

Lesson Plan & Study Guide



# Basic Leadership Skills: Planning

Working with Jesus

**iFOLLOW**

The iFollow Discipleship Series

Version 1.0 - 11/17/10



## About the iFollow Discipleship Series Pastor's Edition

### Categories

The iFollow Discipleship Series is designed to be used in congregations to assist people in their pursuit of God. This assumes that individuals are in unique places in their journey and there is no perfect set of lessons that everyone must complete to become a disciple—in fact discipleship is an eternal journey. Therefore the iFollow curriculum is a menu of milestones that an individual, small group, or even an entire church can choose from. The lessons can be placed in three general categories: **Meeting with Jesus** (does not assume a commitment to Jesus Christ); **Walking with Jesus** (assumes an acceptance of Jesus Christ); and **Working with Jesus** (assumes a desire to serve Jesus Christ).

### Components

Each lesson has a presenter's manuscript which can be read word for word, but will be stronger if the presenter puts it in his/her own words and uses personal illustrations. The graphic slides can be played directly from the Pastor's DVD or customized and played from a computer. There are also several group activities and discussion questions to choose from as well as printable student handouts.

### Usage

The lessons are designed to be used in small groups, pastor's Bible classes, prayer meetings, seminars, retreats, training sessions, discussion groups, and some lessons may be appropriate sermon outlines.

### Credits

**Curriculum Development:** The iFollow Discipleship Series Pastor's Edition curriculum development was lead by the **Center for Creative Ministry**. **General Editor:** Monte Sahlin; **Assistant Editor:** Debbonnaire Kovacs; **Directional Advisory:** Brad Forbes, Carole Kilcher, Ceri Myers, Cesar Gonzalez, Clayton Kinney, Curtis Rittenour, Dave Osborne, Dave VanDenburgh, Gerry Chudleigh, Jane Thayer, Jerry Thomas, John Appel, Jose Rojas, Kim Johnson, Nicole Chao, Paul Richardson, Rich DuBose, Shasta Nelson, William Sutton; **Pastoral Advisory:** Claudio Consuegra, Collette Pekar, Dave Hutman, Don Driver, Fredrick Russell, Jerry Nelson, Jesse Wilson, Leslie Bumgardner, Loren Fenton, Rebecca Brillhart; **Unit Authors:** Alberto Valenzuela, Althea Pineda, Corienne Hay, Debbonnaire Kovacs, Ed Dickerson, Gianluca Bruno, Gil Bahnsen, Greg Nelson, Jack Calkins, James Whibberding, Karen Collum, Monte Sahlin, Norma Sahlin, Pam Splawinski, Patty Ntihuka, Reinder Bruinsma, Ryan Bell; **Additional contribution** by Maria Ovando-Gibson; **Additional editing:** Dave Gemmell, Meredith Carter; **Graphic Design:** Mind Over Media; **Layout:** Paul D. Young; **Web Development:** Narrow Gate Media.

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## Basic Leadership Skills—Planning

*This presentation is designed for people who desire to serve Jesus Christ and help lead others to Him.*

### Learning Objectives

1. How to use strategic thinking to increase ministry effectiveness
2. Understanding the unifying power of a ministry vision
3. How to involve the whole leadership team in accomplishing a common mission
4. Learn methods for setting goals
5. Learn how to develop a action plans

### Content Outline

1. Introduction to strategic planning
  - Why is strategic planning important for ministry?
  - Who should think strategically in your congregation?
  - Downsides of a strategy
2. Essentials of church planning
  - The very first strategic step: Making time to pray
  - The second step: The discovery of your ministry values
  - The third step: Your ministry ID: The Mission
  - Taking ministry to the next level: Vision, Goals, Objectives
  - Keeping it fresh: innovation as part of your planning
3. Planning for the volunteer ministry leader
  - Finding your purpose
  - Team work: evaluation

### Background Material for the Presenter

A Pathfinder Club leader took the 10 boys in his unit to a rummage sale. He gave fifty cents to each one. He told them to roam around the market and buy the most interesting thing they could afford. Everyone had fun picking

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up fifty-cent items, but they were all small things. Four members of the group decided to join forces and buy a two-dollar item. Their two-dollar purchase won the “most interesting item” contest. After everyone was finished, the adult leader said, “Think about what you could have bought if you had used all the five dollars I gave you.”

The question is, of course, did all ten boys want the same thing? Or were they happy with their little, individual items?

Any church ministry team can learn a lesson from these Pathfinders. First, do they want the same thing or do they all want different things? If they want the same goals, then they can make what seems to be a small amount of resources go further if they work together.

**This is why strategic planning is an absolutely essential skill in leadership.** Church leaders are well aware that the church is an organization which comes with a big purpose and limited resources. As leaders, it is our job to administer the precious resources that God has entrusted to our congregation, especially when we talk about the resource most precious to our Creator, His children.

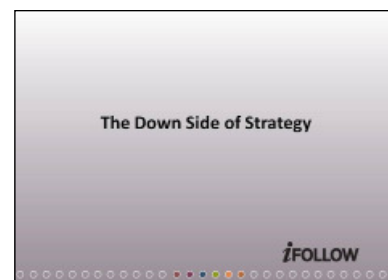


Strategic planning is a set of tools that allow the people involved in ministry to have a common direction to move towards. In a sense, strategic planning is what makes the mission of the church real. If everyone simply does their own thing, based on their individual understanding of what God wants, the church really has no common mission that it is implementing. To be honest, this is the way many congregations behave and it explains why so little of what they do is mission-driven and why they may be dying on the vine instead of spiritually vital and growing.

**Who should think strategically in your congregation?** Thinking strategically should become part of your church culture. Every individual should aim at the same vision. The pastor, elders and other church leaders should be the chief promoters of strategic thinking. Strategic planning has a church-wide application as well as a ministry application. We will touch on both aspects in this unit.

## The Down Side of Strategy

If strategic planning is new to your church or to your ministry, you may get some mixed responses from your fellow church members. Some will be very supportive while others will be opposed to making a plan for the church. The latter may say that formulating a plan provides a structure that prevents the Holy Spirit from acting freely.



In reality God already has a vision and a plan for your

church or ministry. Ponder for a moment on these encouraging words in Jeremiah 9:11; “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.” The purpose of strategic planning in the church is to seek God’s plan for your congregation and ministry, not to formulate a man-made plan. Christ has announced His mission (See Luke 4:18-19, Matthew 28:19-20.)

It is true that at times too much emphasis on strategy may affect the spontaneity of some types of ministries. At times you will find it more beneficial to let people run free, instead of channeling their excitement into a strategic plan. That is often true for new-born ministries exploring new possibilities. An experimental period is necessary to “spy out the land.”

More spontaneity often generates more energy and emotional involvement. However, when a ministry gets serious about reaching significant numbers of people in your community, it has to make commitments and it needs strategy which brings significant outcomes. As a leader you will need to use your judgment. Both are important. Finding the right balance is the key.

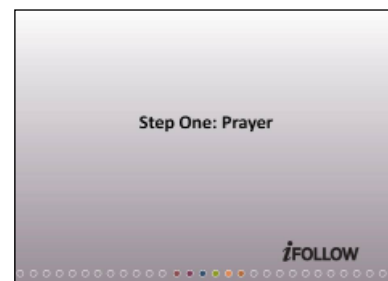
## Step One: Prayer

God has a plan for His people and His church. The local church is invited to act as the body of Christ in your community. However, Christ is the head, the leader, the part of the body which gives guidance and direction.

It is crucial that the church spend quality time in prayer before approaching any strategy session. Come together with your church or ministry team before doing any planning. You need to lead the group to open itself in ways that allow the Holy Spirit to work. During this period of prayer and preparation ask specifically that the Lord may inspire His vision for your church or your ministry.

Take time to think of all the blessings that the Lord has poured out in the life of the church as a whole and in the life of each individual. Review the times of joy and the difficult times of past years and notice how God was there every step of the way. Make an effort to see His vision for your church or ministry unfolding through those experiences.

During the time of prayer the ideas for planning will begin to flow. God will speak to the hearts and minds of His people in your group. Prayer will continue during the next steps, mingling with and undergirding all that is done.



## Step 2: Discovery of Your Ministry Values

Values are the backbone of your ministry. They answer the question, “Why do we do what we do?” Values are the motivators that inspire people to get involved in ministry. Values drive ministers and church leaders.

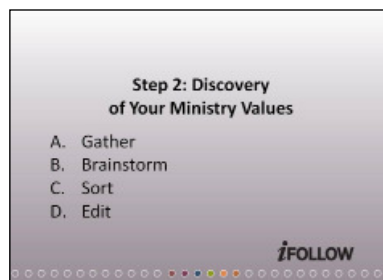
Every church or ministry has a set of core values. Those values may not have been officially written down. Aubrey Malphurs defines them as unconscious. If that is the case for your ministry or church it is necessary to rediscover your core values.

**A. Gather:** Shared values are easily determined by a collective brainstorming effort. Determine first who should be part of this process. You may want to set up a brainstorming team representing all of your church diversity factors (new members, charter members, all cultural backgrounds, genders, and age groups). If your church or ministry is small enough, you could easily have everyone part of this process.

**B. Brainstorm:** Distribute five cards, the size of a library card, to each participant and ask them to list five values that are driving your church or ministry, one on each card. The cards should contain no more than one or two words, such as prayer, acceptance, spiritual growth, service, etc.

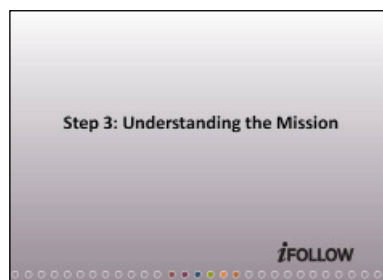
**C. Sort:** Once everyone is ready, lay out all the cards and try to group them under umbrella values. For instance, let us say you have four cards reading praising God, singing, worship, and connecting to God, you may want to use the worship card as umbrella value and place the others underneath it. You may want to use a wall as your sorting area and ask each member to hang their cards one at a time.

**D. Edit:** Select an editing team of no more than five people. They will have the task of taking the information collected and drafting a values statement. The values statements should be simple, short sentences or just a list of the umbrella values. This document will be presented and voted on at the next session. Make sure that the all the participants pray for the editing team before dismissal.



## Step 3: Understanding the Mission

The mission answers the question, “What are we supposed to be doing?” The mission is foundational to ministry in many ways: it inspires unity towards a common objective, it provides direction, and it facilitates evaluation. The mission is, first of all, Christ’s mission. He did not ask us to vote on it. Instead He calls us to be a part of His mission. A mission



statement reflects the shared understanding of a congregation or the board of a ministry organization of how Christ's mission applies to their territory.

The mission statement should be a brief description of broad horizons, which clearly defines what your church or ministry is being called and equipped by God to do. It must fit with the core values already defined.

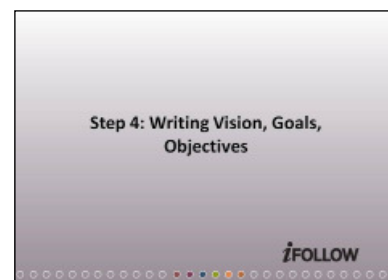
The process through which we develop a mission statement is similar to the value discovery process: gather, brainstorm, sort, and edit, with one addition at the beginning—careful Bible study. The group needs to review the texts that speak of God's mission in both the Old Testament and the New Testament and get a full understanding of the wholistic nature of Christ's mission. (Both Luke 4:18-19, with its emphasis on helping the poor, healing the sick and welcoming the alien, and Matthew 28:19-20, with its emphasis on making disciples, are part of the whole picture of Christ's purpose in the our world.)

It is helpful to divide the participants into five groups for this brainstorming session. This time you want to brainstorm for a short sentence that describes what God is calling you to do. The editing team will review the five statements and propose a consolidated draft at the next session.

## Step 4: Writing Vision, Goals, Objectives

A vision statement answers the question, "What does God want us to become in the next few years?" While the values and the mission of a church or ministry may never change, the vision is subject to change. In a changing society, ministry adapts to respond to the needs of the ones we are serving.

Vision is a picture of the future that causes excitement. The vision statement should be challenging and encourage the church to move forward. The accomplishments of your church or ministry will be directly related to your ability to dream a future with God on your side.



How does the hiker reach the top of the mountain? One step at a time. Goals ought to be set in order to reach the vision. Bigger goals may be subdivided into specific objectives. Make sure your goals are not tasks. A task is something you know how to achieve; you just need to do it. A goal will require some faith and assumes some learning along the way. Establish deadlines for each objective. Make sure that you appoint responsible people to monitor the accomplishment of each objective along the way. One way to draft goals and objectives it to use the method described in Handout 1. It has been used effectively by many congregations and ministries over the years.

The method described in Handout 1 also includes a process for the development of action plans that take your goals to where "the rubber meets the road." Unless you follow the plan-

ning process all the way to your church budget, calendar and assignment of workers, nothing will happen and the planning process will become a disappointment, viewed by some as useless.

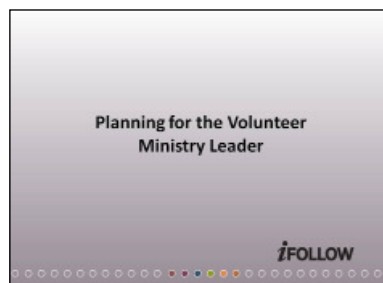
## Keeping it Fresh

In order to keep your church ministry fresh and not stagnant, plan on including innovation as part of your strategy. A simple way to do that is to dedicate a small percentage of the church budget to innovative ministry development. Allow anybody to jump on board and start a ministry that has never been tried before. Encourage them to find a team who can catch the same vision and will work with them to accomplish it. Then watch what happens. As a rule of thumb, for every successful program or ministry, four will be unsuccessful. So plan on learning a lot from your innovative ventures, and be sure failure is allowed, even encouraged. If you are not failing, you are not trying new things.



## Planning for the Volunteer Ministry Leader

Even the smallest church needs to develop a plan for its ministry. For a small ministry a full-fledged strategic plan may seem overwhelming. A more informal way of doing things can be used. When you have the least resources and numbers of workers, strategy is even more important. Remember Gideon's army. God took him through several layers of preparation before he fought the enemy precisely because his army was outnumbered from the beginning and had to develop a carefully-crafted strategy.



If you are afraid that a formal planning process will take precious time and energy away from your handful of volunteer workers, then it is wise to have informal conversations about purpose and goals. The basics for ministry planning are (1) stating a purpose; (2) developing three simple goals; and (3) encouraging feedback.

A ministry purpose answers the question: "How do we contribute to the fulfillment of the church vision?" The mission of every single ministry within a church organization should be in line with the values, mission, vision, and goals of the organization. One should be able to relate the purpose of a ministry directly to the vision and goals of the church at large.

Try to talk about these topics with your leadership team or your volunteers if you are the



only leader. Then write down the highlights of your conversations. You will find that information very helpful when you are ready to give more structure to your plans.

Try to establish at least three simple goals you want to achieve within a year. Set deadlines and share those goals with your team members. This is going to provide some strategy without overwhelming you and your team.

Establish a culture within your ministry in which feedback and constructive criticism are welcomed. Have evaluation sessions where you open up a dialogue about what works and what needs to be improved in your ministry.

## Handouts in this Package

1. Strategic Planning Guide
2. SWOT Analysis Worksheet
3. Writing Goals and Objectives Worksheet
4. Action Plans Worksheet



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## Additional Resources

Angelica, Emil (2001). *The Fieldstone Alliance Guide to Crafting Effective Mission and Vision Statements*. St. Paul, MN: Fieldstone Alliance.

Hybels, Bill (2002). *Courageous Leadership*. Grand Rapids: Zondervan.

Malphurs, Aubrey (1999). *Developing a Vision for Ministry in the 21st Century*. Grand Rapids: Baker Books.

Malphurs, Aubrey (2005). *Advanced Strategic Planning: A New Church Model for Church and Ministry Leaders Second Edition*. Grand Rapids, MI: Baker Books.

Rendle Gil and Mann, Alice (2003). *Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*. Herndon, VA: Alban Institute.

Roxburgh, Alan J. (2006). *The Sky Is Falling: Leaders Lost in Transition*. Eagle, ID: ACI Publishing.

## Organizations

A Nonprofit Leadership Certification Program is provided by the Center for Urban Ministry under the sponsorship of the Adventist Community Services (ACS) national headquarters. This involves two-level training that develops leaders with latest strategies and professional skills to successfully lead a nonprofit operation in the 21st century, focusing on nonprofit management, community development and Biblical principles of social ministry. Classes are offered twice a year for about a week at a time. For more information: [www.communityservices.org](http://www.communityservices.org)

The Center for Creative Ministry provides information and consultant services to help local churches, conferences, institutions and faith-based nonprofits with strategic planning. It regularly provides Webinars on how to do strategic planning for pastor and ministry directors. You can contact the center at PO Box 683, Milton-Freewater, Oregon 97862 or by email at [infocm@creativeministry.org](mailto:infocm@creativeministry.org) or at (800) 272-4664.

Partners in Innovation is a convergence of people and organizations committed to providing the environment, encouragement, resources and support for the emergence of the future of the Adventist Church in North America. Each year during the first week of October, the National Innovation Conference convenes in Columbus, Ohio. For more information: [www.sdapartnersininnovation.org](http://www.sdapartnersininnovation.org)

## Discussion Questions

1. Is our congregation truly mission-driven or is mission a side-line?
2. What impact does our local church have on this community? If it were to go out of business, would anyone notice?
3. Do we have a serious plan to actually implement Christ's mission in our community?

### **When assessing values:**

1. Why do we do what we do?
2. What drives our church/ministry?
3. In what format should we write our values?
4. Are our values clear to people outside our church/ministry?

### **When drafting a mission statement:**

1. Does your church or ministry have a mission statement?
2. What is it?
3. Do people in your congregation know what it is?
4. Does your mission statement contain words that need explanation? Or is it clear?
5. Is your mission statement broad and brief?

## Group Activity

**Purpose:** The point of this exercise is to illustrate that a group of people accomplishes more if they work towards a common goal.

**Preparation:** For this exercise you will need a 22-foot-long rope and a large free space. The rest of this preparation can take place while the seminar participants are watching. Do everything in a studious silence. Everyone will watch with growing curiosity, wondering what you are doing. Tie the ends of the rope to form a large ring. Visualize in your mind a square on the floor of approximately ten feet by ten feet. Place three objects in the spots corresponding to three corners of the square. You should stand on the fourth corner, holding the rope.

**Assignment:** Ask three people to volunteer. Tell your volunteers to grab the rope so that there is equal distance between the four of you. Assign to each volunteer one of the objects you previously positioned. Instruct your volunteers to not let go of the rope for any reason. Then tell them to go get the object they have been assigned.

**Time:** Take five minutes to set up the situation and a minute or two getting the three volunteers into place. It shouldn't take many minutes for the volunteers to figure out that they cannot grab their objects if they are all pulling in different directions. The only way they reach their individual goals is by working together. Allow ten or fifteen minutes to discuss the implications for ministry. Note that all the different objects, representing different goals, were obtained, just not all at once. When many people lead in different directions, our ability to accomplish goals is greatly reduced. The church is most effective when all are moving in unity towards a common goal.

# Handout 1

## Strategic Planning Process and Tools

Over the years I have helped hundreds of volunteer and staff groups through a strategic planning process; grass-roots organizations, congregations, associations, non-profit agencies, denominational entities and institutions. I have also read hundreds of books, looked at samples of the manuals and procedures used in many organizations and tried a lot of new ideas.

It can all be very confusing. There are fundamental differences in the definition of terms as simple as “goal” and “objective.” If professional planners cannot get clear on even basic terminology, do you have any chance at all in the wonderful world of planning?

Yet there are a handful of key tools and a simple road-map that I keep coming back to time and time again. No matter how unsophisticated the group, they seem to be able to use these tools to come together on some outcomes they want to achieve and agree on a way to get to those outcomes. That is what “planning” is all about.

The road-map or process flow-chart is displayed in Figure 1. The tools are described in a simple, generic way in the rest of this document. The descriptions are designed for a “facilitator” or “consultant” or a group leader to use in guiding a group through the process.

The result of this process will be a document that says for the group “This is what we are going to do for the next period of time and why we are going to do it.” That document is a “strategic plan.”

This guide is about group planning, not individual planning. For an individual to sit down and create a plan is one level of difficulty. For a group to develop a plan together and buy into it so there is shared ownership is a higher level of difficulty. The main reason for all of the process and tools is to assure an orderly, non-manipulative process of pooling ideas, negotiating different viewpoints and coming to a shared vision of what “we” will do.

There are two important statements you must understand before you start reading the rest of this material. Otherwise, it may not make much sense to you.

Number one, I assume that before you begin this process a basic purpose or mission statement for the organization already exists. It is my experience that the mission of

any organization comes from a few visionary leaders who convene the first meeting of a new group, or who have been elevated to key roles in an established group. If people do not agree with that fundamental purpose, they do not come to the meeting and do not participate in the planning process.

A side trip is in order here: What about the organization that has been around for some time and does not have a mission statement that a significant number of group members agree to? Maybe the purpose of the organization has been lost from memory, or times have changed to the point that the mission statement of the organization no longer seems adequate. That is a different sort of problem than this set of tools addresses. That is a process called “renewal” through which an organization re-discovers or re-invents its basic purpose. If your organization is in need of renewal, then it is a bad time to do strategic planning. An organization that lacks a strong consensus about its mission statement will have a very difficult time in moving into any effective action plan.

Number two, I assume that the group will work through this process from a mind-set called “appreciative inquiry.” That is, the focus will be on the values and assets of the organization; what we can achieve based on what we’ve demonstrated in our history and the resources we know we can mobilize, rather than on problem-solving and a negative, judgmental evaluation process. There are times when problem-solving is necessary, but the basic plan for any enterprise must be built from strength, not from a negative analysis.

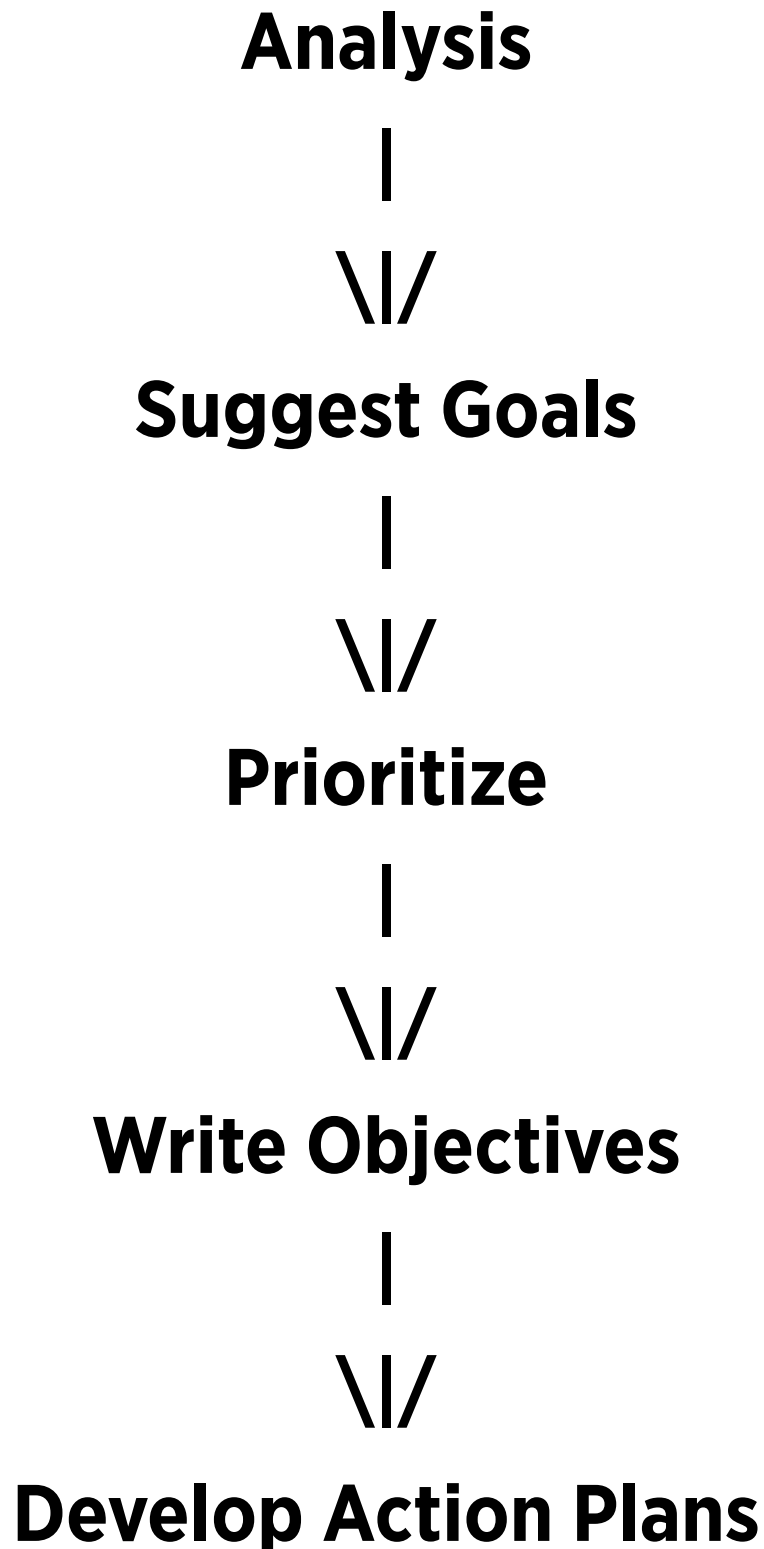
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FIGURE 1



# Session One

**Time Required**—90 minutes

**Purpose of This Meeting**—To gather facts about the organization and to evaluate those facts so that the group can list the strengths and weaknesses, opportunities and threats of the enterprise. This provides an “information base” for the whole planning process. Sometimes it is called a “self-study” or “assessment.”

## Advance Preparations

1. Make copies of the SWOT Analysis worksheet (Handout 2)
2. Gather statistical information about the organization and the context in which it works—neighborhood, city or county—or the kind of issues you want to focus on; an ethnic group or a particular set of needs
3. Make a fact sheet to hand out summarizing key statistical information; use graphics if possible
4. Make a display of photos and clippings from the history of the organization or parent organization or partner organizations involved or a “history sheet” with key dates of major events and names of key players over the years

## Agenda

1. A briefing on the information in the fact sheet presented by the facilitator or some other “expert” (20 minutes)
2. A history-giving exercise of some kind (20 minutes)

Option A - *If this is an organization with some history*, go around the circle and ask group members to list some of the most important things that they remember (post this list on a flip-chart or some other visual). Then, go around a second time and list the important values or assets visible in the first list.

Option B - *If this is a new project, just getting started*, go around the circle and ask group members to list some of the values and assets they bring as individuals or the potential partner organizations and activities that can be allied with the new effort.

3. Work through the SWOT worksheet (50 minutes)

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4. Close with a season of prayer -- Ask that the Holy Spirit will open the eyes of the group and help them see Christ's purpose for the organization.

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**Handout 2**

## **SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>

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<b>Opportunities</b>	<b>Threats</b>

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## Session Two

**Time Required**—2 hours

**Purpose of This Meeting**—To gather all of the possibilities from which the group can choose its objectives for the future and then to establish priorities.

### Advance Preparations

1. Make copies of the Forced Pairing Score Sheet (Handout 3)
2. Make copies of the mission statement or statement of purpose for the organization
3. Type up the results of the SWOT analysis and make copies of the four lists (or make four posters to put up in the room)
4. Have a supply of 5-by-8-inch cards for the group, and enough flip-chart pages or pieces of poster board equal to 33 percent of the total number of people in the group. You will also need three marker pens, a role of masking tape, and a room in which you can tape large sheets of paper or poster board up on the wall. You may also need 3-by-5 cards or small slips of paper.

### Agenda

1. The mission statement for the organization is passed out and a key leader reads it over with the group and asks about readiness to move ahead. (10 minutes)
2. Facilitator quickly reviews the four lists from the SWOT analysis. (15 minutes)
3. Pass out blank 5-by-8-inch cards and ask each person to jot down some things he or she would like to see the organization do during the next year (or years). The participants should work silently by themselves. (10 minutes)
4. Ask the people to find partners and work in two's next. Once they are paired off, have them exchange cards and interview each other. Each person to look over the other person's list and then ask him or her questions that will make the items more specific and concrete. Ask them to explain what they mean and what they really want to achieve by the suggestions they have

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jotted down. Each person is to write the new and expanded ideas on the card. (20 minutes)

5. Bring everyone back together and collect all the cards. Then have the group divide themselves into three groups, each to work at a different table. (Each table should be supplied with sheets of flip-chart paper or poster board and a felt-tip marker pen.) Give each group about a third of the stack of cards, and ask them to read quickly through the cards and make a summary of the ideas suggested on the large sheet(s) of paper. They are to weed out duplications and combine ideas that are quite similar. Tell them how much time they have to work. (30 minutes)

6. As the working groups complete their summary sheets, post them in the front of the room. When all three summary sheets are up, quickly go through them in front of the whole group and eliminate duplications, combine ideas that are similar, and renumber the whole list from beginning to end.

7. **If there are more than about a dozen items on the final list**, you will need to weed it down before you go to step 8. Pass out 3-by-5-inch cards or small slips of paper and ask people to jot down the numbers of several items on the list that seem least important to them. This is an elimination round. Ask somebody to help you and quickly count the cards as they come back in and eliminate enough items to get down to twelve or fifteen items on the final list.

8. Pass out the Forced Pairing score sheets and explain how to score them and how the final list will be placed in priority order. Explain that the report will be given at the next meeting, or they can wait after the meeting until you get the calculations done and posted.

9. Make sure you collect a score sheet from each person before he or she leaves, and have a time of prayer for God's continue guidance in the development of the plan for your organization.

## Score Sheet for Priorities

Compare each set of two of the listed items, and circle the item you believe to be of higher priority.

1/2	1/3	1/4	1/5	1/6	1/7	1/8	1/9	1/10	1/11	1/12
1/13	1/14									
2/3	2/4	2/5	2/6	2/7	2/8	2/9	2/10	2/11	2/12	2/13
2/14										
3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	3/14
4/5	4/6	4/7	4/8	4/9	4/10	4/11	4/12	4/13	4/14	
5/6	5/7	5/8	5/9	5/10	5/11	5/12	5/13	5/14		
6/7	6/8	6/9	6/10	6/11	6/12	6/13	6/14			
7/8	7/9	7/10	7/11	7/12	7/13	7/14				
8/9	8/10	8/11	8/12	8/13	8/14					
9/10	9/11	9/12	9/13	9/14						
10/11	10/12	10/13	10/14							
11/12	11/13	11/14								
12/13	12/14									
13/14										

## Session Three

**Time Required**—90 minutes

**Purpose of This Meeting**—To write a few specific, measurable objectives that describe in concrete form the results or outcomes that the group wants to accomplish by the end of the year (or years).

### Advance Preparation

1. Collate the results of the Forced Pairing exercise and type a reorganized list of possibilities, placing each item in priority order and showing the number of votes that each item received. Make copies of this report to hand out.
2. Make copies of the worksheet for writing objectives.

### Agenda

1. Facilitator presents the results of the last session, asks for any discussion, and then takes a consensus vote to adopt the list as the areas in which objectives will be developed for the next year or years. (15 minutes)

[At this stage in the process there may need to be a discussion of “How many things can we do in one year?” A small group, just getting started, may not be able to attain ten or a dozen objectives in one year. The group needs to come to consensus about where to draw the line; the top three, the top five, whatever.]

2. Divide the group into teams of two or three people each. Each team is assigned (or can select) one of the items on the list. Each team is given a worksheet and asked to write an objective for that item.
3. Teams work separately and each writes an objective. (45 minutes)
4. At the end of the meeting, collect the finished worksheets and select someone to edit them for grammar, measurability, etc., and put them into the form of a report for the next session. (If you have time, you might also have each team read the objective they have written to the entire group.)
5. End with a season of prayer that the Holy Spirit will give energy and power as the organization gets down to the most difficult part; implementation of the plans are being developed.

### Handout 3

## Worksheet for Writing Objectives

**Goal:** *A goal sets direction, but it is never completely attained. Write a sentence or two that describes the future outcome you want to achieve.*

**Observable Indicators:** *Each observable indicator provides a significant step toward your goal above. Write three observable indicators, making them concrete, measurable and observable. Examples: a major event, a document, a plan, a program, a statistical change, a policy, a number of clients/patients/students served/enrolled.*

#1

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**#2**

**#3**

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## Session Four

**Time Required**—90 minutes

**Purpose of This Meeting**—To set aside specific time, personnel, money and other resources for each of the proposed objectives so that there is a clear and specific way to implement what is planned. The results will be a budget for the project, a calendar or time-line for the activities and specific assignments so that the leaders and others involved will know for what they are to be held accountable. This is sometimes called a “work program” or “action plan.”

### Preparations

1. The objectives should be taken from the worksheets used at the last session and typed up in paragraph format. The resulting document should be copied to hand out at this meeting.
2. Copies will be needed of the Action Plan Worksheet. (Handout 5)

### Agenda

1. Facilitator presents the handout sheet of objectives written at the last meeting and opens the floor to discussion before taking a consensus vote. (15 minutes)
2. Divide the group into teams of two or three people each and give each team one of the objectives and a worksheet to complete. (45 minutes)
3. Collect the worksheets and hear a brief report from each of the teams.
4. If relevant, discuss where the plan must go to be given final approval. Must it be presented to a constituency meeting or board to be officially voted? How often will progress be reviewed and by what group?
5. Close with prayer, thanking God for His leadership during the planning process and placing the plan in His hands for Him to bless and use to achieve His mission on earth.

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# Handout 4

## Action Plan Worksheet

PROJECT: \_\_\_\_\_

OBJECTIVE:

Action Steps	Responsible Person	Budget	Time Line (weeks, months or quarters)																				
		\$																					

Total: \_\_\_\_\_

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