

Ministry Alignment



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Goals

Goal oriented people perform at a higher level in a number of domains...

Goals

- **Work harder**
- **Get tasks done more quickly**
- **Stay married longer**
- **Have deeper networks of friends**
- **Earn more**
- **Don't second guess themselves**
- **Are seen as more disciplined**
- **Are seen as good leaders**

Goals

Problems:

- **Focus on easy tasks at the expense of important tasks**
- **Hasty decisions**
- **Less likely to reconsider unwise decisions**
- **Authoritarian impulse**
- **Closed-mindedness**
- **Preference for conflict over cooperation**

Goals

Two Cautions

- **When you set goals (or make decisions) be mindful of whether the goal (or decision) you're settling on makes you feel good.**
- **If you are prone to be more concerned about being productive in the moment than you are about doing the right things over the long haul, you need a system to counterbalance that tendency.**

Metrics

Suggestions

- 1. LEAD rather than LAG measures**
- 2. S.M.A.R.T. Goals + Stretch Goals**
- 3. Accountability Culture**

Breakout Exercise

Ministry Challenges

Take a few minutes and write down some areas of your personal life that you need to address.

Also write down some ministry challenges in your personal ministry context that prove to be challenging.

Goals

LAG and LEAD measures

- **Suggested resource**

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

The 4 Disciplines of Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

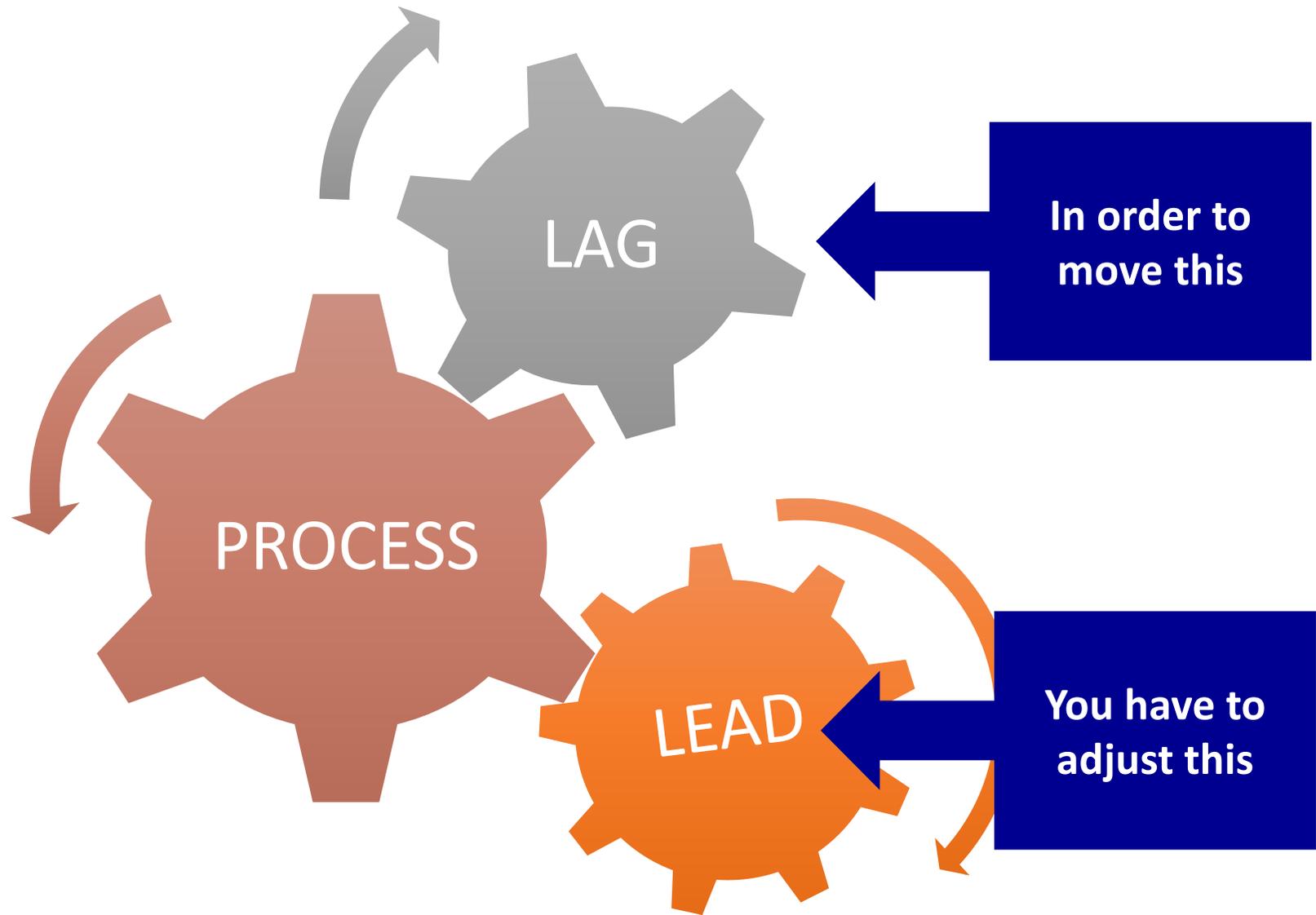
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Metrics

LAG and LEAD measures

- **LAG measures indicate you've already achieved a goal**
- **LEAD measures indicate if you're *likely* to achieve a goal**

Metrics



Metrics

LAG

- **Increase average monthly attendance 3% by 12/31 next year**

LEAD

- **Increase visitor retention from 4% to 10%.**

(Increases ave monthly attendance by 2%)

Metrics

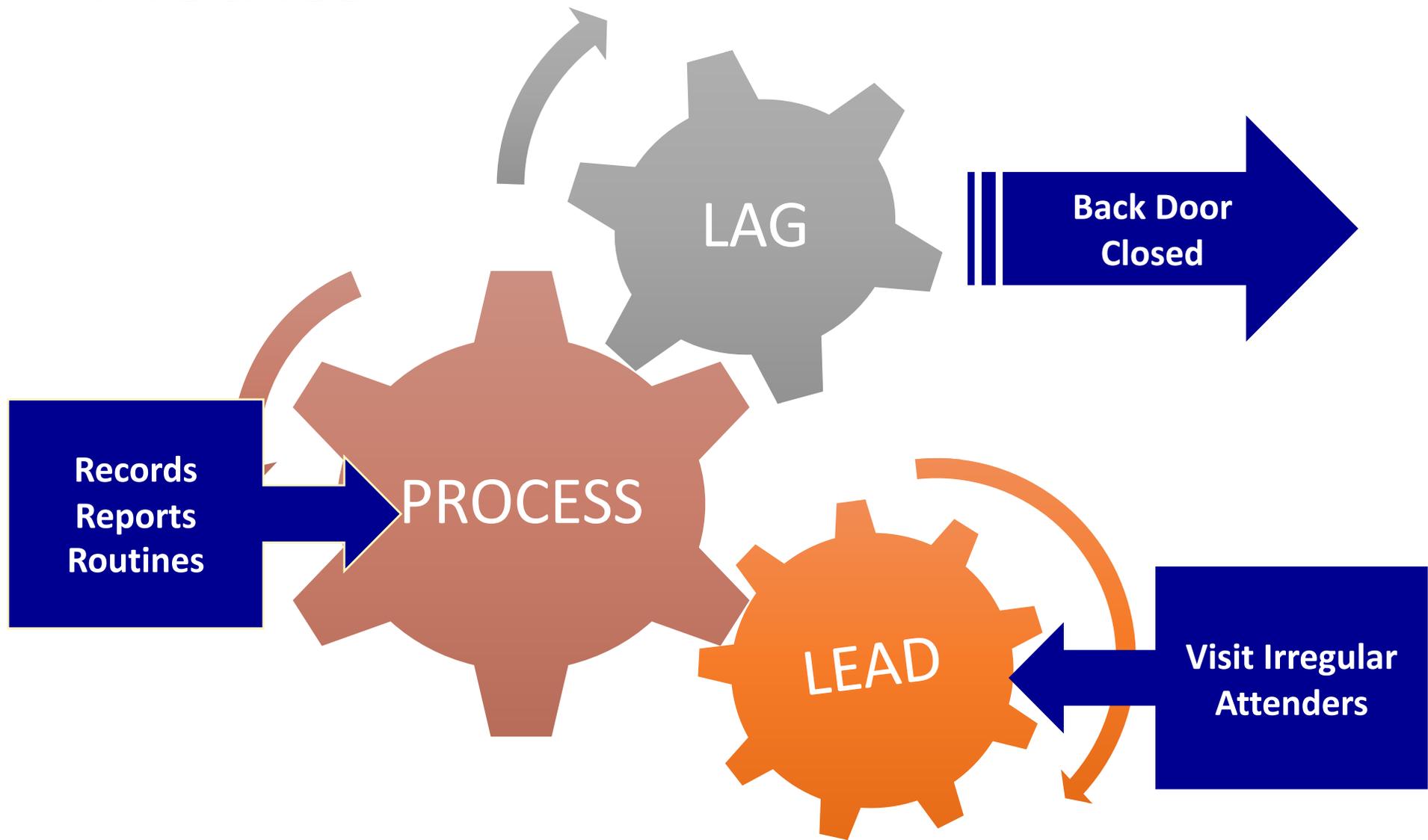
LAG

- Reduce “back door” losses from 15 per year to 5 per year by 12/31 next year

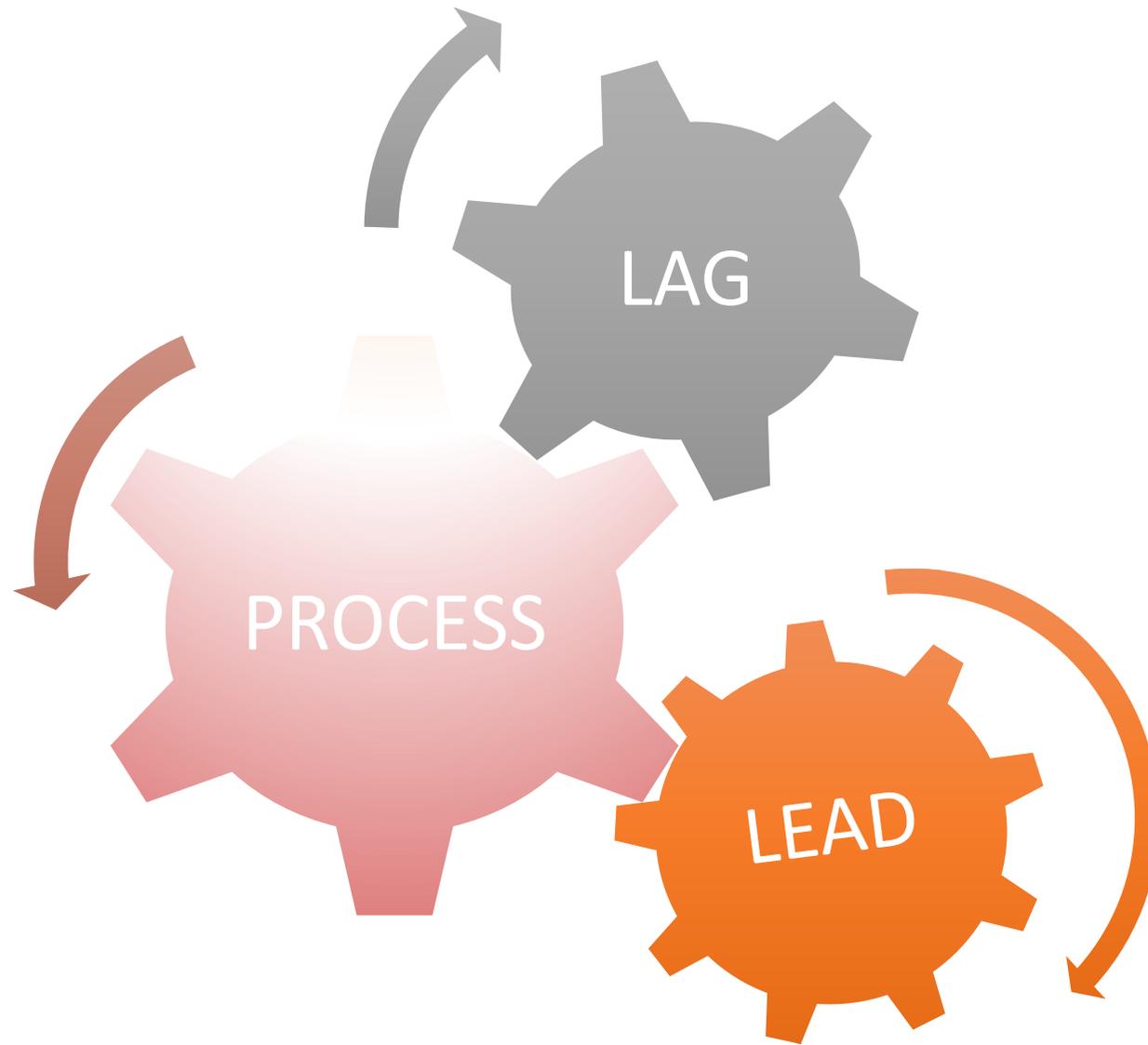
LEAD

- We will visit every family that falls into the “preparing to leave” category

Metrics



Metrics



The Process

- **Teach the planning process**
 - **SMART Goals**
 - Specific
 - Measureable
 - Aligned
 - Results-oriented
 - Time-constrained

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	
M	Measurable	
A	Aligned	
R	Results Oriented	
T	Time-constrained	

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	
A	Aligned	
R	Results Oriented	
T	Time-constrained	

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	<ul style="list-style-type: none">• How much?• How many?
A	Aligned	
R	Results Oriented	
T	Time-constrained	

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	<ul style="list-style-type: none">• How much?• How many?
A	Aligned	<ul style="list-style-type: none">• <u>How</u> can this be done?• How <u>realistic</u> is this based on other constraints?
R	Results Oriented	
T	Time-constrained	

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
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A	Aligned	<ul style="list-style-type: none">• <u>How</u> can this be done?• How <u>realistic</u> is this based on other constraints?
R	Results Oriented	<ul style="list-style-type: none">• Are you willing to do this?• Are you able to do this?• Is this the right time?• Does this match our other efforts?
T	Time-constrained	

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
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R	Results Oriented	<ul style="list-style-type: none">• Are you willing to do this?• Are you able to do this?• Is this the right time?• Does this match our other efforts?
T	Time-constrained	<ul style="list-style-type: none">• When will it be done?• What can I do next week?• Next month?• Six months?

Stretch Goals

1. A caveat about SMART goals

- SMART goals will not insure that your ministry accomplishes anything significant. If you or the majority of your team members spend most of the time working on insignificant goals, you will remain stalled on the plateau.
- People who crave the sense of accomplishment
- Those who are afraid of risk striving for big goals
- Shallow ego needs
- Your organization penalizes failure
- Those who don't connect their goals with the organization's mission

Stretch Goals

2. Stretch goals as a solution

- “A stretch is a concept that would have produced smirks, if not laughter, in the G. E. of three or four years ago, because it essentially means using dreams to set business targets—with no real idea of how to get there. If you do know how to get there—it’s not a stretch target.”
- Jack Welch, Letter to G.E. Shareholders, 1993

Stretch Goals

2a. Purpose of stretch goals

- The purpose of insisting that your church or ministry teams commit to stretch goals is to shake them out of complacency and promote new ways of thinking.
- “Provide a Christian school to minister to orphans in our city.”
- “Provide Vacation Bible School for every village in our province.”
- “Begin a church in a neighboring city where there is no gospel witness. Transplant half of our congregation to the new church.”
- “Cancel worship services every 5th Sunday to send every member to serve in the community.”

Stretch Goals

b. Two challenges with stretch goals

- 1) Studies have shown that if a stretch goal is audacious, it can spark innovation.
- 2) It can also cause panic and convince people that success is impossible
 - *There is a fine line between an ambition that spurs innovation, creativity and energy and one that destroys morale.*

Goals

Stretch and SMART Goals



Alignment

A church is aligned for effective, efficient ministry when...

... everything the church does ...

... works in concert to fulfill the vision, in order to accomplish the mission.



Alignment

Signs of misalignment

- People only discuss their “own stuff” at meetings
- Plans and resource allocation are unrelated to vision
- Vision statement not in ministry promotional materials
- Ministry leaders and their teams can't explain how their events and activities advance the vision
- Squabbles for resources
- Doctrinal inconsistencies among ministries
- Ministries collect their own offerings and support their own projects

Alignment

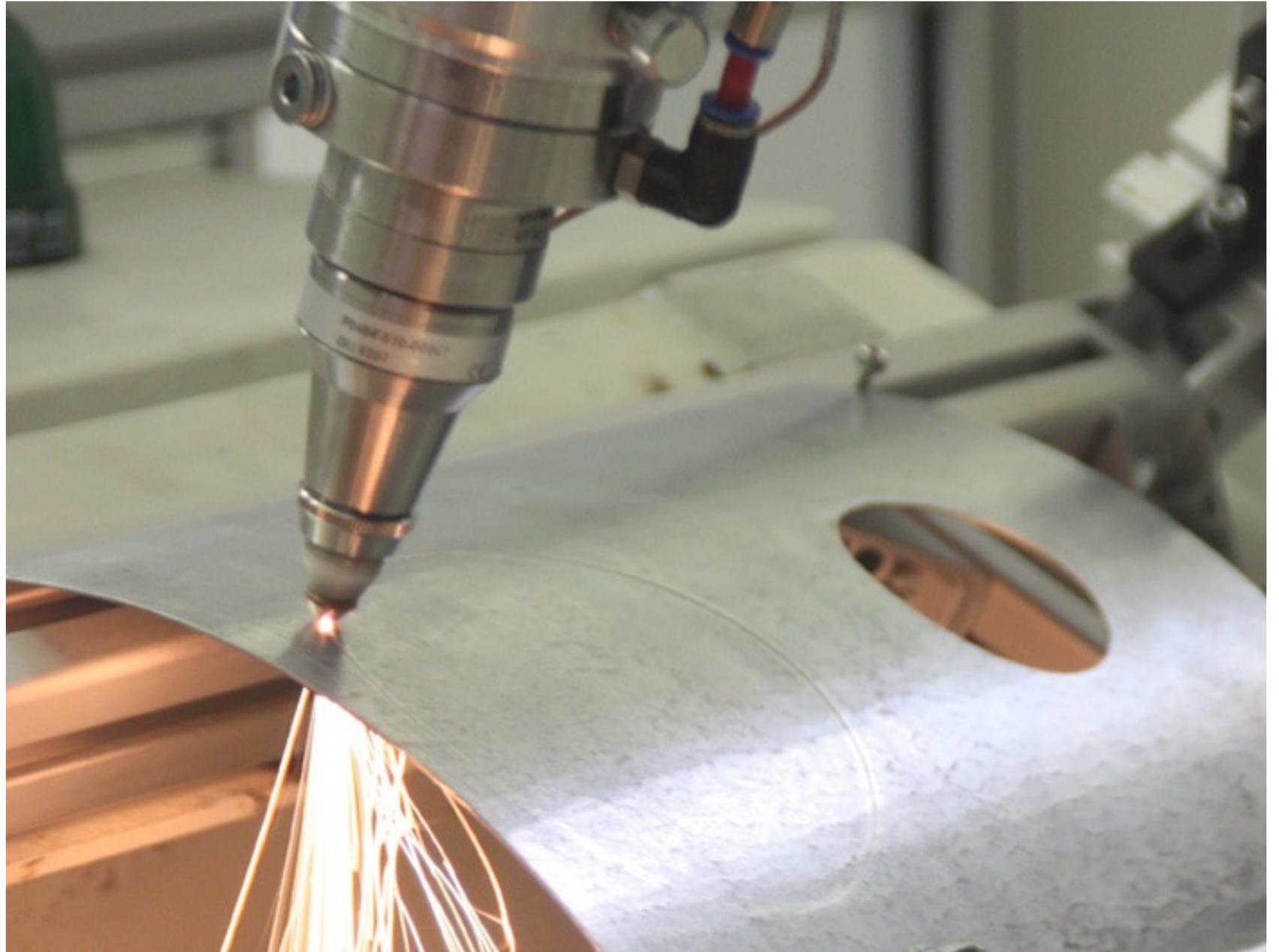
When leaders and staff are aligned they:

- Champion the church's vision
- Infect their team with the vision
- Organized schedules around the vision
- Designed activities to dovetail with the vision
- Allocate resources to support the vision
- Evaluate themselves, their team, and program for alignment

When ministry leaders and staff are aligned, everything else eventually is aligned.



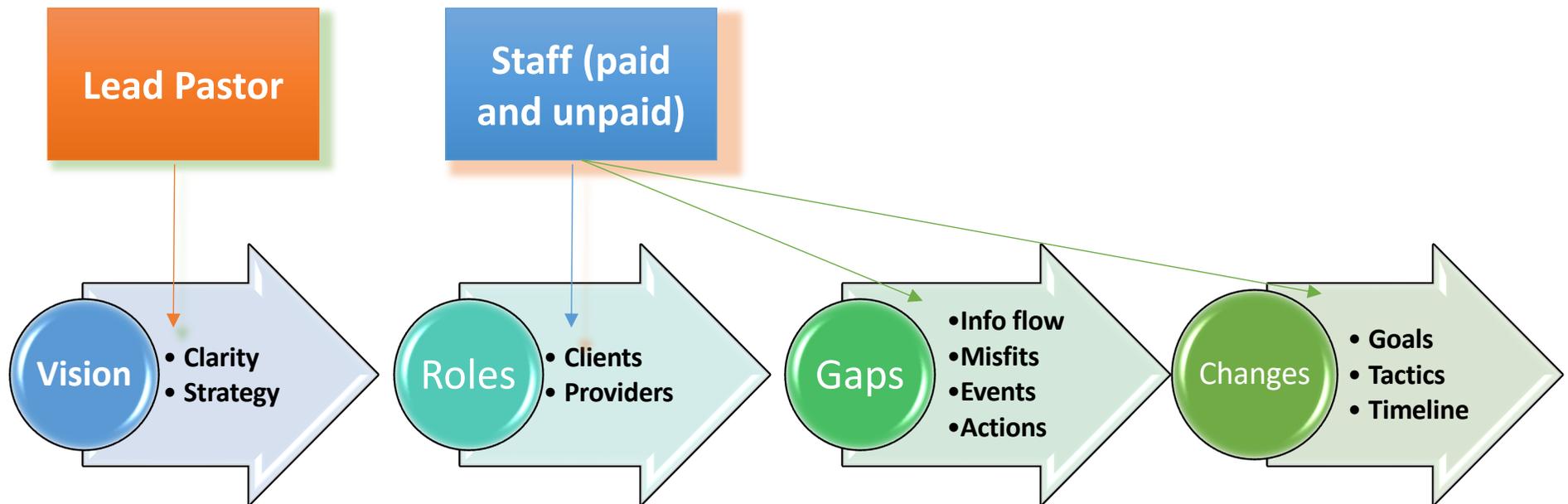
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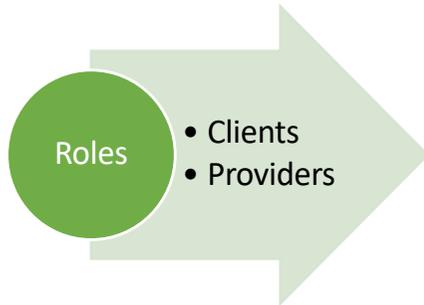
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- ❖ A DEVICE THAT PRODUCES A
NARROW AND POWERFUL BEAM
OF LIGHT (MERRIAM-WEBSTER)
- ❖ ORGANIZED
- ❖ MONOCHROMATIC

Alignment

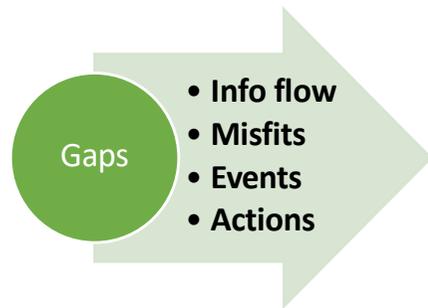


Alignment



- **Clients**
 - *Who* does this ministry serve (vertically and laterally)?
 - Who do we follow and need to report to?
 - Who do we cooperate with and need to inform?
 - Who do we serve and need to lead?
- **Providers**
 - *Who* does this ministry rely on for resources and help?
 - How do we stay in tune with them?

Alignment



- Information flow
 - Who are we failing to give the right information, in the right form, at the right time?
 - Who are we failing to query for information we need?
- Misfits
 - Where are we misaligned with the mission and vision?
 - Are we working the Four Alignment Questions?

Alignment



- Changes
 - What *new* goals do we need to adopt to align ourselves with the mission and vision?
 - What tactics can we adopt to make appropriate mid-course corrections?
 - How do these changes alter our timeline, and how will that affect other ministries/departments/staff?

Alignment

4 Alignment Questions

Planning

1. “Why do we think that doing _____ will help accomplish our vision?”
2. “Where’s the evidence that having done _____ helped us accomplish our mission and vision?”
3. “Why do we think that spending this money, in this way, at this time, will help accomplish our vision?”
4. “Where’s the evidence that having spent that money helped accomplish our vision?”

Budgeting

Alignment

Develop measurements

Outreach

Outreach events build connections with unbelievers

Unbelievers are invited to our church

Evangelism

Unbelievers turn to faith in Jesus

New believers baptized on a regular basis

Spiritual Formation

People conduct a regular prayer life

Everyone is in a small group

Believers govern their lives by the Bible

Reproduction

People know how to share the gospel

Everyone prays for opportunity, boldness, and fruitfulness

Everyone shares the gospel

Alignment

Audit Events

	Outreach	Evangelism	Spiritual Formation	Reproduction
Vacation Bible	✓			
Holiday Services	✓			
Rescue Mission				
Food Bank	✓	✓		
Special Needs Day	✓			
Church Picnic				
Youth Missions Trip			✓	
Alpha		✓		
.....				

Alignment

Audit Ministries

	Outreach	Evangelism	Spiritual Formation	Reproduction
Worship				
Small Groups				
Youth				
Women's				
Men's				
Missions				
Outreach				
Prayer				
Children				

Alignment

Audit Staff

	Outreach	Evangelism	Spiritual Formation	Reproduction
Lead Pastor				
Associate Pastor				
Youth Pastor				
Worship Leader				
Board Chairman				
Small Group Leader				
Admin / Secretarial				
Men's Leader				
Children's Leader				

Faith Baptist audit

Matthew Fite and Good News Church

Goals, Metrics and Alignment

- Step 1: Set LAG goal
 - Major objective to achieve
 - Be sure it's SMART
- Step 2: Identify LEAD goals for the team
 - Team brainstorming and evaluation
 - Will be adjusted thru the year
- Step 3: Assign objectives to team members

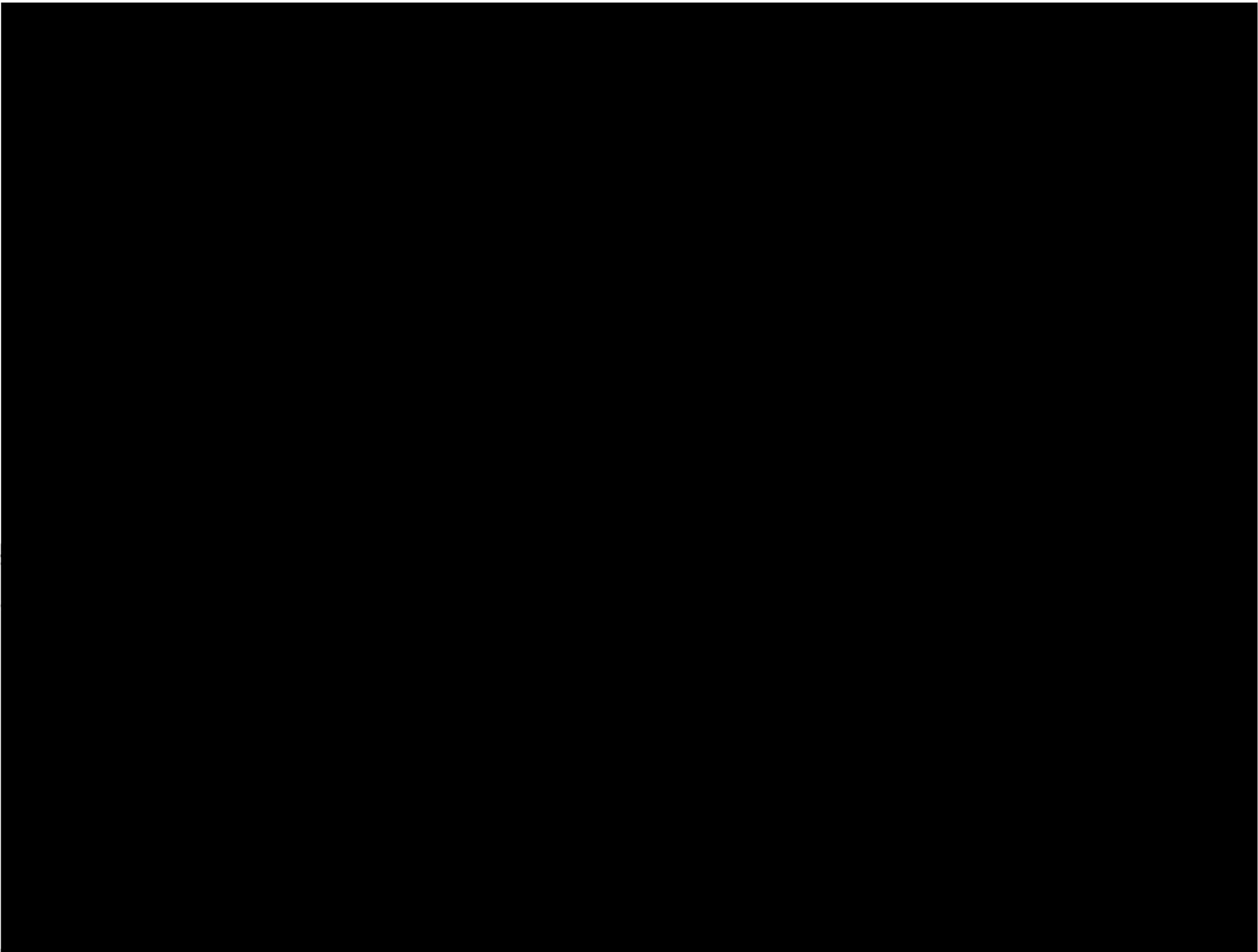
Goals, Metrics and Alignment

- LAG Goal:
 - Increase visitor retention from 4% to 10%
- LEAD Goals:
 - All visitors will be greeted in the parking lot
 - All visitors will be greeted by 3 people in the auditorium
 - All visitors are invited to a Small Group by Mon. evening
- Team Objectives:
 - Hospitality will recruit and train parking lot greeters
 - Admin will send visitor contact info to S.G. Coordinator
 - Associate pastor will train congregants how to welcome

Goals, Metrics and Alignment

Wildly Important Goals (WIG) Meeting

- A very short and weekly (no excuses) meeting
- Focused only on objectives
- Agenda
 - Report: Each team member's past week's achievements
 - Review: Each team member evaluates their performance and identifies what they learned
 - Plan: New commitments by each team member for the week



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