Appendices

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Appendix 1: Cross Lens Comparative Plot Lines

Carinia Downs	1 *Golden Era*	2 *Early Decline*	3 *Bottoming Out*	4 *Early Renewal*	5 *Emerging Stasis*
Leaders and Major Figures		Brief Pastorates	Dominant Deacons.	Graeme McLeish	Graeme McLeish
Family Systems Leader Style		Closed Enmeshed Bounded	Close Enmeshed Bounded Deacons as 'Patriarchal' interim Parents'	Close Differentiated Bounded Differentiated Parent figure	Differentiated Less Close More Open
Culture Leader Change Agency Style Impact of Views Order of change		Weak Control (Actuality-Impersonal) Uni Culture Null	Weak Control (Actuality-Impersonal) Uni Culture Null	Collaboration (Actuality-Personal) Uni Culture Conciliative Catalytic	Cultivation (Possibility-Personal) Uni-Culture. Conciliative Determinative Expressive Developmental
Psychodynamic Climate Leader Style and Impact		Inadequate Holding Environment baD	Inadequate Holding Environment	Adequate Holding Env. Working Group W. W Leader-Facilitator	Mission and ministry as Transitional Object Working Group, W. W Leader - Facilitator
Theology/World View		God as Law-giver. Life has future heavenly orientation. Church for the Holy	: :	God as Life-giver, Creator, present world orientation. Church for world	: :

Petersham	1 *Golden Era*	2 *Early Decline*	3 *Bottoming Out*	4 *Early Renewal*	5 *Emerging Stasis*
Key Leaders & Major Figures	George Waters	George Waters, Val. Trench, New Influx, Deacon Dawn	Interim Pastor, Elder Barbara, New Diaconate	Ken Stark Deacons	Ken Stark Deacons
Family Systems (emotional Field) Leader Style	Distant yet Enmeshed Under-functioning Pastor & church, 'Patriarchal' elders.	'Independent children' join Distant yet Enmeshed	Interim parent clashes with aspirant Enmeshed 'parental figures'	Close & Differentiated 'Nurturing' style Differentiated Parent	Close & Differentiated 'Nurturing' style Differentiated Parent and system 'children'
Culture Leader Change Agency Style Impact of Views Order of Change	Control (Actuality-Impersonal) Uni Culture - Determinative	Weak Control (Actuality-Impersonal) Pluri-Culture Aggressive and Corrosive Determinative (Catalytic of new leaders)	Weak Control (Actuality-Impersonal) Pluri-Culture Corrosive Null Transform-ational	Collaborative (Actuality-Personal) Uni Culture Conciliative& Indoctrinative Reinforcing Developmental	Cultivation (Possibility-Personal) Uni Culture Conciliative & Indoctrinative Reinforcing Developmental
Psychodynamic Climate Leader Style and Impact	baD, Inadequate Holding Env. Schizoid	baF, Inadequate Holding Env. Schizoid: Inter-group Rivalry	baF False Messiah Projection (Paranoid Elder)	Adequate Holding Env. 'W' Group Confrontation and 'working through'	Mission as Transitional Object, 'W' Group Maturation
Theology	Monarchial Monotheism. Faith as assent Church = elect hierarchy/ 'family'			Incarnate God in Covenant, Faith healing, Church for world.	

Forrest Hills	1 *Golden Era*	2 ***Early Decline***	3 *Bottoming Out*	4 *Early Renewal*	5 *Emerging Stasis*
Leaders and Major Figures	Ron Picken	Elders	John Saunders Barry Chappel	Alan Tynan	Alan Tynan Youth Pastor New Elders
Family Systems	Close and Enmeshed	Close and Enmeshed	Close and Enmeshed	Differentiated And Close	Differentiated and Closer
Leader Style	Paternalistic Parenting by Elders	Low Differentiation	Maternalistic Smothering	Differentiated Yet Over - functioning	Differentiated
Culture	Weak Control Polarized Pluri- c.	Weak Control Polarized	Strong Control,	Collaboration	Collaboration Pluri-Culture
Leader Change Agency Style	Corrosive	Corrosive	Corrosive	Conciliative, Indoctrinative & Aggressive	Conciliative & Indoctrinative
Impact of Viewpoint:		Catalytic	Null	Catalytic	Catalytic
Order of Change:				Developmental Change	Developmental Change
Psychodynamic Climate	baP, baD	baD dual, (Spirit is leader)	baD ,	Adequate Holding Env. Working Group	Adequate Holding Env. Working Group
Leader Style and Impact	baP valency	baD valency leaders.	baD valency leaders	Confrontation/ Working through	Empathetic Bonds form
Theological perspective	Polarity, Individualistic Monistic Spirit vs. Congregational Biblicism			Ecclectic, Church is being 'led by the Spirit', Reconciled reconcilers to the world.	

Ivy Street	*1* *Golden Era*	*2* *Decline*	*3* *Bottoming Out*	*4* *Early Renewal*	*5* *Emerging Stasis*
Leaders and Major Figures	Max Grover & Elders	Passing parade of pastors & James Glover	Ray Fleet	Clive Crow and Elders	Clive Crow Emerging Leadership Structure
Family Systems Leader Style	Enmeshed and close Patriarchal Over-functioning	Distancing & Enmeshed (Short term pastorates up to Schism)	Close and Enmeshed. Maternal, Over-functioning	Enmeshed and Distancing Differentiated	Differentiated and Closer Differentiated Nurturing
Culture Leader Change Agency Style Impact of Viewpoint Order Of Change	Control Determinative	Strong Control Determinative	Strong Control Determinative	Collaboration (Conciliative) Aggressive Determinative Developmental	Cultivation Pluri-Culture. Conciliative Determinative Transformational
Psychodynamic Climate Leader Style and Impact	Compulsive, BaD Messianic charisma, Organizational Narcissism.	'Death of Founder', 'Identification with the Aggressor' baD, Schism	Specialized baF in Elders, baD in Church Specialized baF	Adequate Holding Env., baF in Church Specialized baF, Confrontation and 'working through'	Adequate Holding Env. Working Group Maturation, Differentiation c. Integration
Theological Perspective	Conservative Evangelical Orthodoxy	Polarizing Charismatic vs. Orthodoxy	Conservative Orthodoxy	Inclusive, Grace emphasised. Church as haven.	

Red Hill Regional	1 *Golden Era*	2 *Decline*	3 *Bottoming Out*	4 *Early Renewal*	5 *Emerging Stasis*
Leaders and Major Figures	Pastor Clarie Friedman	Pastor Doug Watson and Russell Norris	Russel Norris and Deacons	David Ross, Russel Norris and Deacons	David Ross, New Board Co-pastors.
Family Systems	Enmeshed and Close	Enmeshed Under-functioning	Enmeshed	Enmeshed and Close	Differentiated Distant?
Leader Style	Patriarchal over-functioning	Adult Child (becomes under-functioner)	Matriarchal	Differentiated	Differentiated
Culture Leader Change Agency Style	Strong Control Uniculture	Weak Control	Weak Control	Collaboration Conciliative, Indoctrinative Aggressive.	Competence Pluri-culture Determinative
Impact of Viewpoint	Determinative	('Ghost' of Clarie Determinative)	Determinative	Catalytic	Catalytic
Order of Change				Transform-ational	Transform-ational
Psychodynamic Climate	Dramatic, baF 'Identification c Aggressor' 'Icarus Paradox'	'Death of Founder', baP baF	BaP, baF	Adequate Holding Env. baF persists	Working Group Transitional Object in Ministry
Leader Style and Impact	Messianic Charisma, Dramatic, baP baF valency,	False Messiah Unsuccessful at W creation	Dependency Valency, False Messiah	W Group facilitator,	Differentiation and Integration
Theological Perspective	Fundamentalist Biblicist Law keeping. Church as gospel bearer.		Attempted Calvinistic refounding.	Inclusive, Church as outreach to community. Victorious Conquest	

Appendix 2. Checklist of Cultural Features.

In the following five tables the features which are clearly identifiable in the narratives of each of the five churches are shown ticked. Those that theoretically should be expected but do not have strong attestation are shown in bold italic print.

Table 2: Carinia Downs Identifiable Features.

Unhealthy / Oppressive / 'Fallen'	Healthy / Salvific / -'Triune'.
Domain #1: Sense of Calling	
Habituation (Politicising vs. Enthusiasm)	Inspiration
⟵————————————————————————————⟶	
baF, baP, Paranoid 'Constellation', Corrosive change techniques, ✓ Collaborative culture	✓ 'Bion Work Group ✓ Collaboration culture ✓ Cultivation culture
Domain #2: Sense of Coordination	
Passive Resignation	Empowerment
⟵————————————————————————————⟶	
✓ *baD, (baP)* ✓ Dramatic Constellation	✓ Cultivation Culture ✓ Collaboration Culture/Synergy ✓ Provision of Transitional Objects ✓ ***Transformational change***
Domain #3: Concentration of Power	
Mono-centric-Asymmetrical	Polycentric-Symmetrical
⟵————————————————————————————⟶	
✓ *baD,* Compulsive constellations (or Paranoid) ✓ Control or, Competence Culture	✓ Collaboration or Cultivation Culture
Domain #4: Cohesion Process.	
Coercion	Volition
⟵————————————————————————————⟶	
baF, ✓ Patriarchal Parenting Style ✓ Aggressive Change Agency Style Paranoid/Suspicious, or Compulsive constellation	✓ Conciliative & Indoctrinative style, ✓ Cultivation Culture (Collaborative Culture)
Domain #5: Collegiality in Leadership.	
Delegative-Autocratic	Real-Team Collegiality
⟵————————————————————————————⟶	
✓ *baD, (baF)* 'Identification with the Aggressor' ✓ Control Constellation	✓ Conciliative Style ✓ Collaboration Culture

Table 2: Petersham Identifiable Features

Unhealthy / Oppressive / 'Fallen'	Healthy / Salvific / -'Triune'.
Domain #1: Sense of Calling	
Habituation (Politicising vs. Enthusiasm)	Inspiration
← →	
✓ *baF,* Paranoid Constellation (Corrosive change Style), (Collaborative culture)	✓ 'Bion Work Group ✓ (Collaboration culture) ✓ Cultivation culture
Domain #2: Sense of Coordination	
Passive Resignation	Empowerment
← →	
✓ *baD,* Dramatic Constellation ✓ *(baP)*	✓ Cultivation Culture ✓ Collaboration Culture/Synergy ✓ Provision of Transitional Objects ✓ Transformational change
Domain #3: Concentration of Power	
Mono-centric-Asymmetrical	Polycentric-Symmetrical
← →	
✓ *baD,* Compulsive Constellation ✓ Paranoid Elder ✓ Control Culture	✓ Collaboration or Cultivation Culture
Domain #4: Cohesion Process.	
Coercion	Volition
← →	
✓ baF, ✓ Patriarchal Parenting Style) Compulsive Constellation	✓ Conciliative style. ✓ Indoctrinative style. ✓ Cultivation Culture. ✓ (Collaborative Culture).
Domain #5: Collegiality in Leadership.	
Delegative-Autocratic	Real-Team Collegiality
← →	
✓ *baF, baD,* *'Identification with the Aggressor'* Aggressive Change Agency Style ✓ Control Culture	✓ Conciliative Style ✓ Collaboration / Cultivation Culture

Table 2: Forrest Hills Identifiable Features

Unhealthy / Oppressive / 'Fallen'	Healthy / Salvific / -'Triune'.
Domain #1: Sense of Calling	
Habituation (Politicising vs. Enthusiasm)	Inspiration
✓ *baP, baF,* Paranoid 'Constellation', ✓ (Corrosive change techniques, Collaborative culture)	✓ Bion Work Group ✓ (Collaboration culture) ***Cultivation culture***
Domain #2: Sense of Coordination	
Passive Resignation	Empowerment
✓ *baD,* Dramatic Constellation ✓ *(baP)*	***Cultivation Culture*** ✓ Collaboration Culture/Synergy ✓ Provision of Transitional Objects ***Transformational change*** ✓ Nurturing Differentiated Parent style
Domain #3: Concentration of Power	
Mono-centric-Asymmetrical	Polycentric-Symmetrical
✓ *baD,* Compulsive(Paranoid) constellations ✓ Control Culture	✓ Collaboration Culture
Domain #4: Cohesion Process.	
Coercion	Volition
baF, ✓ Matriarchal, Parenting Style ✓ (Paranoid/Suspicious, organization)	✓ Conciliative (Indoctrinative) style Cultivation Culture ✓ (Collaborative Culture)
Domain #5: Collegiality in Leadership.	
Delegative-Autocratic	Real-Team Collegiality
✓ *baF, baD,* ✓ 'Identification with the Aggressor' ✓ Aggressive Change Agency Style ✓ Control Culture	✓ Conciliative Style ✓ Collaboration (or Cultivation) Culture

Table 2: Ivy Street Identifiable Features

Unhealthy / Oppressive / 'Fallen'	Healthy / Salvific / -'Triune'.
Domain #1: Sense of Calling	
Habituation (Politicising vs. Enthusiasm)	Inspiration
✓ *baF*, Paranoid 'Constellation', Corrosive change techniques. ✓ Collaborative culture	✓ 'Bion Work Group ✓ (Collaboration culture) ✓ Cultivation culture
Domain #2: Sense of Coordination	
Passive Resignation	Empowerment
✓ *baD, (baP)*	✓ Cultivation Culture ✓ Collaboration Culture/Synergy ***Provision of Transitional Objects*** ✓ Transformational change ✓ ('nurturing' parenting style)
Domain #3: Concentration of Power	
Mono-centric-Asymmetrical	Polycentric-Symmetrical
✓ *baD*, Dramatic Organiztation ✓ Compulsive constellations ✓ Control Culture	✓ Collaboration or Cultivation Culture
Domain #4: Cohesion Process.	
Coercion	Volition
✓ *baF*, ✓ Aggressive Change Agency Style ✓ Patriarchal Parenting Style ✓ Compulsive Organization	✓ Conciliative & Indoctrinative styles. Cultivation Culture. ✓ (Collaborative Culture)
Domain #5: Collegiality in Leadership.	
Delegative-Autocratic	Real-Team Collegiality
✓ *baF, baD*, ✓ 'Identification with the Aggressor' ✓ Aggressive Change Agency Style ✓ Control Culture	✓ Conciliative Style ✓ Collaboration (or Cultivation) Culture

Table 2: Red Hill Regional Identifiable Features.

Unhealthy / Oppressive / 'Fallen'	Healthy / Salvific / -'Triune'.
Domain #1: Sense of Calling	
Habituation (Politicising vs. Enthusiasm)	Inspiration
⟵────────────────────────────⟶	
✓ *baF,* ✓ *baP,* Paranoid 'Constellation', (Corrosive change techniques, Collaborative culture)	✓ 'Bion Work Group ✓ (Collaboration culture) ✓ Cultivation culture
Domain #2: Sense of Coordination	
Passive Resignation	Empowerment
⟵────────────────────────────⟶	
✓ *baD,* ✓ (baP) ✓ Dramatic Organization	✓ Cultivation Culture ✓ Collaboration Culture/Synergy ✓ Provision of Transitional Objects ✓ Transformational change
Domain #3: Concentration of Power	
Mono-centric-Asymmetrical	Polycentric-Symmetrical
⟵────────────────────────────⟶	
baD, Compulsive Organization ✓ (Paranoid) ✓ Control or, Competence Culture	✓ Collaboration or Cultivation Culture ✓ ('nurturing' parenting style)
Domain #4: Cohesion Process.	
Coercion	Volition
⟵────────────────────────────⟶	
✓ *baF,* ✓ Aggressive change agent style ✓ Patriarchal & Matriarchal Styles ✓ (Paranoid Organization).	✓ Conciliative (Indoctrinative) style. ✓ Cultivation Culture. (Collaborative Culture)
Domain #5: Collegiality in Leadership.	
Delegative-Autocratic	Real-Team Collegiality
⟵────────────────────────────⟶	
✓ *baF, baD,* or *baP* ✓ 'Identification with the Aggressor' ✓ Control Culture	✓ Conciliative Style ✓ Collaboration Culture