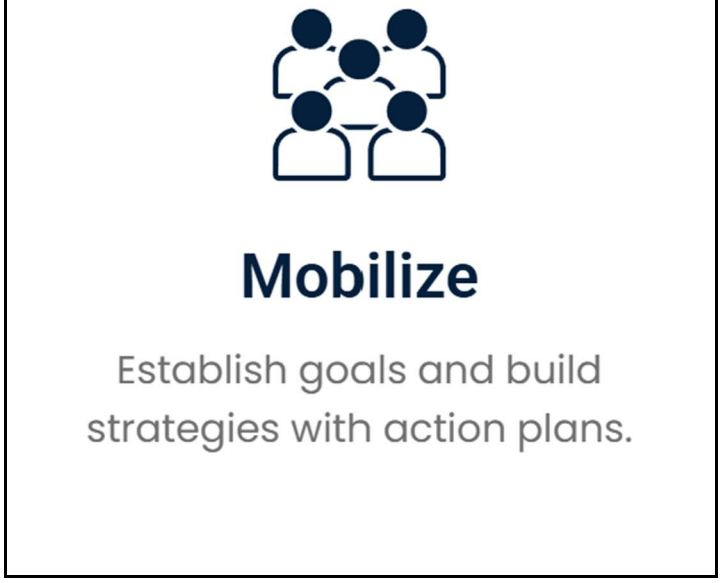
Growth Step 3

Mobilize



Goals

Attach numeric measurements to your vision and values to determine if you succeeded in obtaining your objective.

Strategies

Make informed choices to achieve your vision, values and goals.

Action Plans

Detail specific ministry initiatives and programs that feed your strategies.

Go Build an Ark

Noah was a righteous man who walked faithfully with God in a world filled with violence, corruption and wickedness. You know the rest of the story. God surveyed the situation and commanded Noah to get up and get to work. He said:

> So make yourself an ark of cypress wood; make rooms in it and coat it with pitch inside and out. This is how you are to build it: The ark is to be three hundred cubits long, fifty cubits wide and thirty cubits high. Make a roof for it, leaving below the roof an opening one cubit high all around. Put a door in the side of the ark and make lower, middle and upper decks. – Genesis 6:14-16

God's instructions were specific and the objective was plain. Go build an ark. The great flood was coming and Noah had work to do.

We are called to get up, get moving and get to work. The mission has been laid down, the objectives are clear and the Spirit prods us to action. It's time to mobilize.

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Growth Step 3

Mobilizing the church with goals, strategies and action plans is the third step in developing a ministry action plan. A purposeful action plan includes:

- **Goals** – Attach numeric measurements to your vision and values to determine if you succeeded in obtaining your objective.
  - What does your church need to achieve?
  - What does success look like?
  - Measure your progress regularly.
- **Strategies** – Make informed choices to achieve your vision, values and goals.
  - What choices help the church accomplish its objective?
  - How can you reach your goals?
  - Goals are translated into choices.
- **Action Plans** – Detail specific ministry initiatives and programs that feed your strategies.
  - Who?
  - What?
  - When?
  - Where?

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Goals

Ministry Outcomes

Goals are numeric measurements attached to each value or defining objective. They describe a preferred ministry outcome. Numeric goals include anything that measures your vision-aligned objectives:

- Worship, group, mobilization and participation goals
- Spiritual growth, faith lifestyle and outcome-based goals
- Evangelism goals—praying, relationships, invites and sharing
- Baptisms or professions of faith
- Per capita giving or stewardship growth goals
- Leader development goals
- Vision-aligned goals

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Lead vs. Lag

Every goal needs a measuring stick, but not just any measuring stick. Centering your goal on the right measure is one of the most important things you can do to improve execution.

What's the difference between lead and lag measures? Here's a quick definition:

- **Lead Measure** – Something that leads to the goal
- **Lag Measure** – Something that measures the goal

The key idea is to take weekly stock of several lead measures, then show the lag measure they impact. Over time, positive movement in the lead measures should impact the lag measure in the right direction (attendance, participation, etc.).

Take a look at some lead and lag measure examples:

- **Worship**
  - Lead Measure – Invite Cards Distributed
  - Lag Measure – Worship Attendance
- **Community**
  - Lead Measure – New Groups Started
  - Lag Measure – Groups Attendance
- **Service**
  - Lead Measure – New People Mobilized
  - Lag Measure – Missions Participation
- **Evangelism**
  - Lead Measure – Gospel Conversations
  - Lag Measure – Baptisms

SMART Goals

Many goals fail because they aren't clear, don't seem important or aren't likely to happen when you need them to. The solution is to use SMART criteria to make goal setting, well, smarter.

SMART goals use a mnemonic acronym to guide the setting of objectives:

- **S = Specific**
- **M = Measurable**
- **A = Achievable**
- **R = Relevant**
- **T = Time-Bound**

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The first use of SMART criteria to describe goal-setting occurred in the November 1981 issue of *Management Review* in George Doran's article, "There's a SMART Way to Write Management's Goals and Objectives."

Doran wrote that objectives should be:

- **Specific** – They should target a specific area for improvement. Exactly what do you want to accomplish? Who, what, when and where?
- **Measurable** – They should quantify or suggest an indicator of progress. How will you track your progress? How much and how many?
- **Achievable** – They should aim for a realistically achievable result. Do you have what you need to achieve your goal? Is your goal too challenging? Is it too easy?
- **Relevant** – They should be goals that matter. Does your goal matter to your supervisor, team and organization? Is your goal aligned with organizational vision and values?
- **Time-Bound** – They should specify when the result can be achieved. When will you achieve your goal? What is your time limit?

How do your ministry goals stack up against the SMART standard?

Make your goals specific, measurable, achievable, relevant and time-bound. It's a fact: SMART goals make goal setting smarter.

"SMART Criteria," Accessed August 20, 2015, https://en.wikipedia.org/wiki/SMART_criteria.

Worksheet Tools

Create measures and set goals with the Goal-Setting Worksheet and the Measures & Goals Worksheet on the following pages.

Download the Goal-Setting Worksheet at:
https://ministryactionplans.com/doc/goal_setting_worksheet.pub

Download the Measures & Goals Worksheet at:
https://ministryactionplans.com/doc/measures_goals_worksheet.pub

Download Sample Ministry Goals at:
https://ministryactionplans.com/doc/2017-18_master_goals.docx

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Goal-Setting Worksheet

Set Measurable, Achievable Goals for Each Strategic Area

Example

STRATEGIC AREA/VALUE
Together We Equip

POSSIBLE MEASURES
New Leaders Developed
New LIFE Groups Started

CURRENT METRIC
1,532 Unique Attenders

GROWTH MULTIPLIER
+4%

DESIRED OUTCOME
Increased Unique Attenders

ANNUAL GOAL
1,600

Strategic Area 1

STRATEGIC AREA/VALUE _____

POSSIBLE MEASURES _____

CURRENT METRIC _____

GROWTH MULTIPLIER _____

DESIRED OUTCOME _____

ANNUAL GOAL _____

Strategic Area 2

STRATEGIC AREA/VALUE _____

POSSIBLE MEASURES _____

CURRENT METRIC _____

GROWTH MULTIPLIER _____

DESIRED OUTCOME _____

ANNUAL GOAL _____

Strategic Area 3

STRATEGIC AREA/VALUE _____

POSSIBLE MEASURES _____

CURRENT METRIC _____

GROWTH MULTIPLIER _____

DESIRED OUTCOME _____

ANNUAL GOAL _____

Strategic Area 4

STRATEGIC AREA/VALUE _____

POSSIBLE MEASURES _____

CURRENT METRIC _____

GROWTH MULTIPLIER _____

DESIRED OUTCOME _____

ANNUAL GOAL _____

Sample Measures & Goals

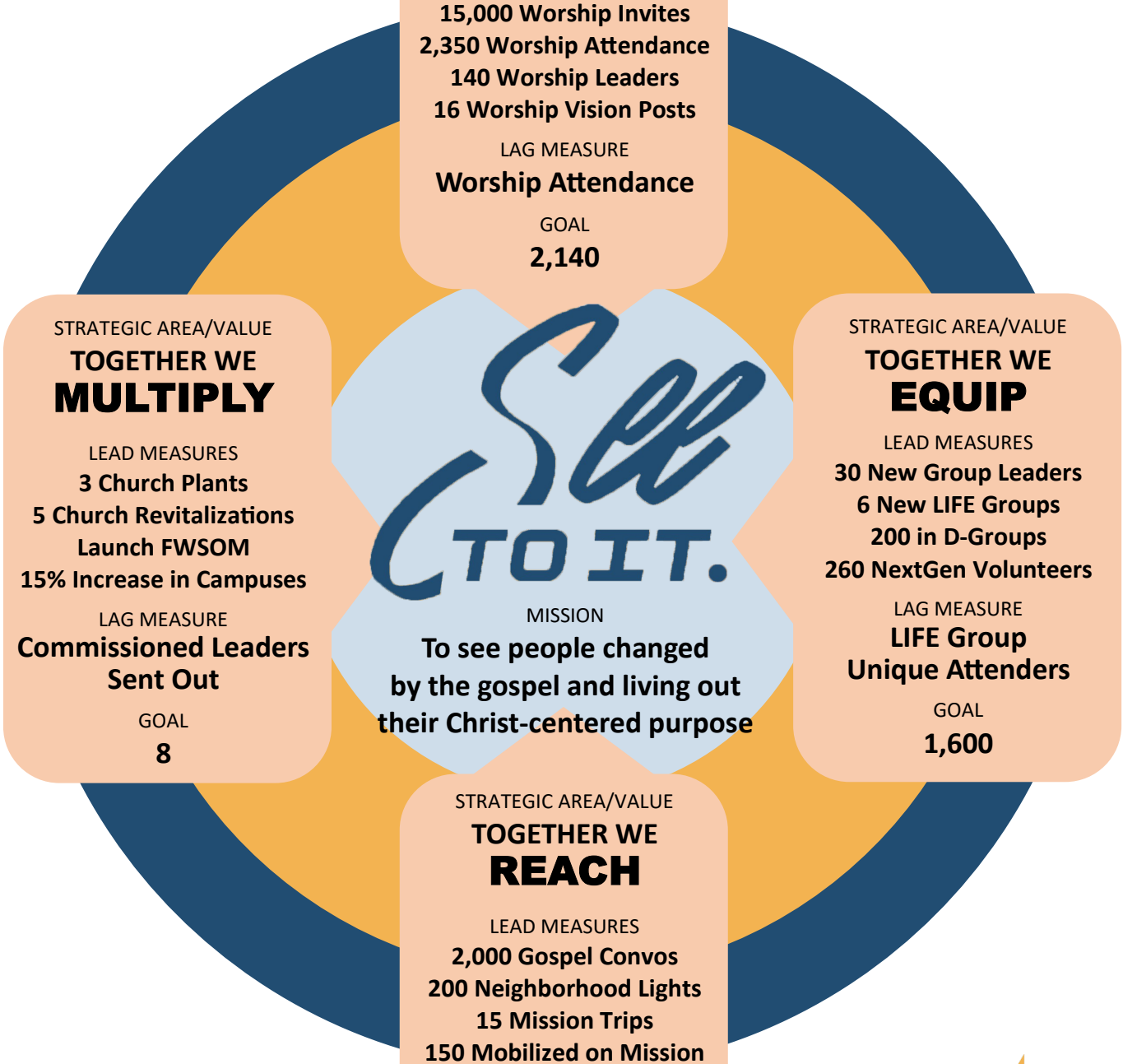
Set Measurable, Achievable Goals for Each Strategic Area

Then Create a Strategy and Action Plan with Vision-Aligned Measures

Goals = Measurements attached to each value or strategic area.

Lead Measures = Something that contributes to the goal.

Lag Measures = A measure of success for each strategic area.



Measures & Goals Worksheet

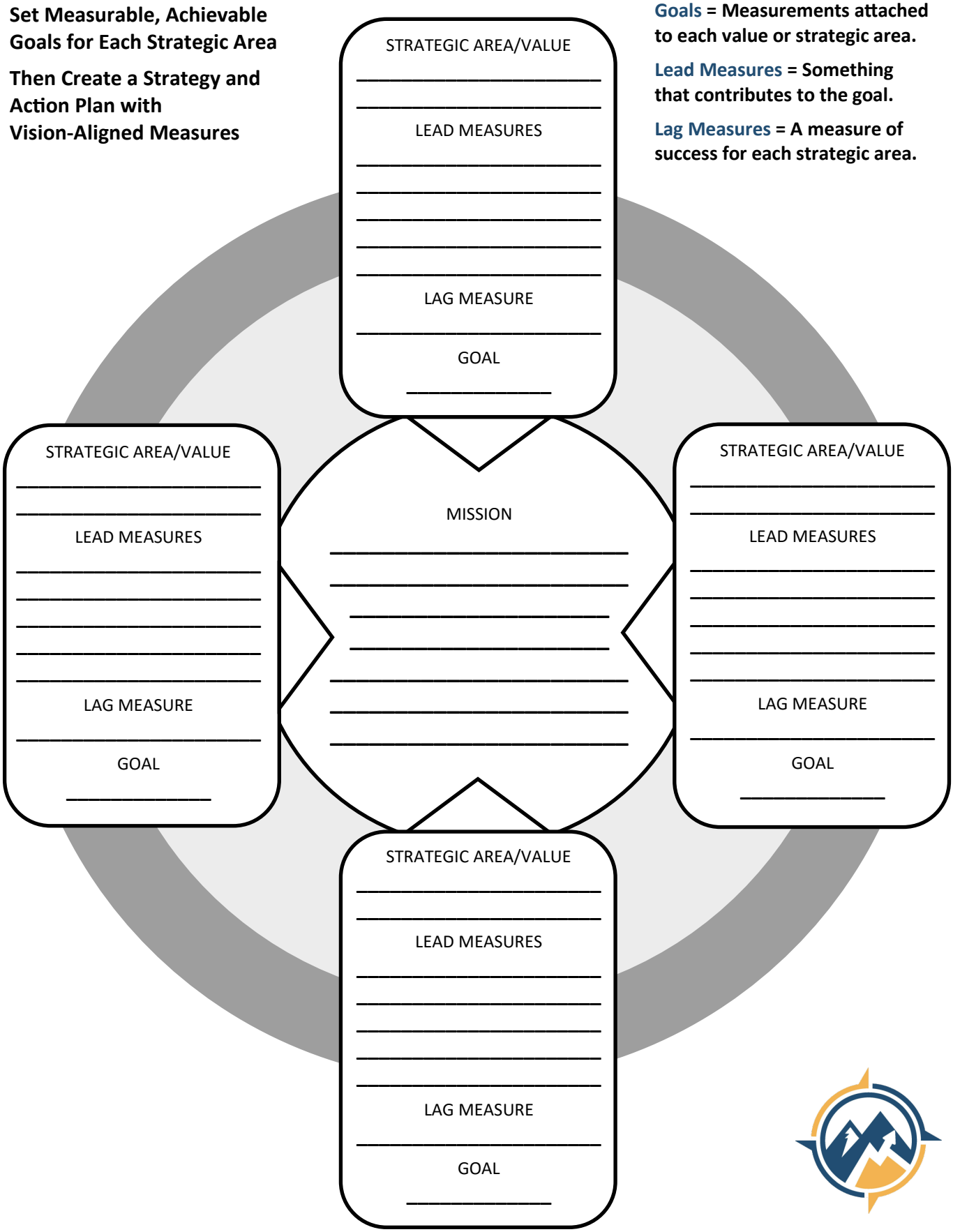
Set Measurable, Achievable Goals for Each Strategic Area

Then Create a Strategy and Action Plan with Vision-Aligned Measures

Goals = Measurements attached to each value or strategic area.

Lead Measures = Something that contributes to the goal.

Lag Measures = A measure of success for each strategic area.



Strategies

Making Choices

Just as overall church vision and extended values direct the development of quantifiable goals, so it is with the creation of strategies. Strategies are the choices you make to achieve your vision, values and goals. They form the plan of attack to mobilize the church for ministry.

Ask the "why" question. Why do we make the choices we make in ministry? And what can we do to leverage limited resources for maximum kingdom impact?

Key Strategic Areas

Clarified ministry vision naturally leads to strategic focus points. These focus areas or priorities differ from one church to another, but most churches will center on Bible-based priorities such as The Great Commission or the five purposes of the New Testament church. Possible frameworks for ministry strategy might include:

- **Church Purposes** – Outline what the church will do in evangelism, discipleship, ministry, missions and worship.

Download a Church Purposes Example at:
https://ministryactionplans.com/doc/purposes.pdf

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- **The Great Commission** – Go, baptize and disciple.
- **The Great Commandment** – Love God and love others as yourself.
- **Priority Areas** – God may lead your church to strategically important areas. They can be areas of strength or weakness.

Download a Priority Areas Example at:
https://ministryactionplans.com/doc/priorities.pdf

- **Family Ministry** – Family ministry teams minister to families in various life stages in seven key areas: small groups, assimilation, discipleship, evangelism, leader development, missions and pastoral care.

Download a Family Ministry Example at:
https://ministryactionplans.com/doc/family_ministry_process.pdf

- **Scripture & Ministry Focus Points** – God may reveal special insight into His plans for your church in His Word.

Find examples of these strategic focus points in the reference section at the end of this workbook.

Worksheet Tools

Summarize strategies and action plans with the Strategy Worksheet on the next page. Access additional worksheets, diagrams and resources below:

Download the Strategy Worksheet at:
https://ministryactionplans.com/worksheets/strategy_worksheet.docx

Download the Church Purposes Diagram at:
https://ministryactionplans.com/worksheets/purposes.pub

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3 | Mobilize > Strategies

Strategy & Action Plans Summary	
Strategic Area	
Strategy _____	
Numerical Goal (if applicable)	

Sub-Strategy (if applicable) _____	

Action Plan 1	
Action Plan 2	
Action Plan 3	
Action Plan 4	

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Strategic Focus

Making Good Choices

When you develop strategies and action plans, it helps to narrow your perspective to the key ingredients most important to success. While it's not difficult to brainstorm ideas that others have tried, the important question is: Does the idea take the ball down the field with our church and community?

A ministry, program or event shouldn't be created or sustained for any other purpose than meeting church and community needs. Churches have plenty of other reasons for doing things in ministry, and most of them don't quite pass the vision, values and outreach focus tests we've talked about here. You've probably heard many of these excuses before:

- We're really anxious about making any changes.
- What if we fail?
- What happens if some people get mad and leave the church?
- This event is an annual thing we do and we can't change it.
- This ministry program is my calling and my ministry. How can we possibly think about doing something different?
- We've never done it that way before.

Attitudes like this usually result in a self-perpetuating cycle of plateau or decline.

So what breaks the cycle? Think strategically to clarify the who, what, when and where of your ministry action plans.

Strategy & Action Plan Filters

Think about ministry with these four filters:

- **Target** – Consider who will participate, why they will come and how they will get there.
- **Goals & Purpose** – Identify the purpose or objective of the ministry activity.
- **Measures & Success** – Outline what success looks like.
- **Follow-Up or Follow-On** – Design a follow-up or follow-on strategy that will build and sustain momentum.

Apply these four ingredients to each strategic area and action plan you create. Are there key filtering ideas that clarify your action plans? If so, make a list and use it to guide the process. As you minister to your congregation and reach your community, evaluate the effectiveness of your ideas in terms of target, goals, measures and follow-up.

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Strategy Tools

Use the strategy worksheets on the following pages to refine target, goals and purpose, measures and success, and follow-up plans for potential strategies. Copy or download more of these worksheets to fully outline a full church mobilization plan.

Evangelism

Download the Evangelism Strategy Worksheet at:
https://ministryactionplans.com/worksheets/evangelism_strategy_worksheet.docx

Find Evangelism Ideas at:
https://ministryactionplans.com/evangelism-ideas/

Discipleship

Download the Discipleship Strategy Worksheet at:
https://ministryactionplans.com/worksheets/discipleship_strategy_worksheet.docx

Find Discipleship Ideas at:
https://ministryactionplans.com/discipleship-ideas/

Leadership Pipeline

Download the Leadership Pipeline Strategy Worksheet at:
https://ministryactionplans.com/worksheets/leadership_pipeline_strategy_worksheet.docx

Find Leadership Pipeline Ideas at:
https://ministryactionplans.com/leadership-pipeline-ideas/

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Missions

Download the Missions Strategy Worksheet at:
https://ministryactionplans.com/worksheets/missions_strategy_worksheet.docx

Find Missions Ideas at:
https://ministryactionplans.com/missions-ideas/

Worship

Download the Worship Strategy Worksheet at:
https://ministryactionplans.com/worksheets/worship_strategy_worksheet.docx

Find Worship Ideas at:
https://ministryactionplans.com/worship-ideas/

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3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify the purpose of the ministry activity. (training, invite event, gospel sharing moment, etc.)
- **Measures & Success** - Outline how the gospel will be shared or how the ministry activity complements your outreach strategy.
- **Follow-Up** - Design a follow-up plan for connections made.

Evangelism Strategy Worksheet	
Strategy Header	
Strategy Description	
Detail the Strategy's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Identify the Strategy's Purpose (Training, Invite Event, etc.)	
Outline the Strategy's Evangelism Components	
Provide a Measurable Goal(s)	
Detail the Strategy's Follow-Up Plan	
Brainstorm a Quick "Action Plan" for This Strategy	

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3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify the spiritual development and discipleship purpose.
- **Measures & Success** - Outline how quantitative and qualitative success is measured.
- **Follow-On** - Design a follow-up or follow-on strategy for the ministry or event.

Discipleship Strategy Worksheet	
Strategy Header	
Strategy Description	
Detail the Strategy's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Identify the Strategy's Purpose	
Outline the Strategy's Spiritual Growth Components	
Provide a Measurable Goal(s)	
Detail the Strategy's Follow-On Plan	
Brainstorm a Quick "Action Plan" for This Strategy	

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3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider the process for identifying potential leaders.
- **Goals & Purpose** - Identify how ministry leadership needs will be served or how leaders will be developed.
- **Measures & Success** - Outline how many leaders will be trained and what qualitative improvements are expected.
- **Follow-On** - Design how this contributes to an ongoing leadership development process and follow-on strategy.

Leadership Pipeline Strategy Worksheet	
Strategy Header	
Strategy Description	
Detail the Strategy's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Identify the Strategy's Purpose	
Outline the Strategy's Leader Growth or Assimilation Components	
Provide a Measurable Goal(s)	
Detail the Strategy's Follow-On Plan	
Brainstorm a Quick "Action Plan" for This Strategy	

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3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider who will be encouraged to serve and go.
- **Goals & Purpose** - Identify the Great Commission purpose of the ministry activity. (Jerusalem, Judea, Samaria, ends of the earth).
- **Measures & Success** - Outline how many will pray for, give to and participate in missions and how the gospel will be shared.
- **Follow-On** - Design a follow-on strategy and define how this contributes to the ongoing Acts 1:8 missions plan.

Missions Strategy Worksheet	
Strategy Header	
Strategy Description	
Detail the Strategy's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Identify the Strategy's Purpose	☐ **Jerusalem—Local Ministries** ☐ **Judea—State** ☐ **Samaria—North America** ☐ **Ends of the Earth—International**
Outline the Strategy's Acts 1:8 Components	
Provide a Measurable Goal(s)	
Detail the Strategy's Follow-On Plan	
Brainstorm a Quick "Action Plan" for This Strategy	

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3 | Mobilize > Strategies

Filter a potential strategy through these four lenses:

- **Target** - Consider how people will know about it and get there.
- **Goals & Purpose** - Identify how corporate worship is enriched, developed or multiplied.
- **Measures & Success** - Outline how quantitative and qualitative success is measured.
- **Follow-On** - Design how this contributes to an ongoing churchwide worship strategy.

Worship Strategy Worksheet	
Strategy Header	
Strategy Description	
Detail the Strategy's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Identify the Strategy's Purpose	
Outline the Strategy's Worship Components	
Provide a Measurable Goal(s)	
Detail the Strategy's Follow-On Plan	
Brainstorm a Quick "Action Plan" for This Strategy	

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Action Plans

Ministry Tactics

God wants our churches to grow, to prosper and to realize their full potential in and through Him. That's the message of Jeremiah 29:11-13:

> "For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart."

While strategies provide a general plan of attack for accomplishing your vision, action plans are tactical decisions that lay out specific steps to get the job done. Laying down action plans is the most critical moment in the MAP process.

While it's easy to create high concept strategic ideas or brainstorm an edgy innovative approach, that's not the point. The goal is to do something meaningful that's grounded in realistic expectations for a church and its people. Write a rubber-hits-the-road list of tasks that make sense for your church and community.

Resist the urge to create a plan that's so far outside the lines (or walls) that it can't be realistically accomplished. Stretch your thinking and work for strategies and action plans that meet church and community needs. The key point is to think strategically about every facet of the church and its ministry.

Action Plan Tool

Use the action plan worksheet after this section to refine target, goals and purpose, measures and success, and operational details for potential tactics.

Download the Action Plans Worksheet at:
https://ministryactionplans.com/worksheets/action_plans_worksheet.docx

Write Everything Down

A written ministry action plan (MAP) forms a playbook to direct your ministry efforts. It tells you where you should spend your time and invest your money. It guides what leaders to train and what ministries best connect with your outreach focus. Most importantly, a written plan details what contextual ministry means for your church both now and in the months ahead.

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Some strategies will stay the same from year to year, while others will change over time. Action plans will also change, of course, since they are completely dependent on the strategies they feed. Create a ministry action plan for a one-year period and then return to evaluate the results. Then set aside time to make adjustments and renew the plan for another year.

Use the ministry action plan worksheet after this section to help ministry leaders make departmental and individual ministry plans that reflect the church's vision, values and strategic priorities.

Find Sample Team MAP Instructions at:
https://ministryactionplans.com/doc/2017-18_map_instructions.docx

Download a Sample Team Ministry Action Plan at:
https://ministryactionplans.com/doc/2017-18_ministry_action_plan.docx

Read more about Ministry Strategy at:
https://ministryactionplans.com/strategy/

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Action Plans Worksheet	
Strategy Area	
Action Plan Header	
Action Plan Description	
Detail the Action Plan's Target	☐ **Community** ☐ **Congregation** ☐ **Core**
Describe Why the Action Plan Connects with Its Intended Target	
Short Phrase That "Sells" the Idea to Your Target	
Describe How the Action Plan Will Be Promoted to the Target	
Leader Responsible for Implementing This Action Plan	
Ministry Teams Mobilized for This Action Plan	
Date and Time	
Location(s)	
Budget and Participant Fees (if applicable)	
Provide a Measurable Goal(s)	

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FIRST WEST | Ministry Action Plan

Name: _____ Date: _____

Title:_____

Ministry Vision (Why does your ministry exist and how does it accomplish First West's threads **and our evangelism strategy**)
Christ-Centered Worship, Community and Service:
Evangelism (be specific about how people come to Christ in your ministry):

Ministry Gap Assessment (List lacking components needed to achieve a growing, vision-aligned, healthy ministry)
1. Ministry Gap 1 2. Ministry Gap 2 3. Ministry Gap 3

Leader/Volunteer Recruitment
(List categories of leaders/volunteers under your leadership)

Leader/Volunteer Position	Serving Now	Currently Open	Needed This Year	Results
Total				

SMART* Ministry Goals

Description	Measurement	Target Date	% Time Allocation	Results	Comments/Notes
WIG #1**					
SUB-WIG 1A					
SUB-WIG 1B					
SUB-WIG 1C					
WIG #2**					
SUB-WIG 2A					
SUB-WIG 2B					
SUB-WIG 2C					

*** SMART = Specific, Measurable, Achievable, Relevant & Time-Bound**

**** WIG = Wildly Important Goal** (1-2 maximum per ministry team or department)

Goal Completion Dependencies

(List other elements, including leaders, ministries and other resources, outside of your control, required to achieve your goals)

1. Dependency 1
2. Dependency 2
3. Dependency 3

Professional Development

(List areas of planned growth and development. Include educational pursuits, professional networks, etc.)

1. Development Area
2. Development Area
3. Development Area

Signature _____ Date _____

Time & Tasks

Linking Details to Strategy

Once purposeful strategies and specific action plans to accomplish those strategies have been created, you're ready to add further detail. You're finally ready to do what most churches do first—calendar and budget.

Calendar and budget fall last in the process because they should be completely dependent on what your church is called to do (vision), who you're called to reach (outreach focus) and how God has called you to reach them (strategies and action plans).

Laying down calendar and budget first puts the cart before the horse and the church becomes a slave to programming, events, money and the calendar. It's a common problem, but it's a correctable one. It's far more effective to tie the details to an overall plan for accomplishing your global objective and vision. Whenever you start a calendaring or budgeting process, ask yourself the question: What overall church or community strategy is being fed by the event or the money?

A Timeline for Strategic Events

A Time & Task Chart maps out your ministry action plan over a period of time. In most situations, it makes sense to do this for a 12-month period. With written strategies and action plans in hand, begin laying out the details on a chart. Work through any date and time conflicts on the chart and think carefully about ministry and event spacing.

Work through the first year of your ministry action plan on one Time & Task Chart. Strategize and brainstorm ministry initiatives with a view towards purpose and outcomes. Find some sample Time & Task Formats in the Reference Section.

Complete a Time & Task Worksheet on the next page as a tool to map out your first-year strategic plan. Remember that charting out dates and details comes at the end of the ministry action plans process.

Download the Time & Task Worksheet at:
https://ministryactionplans.com/doc/time_and_task_worksheet.pub

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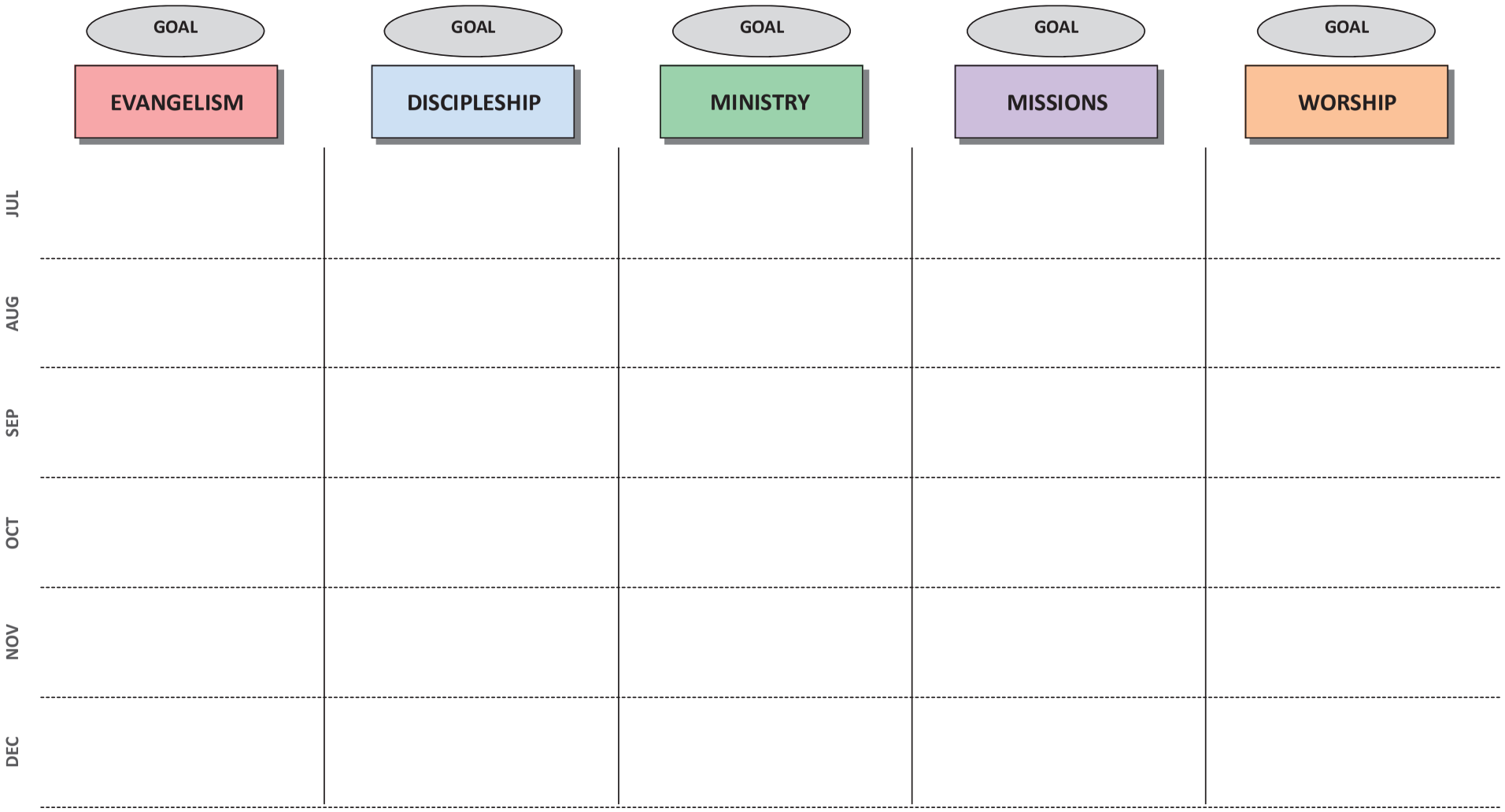
Time & Task Chart

	GOAL EVANGELISM	GOAL DISCIPLESHIP	GOAL MINISTRY	GOAL MISSIONS	GOAL WORSHIP
JAN					
FEB					
MAR					
APR					
MAY					
JUN					

Time & Task Chart



Notes

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