Advanced Strategic Planning Method

Dr. Aubrey Malphurs, *The Malphurs Group*

PRAYER

MINISTRY ANALYSIS

VALUES DISCOVERY

MISSION DEVELOPMENT

ENVIRONMENTAL SCAN

VISION DEVELOPMENT

STRATEGY DEVELOPMENT

STRATEGY IMPLEMENTATION

MINISTRY CONTINGENCIES

MINISTRY EVALUATION

PRAYER

"What kind of church are we?"

Internal Audits:

- Life Cycle (growing, plateaued, declining)
- Performance (strong, weak, limitations)
- Direction (mission, vision)
- Strategy (the "how")
- Congregational (who are we? Demos & Psychodemos)
- Culture
- Obstacles
- Spirituality
- Energy
- Emotions
- Finances

External Audits:

- Community
- Threats
- Opportunities

"Who are we? & "Why do we do what we do?"

Values are passionate, biblical, shared, core beliefs.

9 Reasons Values are Imperative:

- Determine ministry distinctives
- Dictate personal involvement
- Communicate what is important
- Embrace good change
- Influence overall behavior
- Inspire people to action
- Enhance credible leadership
- Contribute to ministry success
- Influence mission & vision

"What are we to do?"

Mission = a broad, brief, biblical statement of what the ministry is supposed to be doing.

9 Reasons Mission is Imperative: 1) dictates the ministry's direction; 2) formulates the ministry's function; 3) focuses the ministry's future; 4) provides a guideline for decision making; 5) inspires ministry unity; 6) shapes the strategy; 7) enhances ministry effectiveness; 8) ensures an enduring organization; 9) facilitates evaluation.

"What will it look like?"

A vision is a clear, challenging picture from the heart of what we must be (future).

7 Reasons Vision is Important:

- Encourages unity
- Creates energy
- Provides purpose
- Fosters risk taking
- Enhances leadership
- Promotes excellence
- Sustains ministry

"See it clearly, say it continually, share it creatively."

"How are we going to accomplish our mission?"

Strategy = the process that determines HOW your ministry will accomplish your mission.

12 Reasons Strategy is Important:

- Accomplishes mission
- Facilitates understanding
- Provides a sense of momentum
- Properly invests God's resources
- Displays what God is blessing
- Enables you to be proactive, not reactive
- Forces wrestling with purpose/values/mission/vision
- Identifies strengths, weaknesses and threats
- Faces the reality of change with a healthy process
- Fosters positive approach to ministry
- Reveals trends and their implications
- Gets whole church on same page

The *"What ifs…"*

Our crisis is God's curriculum! (crisis = opportunity)

Bad Events:

- Church split
- Resignation of pastor
- Affair in life of leader
- Embezzlement incident
- Church fire
- Sudden economic downturn
- Power play
- Sexual harassment, molestation, or rape
- Kidnapping
- Accident, injury, death at church
- Attendance of a problem person

Good Events:

- Large gift of $, land, facility
- Sudden growth/large influx
- Celebrity attendance
- Positive publicity
- Revival/Spiritual awakening

Kinds of Values:

- Conscious vs. Unconscious
- Shared vs. Unshared
- Personal vs. Organizational
- Actual vs. Aspirational
- Single vs. Multiple
- Congruent vs. Incongruent
- Good vs. Bad

The Impact of Prior Steps on the Strategy:

Steps	Impact
1. Analysis	Evaluates the strategy
2. Values	Dictates contents of the strategy
3. Mission	Directs the strategy
4. Scan	Informs the strategy
5. Vision	Energizes the strategy

"How are we doing?"

Choose who, how, when and design accordingly.

The Purposes of Evaluation:

- Accomplishes ministry alignment
- Prioritizes ministry accomplishment
- Encourages ministry assessment
- Coaxes ministry affirmation
- Emboldens ministry correction
- Elicits ministry improvement

Developing the Mission Statement:

Step 1: What is your church supposed to be doing?

1. Whom will you serve?
2. How will you serve these people?

Step 2: Can you articulate your mission in a written statement?

1. What words communicate best with your target group?
2. Do people understand what you've written?
3. Does your format convey well your mission?

Step 3: Is your mission statement broad but clear?

1. Is the statement broad enough?
2. Is the statement clear enough?

Step 4: Is the mission statement brief but simple?

1. Does the mission pass the T-shirt test?
2. Is your mission memorable?

The Frequency of Evaluation

Who/What	Frequency
Core values/mission/vision	yearly
Board	twice a year
Staff	twice a year
Program leaders	twice a year
Strategy	twice a year
SS Teachers/Small Grp leaders	monthly
Implementation review	monthly
Attendance/giving/esprit de corps	weekly
Worship service(s)	weekly

Pray without ceasing!

1 Th 5:17

Compiled by Marcus Bieschke, Th.M. 2001