



# **STRATEGIC PLANNING**

## **A Guide to Church Planning**

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*Prayerfully planning, so that more of  
God's work gets done...*

*Because our future depends on it!*

**The process being used by  
the Presiding Bishop  
in collaboration with  
the General Board**

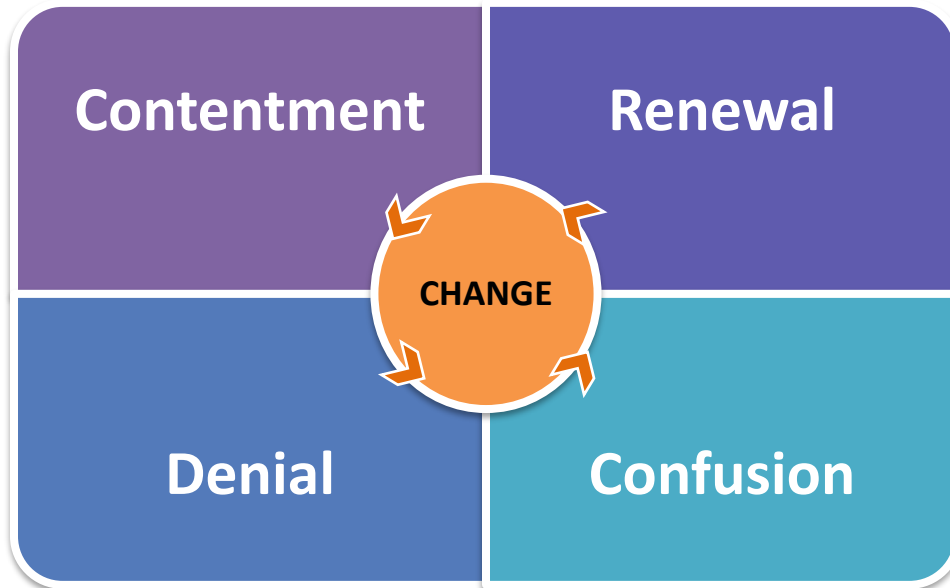


# The Change Model

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- ✓ "I like it this way."
- ✓ Ask questions.
- ✓ Give data on the results of doing it this way.

- ✓ "I can handle this."
- ✓ Make sure new behaviors take hold.



- ✓ "I'm different."
- ✓ Ask questions.
- ✓ Provide buffers and support.
- ✓ Don't allow to go back to the first state.

- ✓ "What can I do now?"
- ✓ Explain process, actions to take.
- ✓ Don't design exceptions.

## Periodically evaluate:

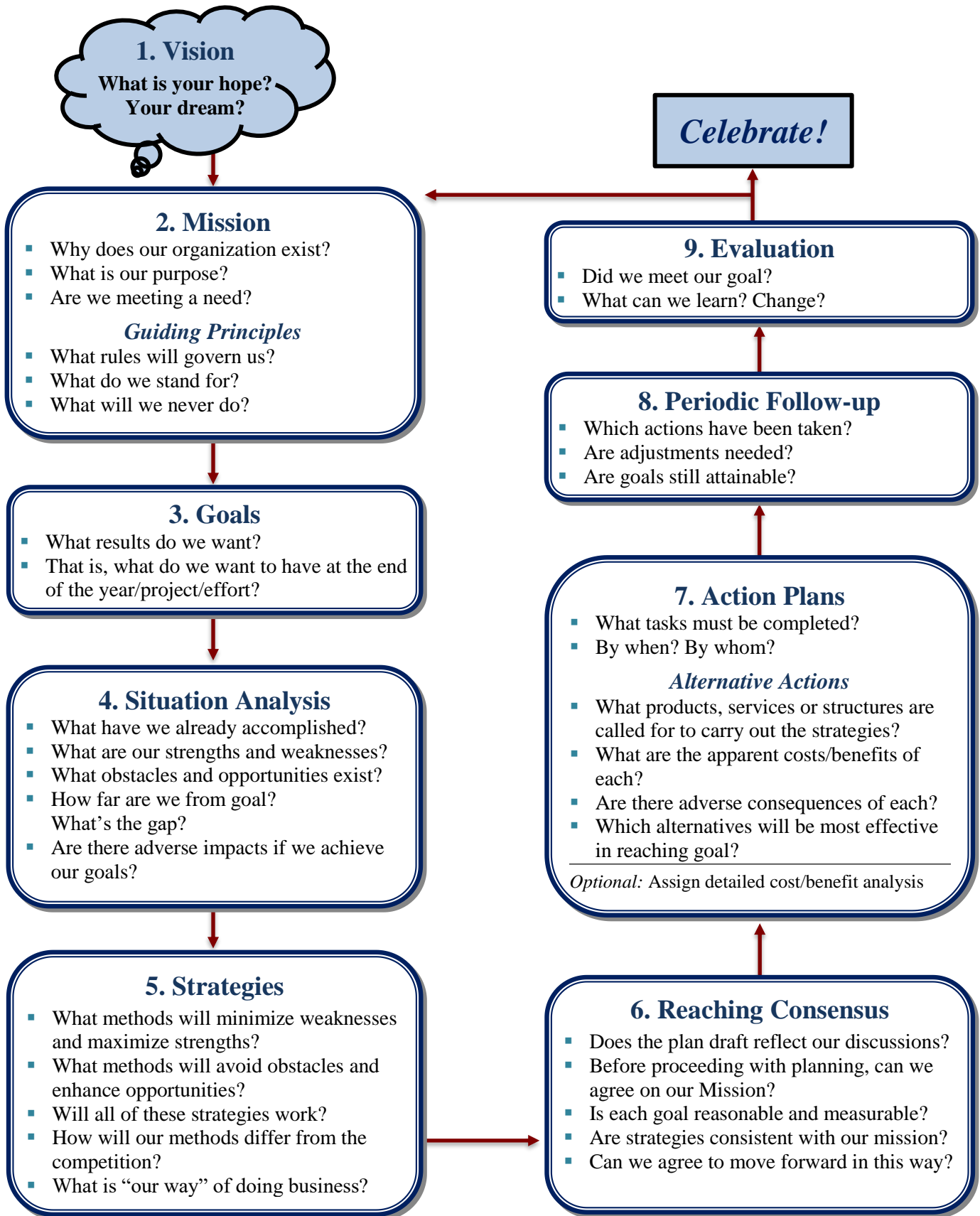
- Where am I?
- Where are others?

## Recognize differences in:

- Stages of adjustments to the change
- Stages of grief over lost the status quo
- Various levels of change depending on each person's situation



# The Path: Strategic Planning





# 1. Vision

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*In antiquity, Moses did not merely lead the children of Israel out of Pharaoh's Egypt to escape the harshness and bitterness of life there. He had a driving vision that propelled him and approximately two million people through the wilderness's perils, obstacles, and interim defeats to a land flowing with milk and honey.*

— Bill Bean, "Strategic Planning That Makes Things Happen"

*Ministry without vision is like a surgeon without a scalpel, a cowboy who has lost his horse, a carpenter who has broken his hammer. To attempt a ministry without a clear, well-articulated vision is to invite a stillbirth.*

— Aubrey Malphurs, "Developing A Vision For Ministry For the 21<sup>st</sup> Century"

*One does not discover new land without consenting to lose sight of the shore for a very long time.*

— Andre Gide

*Whatever God's dream about man may be, it seems certain it cannot come true unless man cooperates.*

— Stella Terrill Mann

- ❖ **Vision** answers this question: "Where are you going? It is seeing ahead, asking God to help you dream about what our church could be or do. It is you completing the sentence: "When I dream of the future of our church, I see a church that..."
- ❖ **Vision** is developing a clear picture of what the future of our church might look like and agreeing on this.
- ❖ When you write these dreams and ideas down on paper, you have a **VISION STATEMENT**. Without a written vision statement, it is difficult to tell where we should be headed.

## Discussing

- What is your vision for the church?
- What is your hope, your dream for the church in the future?

## 2. Mission

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*Once the “what” is decided, the “how” always follows. We must not make the “how” an excuse for not facing and accepting the “what”.*

— Pearl S. Buck

### + Discussing

- What is our purpose?
  - Why does our church exist?
  - Who do we serve?
  - What value do we provide?
- What principles should we be guided by?
  - What rules govern us?
  - What do we stand for?
  - What will we never do in running the church’s business?

### + Deciding – later

- How will our Mission Statement be worded?

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## 3. Goals

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*God is glorified in the fruitage of our lives.*

— John S. Goldsmith

*Shoot for the moon. Even if you miss it, you will land among the stars.*

— Les Brown

### Discussing

- What results do we want? (What do we want to have in our hands when our efforts are completed?)
  - If we could accomplish all that we wish, what would that be?
  - What is the least accomplishment that you will be satisfied with?
  - What is reasonable to expect? By when?

### Analyzing

- Are these goals consistent with each other? With the mission and our vision for our church?
- What are the opportunity costs if we accomplish these goals instead of other possible goals?
- What will be the consequences if we reach these goals? If we don't? Are you comfortable with those possibilities? Do you have any concerns?
- Are these goals reasonable?

### Deciding – later

- When are the deadlines for each goal?
- Are the goals written so as to be measurable?

## 4. Situational Analysis

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*What lies behind us and what lies before us are tiny matters compared to what lies within us.*

— Ralph Waldo Emerson

*An eyewitness of Jesus' ministry writes: "Walking down the street, Jesus saw a man blind from birth. His disciples asked, 'Rabbi, who sinned: this man or his parents, causing him to be born blind?' Jesus said, 'You're looking for someone to blame. There is no such cause-effect here. Look instead for what God can do.' "*

— John 9:1-3 The Message

### + Successes/Opportunities

- What have we already accomplished?
- What are the strengths of our church?
- What opportunities have we taken advantage of in recent months?
- Do new opportunities exist?
- What resources are available to us?

### + Challenges/Weaknesses

- What are the weaknesses of our church?
- Are there any needs that we have tried, but failed, to meet in the past?
- Are there obstacles that lie in the way of carrying out our mission?

### + Concerns/Issues/Threats

- What concerns do you have about meeting our goals?
- What other issues must we address in order to complete a strategic plan for our church?

### + Additional analysis (optional)

- What is the gap between our current status and our goals?
- Are there adverse impacts if we achieve our goals?

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## 5. Strategies

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*There already exists a path, perhaps several paths, from this point to the place we want to be. The question is which path shall we choose to call our own?*

— G. Kaey

*In all thy ways acknowledge him, and he shall direct thy paths.*

— Proverbs 3:6

### Discussing

- What possible way might we go about achieving our goals?
- Considering prior success: what methods made those efforts effective?
- Considering unsuccessful efforts: what methods were ineffective?
- What are key differences between past accomplishments and those things we hope to achieve? Similarities?
- What methods will avoid obstacles and enhance opportunities?
- What methods will enable us to overcome challenges?

### Analyzing

- For each alternative strategy,
  - What are the advantages of each strategy?
  - What are the obstacles that lie in the way of carrying out such a strategy?
  - Do opportunities exist for overcoming those obstacles?
  - Are there any adverse consequences to using such a method?
  - Is this strategy likely to work?
- Are these strategies consistent with our vision, mission and guiding principles? Will they distinguish us from other church organizations?

### Deciding

- Which strategy is most likely to achieve the best outcome?
- Which strategy is most likely to achieve the minimum outcome?
- Which strategy will be “our way” of reaching our goals?

## 6. Reaching Consensus

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*Where no counsel is, the people fall: but in the multitude of counselors there is safety.*

— Proverbs 11:14

*It is a bad plan that admits of no modification.*

— Publilius Syrus

*No man is wise enough by himself.*

— Titus Maccius Plautus

**+** **Discussing** (After draft of previous discussions have been distributed)

- Does the plan draft reflect our discussions?
- Before proceeding with planning, can we agree on our mission?
- Is each goal reasonable and measurable?
- Considered together, is it reasonable to expect that we can reach all our goals?
- Should some be deferred or eliminated?
- Are strategies consistent with our mission?
- Which ones will be most effective? Will our members (volunteers) enjoy carrying out these strategies?
- Are there any unresolved concerns that we should list (to make certain they are addressed as we complete our planning)?

**+** **Deciding**

- Can we agree to move forward in this way?

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## 7. Action Plans

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*Taking a new step...is what people fear most.*

— Dostoyevski

*I merely took the energy it takes to pout and wrote some blues.*

— Duke Ellington

### + Brainstorming

- In reaching each goal we have set, what specific steps are possible to take to carry out each strategy we have chosen?

### + Analyzing

- For each alternative action,
  - What are the advantages of each?
  - What are the obstacles?
  - Do opportunities exist for overcoming any obstacles?
  - Are there any adverse consequences to our taking these actions?
- What are the apparent costs and benefits of each?
- Are these steps consistent with our strategy? Looking at it another way: what is your objective in taking this alternative? Is that objective consistent with our goal?
- Which alternative (or combination of alternatives) would be likely to achieve:
  - The best outcome?
  - The minimum outcome?
  - The most realistic outcome?

### + Researching – as needed

- Conduct a cost/benefit analysis for each of the three alternatives identified above
- Draft a budget for the alternatives being considered
- Develop fund raising plans as needed

## **Deciding**

- What results can reasonably be expected from each of these three alternative action plans? By when?
- Which alternatives will be most effective in reaching our goals?
- Which alternatives will we choose?

## **Finalizing the Plan** – May be deferred to another meeting

- What resources are available? Needed?
- Who will take these actions? When?
- Who will follow up? When?
- Will taking these actions allow us to stop taking any old actions? (Do not assume people will stop doing old actions once new ones are agreed upon.)

## NOTES

## 8. Follow Up

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*Every blade of grass has an angel that bends over and whispers “Grow, grow”.*

— *The Talmud*

### Measuring

- Which actions have been taken?
- Are costs in line with estimates?
- Are results in line with expectations?

### Adjusting

- What have we learned so far?
- Any new facts to be considered? New obstacles? New opportunities?
- Any corrections needed? Any enhancements possible?
- Are goals still attainable?

## 9. Final Evaluation

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- Did we meet our goal?
- What can we learn? Change?

## 10. Celebrate!

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- How can we celebrate our accomplishments?
- Have we expressed appreciation to all volunteers in a private and public way?