

Advanced Strategic Planning

Aubrey Malphurs

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Dr. Aubrey Malphurs (Ph.D., Dallas Theological Seminary) is the senior professor of leadership and pastoral ministry at Dallas Theological Seminary and founder of The Malphurs Group.

As a consultant, Dr. Malphurs has invested himself and his team at The Malphurs Group (<http://www.malphursgroup.com>) in helping Christian leaders better serve their church and communities. His strategic planning process (found in "Advanced Strategic Planning"), approach to leadership development ("found in "Building Leaders") and church planting process (found in "Nuts and Bolts of Church Planting") form the foundation for the Malphurs Group's consulting, training, and coaching.

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Ch.1 – Preparing to Think and Act

The Church's Readiness for Thinking and Acting

- The Church's openness to change
- The Pastor's attitude toward change
 - Resistant attitudes toward change:
 - A lack of awareness of change and the change process
 - A fear or suspicion of change
 - An old-paradigm perspective that clings to the past
 - A fear of failure
 - Not wanting to take the time
- The Board's attitude toward change

The Church's Personnel for Thinking and Acting

- The pastor
- Significant others
- A woman

As a pastor, Dr. Malphurs has led three different local churches in various parts of the United States and abroad. His experience and passion for the local church help him and the Malphurs Group team to serve, equip, train, and coach those God has put in leadership over His church and other Christian organizations and businesses.

As an author and researcher, Dr. Malphurs has consulted with nationally renowned pastors, top theologians, as well as denominational leaders to craft resources and strategies to equip the church and its leaders. As a professor, Dr. Malphurs has trained and mentored thousands of students at Dallas Theological Seminary (<http://www.dts.edu>) as well as many other schools around the nation. His students reap the benefit of thousands of hours spent serving local churches in the US and around the world

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11. Evaluating the Ministry

Appendices:

- A. Readiness for Change Inventory
- B. Scenario Planning
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- F. Strategy Statement
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- H. Strategy Implementation
- I. Sample Evaluations

- An outside consultant
 - Benefits of a consultant
 - Guide the church through the process
 - Provide necessary objectivity
 - Serve as a confidential sounding board
 - Brings credibility to the process
- A planning team

The Church's Time for Thinking and Acting

The Church's Cost for Thinking and Acting

The Church's Place for Thinking and Acting

Creative Tools for Thinking and Acting

- Powwows -- icebreaker
- Brainstorming – generates new ideas

- Workouts – arrive at solutions, final decisions
- Mindquakes – breaking paradigms
- Storyboarding – mapping solutions
- Scenarios – decision making for future, explore potential

Decision Making for Thinking and Acting

- Polling scale 1-10
- Consensus
- Scenario Projection

Ch.2 – Understanding Organizational Development: *The Sigmoid Curve*

The Problem: Churches in Decline

The Explanation: lack of “strong training in leadership, people skills, and strategic thinking skills” (p.44)

- Illustrated by the sigmoid curve: S-curve of the life cycle – birth, growth, plateau, death

A Solution: “to circumvent or at least put off eventual decline and death” (p.46)

- Starting new S-Curves
 - Church planting (proactive first curve)
 - Church growth (proactive second curve)
 - Church revitalization (reactive new curve)

- The Strategic planning process
 - The ministry analysis
 - Environmental scan
 - Vision development
 - Strategy development
 - Strategy implementation
 - Ministry contingencies
 - Ministry evaluation
- A theology of change
 - Functions
 - Forms

Ch.3 – Analyzing the Ministry: *What Kind of Church Are We?*

“This chapter and those that follow will not say much about prayer and trusting God for this entire strategic process.... I assume the importance of both.” (p.62)

The Internal Analysis

- The Life Cycle Audit: Birth >>> Death
- The Performance Audit: Strengths, Weaknesses, Limitations
- The Direction Audit: assesses mission / vision
- The Strategy Audit: how the church attempts to accomplish its mission
- The Congregational Audit
- The Culture Audit: “the way we do things around here” (p.68)
- The Obstacles Audit: People, Organizational
- The Spirituality Audit: level of progress, defined by leadership
- The Energy Audit: High v. low?
- The Emotions Audit: Encouraged v. discouraged?
- The Finances Audit
- The Age Audit: Of congregation, of facilities
- Other Audits

The External Analysis

- The Community Audit
- The Threats Audit
- The Opportunities Audit

Ch.4 – Discovering Values: *Why Do We Do What We Do?*

The Importance of Values

- Determine ministry distinctives. EX: Family
- Dictate personal involvement.
- Communicate what’s important.
- Embrace good change.
- Influence overall behavior.
- Inspire people to action.
- Enhance credible leadership.
- Enhance ministry success.

- Influence ministry mission / vision.

The Definition of Values

- Are constant.
- Are passionate.
- Are biblical.
- Are core beliefs.
- Drive the ministry.

The Kinds of Values

- Conscious v. unconscious
- Shared v. unshared
- Personal v. organizational
- Actual v. aspirational
- Personal v. multiple
- Congruent v. incongruent
- Good v. bad

The Discovery of Values

- Whose values?
 - Personal organizational values: inherent of the people
 - Corporate organizational values: inherent of the entire church
- How are values discovered?
 - Discuss the importance and definition of values.

- Study other churches' credos.
- Do a Core Values Audit.
- Conduct a storyboarding session.
- Describe the perfect church.
- Review the church's budget.
- How pastors can discover a church's values.
- How churches can discover a pastor's values.

The Development of Core Values

- The preparation for developing the credo.
 - Who will develop the credo.
 - Why draft the credo.
- The process of developing the credo.
 - Determine if the statement is a value or a form.
 - Determine the number of values.
 - Decide on a credo format.
 - Test the credo format.

Ch.5 – Developing a Mission: What Are We Supposed to Be Doing?

The Importance of the Mission

- Dictates the ministry's direction
- Formulates the ministry's function
- Focuses the ministry's future
- Provides a guideline for decision making
- Inspires ministry unity

- Shapes the strategy
- Enhances ministry effectiveness
- Ensures an enduring organization
- Facilitates evaluation

Definition of a Mission

- What a mission is not: distinguishes between purpose and mission
- What a mission is: broad, brief, biblical, statement, what the ministry is supposed to be doing

- What words communicate best with your target group?
- Do people understand what you have written?
- Does your format convey well your mission?

The Development of a Mission

- Step 1: What is your church supposed to be doing?
 - Whom will you serve?
 - How will you serve these people?
- Step 2: Can you articulate your mission in a written statement?

- Step 3: Is your mission statement broad but clear?
- Step 4: Is the mission statement brief and simple?
 - Does it pass the "T-Shirt" test?
 - Is your mission memorable?

The Communication of the Mission: must go beyond the development team

Ch.6 – Scanning the Environment: What's Going on Out There?

Understanding the Times

- The General Environment
 - Social
 - Technological
 - Economic
 - Political
 - Philosophical
- Culture Watchers
 - Who watches the culture
 - How do they watch the culture

Knowing What the Church Should Do: Life environments / locations

- Community
- State
- Regional
- National
- International
- Emerging Characteristics: List of 21st Century characteristics (p.128)

- A Warning: not all things are to be mimicked, but we are to recognize our own uniqueness (p.127)
- The church watchers: monitoring qualities within own church and in others
- Eight essential qualities of healthy churches
 - Empowering leadership
 - Gift-oriented ministry
 - Passionate spirituality
 - Functional structures
 - Inspiring worship services
 - Holistic small groups
 - Need-oriented evangelism
 - Loving relationships
- Recording and reporting the informatio

Ch.7 – Developing a Vision: What Kind of Church Would We Like to Be?

The Importance of a Vision

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

The Definition of a Vision

- Is clear
- Is challenging
- Is a picture
- Is the future of the ministry
- Can be
- Must be

The Development of the Vision

- The Vision Personnel
- The Vision Process
 - Envisioning prayer
 - Expanding the mission
 - Thinking big
 - Written brainstorming
 - Organizing the team
 - Questioning the dream
 - Demonstrating patience
- The Vision Product
 - Examine other vision statements
 - Articulate your vision in a written statement

The Communication of the Vision

- The leader’s example
- The sermon
- Other methods

Ch.8 – Developing a Strategy: Hnow Will We Get to Where We Want to Be?

The Importance of a Strategy

- Accomplishes the mission and vision
- Facilitates understanding
- Provides a sense of momentum
- Properly invests God’s resources
- Displays what God is blessing

The Definition of a Strategy: “... the process that determines how your ministry will accomplish its mission” (p.156)

- Has a mission
- Involves a process
- Answers the “how” question
- Kinds of strategies: personal, departmental or programmatic

The Strategy for Your Ministry

- The Target Group
 - Identify the target group
 - Gather information on the target group
 - Construct a profile person

- Determine the kind of church necessary to reach the target group
- The Working Strategy
 - The mission statement
 - The strategic goals
 - The action steps
 - The visual
- The Ministry Personnel
 - What positions does your strategy call for?
 - What kind of people will it take to fill these positions?
 - How will you structure your personnel?
 - How will you train your people?
 - What will you do for your people?
- The Ministry Facilities
- The Ministry Finances
 - The importance of vision
 - The biblical teaching on giving
 - Fund-raising organizations

Ch.9 – Implementing the Strategy: Where Do We Begin, When, and With Whom?

Formulate Implementation Goals

- A church plant
- Revitalization project
- Identifying misalignments
- Implementing change
 - Information
 - Personal [interaction]
 - Implementation
 - Impact

Determine Specific Priorities

- Pray and ask God to show you the priorities
- Determine which priorities will have the greatest impact
- Determine which priorities will have the most immediate impact

Articulate Specific Actions

Decide on Deadlines

Assign Responsible Persons

Communicate the Implementation Plan

Establish Monthly Implementation Review Meetings

Ch.10 – Preparing for Contingencies: How Will We Handle Pleasant and Not So Pleasant Surprises?

The Nature of Ministry Contingencies

- Unforeseen events
- Can be good or bad
 - Good: Those that help ministry
 - Bad: Those that undermine ministry
- Happen in the life of every church
- Potential to help / hurt a ministry

Contingency Planning

- Select a planning team
 - Pastor

- Other members
- Spokesperson
- Identify potential contingencies
- Determine the steps for each contingency
 - Contingency prevention
 - Legal aid
- Communicate the contingency plan
- Operate with integrity
 - The proper response
 - A positive example
- Look for the opportunities to minister

Ch.11 – Evaluating the Ministry: How Are We Doing?

The Purposes of Evaluation

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

The Appraisers

- Insiders
 - Members
 - Attenders
 - Others

- Outsiders: Church's visitors

People / ministry to be appraised

- Ministry personnel
- Ministry products

The Process of Evaluation

- How do you conduct evaluation?
 - Put a qualified person in charge
 - Design good appraisal forms
 - Determine who will evaluate each team member
- How often do you evaluate?

Appendixes

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