

Growth Step 4

Review



Review

Evaluate ministry plans and
measure success.

Measures

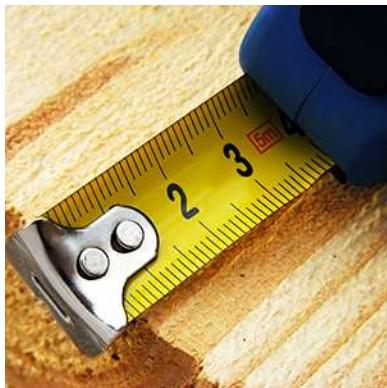
Benchmark progress made in achieving your strategies and action plans.

Adjustments

**Evaluate strategies and action plans
with the stop, start or continue exercise.**

Strategy Checkup

**Make sure your objectives, goals, strategies, action plans
and measures are strategically aligned.**



Managing the Plan

It's important to regularly evaluate vision-driven plans, assess results and quantify outcomes. Ministry evaluation means that you actively manage the plan's execution, with particular attention to its results.

Plan management includes at least three components:

- **Knowing where you stand today**
(internal trends and community research)
- **Knowing where your goals lie tomorrow**
(vision, values and goals)
- **Making adjustments**
(strategies, action plans, measures and adjustments)

Because your church and community changes over time, your ministry action plan should be responsive and flexible. Some of your plans will achieve exactly what you expected. Others will be moderately successful. Still others will achieve an unintended result. That's normal. At least some part of what we attempt should fail or fall flat in some way. If that doesn't happen then we probably aren't thinking outside the box as often as we should.

Strategies and action plans that don't work have to be changed. Recognize that change can only occur through regular review of what you're doing and how you're doing it.



Growth Step 4

Measuring results is the final step in developing a ministry action plan. Regular evaluation includes:

- **Measures** – Benchmark progress made in achieving your strategies and action plans.
 - How do you know your strategy is working?
 - Measures are quantitative.
- **Adjustments** – Evaluate strategies and action plans with the stop, start or continue exercise.
 - What do you need to STOP doing?
 - What do you need to START doing?
 - What do you need to CONTINUE doing?
- **Strategy Checkup** – Make sure your objectives, goals, strategies, action plans and measures are strategically aligned.
 - Do objectives, goals, strategies and measures have strategic alignment?
 - Are strategies and measures sufficient to achieve your objectives?
 - Is your strategy selective? Does it communicate what you're not going to do?
 - Are your strategies and action plans sustainable?



4 | Review

Evaluate ministry plans and measure success.

- **Measures**
- **Adjustments**
- **Strategy Checkup**



Measures

Clarify the Win

Measuring what you do is the only way you know you're accomplishing something important. It's how you clarify the win and know what success looks like in every area of your life.

Consider how often you start a task or set a goal without defining a strategic way to measure the preferred outcome. Sometimes it's a simple oversight. At other times, we don't measure because we fear the result won't be what we expect it to be.

It's also true that we can have shifting definitions of success. When something doesn't go as planned, we may be tempted to redefine the win and rationalize an unexpected (and non-vision-driven) outcome.

The right measures clarify the win and combat vision drift and misalignment in 2 strategic ways:

- **They focus on outputs vs. inputs.** Inputs tell you what ingredients go in to something. Outputs tell you what comes out on the other side. Move beyond simple input measures to the more significant outcomes you're aiming for.
- **They measure quantitative vs. qualitative success.** Qualitative measures are subjective and experiential. Quantitative measures, or metrics, are objective and numerical. In most cases, quantitative measures are the best way to measure outcomes without bias.

Remember that measures aren't goals. Measures are an objective way to express the size, quantity or degree of something. Goals are a numerical objective and desired result for the measures you set. Both are important, but goals won't mean much if you don't measure the right things.



Clarify the win in 5 quick steps:

1. **Define success with measurable outcomes (metrics).** Measure with quantitative and objective outcomes. Use unambiguous metrics to paint a clear picture of action plan results.
2. **Select the right measures.** Align measures with organizational vision and values. Think beyond inputs to outputs.
3. **Record the results.** Devote time to evaluating and measuring your plans. If you complete a task or goal, plan some time to compare it against the strategic measures you set.
4. **Track data trends.** Trends show where you are in relation to your past and can be a predictor of future growth (or decline). Read measures intelligently and watch for important trends indicating health, effectiveness and relevance.
5. **Make measures-driven adjustments.** Honest measures indicate one of two things. Either you've accomplished your goal or you haven't. Either you're moving in an upward trend or you're not. Make adjustments based on measured results.

Clarify the win. Measuring what you do is the only way you know you're accomplishing something important.

Is It Working?

The key question is whether or not your ministry action plan is working. For most churches the answer is a mixture of yes and no. Some ministries, action plans and strategies will work and some won't. Build on ministry success and commit to adjust strategies and plans that fail to get you where you need to go.

Ask a few simple questions:

- How do you know your strategy is working?
- What does success look like for each strategy?
- How do you measure success numerically for each strategy and plan?



MEASURES



Lead & Lag Measures

Every goal needs a measuring stick, but not just any measuring stick. Placing your focus 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

Resource

View Sample Lead & Lag Measures on the next page. This example shows churchwide goals in four priority areas with lead and lag measures for each goal. Consider how you can use the important principle of lead measures to more effectively execute your church's growth plan.



Download Sample Lead & Lag Measures at:

https://ministryactionplans.com/doc/2017-18_master_goals.docx

Sample Lead & Lag Measures

	WORSHIP	COMMUNITY	SERVICE	EVANGELISM
West Monroe	<p>LEAD MEASURES 25,000 Invite Cards 700 Social Posts 500 Recruit Contacts 25 New Worship Vols 10 New Media Vols</p> <p>LAG MEASURE Worship Attendance Goal 2,065 (+3%)</p>	<p>LEAD MEASURES 360 Leader Meetings 400 in D-Groups 120 in Discover FW 48 New Leaders 16 New LIFE Groups</p> <p>LAG MEASURE LIFE Groups Attendance Goal 1,128 (+5%) -----</p> <p>LEAD MEASURES 6 Leader Meetings 6 Sunday AM Events 4 In-Group Events 24 Parent Comms 70% P-and-A Success</p> <p>LAG MEASURE Sunday AM NextGen Attendance Goal 407 (+10%)</p>	<p>LEAD MEASURES 40 Group Presents 125 Recruit Convos 10 NOLA Trips 175 New Vols (OUT) 40 in Perspectives</p> <p>LAG MEASURE Volunteers Mobilized Goal 400</p>	<p>LEAD MEASURES 1,000 People Praying 250 New 1x3 Commits 4,800 Gospel Convos 200 People Trained 1,000 People Sharing</p> <p>LAG MEASURE Baptisms Goal 101+</p>
Fairbanks	<p>LEAD MEASURE 5,000 Invite Cards</p> <p>LAG MEASURE Worship Attendance Goal 266 (+8%)</p>	<p>LEAD MEASURES 4 New LIFE Groups</p> <p>LAG MEASURE LIFE Groups Attendance Goal 170 (+8%)</p>	<p>LEAD MEASURE 50 New Vols (IN)</p> <p>LAG MEASURE Volunteers Mobilized Goal 150</p>	<p>LEAD MEASURE 1,200 Gospel Convos</p> <p>LAG MEASURE Baptisms Goal 17+</p>
Calhoun	<p>LEAD MEASURE 3,000 Invite Cards</p> <p>LAG MEASURE Worship Attendance Goal 109 (+12%)</p>	<p>LEAD MEASURES 4 New LIFE Groups</p> <p>LAG MEASURE LIFE Groups Attendance Goal 45 (+12%)</p>	<p>LEAD MEASURE 25 New Vols (IN)</p> <p>LAG MEASURE Volunteers Mobilized Goal 80</p>	<p>LEAD MEASURE 600 Gospel Convos</p> <p>LAG MEASURE Baptisms Goal 7+</p>

LEAD MEASURE = Something that leads to the goal

LAG MEASURE = Measures the Wildly Important Goal (WIG)

RED HIGHLIGHT = Tracked on the weekly Summary Scoreboard

MAPs and WIGs run for the ministry year from August 1, 2017 through July 31, 2018.



Adjustments

More Effective Ministry

When results don't measure up, it's time to make some adjustments to your ministry action plan.

It's rare for a ministry to work perfectly in every way from start to finish. That means you have to make adjustments—both major and minor—to make ministry more effective. Learning what does and doesn't work is part of the trial-and-error process that makes ministry more effective.

Stop, Start and Continue

What do you need to stop, start or continue?

Visualize the idea of making ministry adjustments as a traffic light:

- **Red = Stop**
- **Green = Start**
- **Yellow = Continue**



Stop. At the top sits a red light, signaling the question: What do you need to STOP doing? If a ministry plan isn't working or measuring up, then it's something you need to stop doing. Recognize that doing something new can't happen until you stop doing something else.

Start. At the bottom sits a green light, representing the question: What do you need to START doing? This is the question to ask when needs aren't being met, when people can't find a place or can't get connected or when current ministry falls short with your church or community.

Continue. The middle light is yellow, asking the question: What do you need to CONTINUE doing? As you review your action plans, look for ministry that's doing what it's supposed to do and reaching the people it's supposed to reach.

Evaluate ministry methods, strategies and plans with the stop, start or continue exercise:

- What do you need to STOP doing?
- What do you need to START doing?
- What do you need to CONTINUE doing?





Strategy Checkup

Strategic Alignment

Monthly, quarterly and yearly checkups are a key way you can evaluate your ministry action plans. Take time to review your plan on a regular basis to make sure your objectives, goals, strategies, action plans and measures are strategically aligned. Use the four S's to check your work:

- **Synchronization** – Do objectives, goals, strategies and measures have strategic alignment?
- **Sufficiency** – Are strategies and measures sufficient to achieve your objectives?
- **Selectivity** – Is your strategy selective? Does it communicate what you're not going to do?
- **Sustainability** – Are your strategies and action plans sustainable?

Synchronization

Review your objectives and goals to see if they harmonize with your strategies and measures. If they don't, then you don't have strategic alignment.

- Is our strategy aligned with our vision?
- Does it harmonize with our values?

Sufficiency

Carefully assess whether the strategies and measures outlined in your plan are sufficient to achieve your objectives.

- Are your plans too conservative?
- Are your plans too bold?
- What adjustments are needed to reach our goals?

Selectivity

Review the strategy to see if it clearly lays out what you are NOT going to do. For example, I will not do ministry A because it is not aligned with ministry vision and strategy.

- What will we say "no" to?
- What will we say "yes" to?



Sustainability

Ensure that future resources align with anticipated ministry needs. For example, make certain that personnel, facility and ministry needs can be maintained in the long term. Consider ministry growth and expansion in your long-range ministry plans.

- Do we have a sustainable strategy?
- Will our action plans produce growth?
- What adjustments are required to make our plans more sustainable?

Resources



Find “Ask the Right Questions” on Big Ideas Blog at:
<https://ministryactionplans.com/ask-the-right-questions/>



Find “4 Q&A Evaluation Strategies” on Big Ideas Blog at:
<https://ministryactionplans.com/4-qa-evaluation-strategies/>



Find “Stop, Start, Continue?” on Big Ideas Blog at:
<https://ministryactionplans.com/stop-start-continue/>



Find “Create a Culture of Accountability” on Big Ideas Blog at:
<https://ministryactionplans.com/create-a-culture-of-accountability/>



Evaluation Tools

Meaningful Evaluation

Embrace meaningful evaluation as a tool for ministering more effectively.

That's it—it's not about personal preference or ministry turf. It's about ministering to your church and community with well-conceived action plans. Plans made for churches and ministries can be evaluated in many different ways, both formal and informal.

Ministry & Event Evaluations

Establish a regular process for reviewing short-term ministry initiatives, ongoing programs and one-time annual events. In most cases, ministry and event evaluations will be a regular part of team meetings.

Standardize the evaluation form and consider asking volunteer leaders and ministry teams to give input on the events and ministries they lead. Ask the key leader responsible for the ministry or event to compile an evaluation summary. Then file these evaluations and reference them as needed in future ministry planning.

Find a Ministry & Event Evaluation after this section.



Download the Ministry & Event Evaluation at:

https://ministryactionplans.com/worksheets/ministry_event_evaluation.docx

Annual Evaluation

Evaluate year-round ministries with an Annual Ministry Evaluation. A church may decide to evaluate major ongoing ministries in December or May each year. Annual evaluations work best when tied directly to your strategic planning time periods—calendar year, ministry year or church year.

Note that the Ministry & Event Evaluation can be used for year-round ministries.



Annual Review

Evaluate what you've done against the strategic plan that your church has created. Ask the important questions:

- Did we do what we said we were going to do?
- Did the strategies we created reach our target group?
- Did we meet the numerical goals that we set?
- Did ministry effectiveness to our members improve?
- Did we accomplish our vision and stay true to our values?

If the answer is 'no' to any of these questions, then provide comments and make adjustments to improve your ministry in the next planning cycle.

4 | Review > Evaluation Tools

Ministry & Event Evaluation	
Ministry/Event Title	
Description (if needed)	
Date(s)	
Strategic Area	
Strategy Header	
Sub-Strategy Description (if applicable)	
Action Plan	

Numerical Goal	
Actual Attendance	
Rate Actual Attendance Compared with Your Goal/Expectation on a 1-5 Scale	(LOW) 1 2 3 4 5 (HIGH)

Professions of Faith (#)	
Rededications (#)	
Prospects (#)	
Non-Members (#)	
Information Requests (#)	
Prayer Requests (#)	
_____ (#)	

4 | Review > Evaluation Tools

List 5 POSITIVES About This Ministry/Event	
Positive #1	
Positive #2	
Positive #3	
Positive #4	
Positive #5	

List 5 AREAS TO IMPROVE This Ministry/Event Next Time	
Improvement #1	
Improvement #2	
Improvement #3	
Improvement #4	
Improvement #5	

Briefly Outline the FOLLOW-UP or FOLLOW-ON Plan	
Follow-Up #1	
Follow-Up #2	
Follow-Up #3	
Follow-Up #4	

4 | Review > Evaluation Tools

Rate the Overall Quality of This Ministry/Event	(LOW) 1 2 3 4 5 (HIGH)
Rate How Well This Ministry/Event Accomplished Its Strategic Objective	(LOW) 1 2 3 4 5 (HIGH)
Rate the Likelihood We Will Do This Activity Again in the Future	(LOW) 1 2 3 4 5 (HIGH)
Rate Prospect Participation in This Ministry/Event	(LOW) 1 2 3 4 5 (HIGH)
Rate Member Participation in This Ministry/Event	(LOW) 1 2 3 4 5 (HIGH)

Provide SETUP Notes and Adjustments for Future Events

Offer Additional EVALUATION Comments (if needed)

Total Cost	\$
Budget	\$
Participant Dollars	\$
Did This Ministry/Event Finish Under Budget?	<input type="checkbox"/> YES <input type="checkbox"/> NO



Staff Reports

Accountability

A key part of ministry action planning is evaluating what's working and what's not working. Regular reports, along with ongoing discussion and meetings about strategy, are the best way to maintain focus and accountability.

Organize team reports around vision, values, goals and ministry strategies. If your vision is centered on the five purposes of the church, or key priorities, then develop a report that mirrors those objectives.

Some ministries have different reports with different goals. There might be a weekly report to measure short-term items. Monthly reports might focus on mid-range and long-range goals and plans. And annual reports might evaluate major ministry objectives and strategies.

A Coaching Tool

Reports are a coaching tool to manage and evaluate what you've done and what you're planning. The key is to frame leader reports in strategic terms that emphasize clearly defined strategies, sub-strategies and action plans. Reports aren't a diary of ministry activity. Instead, they exist to evaluate whether your strategic plans are working or not.

Team evaluation and accountability can happen in several ways:

- Annual Review
- Regular Coaching
- Monthly Reports
- Weekly Reports

Annual Review

Annual coaching reviews are give-and-take discussions that take place either at the end of the calendar year or at the end of the ministry year. The goal is to provide meaningful feedback for staff along with key measures of progress and a general ministry rating for each worker. Find a Sample Annual Review after this section.



Download the Annual Review at:
https://ministryactionplans.com/doc/annual_coaching_review.docx





Regular Coaching

One on ones are monthly give-and-take discussions charting a worker's progress toward ministry action plan goals. Monthly one and ones include:

- **Energizing Areas** – What's working?
- **Challenging Areas** – What's not working?
- **MAP Milestones Status**
- **Communication** – How can we improve?
- **Personal Growth Plan Status**

Find a Sample Coaching Instrument after this section.



Download the Coaching Instrument at:

https://ministryactionplans.com/doc/one_on_one_coaching_instrument.docx

Monthly Reports

Team members are asked to present a short monthly report to the rest of the leadership team. The presentation and written report might include: key measures, strategy adjustments, action plan updates and prayer requests. Find a Sample Monthly Report after this section.



Download the Monthly Report at:

https://ministryactionplans.com/doc/monthly_report.docx

Weekly Reports

Weekly reports might measure short-term items like weekly contacts, attendance and guest/new member follow-up. Find a Sample Weekly Report after this section.



Download the Weekly Report at:

https://ministryactionplans.com/doc/weekly_report.docx

ANNUAL COACHING REVIEW

 Calendar Year _____ Ministry Year _____

Name: _____

Date: _____

Energizing Areas: (what's working)**Challenging Areas:** (what's not working)**M.A.P. Milestones Status:****Communication:** (how can we improve)**Personal Growth Plan Status:****Ministry Measures:** _____ (Bible Fellowships Avg. Attendance)

PREVIOUS YEAR AVERAGE _____ CURRENT YEAR AVERAGE _____

Ministry Focus Areas: (1=LOWEST, 5 HIGHEST)

1. FOCUS AREA 1	1	2	3	4	5
2. FOCUS AREA 2	1	2	3	4	5
3. BIBLE FELLOWSHIPS & SUNDAY AM	1	2	3	4	5
4. VOLUNTEER FOCUS & LEADER DEVELOPMENT	1	2	3	4	5
5. PARTICIPATION, OFFICE HOURS & TIME COMMITMENT	1	2	3	4	5

Overall Ministry Rating: (circle one)

Unsatisfactory Needs Improvement Satisfactory Excellent Outstanding

Minister's Comments:

Signature of Supervisor

Signature of Minister

 MAP Attached Position Guidelines Attached

Name: _____

Date: _____

Energizing Areas: (what's working)**Challenging Areas:** (what's not working)**M.A.P. Milestones Status:****Communication:** (how can we improve)**Personal Growth Plan Status:**

MONTHLY REPORT

Name: _____

Date: _____

Measures

(please provide year-over-year and past six-month comparison in your area of ministry)

CURRENT YEAR MONTHLY AVERAGE _____

UP STATIC DOWN

PREVIOUS YEAR MONTHLY AVERAGE _____

Ministry Goals

(please give short bullet-point answers and elaborate more or less as you need to)

Our progress towards growth and goal targets are as follows:

The following are impeding progress towards achieving our goals:

We should consider adjusting the following strategies, programs and/or goals:

Here's how the team can help:

Prayer/Blessing

Here's how you can pray for me and my ministry:

WEEKLY REPORT

Name: _____

Date: _____

Inreach/Outreach

(please give short bullet-point answers and elaborate more or less as you need to):

What was groups attendance this week compared to last week and last year?

PREVIOUS WEEK _____ THIS WEEK _____
 PREVIOUS YEAR _____

How many guests did you have in your area this week?
Have all first-time guests received a personal contact?

YES NO

Have all absentees received a contact

YES NO

What were the positives and problems in your ministry Sunday (or Wednesday)?

Leader Development

(please give short bullet-point answers and elaborate more or less as you need to):

What teachers/leaders have you met with this week?
What leader training and development activities are you planning?
How many leaders and groups were involved in inreach/outreach this week?

Contacts

(please give short bullet-point answers and elaborate more or less as you need to):

Summary of personal contacts made:
Summary of witnessing relationships initiated:
Highlight needs you have observed in our church and community:



Notes