



KINGDOM VANGUARD

The 3R Church Transformation Framework.

What an engagement actually is: seven stages, the interventions inside each, what gets produced, what gets measured, and the point at which we leave.

CONSULTING METHODOLOGY • VERSION 1.0

REVITALIZE • RECALIBRATE • RESTORE

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KINGDOMVANGUARD.COM

A method, *not three words*.

Revitalize, Recalibrate and Restore are easy to put on a website. This document is the harder half: what happens in a room, who is in it, how long it takes, what is written down at the end, and how anyone would know afterwards whether it worked.

Two commitments shape all of it. The first is that health precedes growth, which is why the diagnosis comes before the strategy and why we will decline to write a strategy for a church that is not yet well enough to carry one. The second is that every engagement is built to end.

We will not restructure a church until it is well enough to be restructured.

This is the only rule in the framework that overrides the others. It is enforced in the scoring engine rather than left to a consultant's judgement in the room, and a test asserts that a uniformly strong profile can never suppress it.

The three movements

Revitalize

Awaken what has gone dormant. Vitality, prayer, mission, and the church's presence in the place it actually stands.

Recalibrate

Realign around Christ's mission. How people are formed, placed, governed and raised up to follow.

Restore

Strengthen what is wounded, exhausted, divided or ineffective. Leaders, trust and belonging.

Why the order *is not stylistic*

A church whose leadership is unwell cannot be recalibrated, because recalibration asks leaders to carry change. A church whose members and leaders no longer share a picture of reality cannot be given a strategy, because they will not agree on what the strategy is for. Restore is therefore not the gentlest of the three movements. It is the one that has to happen first when its conditions are met, whatever else the numbers say.

THE THREE TRIGGERS

- 01** Leadership Health scores below 55 — on whichever group reports lower.
- 02** Communication and Trust scores below 50 — on whichever group reports lower.
- 03** Leadership and congregation differ by twenty points or more on any dimension.

Any one is sufficient. When a trigger fires, the first named priority is a Restore priority and we will not agree to reorder it — not at the church's request, and not at ours.

What this costs us

A rule that only ever agreed with the client would not be a rule. This one regularly tells a church that the strategy weekend it came for is not the thing it needs first, and occasionally it ends a conversation. We publish the thresholds so that a church can check the arithmetic rather than take our word for the judgement, and so that we cannot quietly move them.

What happens when no trigger fires

Then the sequence follows the scores: the two lowest dimensions become the first two priorities, and their movements decide what the work is. A church can be genuinely healthy and still have a discipleship pathway that exists only as four disconnected fragments. That is a Recalibrate engagement, and it is the most common shape.

Discover, Diagnose, Discern, Design, Deploy, Develop, *Multiply*.

Stages 01 to 03 stand on their own. Many churches will take the diagnosis, act on the first two priorities, and never need the rest — and that is a good outcome, not a lost sale.

01 Discover

45 minutes

WHO

Founder and up to three of your leaders

You describe the situation. We ask questions and do not present anything. If the honest answer is that you do not need a consultant, or that free denominational training would serve you better, we say so here.

WHAT YOU GET

A written note — one page — saying where we would start and why, or naming who else to talk to. No charge, and no obligation either way.

02 Diagnose

2–3 weeks

WHO

Leadership team and, where the church chooses, the congregation

The Church Health Index is completed in both respondent modes. Leadership answers fifty statements; members answer forty-seven of the same statements. Nothing is transmitted to us until you choose to share the aggregate.

WHAT YOU GET

Ten dimension scores, a band, and — where both modes ran — the perception gap: every dimension where leaders and members differ by twenty points or more.

03 Discern

One half-day

WHO

Leadership team, facilitated

Not a presentation of findings. A facilitated reading of them, in the room, with the people who have to live with the answer. We bring the data and the questions; the interpretation is yours, and we say plainly where we think you are reading it wrong.

WHAT YOU GET

An agreed reading of the findings and three named priorities, in sequence. Where the Restore-precedence rule has fired, priority one is a Restore priority and we will not agree to reorder it.

04 Design RECALIBRATE

One weekend, or three sessions

WHO

Leadership team and, for the pathway work, ministry leads

Mission, values and vision worked out from where the church actually is — not imported. The discipleship pathway drawn as an actual path: visitor, believer, disciple, servant, leader, multiplier, with what happens at each move. Strategic priorities at 90 days, 12 months, three years and five years.

WHAT YOU GET

A written strategic document with a named owner, a date and a measure against every objective. An objective without an owner is a wish, and we do not write wishes down.

05 Deploy RECALIBRATE

6–12 months

WHO

Objective owners, monthly

The plan meets the calendar. Monthly working sessions with the people who own objectives, not with the leadership team as a whole. Ninety-day cycles: set three, review three, adjust.

WHAT YOU GET

Working systems rather than documents about systems. Each 90-day review is written down and kept, including the objectives that did not move and why.

06 Develop RESTORE

Runs alongside Deploy

WHO

Emerging leaders identified by the church

Leadership development for the people the church names — character, calling and competency, in that order. Mentors assigned. Responsibility authorised gradually rather than granted at once. Calling is discerned by the church in prayer; nothing in this framework decides it, and no assessment we run ever will.

WHAT YOU GET

Named people at named stages, with a mentor and a next step each. Where succession was a Restore trigger, at least one named successor in active development.

07 Multiply REVITALIZE

The last 90 days

WHO

The church, with us stepping back

Capability transfer. Your people run the last cycle while we watch and say little. Then the instrument is re-run and the change is measured rather than claimed.

WHAT YOU GET

A second Church Health Index, twelve months after the first, showing what moved and what did not. And a church that can run its own next cycle without us.

What we actually do

Drawn from the assessment rather than from a catalogue. A church receives the interventions its own dimension scores point to, and no others.

REVITALIZE

Prayer and vitality rhythms	Not a prayer meeting added to the calendar. An audit of where prayer actually sits in how decisions get made, and a rebuilt rhythm the leadership will keep when we are gone.
Mission clarity	Why this church exists, in one sentence its members can say without reading it. Tested by asking twenty of them.
Community listening	Structured conversations with people in the neighbourhood who do not attend and will not. Their answers are recorded verbatim and handed to the leadership unedited.
Evangelism as practice	Not a programme. Ordinary members learning to speak about faith in the settings they are already in, with follow-up designed before the first conversation happens.

RECALIBRATE

Discipleship pathway design	The path from first visit to maturity, drawn as an actual path with what happens at each move and who owns it. Most churches discover they have three or four disconnected fragments.
Volunteer system rebuild	Placement by gifting rather than availability; a defined process for inviting, training, supporting and releasing. Almost every volunteer shortage turns out to be a missing system rather than a less committed congregation.
Governance fit review	Whether the structure fits the church as it is now rather than as it was. Structures outlive their reasons quietly.
Budget-to-priorities alignment	Whether the budget spends on what the church says it values. This is the fastest way to find out what a church actually believes.
Leadership pipeline design	Discover, Disciple, Develop, Deploy, Delegate, Multiply — as a system with named people in it, not a diagram.

RESTORE

Leadership load and boundaries	Isolation, role clarity, shared responsibility, and whether a leader in difficulty would be noticed before breaking point. The Living Ministry evidence says the driver is role structure more than hours worked, so this is structural work, not a wellbeing seminar.
The perception-gap conversation	Where leaders and members differ by twenty points or more, we put both readings in the room. Facilitated, and without assigning blame — the gap is information about a shared picture that has come apart, not a verdict on either group.
Trust and communication repair	How decisions are made, whether difficult news travels openly, and whether concerns can be raised. Rebuilt as practice, then tested by re-measuring.
Conflict process	A named process, agreed before it is needed. Where conflict is live and unresolved, this comes before anything else and we will not begin Design.
Succession stabilisation	Where there is no successor and the incumbent is near the end, this is the priority whatever else scores low.

Ninety days, *then again*.

Deploy runs in ninety-day cycles. Three objectives, no more — a church that is trying to move nine things is moving none of them. Each objective has a named owner, a date and a measure before the cycle starts.

DAY 1 Set Three objectives. Named owner, date, measure. Written down and circulated.	DAYS 2-89 Work Monthly sessions with the owners, not with the leadership team as a whole.	DAY 90 Review What moved, what did not, and why. The objectives that did not move are written down too.	DAY 90 Reset Three more. Carried-over objectives are re-owned or dropped, never quietly repeated.
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The twelve-month reassessment

The full Church Health Index is re-run twelve months after the first, in both respondent modes. Change is measured rather than claimed. Where a dimension has not moved, that is reported as plainly as where one has — including where our own work is the likeliest explanation for why it did not.

Capability transfer, and the exit

From the final ninety-day cycle onward, the church runs the process and we say less. The engagement ends when the leadership can set, work, review and reset a cycle without us in the room. That point is named in writing at the start, not negotiated at the end.

The standard is 2 Timothy 2:2 — four generations in a single sentence. A consultant who becomes indispensable has failed, however well the church is doing.

What we count, *and what we refuse to.*

Attendance is the variable European congregations have least power to move and the one that says least about faithfulness. It is not in the instrument, and it is not in the reporting.

REVITALIZE

WE TRACK

- Members who can state the church's purpose unprompted
- Conversations about faith reported by members outside the building
- People new to faith, distinguished from people arriving from other churches
- Named partnerships with local organisations

WE DO NOT

- Attendance
- Social media reach
- Event headcount

RECALIBRATE

WE TRACK

- People who have moved a stage along the discipleship pathway
- Volunteers placed by gifting rather than availability
- Objectives with a named owner, a date and a measure
- Proportion of budget spent on stated priorities

WE DO NOT

- Number of programmes running
- Hours of activity
- Volunteer sign-ups

RESTORE

WE TRACK

- Leaders reporting someone they can be honest with
- The perception gap, re-measured
- Members who say they could raise a concern
- Named successors in active development

WE DO NOT

- Leadership satisfaction scores
- Conflict incidents closed
- Meeting attendance

Nothing measured here claims to assess God's approval, a church's spiritual worth, the faithfulness of its leaders, or the presence or work of the Holy Spirit. We measure what is observable and never pretend that is all there is.

Six things we will not do

A methodology is defined as much by its refusals as by its offers. These are not caveats; they are terms of engagement, and they hold when a church would prefer otherwise.

We will not guarantee growth.

Nobody honest can, and a practice that promises it has to keep promising it. What we will do is measure health, twice, and show you the difference.

We will not write a strategy for a church in unresolved conflict.

A strategy laid over a live dispute becomes one more thing to argue about. Restore first; Design after.

We will not run an assessment without the congregation's voice where the church has one to give.

A leadership-only reading is a legitimate starting point, but it cannot show the one thing leaders cannot see from inside.

We will not let assessment data into an employment process.

Not appraisal, not discipline, not evidence in a dispute. Beyond the ethical problem, it ends honest answering in a church permanently.

We will not name a client without written permission,

and we will not publish a testimonial we did not receive. Until there are real ones, there are none.

We will not make ourselves necessary.

Every engagement is built to end. The standard is 2 Timothy 2:2 — four generations in one sentence — and the measure of the work is whether your church can run its own next cycle without us.

Three ways in. *Prices published.*

Diagnose only

2–4 weeks

€99–250

Stages 01–03. The instrument in both modes, a facilitated half-day to read it, and three named priorities. Many churches will act on those and never need the rest.

Diagnose and Design

6–10 weeks

€7,000 + tools

Stages 01–04. Adds the Strategic Envisioning Weekend: mission, values, vision, the discipleship pathway, and priorities at 90 days, 12 months, three and five years.

Full transformation partnership

6–12 months

€250–1,000 / month

Stages 01–07. Design, then monthly implementation across 90-day cycles, leadership development alongside, and reassessment at twelve months.

Published prices are indicative; the price for a specific engagement is confirmed in writing before work begins. Where free denominational training would serve you better than any of these, we will say so and point you to it.

Pastoral health consulting

Available alongside any shape above, or on its own. Leadership clarity, workload, delegation, boundaries, organisational pressure, succession, team health and spiritual rhythms. It is organisational and vocational work — **not licensed mental-health treatment** — and where treatment is what is needed we refer rather than improvise. Booking is confidential and does not go through the church.

Status of this methodology

This is version 1.0. The framework is designed and its rules are implemented in the scoring engine, but **it has not yet completed a full twelve-month cycle with a church**. The pilot programme calls for eight to twelve congregations before any claim is made about outcomes, and until those cycles close we will not publish results, case studies or testimonials, because we do not have any.

Where this document describes a duration, it describes the shape the method is designed around, not an average drawn from completed engagements. We would rather say that now than have you discover it later.

What is proven, and what is not

Proven: the instrument runs, the scoring is published and implemented, the Restore-precedence rule fires correctly under test, and the mathematics on the page and in our own analysis agree on every input we have checked. None of that is a claim about outcomes; it is a claim about the tool being what it says it is.

Not proven: that a church following this framework becomes measurably healthier. That is precisely what the twelve-month reassessment exists to find out, and the answer will be published whichever way it goes.

What would make us change it

Review by Nordic denominational leaders, which is scheduled and has not happened. Evidence from the pilot cycles that a dimension does not behave as designed. And any finding that a threshold is set in the wrong place — the numbers 55, 50 and 20 are reasoned, not derived from a dataset, because no European dataset exists that could derive them. We say so rather than implying a precision we do not have.

Kingdom Vanguard · Church consulting across the European Union and the United States
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