



VISION TO REALITY

Discerning and Implementing God's Vision for Your Ministry

with Dr. Randy Wollf

January 20, 2017

ACTS
SEMINARIES

 **MINISTRYLIFT**

MinistryLift Vision to Reality Training

Welcome to the MinistryLift Vision to Reality Training!



Most major change initiatives fail or simply fade over time. How can we discern God's plans for our ministry? What can we do to make sure that we execute those plans well so they persist over time? In this one-day workshop, we will explain eight proven steps for leading change. The desired outcome is for participants to develop a higher capacity to help their ministry teams discern God's leading and to implement plans that persist over time. You can register for either the morning sessions that focuses on vision discernment and/or the afternoon session where we will look at a proven method for implementing change in a sustained way.

As a pastor, church planter, missionary, ministry leader, board member and leadership professor, I have had the privilege of helping numerous groups work through a process for understanding and implementing God's direction for them. It gives me great satisfaction to see individuals, teams and organizations take steps in realizing God's vision for them.

I earnestly hope and pray that this *Vision to Reality* training will be helpful as you seek to discern and live out God's vision for your ministry.

Blessings,

Dr. Randy Wollf

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Training Schedule

09:00–10:20 - Nailing Down a Mission Statement for Your Group in 30 Minutes or Less

10:20–10:40 - Break

10:40–12:00 - Identifying Key Priorities for Your Group

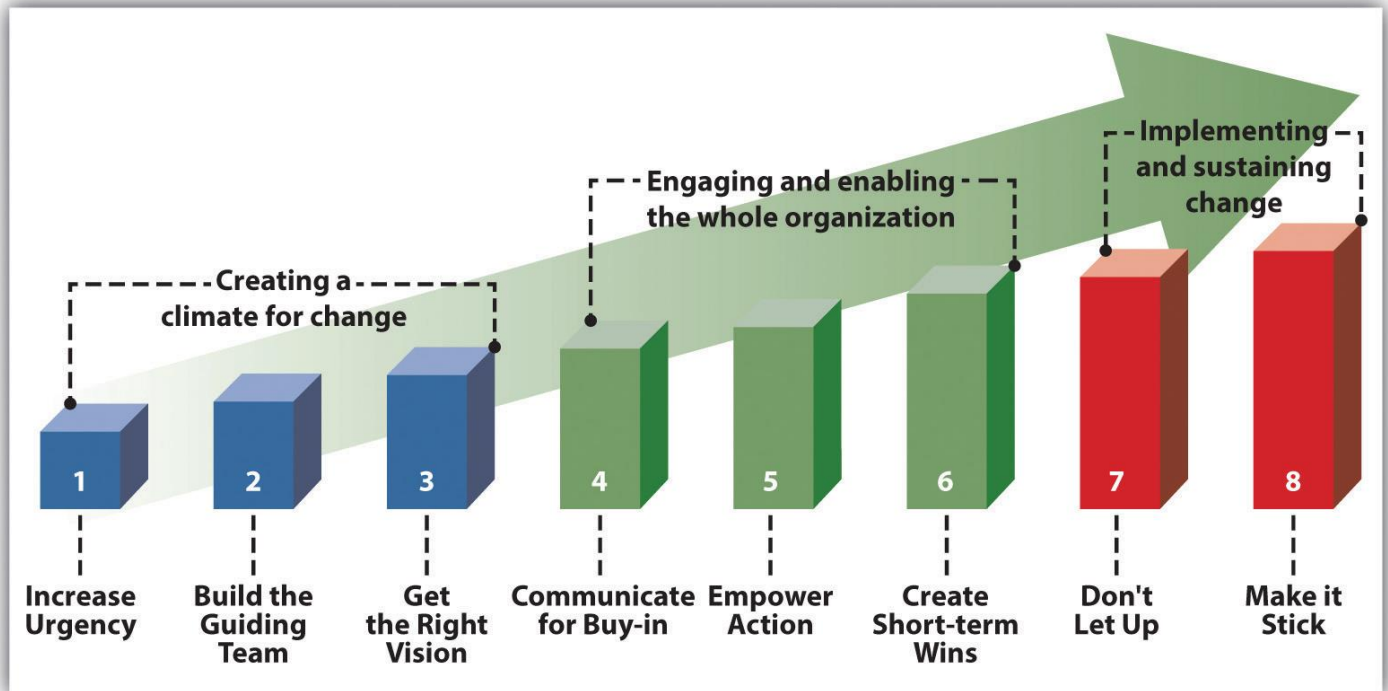
12:00–13:00 - Lunch Break

13:00–14:20 - Getting it Done! The 4 Disciplines of Execution (Part 1)

14:20–14:40 - Break

14:40–16:00 - Getting it Done! The 4 Disciplines of Execution (Part 2)

Kotter's 8-Step Model for Leading Change



The rest of this training using Kotter's model as a template, but adapts it and adds to it to make it more useful for churches.



Summary of this adapted approach:

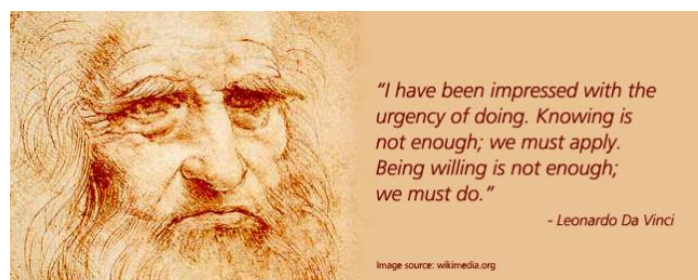
<http://ministrylift.ca/8-steps-to-lead-change>

YouTube – Search for “8 Steps to Lead Change in the Church”

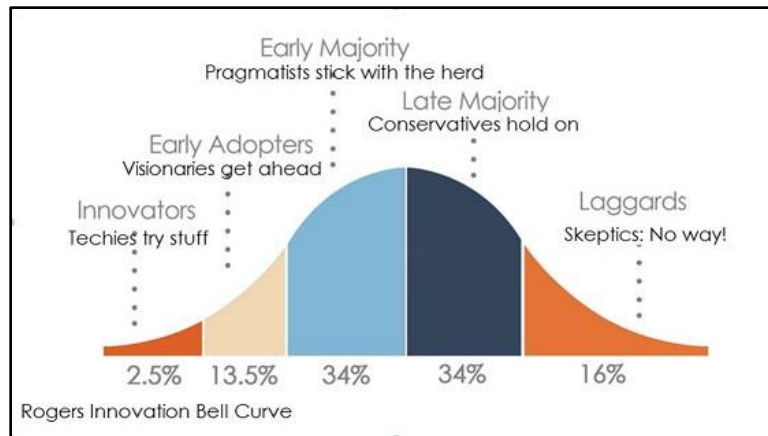
Step #1 - Increase Urgency

Paying attention to crises and major opportunities while addressing sources of complacency

Discussion – What have you found helpful for building a sense of urgency regarding necessary change?



Roger's Innovation Bell Curve



Step #2 - Build the Guiding Team



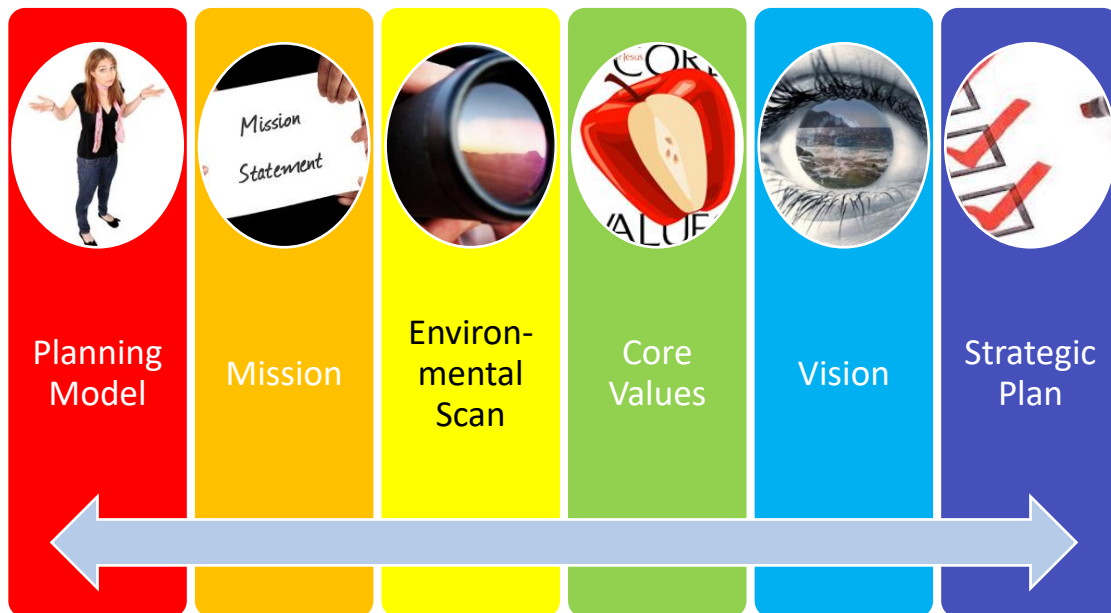
Pulling together a group with enough power to implement the necessary change and helping them function well as a team

Discussion – How can we have guiding teams who lead the vision discernment process (and its implementation) while still including others in meaningful ways?

Step #3 - Get the Right Vision

Involve as many organizational members as possible in developing a robust vision that captures the heart of the people

Overview of the Vision Discernment and Strategic Planning Process



MinistryLift blog that describes the entire process: http://www.ministrylift.ca/Discerning_strategic_priorities

Characteristics of Effective Vision Discernment and Strategic Planning:

- Prayerful
- Complex
- Collaborative
- Contextually-sensitive
- Participants understand God's purposes for their lives
- Process-oriented
- Continuous
- Action-oriented

Planning Model Selection

A planning model is the approach you take to discerning vision and developing a strategic plan for your ministry



- Leadership _____ (tool – preliminary readiness survey in Appendix A)
- Previous _____
- _____ level
- _____
- Preferences related to _____ and _____
- Current mission _____

Using the following continuums, describe what kind of visioning and planning process would work best in your group?

- Top-down → collaborative
- Structured → organic
- Point in time → ongoing

Mission Identification



Definition

Mission is simply why we exist

Key Questions

- Why did God bring this group together (or why is He bringing us together)?
- What _____ resonate deeply with the group?
- What _____ and _____ do we have within the group?
- What _____ might we be able to meet effectively?
- What _____ are we well positioned to seize?

Tools for Identifying Mission

- Brainstorm Scriptures that describe our intended purpose as God's people
- Ask questions that uncover people's deepest ministry passions and longings
- Use a "Build a mission statement" online tool (e.g. <http://www.franklincovey.com/msb/>)
- Come up with adjectives that describe current and desired ministry

Mission Identification Activity

1. Write down 3-5 adjectives on separate post-it notes to describe ACTS currently.
2. Group these together according to themes.
3. Write down 3-5 adjectives to describe your ideal picture of ACTS. Group these as you did with the previous ones.
4. Articulate a one-sentence statement of mission based on your sets of adjectives. ACTS exists to...



MinistryLift blog that describes how to create a mission statement
http://ministrylift.ca/Creating_a_compelling_group_mission_statement

Scanning the Environment

An environmental scan is an assessment of both internal and external factors that influence or have the potential to influence us as we seek to live out our mission.

Key Questions

- What are our strengths and weaknesses?
- What are the opportunities and threats?
- Which opportunities fit with our mission?
- How can we build on and leverage our strengths?
- What must we do to minimize salient threats?



Tools

- Needs assessment
- SWOT Analysis
- Natural Church Development Assessment - <http://www.ncdcanada.com/>
- Reveal - <http://spirituallifesurvey.com/>



Ways of obtaining information for the environmental scan include:

- Direct observation
- Questionnaires/surveys
- Consultation with persons in key positions, and/or with specific knowledge
- Review of relevant resources
- Interviews
- Focus groups
- Open forums



Eleven Principles for Conducting Good Surveys

1. Clear _____
2. Every _____ connects with purpose
3. Keep your questions _____ and to the point
4. Include _____ questions

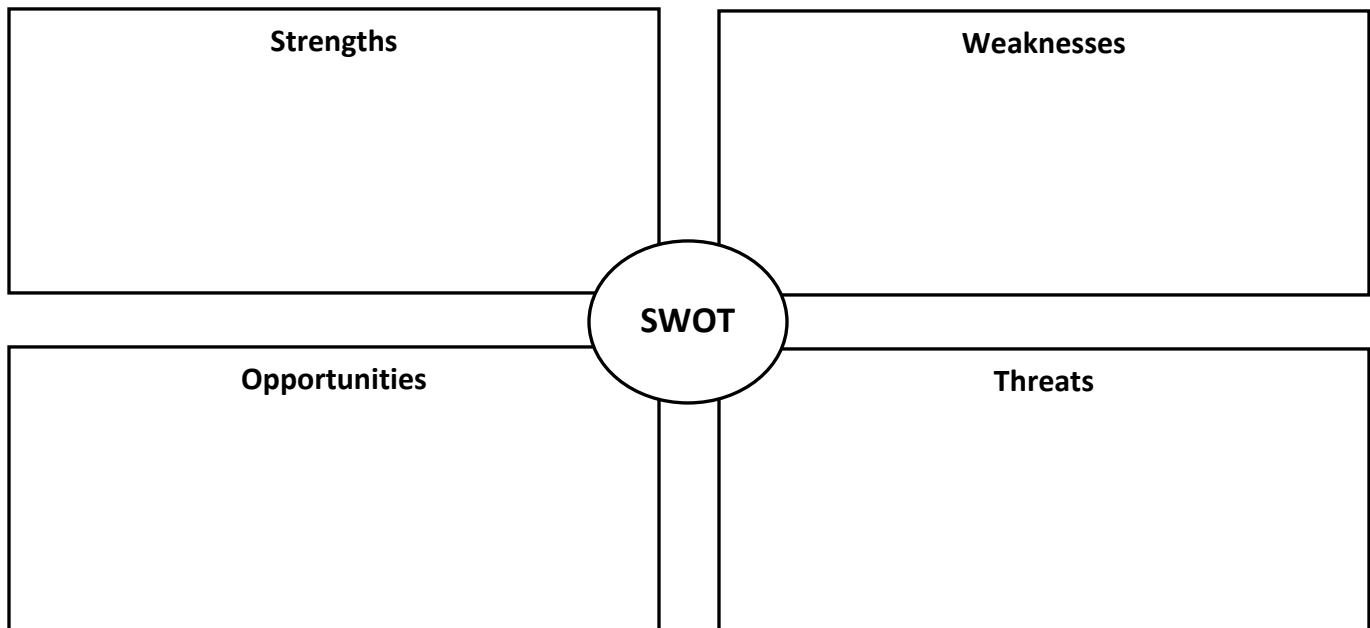
5. Rating scales should be evenly weighted
6. Give people advance _____
7. Do survey _____
8. Set a _____ for survey completion
9. _____ people about the survey
10. Involve others to _____ survey data
11. Provide a _____ of the survey



Check the MinistryLift blog on *Writing Excellent Surveys for Your Ministry* for more information - http://ministrylift.ca/Tips_for_Writing_Excellent_Surveys.

Group Activity

You are now a focus group looking at ACTS strengths, weaknesses, opportunities and threats. Come up with at least three in each category.



Values Clarification

Values are ideas or beliefs about preferred actions and/or outcomes.

Types of Values

- Low core values – Common habits
- Middle core values – Best practices
- High core values – Highest principles

Tool - Organizational or ministry timeline

1986-89	1990-93	1994-97	1998-99
Missions Outreach	Pastor Don comes as Lead Pastor	Building additions	Adult Sunday School
Worship team changes	Sunday School changes	Camp Evergreen	Kim's coming as Worship Arts Director
CSB Soap Box Derby	Stepping into the Future	Pastor Allan's leaving	Struggles with worship direction

Group Activity

Using the adjectives from the mission statement activity, the SWOT analysis and your own perceptions, come up with 3-5 preferred core values for ACTS moving forward.



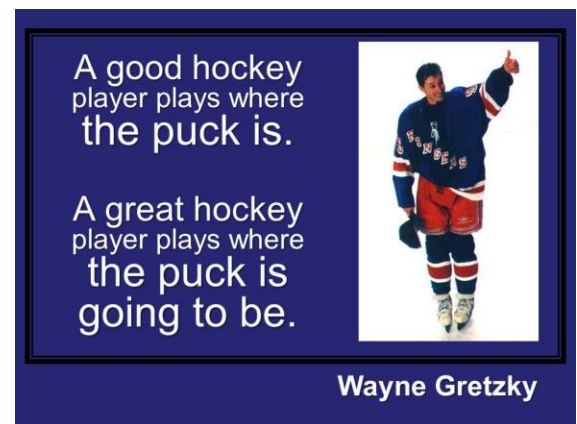
Vision Discernment

Ideas about Vision

- Vision is first a _____ and then a set of _____. It is a sense of understanding intuitively what needs to be done, or a better way of accomplishing something (Matusak, 1997).

Matusak, Lorraine R. *Finding Your Voice: Learning to Lead-- Anywhere You Want to Make a Difference*. San Francisco: Jossey-Bass, 1997.

- "The only thing worse than being blind is having sight with no vision" (Helen Keller).
- Leadership is about keeping "your eyes on the _____ and your feet on the _____" (Theodore Roosevelt).



- “A vision is a realistic, credible, attractive future for your organization” (Nanus, 1992, p. 8).

Nanus, Burt. *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*. San Francisco: Jossey-Bass, 1992.

- From a Christian standpoint, vision is a picture of God’s _____.



Projecting Yourself into a Preferred Future - It is five years from today’s date and you have, marvellously enough, developed the most amazing seminary at ACTS. Now it is your job, as a team, to describe it - as if you were able to see it, realistically around you.

Using the core values you identified previously, develop a visionary description of how each value has blossomed as part of ACTS preferred future five years from now.

Evaluating Mission Alignment – The Process we went through at South Langley Church

- Affirmed our previous mission statement, core values and vision
- Decided on a process for assessing how we were doing with our five ministry dimensions (worship, discipleship, fellowship, evangelism and service)
- Prepared the congregation
- Developed a survey (both online and on paper)
- Assessed the results (you can see the results here: <http://ministrylift.ca/slc>)
- Formulated objectives as a church leadership team



Strategic Plan

Definition of Strategic Priorities

These are large strategic initiatives that relate directly to accomplishing your group’s vision.

What can happen if you don’t have a plan (Morgan, 2014)

- The views of the _____ person will prevail
- You push your _____ leaders away



- You fuel more _____
- You need to hold more _____
- You encourage _____
- You make it difficult to _____ what God is doing
- You eliminate the need to _____ God's will
- You make it difficult for people to know how to _____
- You limit _____

Morgan, Tony. *Developing a Theology of Planning*. Amazon Digital Services, 2014.

Examples of Strategic Priorities from South Langley Church

- Encourage and help people become missional in their everyday lives
- Encourage prayer for the unsaved community and how we can best reach the lost
- Serve the community
- Develop better follow-up for existing outreach events/programs

Group Activity

Come up with two strategic priorities that you believe that ACTS needs to focus on to accomplish the vision you identified earlier.

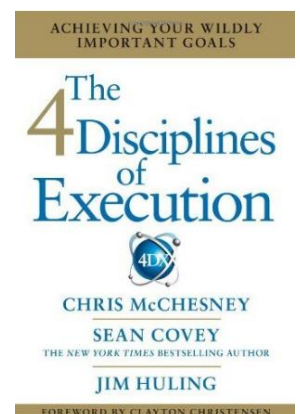
Step #4 – Communicate for Buy-in

Communicating the vision simply and consistently in multiple ways while embodying the vision everywhere

Step #5 – Empower Broad-based Action

Employing a mechanism for insuring that organizational members stay the course over the long-term. The Four Disciplines of Execution is one such mechanism.

You can watch an excellent overview of the Four Disciplines at:
<https://www.youtube.com/watch?v=qynXCJZ2xQI>.





Discipline #1 - Determine your Wildly Important Goal(s) (WIGs)

A Wildly Important Goal is the most important goal you could set right now to help you achieve your mission.

What is the one area where change would have the greatest _____?

Focus on _____ so that your team can achieve more.

_____ to achieve the WIG will make every other accomplishment seem secondary, or possibly even inconsequential.

An Example - In MinistryLift, our wildly important goal was to increase participation by 50% (to 1,050 participants) in MinistryLift training events by August 31, 2016

Group Activity

What would be a WIG that you think would have the greatest missional impact at ACTS?



Discipline #2 - Act on the lead measures



Lead measures are steps we can take that will directly influence the accomplishment of our Wildly Important Goal.

The Discipline of Leverage

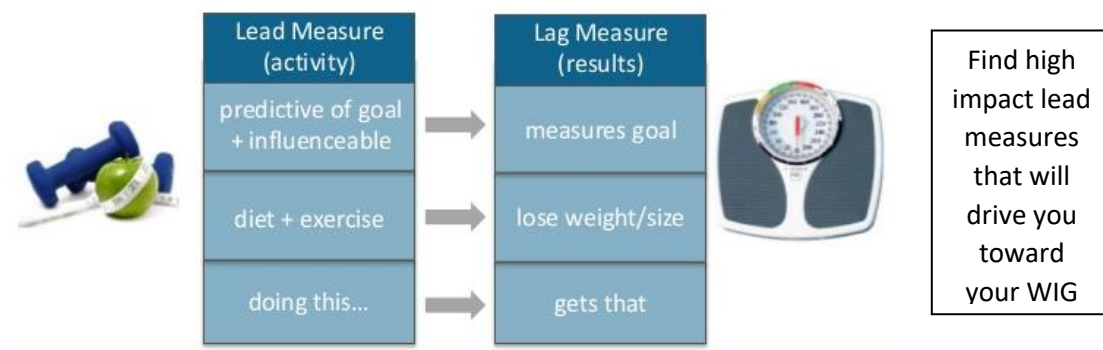
"It's based on the simple principle that all actions are not created equal. Some actions have more impact than others when reaching for a goal" (McChesney, Covey, Huling 11).

Lag Measures

- Tells you if you've achieved the goal
- You can't do anything about it
- More visible and easier to obtain

Lead Measures

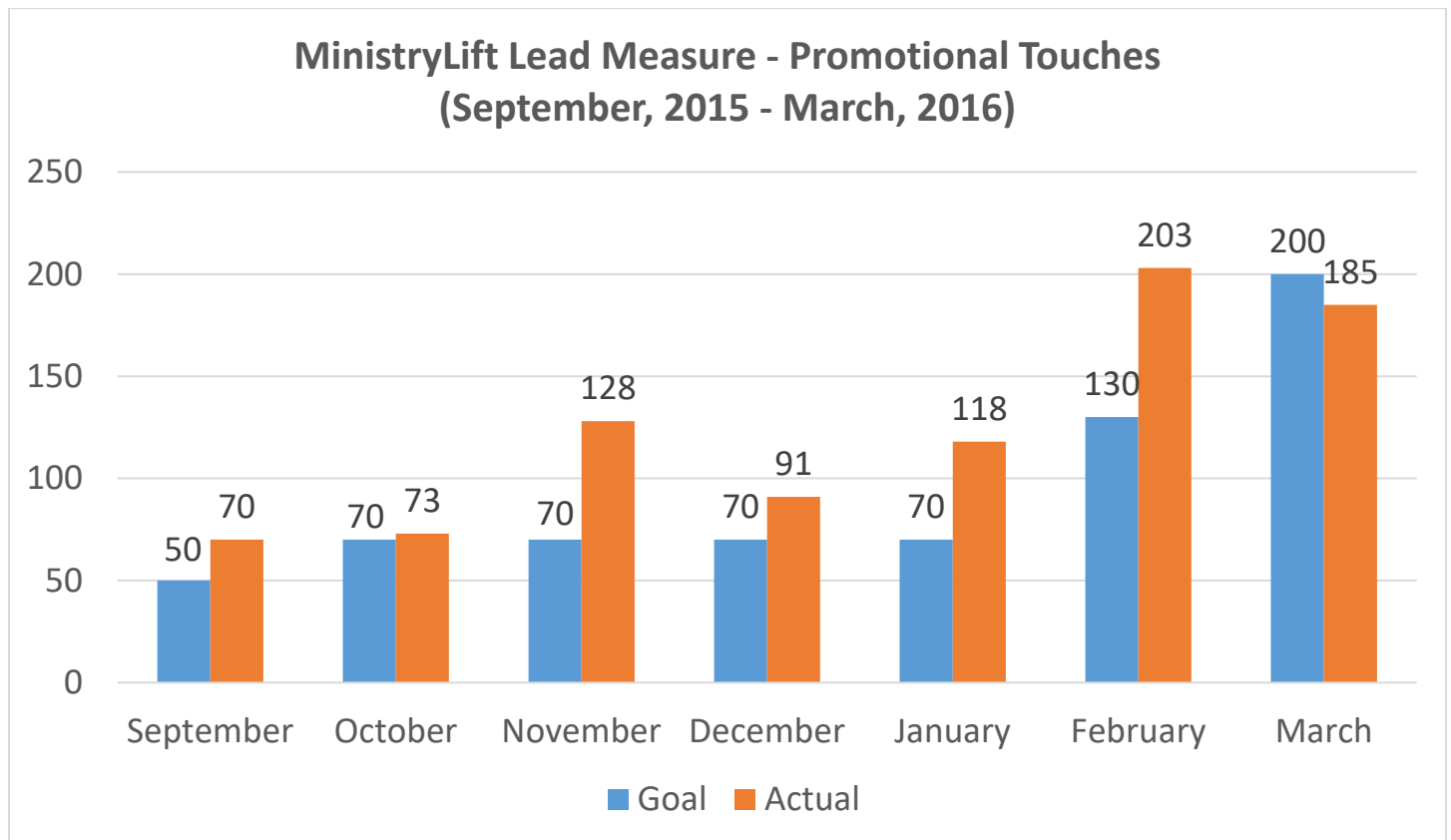
- Tells you if you are likely to achieve the goal
- It is predictive
- It can be influenced



Criteria

- Is it predictive?
- Is it influenceable?
- Is it an ongoing process or a “once and done”?
- Is it a leader’s game or a team game?
- Can it be measured?
- Is it worth measuring?

An Example – MinistryLift Lead Measure of Promotional Touches



Activity

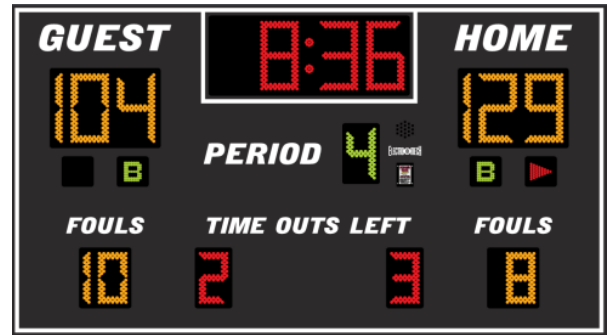
What would be a lead measure that would move ACTS towards accomplishing its WIG?

#3 – Create a Compelling Scoreboard

What does a scoreboard do for the players?

A scoreboard should reflect three things:

- Where we are now
- Where we want to be
- When we need to be there



The Principle of Engagement

“In principle, the highest level of performance always comes from people who are _____ and the highest level of engagement comes from _____ — that is, if people know whether they are winning or losing” (McChesney, Covey, Huling 13).



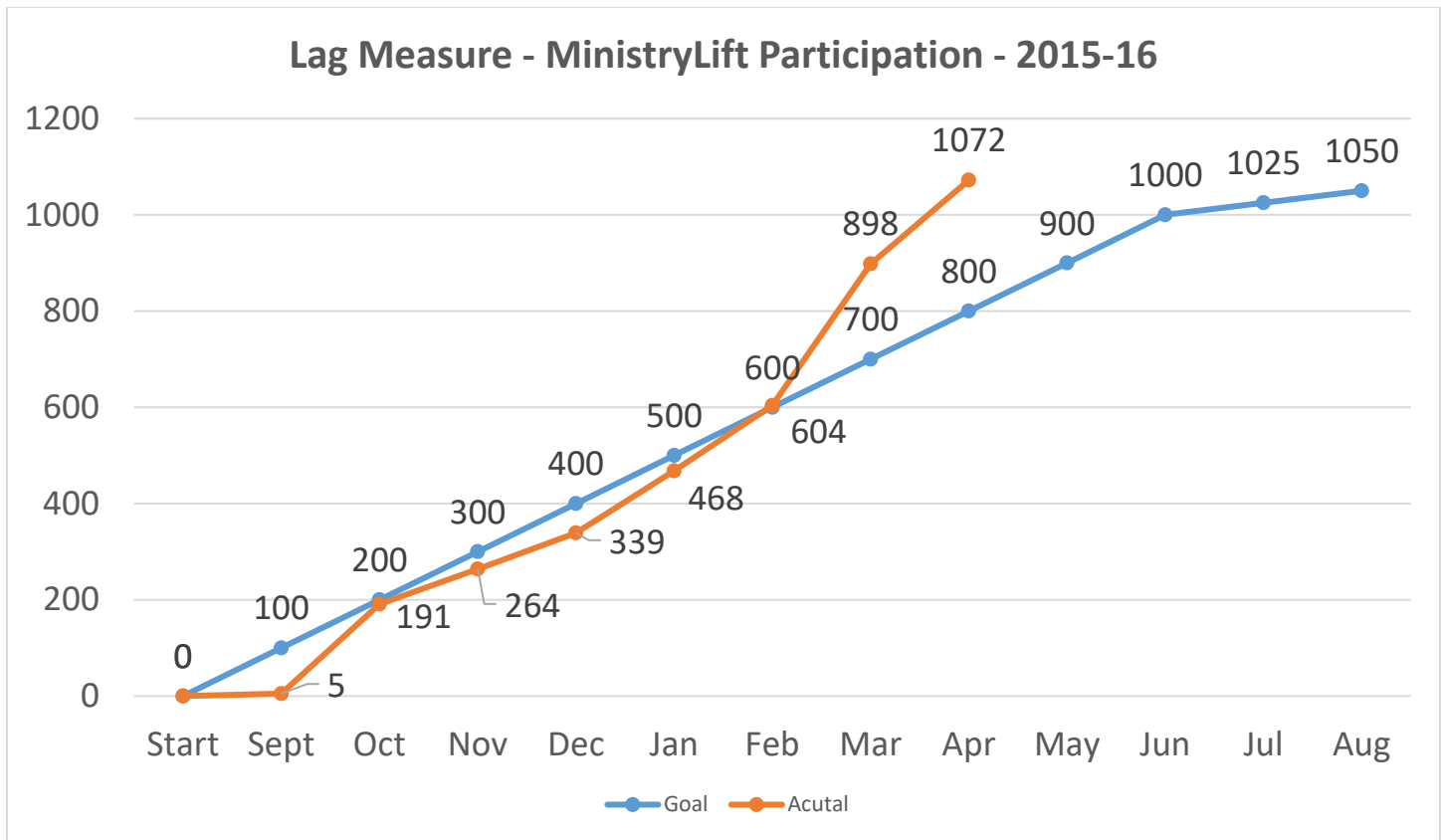
Characteristics

- Big
- Visible
- Continually updated
- Compelling

What to Keep in Mind

- People play differently when _____ are keeping score
- A _____ scoreboard is not a player's scoreboard
- The purpose of a player's scoreboard is to _____ the players to win
- “People are most satisfied with their jobs (and therefore most motivated) when those jobs give them the opportunity to experience _____” (McChesney, Covey, Huling 75-76).

An Example – MinistryLift Participation



Activity

Design a compelling scoreboard for tracking both lead and lag measures at ACTS.

Discipline #4 – Create a Rhythm of Accountability

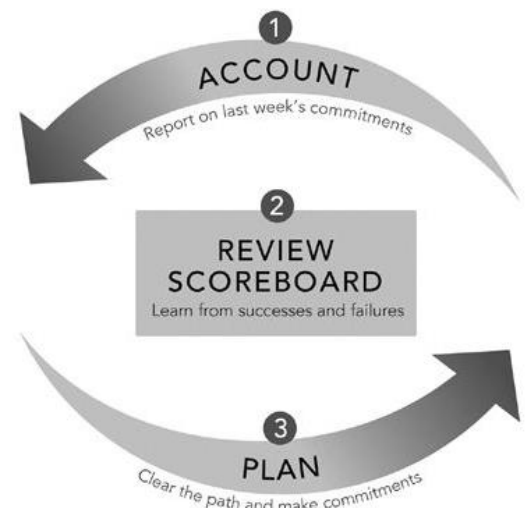
The Discipline of Accountability

“It is based on the principle of accountability: that unless we consistently hold each other accountable, the goal naturally disintegrates in the whirlwind” (p. 13).

The SECRET

- “Team members create their own commitments” (p. 13).
- Team members hold each other accountable (p. 14).

“The cadence of accountability is a rhythm of regular and frequent meetings of any team that owns a wildly important goal. These meetings happen at least weekly and ideally last no more than twenty to thirty minutes. In that brief time, team members hold each other accountable for producing results, despite the whirlwind” (p. 13).



Examples of action steps

- Follow-up with Pastor Mark about a regional MinistryLift training event
- Do five tweets and five Facebook posts
- Contact a denominational leader about a MinistryLift membership

Develop SMART Action Steps

- **S** _____ - Focused on one clearly defined area
- **M** _____ - You should be able to chart your progress and know when you have achieved the goal
- **A** _____ - You should be able to achieve the action step within the stated time frame
- **R** _____ - The goal should actually help you achieve your overall objective
- **T** _____ - You should include a completion date so that you have a clear target for completing the goal



Step #6 – Create Short-term Wins

Building momentum by generating noticeable successes that spur on supporters and draw in late adopters and even opponents

Step #7 – Don't Let Up

Consolidating gains while continuing to explore and execute ideas that will move the organization forward even more

Step #8 – Make it Stick

Anchoring new approaches in the organization's culture requires open communication and a fierce determination to align actions with the organizational vision and the Wildly Important Goals