

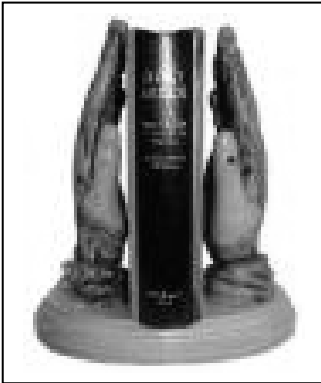
Session One: Preliminary Imperatives

A. Spiritual Preparations

I do not cease to make mention of you in my prayers... the eyes of your understanding being enlightened; that you may know what is the hope of His calling, what are the riches of the glory of His inheritance in the saints.”
Eph 1:16b & 18

1. Examine our **Biblical Commitments.**

Five biblical foundations found in the early church and that should be present in our church for strategic planning.



1. A commitment to **Scripture.**

“And they continued steadfastly in the apostles’ doctrine...”
Acts 2:42

2. A commitment to one **Another.**

“And they continued steadfastly in the apostles’ ... fellowship...” Acts 2:42

“Now all who believed were together, and had all things in common” Acts 2:44

3. A commitment to **Prayer.**

“They continued steadfastly in... prayer”. Acts 2:42

4. A commitment to **Praise** and **worship.**

“...praising God and having favor with all people.” Acts 2:47

5. A commitment to **Outreach.**

“... And the Lord added to the church daily those who were being saved.” Acts 2:47

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2. Make **Prayer** a priority.

- The **Pastor** must seek the face of God.
 - He must be a model for prayer.
 - He must lead in teaching about prayer.
- The **Church** must seek the face of God.
 - Utilize the existing prayer ministries.
 - Develop new prayer ministries.



*A “Divine Synergy” needs to exist between the pastor, the church and God.

3. Review the **Biblical Foundations** for Change.

- The gospel invites radical change!

“Jesus answered, ‘Most assuredly, I say to you, unless one is born again, he cannot see the kingdom of God’.”

John 3:5

“Therefore, if anyone is in Christ, he is a new creation; old things have passed away, behold all things have become new.”

2 Cor. 5:17

- Everything about becoming a Christian means change!
- For the Christian change is not only possible -- it is expected!

Selected Scriptures on Change:

“Assuredly I say to you, unless you are converted and become as little children, you will by no means enter the kingdom of heaven.”

Matt 18:3

“For we have heard him say that this Jesus of Nazareth will destroy this place and change the customs which Moses delivered to us.” Acts 6:14

“Behold, I tell you a mystery: We shall not all sleep, but we shall all be changed” 1 Cor. 15:51

“Who will transform our lowly body that it may be conformed to His glorious body, according to the working by which He is able even to subdue all things to Himself.” Phil 3:21

“But we all, with unveiled face, beholding as in a mirror the glory of the Lord, are being transformed into the same image from glory to glory, just as by the Spirit of the Lord.” 2 Cor. 3:18

“And He went into all the region around the Jordan, preaching a baptism of repentance for the remission of sins.” Luke 3:3

4. Key Principles To Remember About Change

- a. Change is a process not a **Program**
- b. Change comes through “**Small Wins**”ⁱ
- c. Change will mean **Risk**.
- d. Change will bring **Conflict**.
- e. Change is **Inevitable**!



5. The pastor and staff must **Preach** and **Teach** for change.

- Messages need to focus on life changes.
- Messages need to focus on how the church has changed.
- Messages need to focus on how the community has changed.
- Messages need to focus on how the gospel never changes!

6. Tough **Questions** for Strategic Planning Leadersⁱⁱ.

- How is your prayer life?
- How is your family life?
- Do you need to reconcile with someone?
- Are you committed to stay?
- Do you unconditionally love your people?
- How do you look at other churches?
- How do you define success?
- Do you have an attitude of gratitude?



7. There are four levels of change:

- Knowledge
- Attitude
- Behavior
- Organizational Behavior

Recommended Reading:

Lynn Anderson, [Navigating the Winds of Change](#), (Howard Publishing Company, 1994)

Thom S Rainer, [Eating the Elephant](#), (Broadman & Holman Publishers, 1994)

Leith Anderson, [Dying for Change](#), (Bethany House Publishers, 1990)

B. Securing Commitment to the Planning Process

Use whatever method your church family utilizes to get the whole body to officially endorse the AIM process. You might want to share this process with deacons and other church leadership or have the church vote in a formal business meeting. It is vitally important that the entire body is aware of why the strategy development is in place. This is good polity and it also reduces the likelihood of misunderstandings. A worship service may focus on the value of such a plan. After the service the church can vote or otherwise affirm what will happen in AIM.

C. Selecting a Dream Team

“Then He said to them, ‘The harvest is truly great, but the laborers are few; therefore pray the Lord of the harvest to send our laborers into His harvest.’”

Luke 10:2

How Do I Select The Strategic Planning Team?

1. Pray and ask God for His **Direction** as you begin to think about the team.
2. Keep in mind your **Dominant Coalition**.
3. Begin developing a list of key **Leaders** in your church. (Include staff)

Select seven to ten leaders and staff who are...

a. **Chosen** by God.

These are people who...

- You feel led by God to call upon.
- You feel are sensitive to the leadership of God in their lives.
- Are not necessarily your closest friends.



b. **Given a Vision** by God.

These are people who...

- Can look to the future.
- Can see the way things could be.
- Have a sense of “what will happen if...”
- Can see what God wants to do in the church.

c. **Equipped** by God.

These are leaders who...

- Are using the gifts God has given to them.
- Are willing to learn.

- Are willing to be challenged.
- Are willing to think!
- Are willing to keep the standard of excellence high.

d. **Empowered** by God.

These are leaders who...

- Have a daily walk with God.
- Are willing to experience pain.

e. **Burdened** by God.

These are leaders who...

- Have a “heart” for the church.

f. **Risk Takers** for God.

These are leaders who...

- Are willing to live on the edge.
- Are willing to fail.

g. **Creative.**

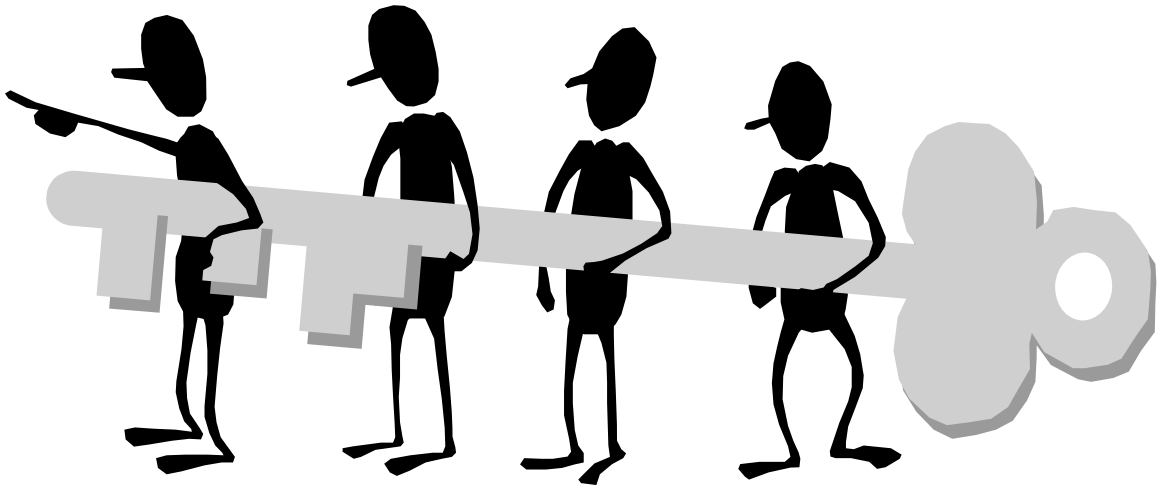
These are leaders who...

- Are able to think creatively.

4. Select a Team Member who will be responsible for **Constant Communication** with the congregation.

What Are The Team Members Expected to Do?

Covenant with you concerning the duties and responsibilities of the team.



Activity:

Take a moment and begin a preliminary list of potential members of your team.

1. _____

6. _____

2. _____

7. _____

3. _____

8. _____

4. _____

9. _____

5. _____

10. _____

Strategic Planning Team Covenant (Guidelines)

**As a member of the “Dream Team” of
, I make the following commitment to...**

1. Daily pray for the work of the team. *(Have all team members sign each covenant.)*
2. Make attendance at all Dream Team meetings a priority for my schedule. *(Set calendar for three-six months out.)*
3. Complete all reading and other group assignments. *(Rick Warren’s book a must before first meeting.)*
4. Be open to new ideas and new paradigms. *(Consider making this part of your ground rules.)*
5. Be sensitive to what God wants to do in the life of my church. *(Keep prayer central focus for each meeting.)*
6. Keep a positive attitude. *(Seek consensus in decision-making.)*
7. Work with the pastor, staff and other members of the Dream Team to implement the strategic plan adopted by the church. *(Team members are responsible for bringing the plan to life.)*
8. Participate in the presentation of the strategic plan to the church.

Signed _____

Date _____

Taking A Look at Effective Teams

Organizing the Dream Team

Two Essential Keys for Meetings:

1. **E ffectiveness**
Accomplishing desired objectives



2. **E fficiency**
Making the best use of time and resources

*“Committees take
minutes but waste
hours”*



How To Have A Productive Meeting

- State a clear **Purpose**
- Use **Agendas**
- Begin with a **Warm Up**
- Assign **Roles**
(*Note appendix role responsibilities)
 - a. Leader
 - b. Timekeeper
 - c. Warm-Up
 - d. Recorder
 - e. Members
 - f. Facilitator



- Adhere to **Ground Rules**
 - Attendance
 - Promptness
 - Equal Opportunity to Participate
 - Assignments and work between meetings
 - Decision Making Methods

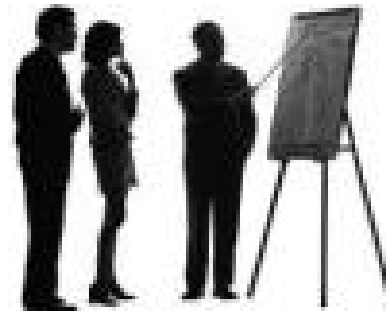
Consensus

- a. Ensures that each member's point of view is heard.
- b. Involves collaboration and group support.
- c. Encourages the voluntary giving of consent. (Win-Win)
*"...it doesn't satisfy any of us completely,
but it satisfies each of us sufficiently
to move forward toward our goals."*

~ F.W. DeKlerk

Example: G.E.'s Fist To Five

- Record Notes on a **Flip Chart**.
- Keep an **Idea Bin**.
- Stay on **Track**.
- Reach **Conclusions**.
- Draft next **Agenda**.



Develop Ground Rules

When we work with others, we each bring our own expectations for how things will be done. Ground rules are behaviors that will help us function most effectively as a team. They are the result of sharing individual expectations and, by consensus, determining how things will be done. The following are topics to help initiate discussion about what ground rules your team wants to adopt.

Ground Rule Topics:

- **Rotation of Roles, assignments, chores**
- **Basic communication courtesies**
- **Confidentiality**
- **Interruptions**



100-Mile Rule:

Once a meeting begins, everyone gives it full attention. No one is called from the meeting unless it is so urgent that the disruption would occur even if the meeting were taking place 100 miles away



Ground Rule Topics Reviewed:

- Attendance
- Promptness
- Participation
- Assignments and work between meetings
- Decision making
- Confidentiality
- Interruptions
- Rotation of roles and chores
- Basic communication courtesies

Tips for Developing Ground Rules:

- *Build ownership in group rules by using brainstorming and consensus to develop them.*
- *State as positive and desirable behaviors (i.e. don't be negative).*
- *Display for all to see.*

How to Have a Productive Meeting (continued):

- State a clear **Purpose** for the meeting.
- Use **Agendas**.
- Begin with **Warm Up**.
- Assign **Roles**.
- Adhere to **Ground** rules.
- Record notes on a flip **Chart**.
- Keep an **Idea** bin.
- Stay on **Track**.
- Reach **Conclusions**.
- Draft next **Agenda**.
- **Evaluate** meeting.
- Finish **On Time**.



Appendix 1-1

TAKING A LOOK AT EFFECTIVE TEAMS

General Meeting Rules

1. Use Agendas –

Every meeting has an agenda. Agendas should be established at the end of each meeting for the next meeting. Agendas include agenda topics, presenters and time guidelines. Label agenda items by type: announcements, discussion items and etc. When preparing agendas, put a time by each item to determine how much time each will receive. Agendas should be sent to Team members a week prior to the meeting via mail, e-mail, fax or hand delivery. The values of Agendas are:

- Tells members where we are going in the meeting
- Enables Team members to be better prepared
- Meetings are more effective.

2. Assign Roles –

There should be a sharing of roles and chores at each meeting. With the exception of the Leader, all roles should be rotated.

A. Leader – guides and manages the Team through the meeting process to achieve objectives. Duties include:

- Keep the discussion focused on the agenda topics.
- Intervene if the discussion fragments into multiple conversations.
- Involve all Team members in the discussion.
- Tactfully prevent anyone from dominating the discussion.
- Bring the discussion to a close.

B. Timekeeper – keeps the Team informed on how much time is remaining on each agenda item; helps the Team manage time.

- C. Warm-Up – leads the Team in a warm-up exercise that will be no more than 10 minutes in length, will encourage all members to participate, and will cause the Team to focus.
- D. Recorder – records meeting process and content on flipchart; puts meeting record in a format for distribution following the meeting.
- E. Members – responsible for both content and process of Team meetings. Members share responsibilities for all Team functions.
- F. Facilitator – provides coaching, training and feedback for the Team. The facilitator is not a Team member. The facilitator is primarily responsible for process and helps the Team function independently.

3. Warm-Ups –

At the beginning of each Team meeting, the Team will do a warm up. Warm-ups last between 5-10 minutes and can be as simple as introductions. The reason for having warm-ups:

- Helps the Team to get to know one another. One should not assume that everyone “knows” all the others. It also allows the team members to find similarities and differences.
- It gets the Team to focus on the same thing. Often team members come to a meeting having different experiences in a given day. Warm-ups allow them to put aside other concerns and focus on the meeting.
- Gets everyone talking. Some people would prefer to sit and be quiet. The longer a person is quiet, the more likely they will not be involved in the meeting. Therefore, a warm-up needs to involve everyone.
- It helps folks to feel like a team.

4. Meeting Record –

The recorder records the meeting process and content on a flip chart. It is the recorder’s responsibility to reproduce and distribute the meeting record.

Verbatim minutes are not recommended for Teams.

5. Draft the Next Agenda –

Each meeting concludes with setting the agenda for the next meeting, including the time and place of the meeting.

6. Evaluate the Meeting –

Evaluation is for the purpose of determining meeting effectiveness and efficiency.

7. The Initial Team Meeting –

- Begin with a get acquainted warm-up activity.
- Round Robin, leader tells each person why he/she was chosen to serve on the Team.
- Assign Team roles and explain the nature and expectation of each role.
- If there is a facilitator, introduce the facilitator and explain his/her role.
- Clarify the purpose of the Team.
- Determine the purpose.
- Determine how often the Team will meet and length of meetings.
- Dialogue about any questions and/or issues from Team members.
- Establish Ground Rules.
- Set agenda for the next meeting.
- Review the meeting record.
- Evaluate meeting.

8. Ground Rules –

Ground Rules give the operational procedures or expected behavior for the group. Ground Rules are to be developed by the Team. Some typical examples:

- Attendance – We want members to be present at all meetings unless providentially hindered. We need to agree on a quorum and that if you are going to be absent, let the Team Leader know in advance.
- Promptness – Meetings start and end on time.
- Interruptions – 100-mile rule. If it is not important enough to find you if you are 100 miles away, it can wait.

- Equal Opportunity to Participate – all members need to participate. There are always those who are like little mice keeping quiet, hoping not to be called upon. That is regrettable, as their insights and ideas are never heard. We also have those who dominate discussions and they need to allow others to speak.
- Discussions should stay focused.
- Assignments – come prepared. At the end of each meeting, assignments will be given to Team members. It is imperative that Team members complete their assignments.
- Confidentiality – Confidentiality is critical. The team will discuss sensitive issues and even people. If a freedom of thought and discussion is to permeate the Team, Team members must be able to talk in total confidence.
- Decision-making Methods – **Consensus** – A key question is “how are decisions made?” In a “majority rules”, there are inherent problems when there are splits of opinions. The vote goes to the majority and the minority feels that they have not been heard. A better tool is consensus where all opinions are considered. “Fist to Five” is a tool that will enable a Team to develop consensus.

What is Consensus?

- Involves investment of time to assure each member’s point is heard. Keeps a member from feeling something was forced down his/her throats.
- Involves collaboration and group support.
- Consensus is the voluntary giving of consent (Win-Win).

ⁱ James M. Kouzes and Barry Z. Posner, The Leadership Challenge, (Jossey-Bass Publishers, 1995), 242-243.

ⁱⁱ Thom S. Rainer, Eating The Elephant, (Broadman & Holman Publishers, 1994), 22-31.