different curricula, have separate budgets, and rarely share resources. The central leadership is frustrated but doesn't know how to create unity without imposing control.	1. Silos are not caused by bad people, they are caused by structures that reward independence. 2. Traditional hierarchies create silos; networks create flow. 3. The leader's job is to design the system for connection, not to demand cooperation.
2	Mapping Your Church as a Network	Youth and Outreach Example: A church where the youth ministry and outreach ministry serve many of the same young people but never coordinate. Youth events happen without outreach follow-up; outreach events miss youth who would love to participate.	1. When you map actual connections, you see where flow is blocked. 2. From Moving the Chains: flow happens when people understand how their work connects to the whole. 3. Small changes in connection points can create massive improvements in flow.
3	Creating Interdependent Goals	Worship and Discipleship Case: A church's worship team focuses on Sunday experience; the discipleship team focuses on small groups. Neither sees how their work affects the other. Sunday worshipers don't connect to small groups; small group members feel Sunday worship doesn't support their growth.	1. Traditional goal-setting creates silos even within the same church. 2. Interdependent goals help each ministry understand how their work contributes to the whole. 3. From Sechel: the right language creates alignment.

	Week 2 Deliverables	Key Activities
1	Map Your Ministry Network:	1. Draw your current organizational structure—where are the silos? 2. Map the actual flow of people, resources, and information 3. Identify three places where connections could be strengthened 4. Draft interdependent goals for two ministries that should be connected 5. Submit for mentor feedback
2	Required Reading & Resources	1. "The Language of Alignment" (Sechel: Logic, Language and Tools — Domenico Lepore) 2. "Building Network-Based Organizations" (From Silos to Network: A New Kind of Science for Management —

Angela Montgomery)
 3. "Flow and Interdependence" (Moving the Chains — Domenico Lepore)
 4. Decalogue Methodology™ Guide to Network Mapping
 5. Case Study: "Creating Unity Across Campuses: A Kisumu Story"



"This program changed how I see my church. For years, I thought our problems were about people; difficult personalities, lack of commitment, spiritual opposition. Now I see that we were fighting the system, not each other. The tools I gained, particularly the Conflict Cloud and network mapping, have become part of how I lead every single day."

Pastor Samuel Omondi
 Nairobi, LSC Alumna 2025

Week 3: Leading Through Resistance—Navigating Change with Wisdom and Grace

Core Question: *How do we lead God's people through change when they are attached to the way things have always been?*

Church leaders know that change is hard, even when the change is necessary and clearly God's will.

This week provides a systemic framework for understanding resistance as data about unaddressed fears, and for leading change that shepherds people through transition rather than running over them.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	Resistance as Data: What Pushback Reveals	Liturgy Change Case: A church in Eldoret proposes updating its worship style to reach younger families. Long-time members resist strongly. The pastoral team is tempted to see this as spiritual opposition.	1. Resistance is not personal—it is data about constraints in the system. 2. From The Human Constraint: what looks like "people problems" is almost always system problems. 3. The "negative branch" tool helps you anticipate why people might resist before you act.
2	The Psychology of Transition	Building Project Example: A church in Thika has outgrown its facility and needs to build. The congregation agrees in principle, but when specific plans emerge, anxiety surfaces. Giving drops. Meetings become tense.	1. Change triggers predictable emotional responses like fear, grief, resistance, exploration, commitment. 2. Shepherding people through change requires understanding where they are emotionally. 3. From Quality, Involvement, Flow: involvement in the change process creates commitment to the outcome.
3	The Prerequisite Tree: Overcoming Obstacles Before They Arise	New Ministry Launch: A church wants to launch a community development ministry but faces obstacles: funding, volunteers, facilities, and denominational approval. Each obstacle feels overwhelming.	1. The Prerequisite Tree identifies every obstacle standing between current reality and your goal. 2. For each obstacle, you must identify an intermediate objective and the conditions for achieving it. 3. When obstacles are identified in advance, change becomes predictable rather than frightening.

	Week 2 Deliverables	Key Activities
1	Prepare for an Upcoming Change:	1. Identify a change your church needs to make 2. Map the stakeholders and their likely concerns (negative branches) 3. Identify the obstacles between you and successful implementation 4. Build a Prerequisite Tree showing the intermediate objectives needed 5. Draft your communication and shepherding approach 6. Submit for mentor feedback
2	Required Reading & Resources	1. "Understanding Resistance Systemically" (The Human Constraint — Angela Montgomery) 2. "Leading People Through Transition" (Quality, Involvement, Flow — Angela Montgomery & Domenico Lepore) 3. Decalogue Methodology™ Guide to the Negative Branch and Prerequisite Tree 4. Case Study: "Shepherding Change: The Eldoret Worship Transition"

Week 4: Sustainable Transformation—Building Systems That Keep Working

Core Question: *How do we create lasting change that continues after the initial push?*

The final week synthesizes everything into a coherent transformation plan. You'll learn to build systems that sustain themselves, create metrics that measure what matters, and develop your personal capacity to lead systemically for the long haul.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	Creating Systems That Sustain Themselves	Discipleship Pipeline Case: A church has developed an effective discipleship process—but it depends entirely on the passion of one staff member. When she leaves, the process collapses.	1. A system that depends on heroism is not a system, it's a crisis waiting to happen. 2. From Moving the Chains: sustainable systems have flow built into their design. 3. Your job as leader is to build systems, not to be a hero.
2	Measuring What Matters: Beyond Activity Metrics	Outreach Evaluation Example: A church's outreach team reports holding 12 events, reaching 500 people, and distributing 200 Bibles. But when asked about discipleship outcomes, they have no data.	1. Traditional church metrics measure activity, not progress toward the Great Commission. 2. From Quality, Involvement, Flow: the right metrics track whether resources are flowing toward the goal. 3. Throughput (progress toward goal), Inventory (resources stuck), and Operating Expense (cost of running the system) apply to churches too.
3	Your Transformation Action Plan	Synthesis Session: Using all the tools from the program, you will create your church's systemic transformation plan.	1. A complete transformation plan includes: systemic diagnosis, network map, change navigation strategy, and sustainable system design. 2. The plan must be owned by key stakeholders, not just the leader. 3. The first 90 days after the program are critical—you will leave with clear "Day 1" actions.

	Week 2 Deliverables	Key Activities
1	Complete Your Systemic Transformation Action Plan: Submit a comprehensive plan including:	1. Systemic diagnosis (UDEs and core conflicts) 2. Network map and connection goals 3. Change navigation strategy (negative branches, Prerequisite Tree) 4. Sustainable system design 5. Key metrics for tracking progress 6. First 90-day implementation calendar
2	Required Reading & Resources	1. "Sustainable Systems" (Moving the Chains — Domenico Lepore) 2. "Measuring Spiritual Flow" (Quality, Involvement, Flow — Angela Montgomery & Domenico Lepore) 3. "The Leader as System Builder" (From Silos to Network — Angela Montgomery) 4. Decalogue Methodology™ Toolkit summary 5. Template: Systemic Transformation Action Plan

Tangible Outputs

By the end of this program, you will have:

1. A complete **Systemic Transformation Action Plan** for your church or ministry
2. A **portfolio of Decalogue tools** (Conflict Cloud, Network Map, Negative Branch, Prerequisite Tree, Transition Tree) you can use for the rest of your ministry
3. A **clear diagnosis** of what's actually constraining your church's effectiveness
4. A **network of peers** facing similar challenges across East Africa
5. **Access to the global Decalogue Network** of systemic leaders
6. **Certificate of Completion** from the Graduate School of Entrepreneurs



Learning Methods

This program is designed for busy church leaders. Each week combines:

	Method	Description
1	Interactive Video Lectures	Short, focused videos introducing key concepts with real-world examples from East African churches
2	Case Study Analysis	Rich cases drawn from Kenyan and regional faith-based organizations, analyzed through Decalogue frameworks
3	Self-Assessment Diagnostics	Tools to understand your leadership assumptions and the mental models shaping your decisions
4	Weekly Mentor Huddles	Live small-group sessions with experienced practitioners to workshop your specific challenges
5	Peer Learning Circles	Small group discussions with fellow church leaders facing similar challenges
6	Simulation Exercise	Structured time to integrate learning and connect it to your unique context
7	Practical Application	Each week's deliverable builds toward your final Transformation Action Plan

What You'll Take Away

Core Capabilities

	Capability	You Will Be Able To...
1	Systemic Diagnosis	See your church as an interconnected system and identify the real constraints to its effectiveness
2	Network Building	Break down silos and build ministries that function as connected networks, not independent fiefdoms
3	Change Navigation	Lead congregations through change with wisdom and grace, understanding resistance as data
4	Sustainable System Design	Build systems that sustain themselves, not systems that depend on heroic effort
5	Spiritual Flow Measurement	Track what matters, whether resources are actually flowing toward making disciples

Learning Requirements & Assessment

To earn the Certificate in Leading Systemic Change, you must:

1. Complete all module work by stated deadlines
2. Actively participate in course discussions, reflections, and mentor huddles
3. Complete all weekly deliverables
4. Submit a passing **Systemic Transformation Action Plan** that demonstrates application of Decalogue tools to your church context

The GSE Leading Systemic Change Program Key Facilitators

Your learning journey will be guided by world-leading practitioners of the Decalogue Management Methodology™, bringing decades of experience across continents and sectors.



[Domenico Lepore](#)

Domenico Lepore is a physicist, management thinker, and co-creator of the Decalogue Management Methodology™. For over 30 years, he has worked with organizations across Europe, North America, and Africa to embed systemic thinking into daily practice. His books, including *Moving the Chains* and *Sechel*, have transformed how leaders understand complexity and constraint. A former student and collaborator of Dr. W. Edwards Deming, Domenico brings unparalleled depth to the question of what it means to develop and execute strategy in complex systems.

Co-creator of the Decalogue Management Methodology™



[Angela Montgomery](#)

Co-creator of the Decalogue Management Methodology™
Angela Montgomery is a cognitive scientist, organizational consultant, and author who has spent three decades helping leaders build organizations that function as networks rather than hierarchies. Her work integrates insights from cognitive science, complexity theory, and the Theory of Constraints into practical tools for daily leadership. Angela's books, including *The Human Constraint* and *From Silos to Network*, are studied by leaders around the world who seek to build organizations that are both effective and humane. Her particular focus on the "human constraint"—the mental models that limit what we can see and do—is central to this program's approach.

Co-creator of the Decalogue Management Methodology™



[Giovanni Siepe](#)

Dr. Giovanni Siepe is a management consultant and practitioner of the Decalogue Management Methodology™ with extensive experience across Europe and Africa. He specializes in helping leadership teams apply systemic thinking to strategy execution, organizational design, and performance improvement. Giovanni brings a pragmatic, results-oriented approach to leadership development, grounded in decades of hands-on consulting experience.

Co-creator of the Decalogue Management Methodology™



[Hannah Adari](#)

Domenico Lepore is a physicist, management thinker, and co-creator of the Decalogue Management Methodology™. For over 30 years, he has worked with organizations across Europe, North America, and Africa to embed systemic thinking into daily practice. His books, including *Moving the Chains* and *Sechel*, have transformed how leaders understand complexity and constraint. A former student and collaborator of Dr. W. Edwards Deming, Domenico brings unparalleled depth to the question of what it means to develop and execute strategy in complex systems.

Senior Decalogue Management Methodology™ Practitioner



[Josiah Oduor](#)

Josiah Oduor is a Kenyan management consultant and practitioner of the Decalogue Management Methodology™ with deep experience across East African organizations. He specializes in helping faith-based and community organizations apply systemic thinking to their unique challenges. Josiah brings both local context and global methodology, ensuring that every concept lands in the real world of Kenyan churches and ministries.

Senior Decalogue Management Methodology™ Practitioner

The GSE Experience

Beyond the Classroom

Your journey with GSE does not end after four weeks. When you join the Developing Strategic Thinking and Action program, you become part of something larger—a community of leaders committed to building organizations that work better for everyone.

What you can expect:

- 1 **Deep personal engagement:** Small cohort sizes ensure that every participant receives individualized attention and feedback in a supportive environment.
- 2 **Practical tools you use immediately:** Every concept is paired with a tool you can apply to your real challenges, starting Day 1.
- 3 **Peer learning that lasts:** The connections you build with fellow church leaders facing similar challenges become a lasting network of support and collaboration.
- 4 **Faculty accessibility:** Our faculty are not distant experts—they are practitioners who engage directly with your questions and challenges.

A Supportive Environment

We understand that church leadership requires more than just content—it requires a container where you can be vulnerable, ask honest questions, and explore your doubts without judgment.

The Leading Systemic Change program is designed to provide that container: small groups, skilled facilitators, and a cohort of peers who will become trusted companions on your leadership journey.

A Global Network: The Decalogue Network

When you complete this program, you gain access to the Decalogue Network—a global community of leaders, practitioners, and organizations committed to systemic management.

The network includes:

1. **Practitioners across five continents** who apply Decalogue tools in diverse contexts
2. **Ongoing learning opportunities** including advanced programs, workshops, and peer gatherings
3. **Access to new research and tools** as they are developed
4. **A community of support** when you face your toughest strategic challenges
5. **Connections** to church leaders around the world facing similar journeys

Leaders in the Decalogue Network include CEOs of multinational corporations, founders of high-growth startups, public sector leaders, social entrepreneurs and increasingly, church and faith-based leaders who recognize that systemic thinking is essential to faithful stewardship.



Next Steps

When you complete the Women In Transformative Leadership Program, you gain access to the Decalogue Network—a global community of leaders, practitioners, and organizations committed to systemic management.

For Individuals

If you are ready to transform your leadership and join a community of women leaders committed to making a difference, we invite you to apply.

- Prepare your application including a brief personal statement about your leadership journey and what you hope to achieve
- Submit your application by the deadline
- Join an information session (optional) to meet faculty, hear from alumnae, and ask questions
- Complete your enrollment and begin your pre-program preparation, including access to pre-reading and self-assessment tools



For Organisations

Evidence indicates that churches with aligned, systemic leadership significantly outperform their peers in every measure of health and growth. The LSC program is an effective way to invest in your church's future.

- Volume booking discounts available
- Custom programs tailored to your specific context
- In-house options for leadership teams
- Measurable impact on your effectiveness

CONTACT US



"Our church board was stuck in the same debates for two years. After this program, we were able to diagnose the real conflict underneath our arguments. We didn't just find a compromise, we found a solution that actually met everyone's core needs. It felt like a miracle, but it was just good systemic thinking."

Elder Grace Mwangi,
Mombasa Alumnus 2025

Programmes for Organisations

Develop Your Church's Leadership Capacity

Evidence indicates that churches with aligned, systemic leadership significantly outperform their peers in every measure of health and growth. The Leading Systemic Change program is an effective way to invest in your church's future.

Our bespoke solutions include:

1. **Volume booking discounts** available for multiple participants from the same church or denomination
2. **Custom programs** tailored to your specific denominational context
3. **In-house options** for church boards and leadership teams
4. **Measurable impact** on your church's effectiveness and unity

For more information about bespoke solutions for your church or organization, please contact: africa@crystalperk.com



Bespoke Business Solutions: Custom Programs for Your Organization's Unique Strategic Context

Every organization faces unique strategic challenges. We integrate a range of components into a bespoke and powerful learning experience to deliver your desired outcomes.

Our bespoke solutions include:

1. **Customized curriculum** addressing your organization's specific strategic challenges
2. **Industry-specific case studies** drawn from your sector
3. **In-person or blended delivery** options
4. **Leadership team alignment** sessions
5. **Ongoing coaching and support** for participants as they execute strategic initiatives

We have collaborated on executive education solutions for organizations across Africa, including:

- Financial services institutions
- Manufacturing and agribusiness companies
- Technology and fintech firms
- Professional services organizations
- Public sector agencies
- Non-governmental organizations
- Family businesses preparing for next-generation leadership

Learn in a way that suits your organization. Whether you prefer short or intensive programs, interactive workshops or online modules, we provide a variety of options to suit your needs and can adapt any of our programs accordingly.

For more information about bespoke solutions for your organization, please contact: africa@crystalperk.com