

Strategic Planning Outline

- I. What is Strategic Planning?
 - A. It is a _____ that leadership uses on a regular and ongoing basis to produce fundamental decisions and actions that shape and guide who a ministry is, where it is going, and how it will get there.
 - B. Strategic Planning – Illustration
- II. What is the purpose of Strategic Planning?
 - A. To discuss the ministry's _____, _____, _____.
 - B. To build on its _____ and _____ its weaknesses.
 - C. To facilitate _____ and build _____.
 - D. To understand and implement _____ and Christ-honored change.
 - E. To get _____ and _____ on the same page.
 - F. To discover and articulate _____.
 - G. To develop and communicate your _____.
 - H. To develop and articulate an _____.
 - I. To identify the most _____ of the ministry.
 - J. To develop strategies to meet the _____.
 - K. To implement _____.
 - L. To evaluate the _____ of all aspects of the ministry, and make _____ where necessary to assure constant improvement.
- III. Why do we need Strategic Planning?
 - A. More than any other time in history, North America, along with much of the world, is experiencing _____.
 - B. Where are the church and related ministries in all of this? How are we doing?
 1. Most ministries and churches don't understand the full _____.
 2. Most don't know how to _____, and often _____ rather than adjust.
 3. Most leaders in the Christian world are still being prepared for a modern, not _____ world.
 4. Most training equips pastors and leaders for theological ministry, but

ignores the skills needed for effective leadership gifts and abilities, people skills, financial management, _____ and implementation.

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IV. Three critical questions.

A. Who are we?

1. The importance of values

- a. Values determine ministry _____.
- b. Values dictate _____.
- c. Values _____ what is important.
- d. Values embrace _____ change.
- e. Values influence overall _____.
- f. Values _____ people to action.
- g. Values enhance _____ leadership.
- h. Values contribute to the _____ of ministry.
- i. Values determine ministry _____ and _____.

2. The definition of values.

- a. Values are _____.
- b. Values are _____.
- c. Values are _____.
- d. Values are _____.
- e. Values drive _____.

B. Where are we going?

1. The importance of mission

- a. The mission dictates the ministry's _____.
- b. The mission formulates the ministry's _____.
- c. The mission focuses on the ministry's _____.
- d. The mission inspires ministry _____.
- e. The mission helps shape the _____.
- f. The mission enhances ministry _____.
- g. The mission ensures an enduring _____.
- h. The mission facilitates _____.

2. What a mission is not.

Allan Cox defines a Mission Statement as “_____.” However, the *purpose* of ministry is very different in many ways from its *mission*. First, the purpose answers different questions. It answers the “_____” questions. _____ are we here? _____ do we exist? The mission, however, answers the “_____” questions. _____ are we supposed to be doing? _____ is our divine, strategic intent? Purpose is different from mission because it is broader in scope. The mission of a ministry, as well as its vision and values, is subsumed under its purpose.

3. What a mission is.
 - a. A mission is _____, but not overly broad.
 - b. A mission is _____.
 - c. A mission is _____.
 - d. A mission is a _____.
 - e. A mission is what the ministry is _____ to be doing.
4. The importance of vision.
 - a. A vision provides _____.
 - b. A vision creates _____.
 - c. A vision fosters _____.
 - d. A vision _____ leadership.
 - e. A vision _____ leadership.
 - f. A vision _____ ministry.
 - g. A vision motivates _____.
5. What a vision is not.

The ministry's vision is not the same as its mission. According to Aubrey Malphurs in *Advanced Strategic Planning*:

- a. The mission is a statement of what the church is _____ to be doing, while the vision is a _____ or picture of it.
- b. The mission is used for *planning* where the church is _____; the vision is used for _____ where the church is going.
- c. A mission statement must be _____ enough to fit on a T-shirt. The vision statement, however, goes into _____ and can range from a single paragraph to several pages in length.
- d. The purpose of a mission is to _____ all the ministry's

functions. The purpose of a vision is to _____ people to accomplish the ministry's functions.

- e. The mission involves _____. It helps your people know where they are going. The vision involves seeing. It helps people see where they are going. If people cannot see a _____, it probably will not happen.
 - f. The mission comes from the _____ – it is more intellectual in origin. It supplies knowledge. The vision comes from the _____ – it is more emotional in origin. It supplies passion.
 - g. Logically, the _____ precedes the vision. In their development, the vision grows out of and _____ detail around the mission, fleshing it out.
 - h. The mission has _____, general focus, while the vision has a narrow focus. It singles out the details and specifics of the ministry _____.
 - i. Mission development is a _____ – it can be taught. The vision, however, is an _____ – it is more caught. Either you catch it or you miss it altogether.
 - j. The mission is communicated _____; it is written down somewhere. The vision is communicated _____; you hear it preached. An example is Martin Luther King's "I Have a Dream" vision. Hearing him preach it has much greater impact than reading it off the page.
6. What a vision is.
- a. A vision is _____.
 - b. A vision is _____.
 - c. A vision is a _____.
 - d. A vision is the _____ of a _____.
 - e. A vision is _____.
 - f. A vision is _____.

C. How do we get there?

- 1. The importance of strategy
 - a. The strategy _____ the mission and the vision.
 - b. The strategy _____ understanding.
 - c. The strategy _____ a sense of spiritual momentum.
 - d. The strategy invests God's _____ properly.

- e. The strategy _____ what God is blessing.
- 2. The definition of strategy.
It is the process that determines _____ your ministry will meet the _____ in order to accomplish its _____. A good strategy answers the “how” questions.
- 3. What is scenario planning?
Scenario planning is critical to the _____ and developing effective _____.
- 4. Implement an Action Plan.
 - a. _____ is the strategy?
 - b. _____ is responsible for making sure it is completed?
 - c. _____ will it start? When will it be completed?
 - d. _____ will the action take place?
 - e. _____ will it be accomplished?
 - f. What will it _____ in finances, resources, manpower, time and energy?
 - g. Who will do the _____?
 - h. How will it be _____?

V. Strategic Planning is a Process.
The important thing to remember is that it is a _____.

VI. What is needed for the Strategic Planning Process?

A. Step 1: Gain leadership support.

- 1. Understand the _____ attitude toward strategic planning.
- 2. Understand the _____ attitude toward strategic planning.
- 3. Understand the _____ attitude toward strategic planning.
- 4. Understand the _____ or _____ attitude toward strategic planning.

B. Step 2: Recruit a leadership team.

- 1. Questions to ask:
 - a. _____ will choose the team?
 - b. _____ will they choose?
 - c. _____ are these people on the team?
 - d. Why would these leaders _____ on the team?
 - e. How does this process help these people _____ a

strategy?

- f. _____ will be on the team?
- g. _____ will the team meet?
- h. Who will _____ the team?
- i. What are the _____ of the team?

C. Step 3: Make sure communication is effective.

- 1. Communication builds _____.
- 2. Determine _____ will communicate.
- 3. Determine _____ you will communicate.
- 4. Determine _____ you will communicate.
- 5. Communicate _____.

D. Step 4: Assess the ministry's readiness for change.

- 1. Understand _____ change has _____ people in the ministry.
- 2. Take the _____ inventory
- 3. Ask _____ questions.
- 4. Tap into people's _____.
- 5. Determine events that _____ emotions.
- 6. Embrace a _____.

E. Step 5: Conduct a ministry analysis.

- 1. It asks the _____.
- 2. It _____ what could be.
- 3. It produces the "_____."
- 4. It brings _____ to the surface.
- 5. It prompts _____.

F. Step 6: Set reasonable time expectations for the planning process.

- 1. The _____ may present a problem for some ministries. Those ministries in deep decline or spiraling downward may not have more than a year to make critical changes. In some cases it may be best to let the ministry die, as harsh as that sounds.
- 2. The best response to the question of timing is _____.
- 3. The leadership must be _____ to seeing the _____ through.

1. The purpose of evaluation.
 - a. Evaluation of the _____ helps keep the task on schedule and prompts ministry _____, if necessary.
 - b. Evaluation prioritizes _____.
 - c. Evaluation encourages _____.
 - d. Evaluation coaxes _____.
 - e. Evaluation emboldens _____.
 - f. Evaluation promotes _____.

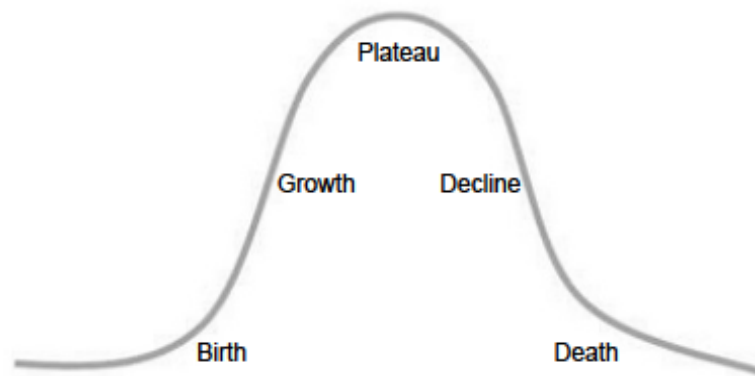
VIII. Wrapping it up.

A. Reasons for not planning.

1. Lack of _____ or _____ it will take too much time.
2. Lack of _____ or _____.
3. _____.
4. _____.

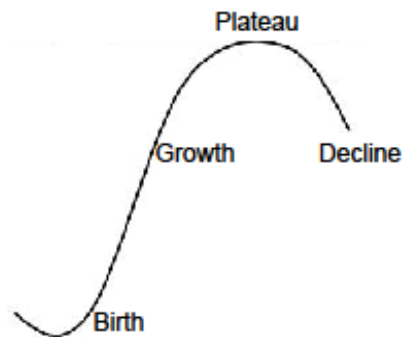
Bell Curve

The Life Cycle of a Ministry

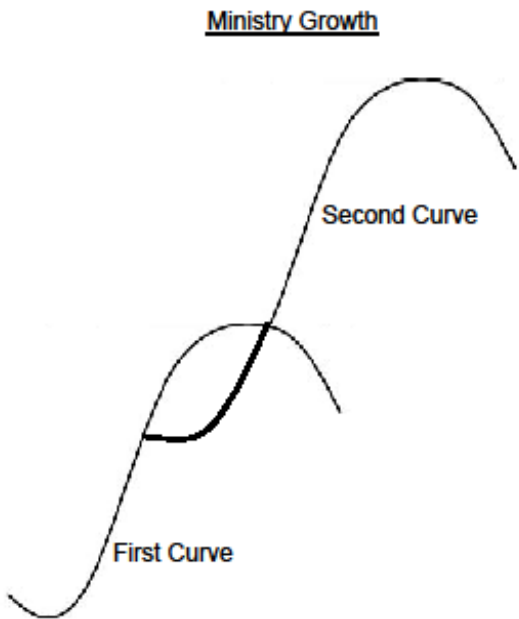


S-Curve

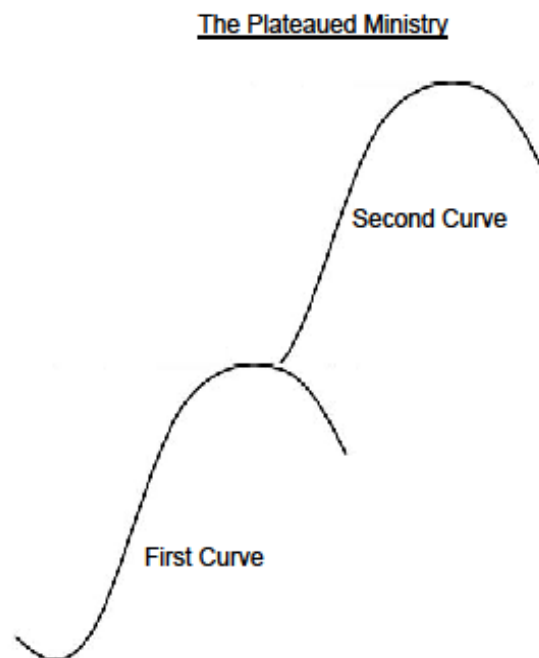
Standard S-shaped Curve



Ministry Growth Curve

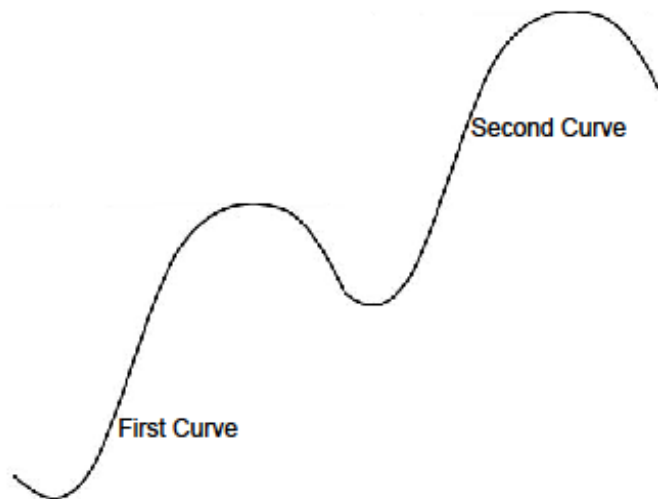


Plateaued Ministry Curve

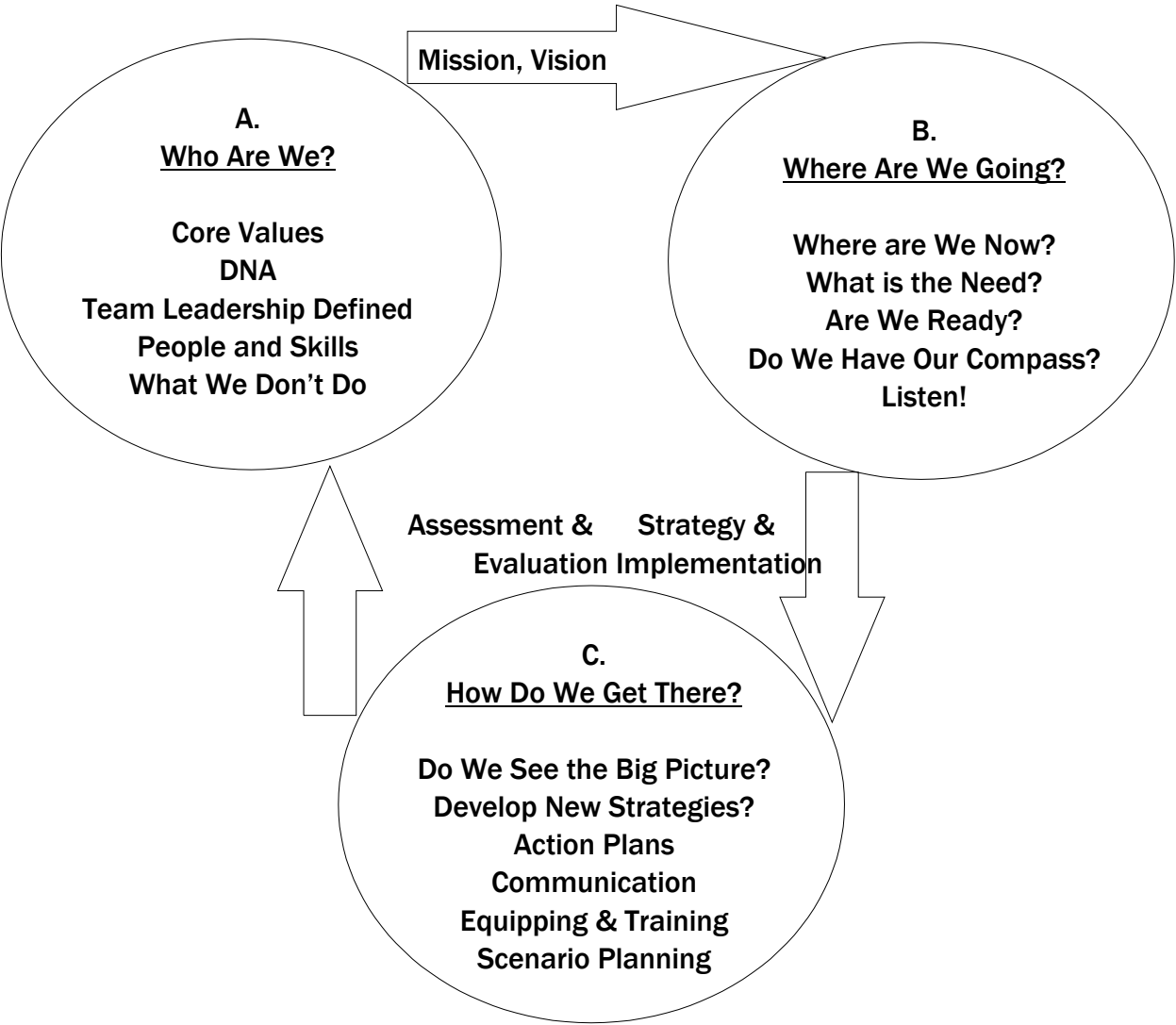


Declining Ministry Curve

The Declining Ministry



Strategic Planning Diagram



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