

PRINCIPLE DRIVEN STRATEGIC PLANNING

HOW A GODLY IMAGINATION
BECOMES REALITY

WORKBOOK

F E A N A M A V I S

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ABOUT THE AUTHOR

J. Russell Crabtree has worked in a number of capacities to strengthen individuals and organizations at critical junctures of their lives. He founded a project in Honduras for abandoned HIV children called *Montana de Luz* (Mountain of Light) that had such an impact on his life that he adopted his pen name, Fe Anam Avis.

Fe Anam has served in small, midsize, and large churches in New York and Ohio. His unique mix of gifts led him to work with churches, regional agencies, and nonprofit organizations in developing strategic planning. He has developed congregational assessment tools and has maintained a substantial database on church characteristics and congregations of all sizes and contexts. He has developed a number of products for churches in transition. Fe Anam is a gifted teacher, preacher, writer, trainer and communicator. He is the founder and director of Holy Cow! Consulting.

He also works with communities with high suicide rates to do awareness and intervention training. In addition, he has worked collaboratively with the Columbus Coalition Against Family Violence to develop an intervention training process for faith communities. In 2003, he founded BestMinds with the mission of helping persons find their best mind in times of personal crisis. Over a five year period of time, Fe Anam has trained thousands of people in awareness and intervention.

Fe Anam worked with Carolyn Weese to co-author *The Elephant in the Boardroom*. He is the author of *Mountain of Light: The Story of Montana de Luz*. He is now working on his third book, *The God You Have Always Known; Coming Home to Your Own Thinking*.

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Welcome to Principle Driven Strategic Planning

How a Godly Imagination Becomes Reality

The objectives of our time together are to

- ✓ Understand strategic planning as the incarnation of a Godly imagination.
- ✓ Learn the basic components of a strategic planning process
- ✓ Practice strategic planning facilitation
- ✓ Build the team

Please take a few minutes now to

- Put on a name tag
 - Write your name on the front of this book
 - Fill out the the wall chart
 - Work on the **Hopes** section below and the **Notions** exercise on page 4
-

What are your hopes for our time together?

Notions

- | | | | |
|----------|----------|----|--|
| T | F | 1 | If members authentically feel that their church is warm and supportive, all other problems tend to take care of themselves. |
| T | F | 2 | The more people agree on a basic set of conservative Christian beliefs, the better they get along with one another. |
| T | F | 3 | The best predictor for high morale in a church is the quality of pastoral care given by the minister. |
| T | F | 4 | The percentage of household income given in an average Christian church is about 4%. |
| T | F | 5 | Churches that rank “enlisting new members” as the highest priority tend to be growing. |
| T | F | 6 | Churches are generally satisfied with their worship experience and therefore rank other programs higher in their need for attention. |
| T | F | 7 | The best predictor for strong financial giving in a church is the priority given to developing stewardship programs. |
| T | F | 8 | About two thirds of church members say they welcome occasional changes in worship. |
| T | F | 9 | In general, churches are much more interested in improving the music in worship than in improving their building. |
| T | F | 10 | Churches that say they value making faith central in their lives have a harder time raising money. |

Your thoughts:

INTRODUCTION

Principle #1: Strategic planning is not first an activity. It is a way of being in the world.

Strategic planning is an expression of the incarnational impulse operating in the world. It is the means by which the Word is made flesh, and how a vision emerges with beauty and power onto the stage of history among a particular body of people.

A strategic spirituality is one that is imaginative of a better future, that views the past with an eye toward its completion and gives every present moment purpose and potential. As an expression of the Kingdom of God, it discerns a future reality that draws the present so powerfully, that it is already appearing. Such a spirituality recognizes the potency of vision and accepts responsibility for its imaginations, good or evil. It seeks to align itself with this divine field operating in a particular community. This alignment results in the anticipation of concrete actions and specific behaviors that are referred to as a strategic plan. These actions deepen the capacity of the community for divine expression and prepare the Church for the stewardship of even larger dreams.

Effective strategic planning requires this vital and vibrant strategic spirituality. Without it, planning is a body without a spirit, that is, a corpse. On the other hand, spirituality without planning is like a spirit without a body, that is, a ghost. Effective strategic planning rejects all dualisms and embraces the prayer of St. Paul that love abound with knowledge and depth of insight. (Philippians 1:9)

What are the key distinctives of a strategic planning process?

- It begins with a vision discovered, not invented; discerned, not crafted; resonant, not imposed.
- It commits itself to the creation of the future it envisions and assumes abundance rather than scarcity of resources.
- It adopts the values of this vision as if it were a present reality and begins living it immediately.
- It assumes change as reality and organizational resilience as critical to success.
- It assumes a dialogic and dynamic relationship with the environment, responding and adapting to new opportunities and realities with agility. It is flexible as to path, resolute as to destination.
- It assumes an organic rather than a mechanical view of the organization. No part of the organization is insignificant; all parts fall under the inspiration and spell of the whole.
- It respects the reality of time and process. It is developmentally conscious and provides for incremental, organic growth.

APPROACH

Principle #2: People generally do not think themselves into new ways of acting. They act themselves into new ways of thinking.

Jesus did not call his disciples to attend fishers of men classes. He called his disciples to follow him and, in doing so, he would make them to become fishers of men. In mastering any complex task, we learn best by doing. Facilitation of a strategic planning process is best learned in a rhythm of listening, watching, and doing.

For this training, you will be arranged at tables in teams of 3 to 7 persons. Wherever possible, persons from the same church should not share a table. The reason for this is that learning new skills with strangers is actually four times less stressful than learning with those we know. It also allows for a greater exchange of ideas with those from different experiences.

We will ask you to pretend that those at your table have formed a non-profit organization with the mission of teaching churches how to do strategic planning. As you learn strategic planning skills, you will also be applying those to your table. You will be asked to rotate leadership in the group from one exercise to another so that everyone will have an opportunity to practice.

In this kind of learning, it is extremely important that people feel safe in trying new things. Therefore, all exercises will be *no-fault*. We will concentrate almost entirely on catching people doing things right. Research shows that when we criticize people in training, they often focus all their energy on their perceived failings and forget what they have learned. Please work to make sure that everyone at the table receives frequent encouragement and positive feedback.

This training is principle-driven. We want to recognize your own creative style and the distinctiveness of every situation. Rather than laying out a series of meetings with regimented tasks and time frames, we want to provide you with principles that will guide your own process development.

Remember: we learn best by doing. This is important in your own learning process, but also in the learning process of those you are trying to teach.

We remember...

___% of what we read

___% of what we hear

___% of what we see

___% of what we hear and see

___% of what we hear, see and say

___% of what we say and do.

EVERYONE BRINGS SOMETHING TO THE TABLE

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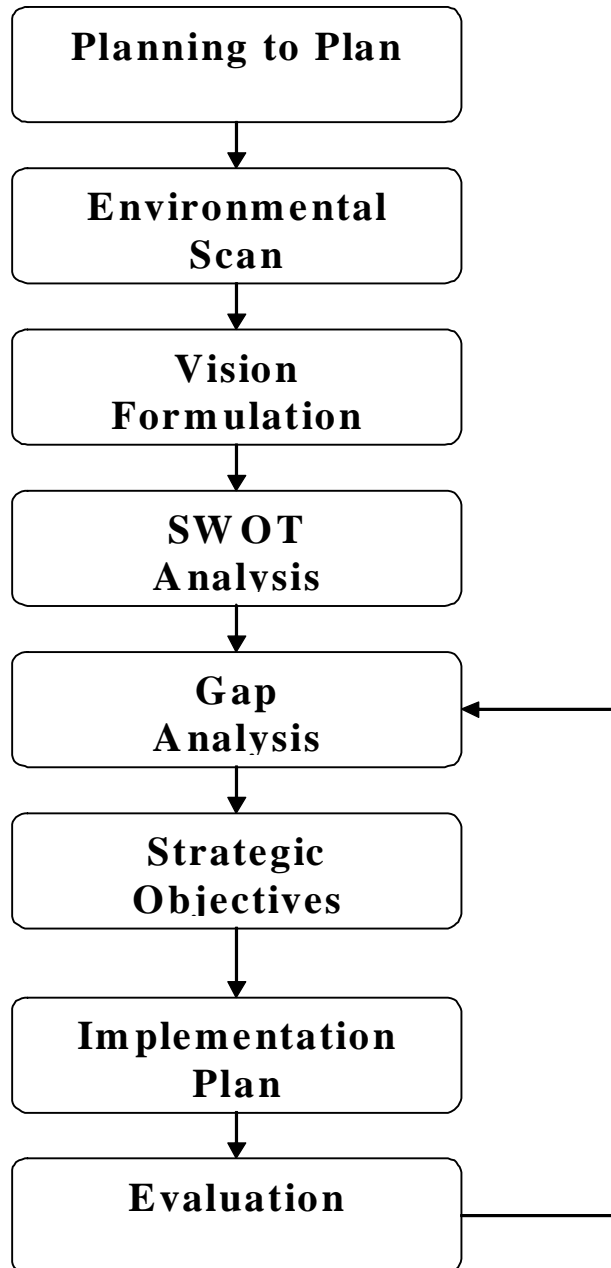
Principle #3:

Principle #4:

Principle #5:

STRATEGIC PLANNING PROCESS

Principle #6: Long range planning assume stability punctuated by occasional islands of change. Strategic planning assumes constant change with occasional islands of stability.



PLANNING TO PLAN

| | | |
|---|--|---|
| <p>Environmental Scan</p> <p>Who will be present?</p> <p>Who will present?</p> <p>What sources of information?</p> | | <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> |
| <p>Vision Formulation</p> <p>Who will be present?</p> <p>What sources of information?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will formulate final statement?</p> | <p>Strategic Objectives - Targets</p> <p>Who will be present?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> | |
| <p>Strategic Objectives - Goals</p> <p>Who will be present?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> | <p>SWOT Analysis</p> <p>Who will be present?</p> <p>What data sources (survey, interview, focus group)?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> | |
| <p>Strategic Objectives - Milestones</p> <p>Who will be present?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> | <p>Implementation Plan</p> <p>Who will be present?</p> <p>Who will facilitate?</p> <p>How long a meeting?</p> <p>Held where?</p> <p>Who will transcribe?</p> | |

PLANNING TO PLAN

Principle #7: Rehearse privately what you will do publicly.

A strategic planning process provides a wonderful opportunity to build the Body of Christ, to increase knowledge and awareness, and to connect the leaders of the church with other community leaders. But providing a positive experience for participants requires careful preparation.

In many cases, a strategic planning process will need to be marketed to the church leaders to generate buy-in. It will be useful to put together a short presentation that explains

- How a planning process will address things important to them like a fuller expression of the Kingdom of God, a more vital church, changed lives, etc.
- How a strategic planning process will ultimately make their work more satisfying and will enable them to make better decisions, in less time, with more confidence.
- How a planning process is consistent with past behavior, if not in the church then perhaps in other arenas like their business, building a home, or using a recipe.
- How other churches or institutions they respect have found strategic planning to be useful and contributed to their success.
- How the church is at a critical moment in its history and how this right time for strategic planning will not last forever.

Each stage of the process requires careful thought be given to who should be involved, who will facilitate, what information will be provided, and how ideas generated in the meeting will be captured. In addition, decisions will need to be made regarding how data will be collected, such as surveys, focus groups, interviews, etc. Each of these requires advance planning. Knowing how they will be done and in what time frame is important.

Different stages of the process may have different participants. For example, an environmental scan might invite community leaders to make presentations. The development of a vision and targets is high level work that may only involve the work of the governing board. As the planning work comes closer to the operational level, it will require the engagement of those actually involved in front-line work such as staff and ministry teams.

All the principles for facilitating effective meetings should be carefully observed in a strategic planning process. It is especially important to take steps to insure the full participation of all in attendance. Creating an atmosphere that is beautiful and nourishing is important to the success of the work.

PLANNING TO PLAN

Often churches have had histories of developing plans that were never implemented. This leaves them disillusioned and wary of the investment that planning requires. This should be acknowledged up front. Point out that many organizations have found an effective planning process to be key to their success. Also define what commitments will be required to insure implementation. These commitments might include

- **Designation of a key leader who will take responsibility for the plan.**
Generally the priest or pastor will be given the responsibility and authority to see that the strategic plan is implemented. This should be incorporated into his/her job description and performance plan. All coaching and evaluation should focus on how effectively the plan has been implemented.
- **Analysis and structuring of the “real” work**
The goals and objectives of a planning process should structure the work of boards, staffs, and committees. Meeting agendas should reflect progress toward desired outcomes with celebrations, recommitments and changes in direction as needed.
- **Accountability for action**
All actionable items of the plan should be assigned to individuals with time frames.
- **Cultural alignment of rewards and sanctions**
People should be recognized and celebrated for accomplishing their parts of the plan. This celebratory work should be assigned to a single person who assures that it happens consistently.
- **Staff alignment of work objectives**
Some of the work of a strategic plan will be accomplished through staff persons. It is important that the performance plan of each staff person reflect the expectations of the strategic plan as these are assigned to that person.
- **Milestones**
Organizations are much more likely to accomplish goals if they are broken down into discrete, incremental, short range steps.

What commitments will you ask to be made up front?

ENVIRONMENTAL SCAN

Observation: The owner of your local MacDonald's knows more about your community than most of its pastors. And she is just selling hamburgers.

Strategic planning is externally focused. It seeks to discern a vision for the future in a particular context, time and place. The church, like all organizations, has a tendency to project its own needs onto those outside the organization. When it does this, its effectiveness in accomplishing its mission is jeopardized. An environmental scan seeks to understand the culture in which the church is planning its mission and how best to connect the offerings of the gospel with the needs of the world. There are several components to an environmental scan.

First, it is important to understand global and national trends. Armed conflicts not only create stress and trauma, they also raise spiritual and moral questions. Large scale religious conflicts often launch people on searches to better understand spirituality, others as well as their own. Global economic shifts have local consequences in ways that people may not realize. Generational differences are national or even global in their expression and need to be understood if we are to reach a given cohort.

Second, it is important to understand local trends. Some of this information is simply demographic and can be obtained from census records. Information about the behaviors and preferences of the community population may need to be purchased from companies that do market research. Information about economic, construction, and development plans for the community will need to be obtained from regional planning bodies.

Third, it may be important to know the other leaders in the community, their needs, and interests. The more externally focused a church becomes, the more critical it will be to form strategic alliances with other like-minded organizations.

Fourth, look at the trends in the Christian Church. What is happening in the Christian church across the country that may impact your vision?

Finally, the church needs to identify sources of excellence and best practices. An effective environmental scan helps churches know what ministry approaches are working now. This prevents a pooling of ignorance and reinventing of the wheel. It also keeps churches from the expensive and demoralizing journey down failure paths.

One format for conducting an environmental scan is to hold a joint meeting with church and community leaders. Homework is assigned to various groups. Some read on best practices. Some collect information on global and national trends. Some collect information on the local community. Community leaders then make presentations and listen to the presentations of the others. Finally the pastor makes a presentation on what he or she sees to be the important trends in the church today. The community leaders are released with great thanks, and the church leaders remain to process the information and identify the 5 or 6 most important external issues that will impact their plan.

ENVIRONMENTAL SCAN

Global/national trends that potentially impact your vision

-
-
-

Local trends that potentially impact your vision

-
-
-
-

Trends in the Christian church that potentially impact your vision

-
-
-
-

Sources of excellence, best practices

-
-
-
-

| Six top external factors impacting your vision | |
|--|---|
| 1 | 4 |
| 2 | 5 |
| 3 | 6 |

VISION

Principle #8: All things are created twice, first in the heart and mind, and then in space-time.

A vision is a mental picture of a preferred future toward which the church senses a call. A vision is like a star in the sky. Even though you can never reach it, you can navigate by it and find a direction.

A vision is different from a vision statement. A vision statement is to a vision what a photograph is to a movie. A vision is a scene which you can enter, walk around, and describe what you see. Here are some questions to help you think about a three to five year vision. These should be considered prayerfully but not discussed just yet. In a preferred future...

1. When you walk into a member's home, what do you observe? When you walk into a member's workplace, what do you observe?
2. What do you hear members saying about the church? What do you sense them feeling about the church? Doing about the church?
3. When you walk about the community what do you hear people saying about the church...in the neighborhoods...in the businesses...in the shelters...in the art galleries...in the schools? What do you hear 30 years olds say...60 year olds?
4. When you walk into the church building, what do you see? What do you hear? What do you feel?

In discerning a vision, it is important to begin by *thinking in pictures*. Work in groups to draw a picture of the future. The vision should connect the community that you learned about in environmental scan to the Gospel. After the picture is drawn, then begin to use your words to create a vision statement.

Sketch a picture of the future



VISION STATEMENT

Once a vision is articulated that resonates with the community, it can be crafted into a vision statement. A vision statement

- Articulates the ultimate purpose of the church
- Guides the entire church and each part of it.
- Is long term (3-5 years).
- Becomes the basis for strategic targets.
- Is not measurable.
- Is not fully achievable.

An example of a vision statement for a family might be: “We will provide a safe, nurturing environment for our family.” Note that no environment can be totally safe or totally nurturing. But this vision statement can become the basis for developing an environment that is as safe and nurturing as possible.

A vision statement provides the distinctive identity and focus to a church that gives meaning to all that it does.

For example, a church might be focused on becoming a community transformation church. It sees its life as working to transform the community around the church and the lives of all who live there.

Or a church might be focused on becoming a healing community. It provides a wide range of ministries for people broken by the circumstances of life including support groups, counseling, or medical services.

Or a church might be focused on becoming a leadership center. It works at developing leadership that can be exported and reproduced in the community and world.

A vision statement provides direction or “aim” to the people. It should be...

Aspirational - Should require that the church stretch to something beyond itself.

Inspirational - Should “sing.”

Memorable - Should be easily memorized and communicated.

Vision Statement

CRITICAL SUCCESS FACTORS

Principle #9: Before you worry about doing the thing right, make sure you are doing the right thing..

A critical success factor is a function within the church that is essential to fulfilling the vision. For example, if a family sets a vision to provide a safe, nurturing environment, it might decide that it is essential to provide a high quality education for the children. This becomes a critical success factor for their vision.

Different visions have different critical success factors. For example, a church that adopts a vision of community transformation will have different critical success factors from a church that adopts a vision of personal healing. For the first, the ability to form alliances within the community will be a critical success factor. For the second, developing a cadre of skilled and effective support group leaders will be a critical success factor.

Different environments also have different critical success factors. For example, a multi-ethnic community will have different critical success factors than a homogenous one. A community of Nexters may have different critical success factors than a retirement community.

The identification of critical success factors requires a knowledge of best practices. For example, many people may assume that the critical success factor for an effective youth ministry is having a young, energetic youth minister. In fact, the more critical factor may be having one committed, trained adult from the congregation for every five youths in the group.

It is important that these be chosen carefully. Go back and review your environmental scan and best practice sources. Then list your critical success factors below.

Critical Success Factors

1

2

3

4

5

DATA SET DEFINITION

Principle #10: In the absence of information, feelings become facts.

Once we have determined the factors that are critical to achieving the vision, it is important to assess how we are doing in those areas. In order to do that we will need to decide what kind of information we need to collect to make that assessment. We want to avoid getting to an important decision making point in a process and realize we don't have the information we need to do that confidently.

One of the strengths of a strategic planning process is that it encourages people to make evidence-based decisions. It encourages people to distinguish between

Facts
Opinions
Guesses

We want to make as many decisions based on facts as possible. We want to liberate people from the tyranny and failure of feelings that have become facts.

There are many ways to gather information. These include:

| | |
|------------------------|---|
| Publications | Including books, periodicals, Internet, tapes, videos Have the potential advantage of being reliable |
| Congregational surveys | Use to assess congregation's strengths and preferences Have the advantage of scientific reliability. |
| Focus groups | Facilitated discussions with groups of 3 to 12. Have the advantage of building rapport and creativity |
| Interviews | One-on-one information gathering technique Have the advantage of strengthening relationships with key stakeholders |

What data set will you need?

PROCESSING DATA

Principle #11: Participation breeds commitment.

One of the risks of a strategic planning process is that people can become overwhelmed with data. When this happens they tend to become paralyzed and either revert to perspectives that keep them comfortable or capitulate to the loudest voice. It is important to prevent that from happening.

A way to do that is to create groups of “resident experts.” A resident expert group is one that has been assigned a specific data set to review, capsulize, and present. For example, one group might be assigned the task of becoming the resident experts on the data set generated from a congregational survey. You would give them a period of time to review the data and generate a set of findings that capsulizes what they have discovered. They then present that set of findings to the rest of the group. Encourage them to be creative. They can sing the findings, graph the findings, or simply list the findings on a flip chart.

While they have been working on that data set, other “resident expert” groups have been working on other data sets. They will present their findings at the end of their review process as well. Every member of the process is assigned to a group, so that everyone has the role of being an “expert.” All this happens at the meeting in real time.

As the meeting progresses, remember to use the “experts.” For example, if a discussion requires information about long range financial trends in the church, turn to that “resident expert” group for help.

It is important that all data be provided to all team members in advance of the meeting if possible. But by helping members focus on one particular part of the data, it keeps them from being overwhelmed by information and sustains their esteem at the same time.

Data Processing

What are the data sets that need to be processed?

How would you group this data for the “resident experts?”

SWOT ANALYSIS

SWOT is an acronym for

Strengths
Weaknesses
Opportunities
Threats

The purpose of a SWOT analysis is to organize all the information gathered to this point in a way that will facilitate decision-making about the best way to move forward.

The first part of the analysis is to evaluate the strengths and weaknesses of the church. This is an internal analysis. It may include a look at membership, finances, facilities, and organizational structure. It should be conducted with the vision and critical success factors in mind. For example, if a church is going to emphasize its healing work in lives of people broken by life's circumstances, it might want to look at its strengths and weaknesses relative to a leadership pool ready to do that type of ministry.

Once all strengths and weaknesses have been listed in a brainstorming session, it is useful to identify the five or six key strengths and weaknesses that need to be addressed in achieving the vision. These can be prioritized using a weighted voting process.

The second part of the analysis is to identify the opportunities and threats for the vision in the community. This is an external analysis. For example, a high number of divorced persons in the community around the church is a potential opportunity for a church with a healing vision. A potential threat might be the high mobility of a divorced population which destabilizes the community.

As with strengths and weaknesses, it will be useful to identify the key opportunities and threats through a prioritization process.

This process can be kept light and creative by asking persons to write their responses on symbols and grouping them around the vision statement. For example, strengths can be written on green arrows and placed beneath the vision, pushing it up. Weaknesses can be written on red arrows and placed above the vision, pushing it down. Opportunities can be written on flowers and placed "ahead" of the vision. Threats can be written on bombs and placed "behind" the vision.

STRENGTHS

Look at the vision and the critical success factors required to reach toward it. Now brainstorm a list of internal strengths that the church needs to claim in accomplishing that vision. These are the strengths on which the church needs to build.

Brainstormed list

Key Strengths

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

WEAKNESSES

Look at the vision and the critical success factors required to reach toward it. Now brainstorm a list of internal weaknesses that the church will need to shore up in accomplishing that vision. Remember, it is not a weakness unless it impacts your ability to achieve your vision. For example, a church might have a vision for becoming the community of choice for retired adults. With that vision, a small number of children in the Sunday School is not a weakness.

Brainstormed list

Key Weaknesses

- 1.
- 2.
- 3.

OPPORTUNITIES

Look again at the vision and the critical success factors required to reach toward it. Now brainstorm a list of opportunities in the community that the church needs to capitalize upon in order to accomplish that vision. Remember the environmental scan when doing this work.

Brainstormed list

Key Opportunities

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

THREATS

Look once again at the vision and the critical success factors required to reach toward it. Now brainstorm a list of external threats that the church needs to face in accomplishing that vision. Remember the environmental scan when doing this work.

Brainstormed list

Key Threats

- 1.
- 2.
- 3.

GAP ANALYSIS

At this point, you have two pictures emerging. The first picture is the desired state. The second picture is the future state.

The Desired State

- Is a picture of the desired future articulated in the vision and captured in the vision statement.
- Is capitalizing on the opportunities for the vision in the community.
- Is achieved by being effective in the critical success factors.

The Current State

- Is the set of strengths and weakness that have been articulated.
- Is the current level of effectiveness in the critical success factors.
- Is the potential of opportunities not yet cultivated.

The difference between these two states is the gap that needs to be crossed in order to achieve the vision. Brainstorm these gaps and then prioritize the top five or six.

Gaps

1.

2.

3.

4.

5.

6.

STRATEGIC TARGETS

Once we know where the major gaps are between the desired state and the current state, we can begin to develop strategic targets to help us cross the gap. A strategic target is a chunk of the vision from which actions can be developed.

Characteristics of a strategic target

- May represent a significant change in the church's culture
- Requires each part of the church to participate
- Is medium term (1-3 years)
- Becomes the basis for goals.
- Is fully achievable
- Is not measurable

Example: We will establish a residence that is affordable and comfortable in a community with good schools.

Strategic targets should apply to the entire church. They should not be departmentalized. For example, one strategic target might involve developing leadership in the church. The target would aim at developing leadership in every area of the church that can move the whole church toward the vision.

Strategic targets are best identified by a group of 3 or 4 persons who work with the facilitator while the rest of the group is on break. This is best accomplished by asking each table to appoint a representative to the process. When this happens, buy-in is generally quick and easy.

Targets

1.

2.

3.

4.

GOALS

A goal defines an action of the organization which will move it forward in one of its strategic targets.

Characteristics of a goal

- Is set annually
- Relates to a strategic target
- Is fully achievable
- Is not measurable
- Becomes the basis for milestone

Example: In the next year we will establish a residence that is affordable and comfortable in a community with good schools.

Since goals require knowledge of programs, time lines, and resources they should involve those who will actually be involved in carrying them out. While a church board may set vision and targets, goals may require a joint meeting with staff, committees or committee chairs, and ministry specialists.

Goals should be generated under each strategic target.

Which target do these goals advance?

Goal #1

Goal #2

Goal #3

MILESTONES

A milestone is an action that will move the organization toward a goal.

Characteristics of a milestone:

- Is fully achievable
- Is measurable

Specifies

- What will be accomplished
- How much will be accomplished
- Who will do it
- When it will be done

Example: We (parents) will obtain standardized test scores from every school in our county by February, 2007.

Which goal do these milestones advance?

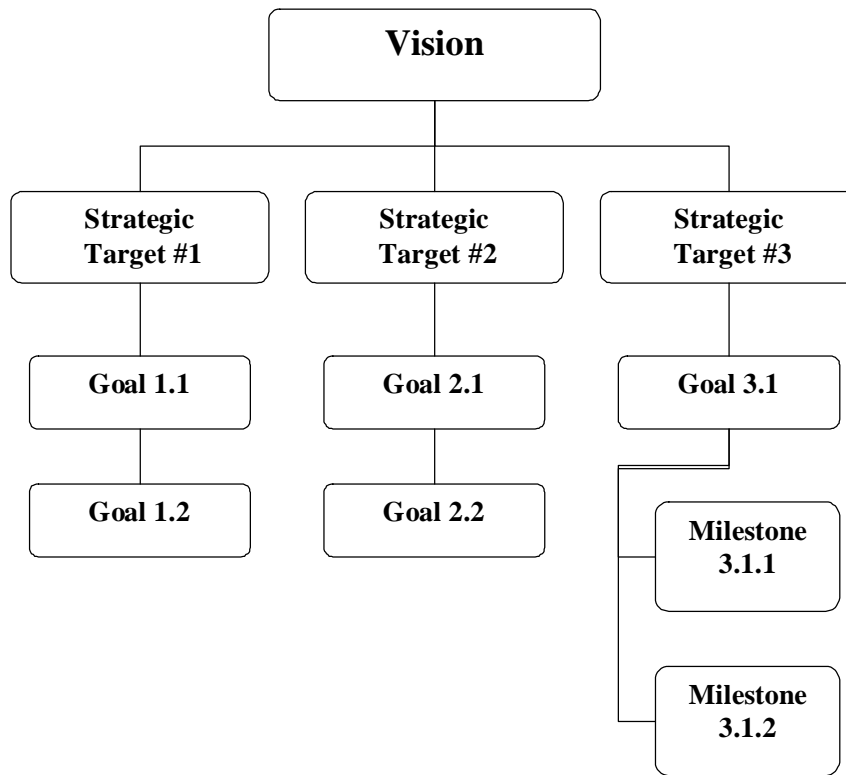
Milestone #1

Milestone #2

Milestone #3

IMPLEMENTATION PLAN

Principle #12: People don't do what's expected. They do what's inspected.



An implementation plan should specify the following:

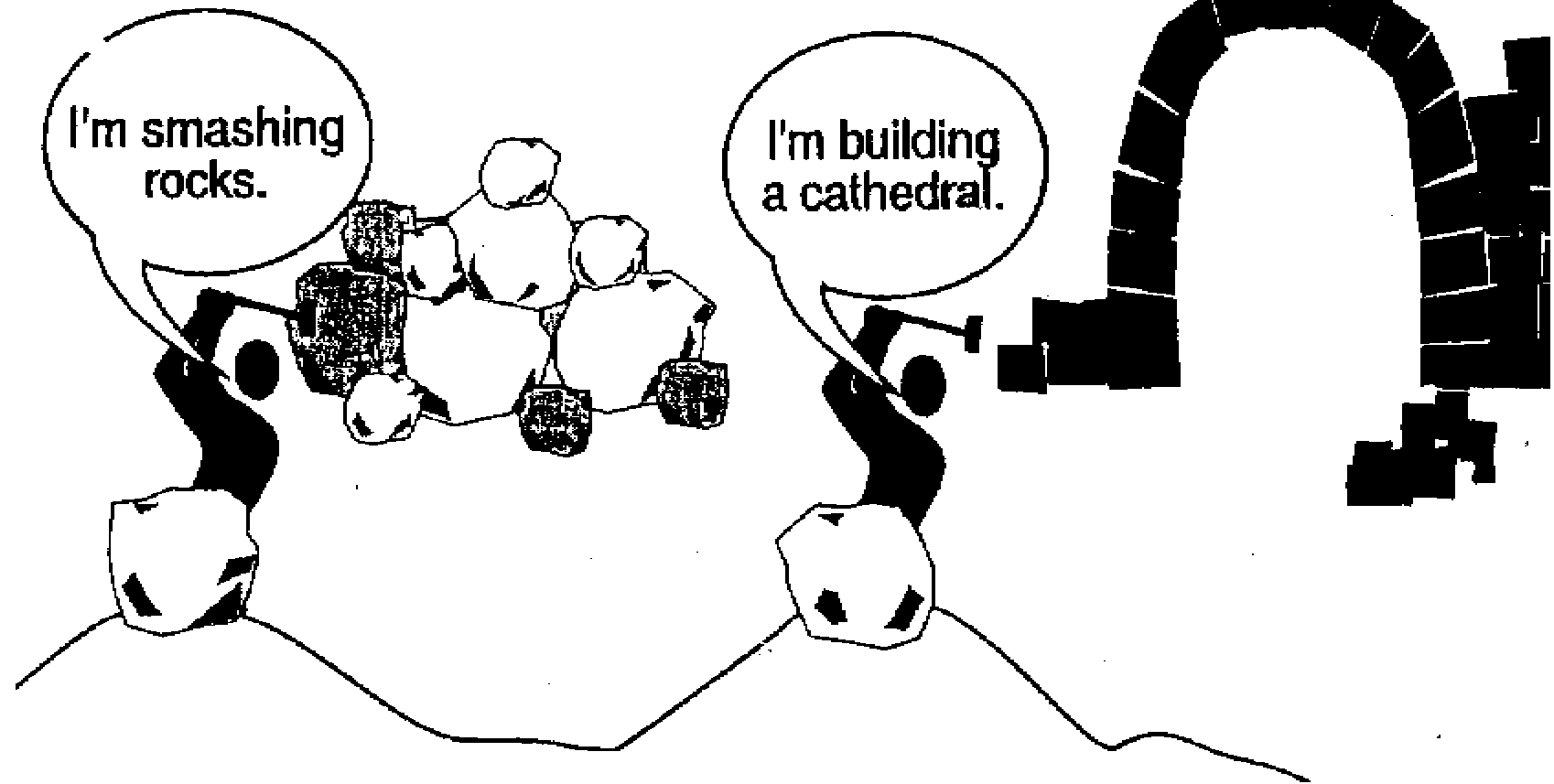
- How the plan will be communicated externally and internally
- How the vision statement will be incorporated into life of the church
- How staff responsibilities will be aligned with the plan
- How the plan will be incorporated into the agendas of various meetings, eg. board meetings, staff meetings, committee meetings
- How the plan will be supported in the worship and prayer life of the church
- How accountability will be established
- How accomplishments will be celebrated
- How the plan will be adapted for changing situations

DEVELOP A RESONANT METAPHOR

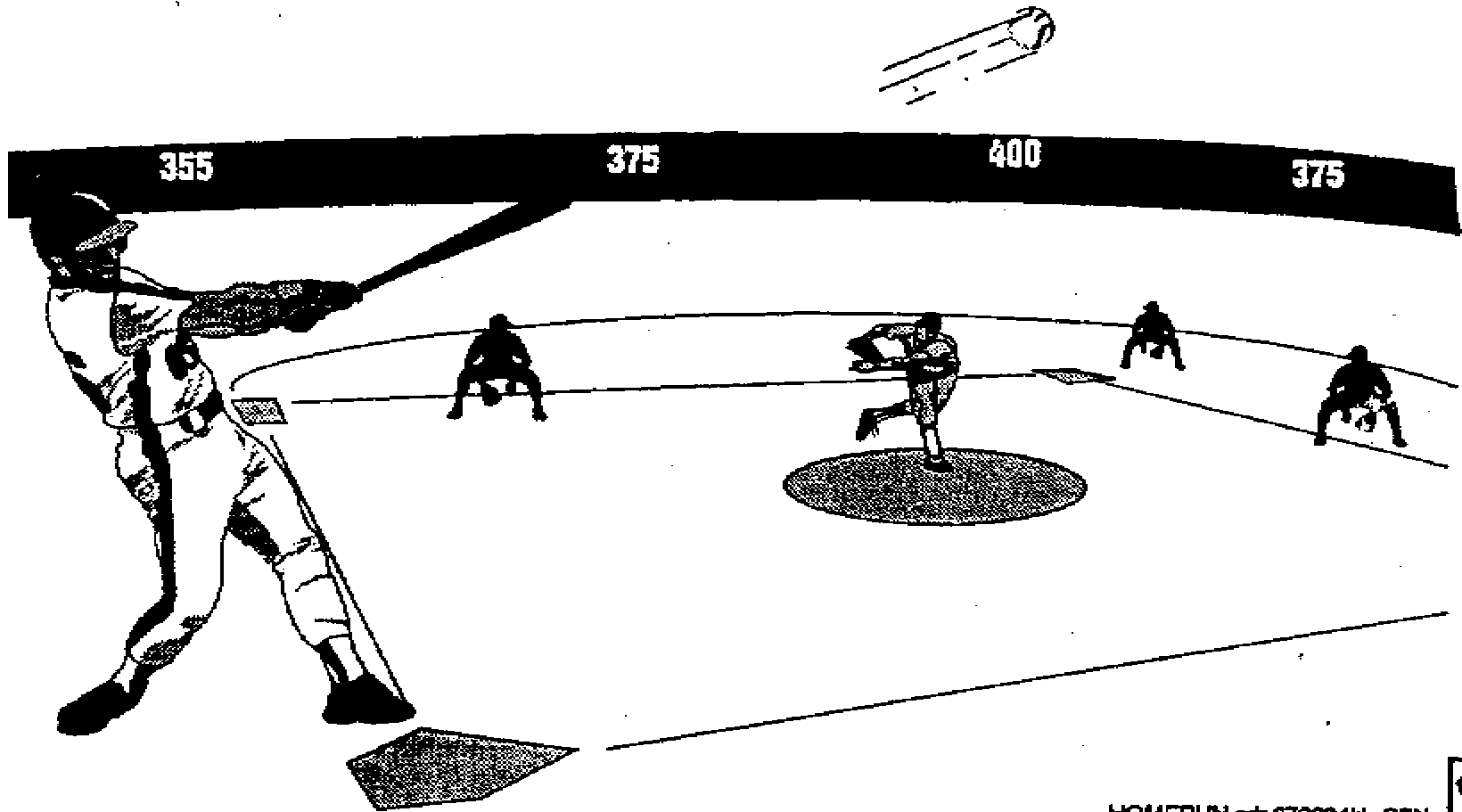
Principle #13: Follow Jesus. Speak in parables.

Many communities have found it helpful to develop a central story or metaphor that expresses their vision. What inspiring story reminds you of your church and your vision for the future?

What Are You Doing?



How Do You Know When You've Hit a Home Run?



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Notes