

**FAST TRACK
STRATEGIC PLANNING
AND
LEADERSHIP**

**CHURCH
AND
NONPROFIT**

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2007

LEADERSHIP

AND

ADMINISTRATION

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EACH PARTICIPANT WILL . . .

- ✓ **Develop an overall organization plan with emphasis on growth.**
- ✓ **Develop a plan for their area of responsibility.**
- ✓ **Learn common sense management principles.**
- ✓ **Develop a life plan.**

CASE STUDY

THINGS GOT OUT OF WHACK AT THE CHURCH

Ken Brasfield was a computer design specialist. He was busy working on the final stages of the installation of a sophisticated computerized system for the church. Frank Roma, Church Business Manager, was in charge of the overall project. Roma had negotiated a deadline for installation which was ten days away. The sales contract provided for a severe price penalty in case the church wasn't ready. The church had to have their part of the job done when the company delivered the equipment and brought its service personnel into town.

The Senior Pastor, Jim Jones, had been there 18 months. He was easy going, loved to do public relations work and stay in touch with the congregation, visit hospitals and lead prayer groups. He ignored the business of church. He stayed clear of any strife or problem-solving.

Ken Brasfield's immediate boss was Chuck Creekmore, an associate pastor. Roma also reported to Creekmore. Last night, Ken Brasfield phoned Mr. Creekmore and told him that he was quitting immediately. He had had all he could take from Roma, and he had decided to leave the church as an employee immediately. Ken told Mr. Creekmore that Roma had been "breathing down his neck" continuously and pressuring him needlessly to get the job completed. Ken assured Mr. Creekmore that he had been doing his best but that in a sophisticated installation of this sort, many things create problems and interfere with getting quick results. Ken said that he didn't attempt to explain the problems to Roma because in Ken's words, "Roma knows next to nothing about the intricate nature of the problems involved." The "straw that broke his back" was a threat from Roma to lock him in the building until the installation was operable even if he had to bring him his food. Ken said he realized that Roma did not intend to do this, but saying this after everything else he had done was too much to take. In Brasfield's view, Roma was a Theory Triple X Manager all the way!

Out of Whack Case

Mr. Creekmore wondered what to do. Mr. Creekmore knew that people with Ken's skills were hard to find. Particularly at this stage of the project, it would be next to impossible to get a replacement employee who could come in to pick up the installation where Ken Brasfield had left off and complete the projection time. Mr. Creekmore understood the meaning of a penalty for late delivery.

The next morning, Associate Pastor Creekmore decided to meet with Frank Roma, Church Business Manager, to discuss the situation.

- I. What are the major and minor problems?
- II. Analyze the case.
- III. Develop alternative solutions. What are the pros and cons of each alternative?
- IV. Which alternative is best?
- V. What should Brasfield have done at the beginning of the assignment?
- VI. If you were Roma's boss, what would you do?
- VII. How could this situation have been avoided in the first place?

THE EFFICIENT CHURCH SECRETARY

Jack Darst is Pastor of a church in Illinois. Pastor Darst has direct authority over Ed McCane, Charles Evans, Diane Purcell, Charles Weaver, and Carol Shiften, all associate pastors.

Three years ago, Mr. Darst hired Bernice Billings, age 38, as a secretary. Ms. Billings was a diligent worker, very capable and efficient; she quickly won the admiration and confidence of Mr. Darst. Mr. Darst felt fortunate to have such a capable secretary, as she willingly assumed numerous duties which allowed Mr. Darst to devote more time to his broad management responsibility over the five departments. At times, Mr. Darst's associate pastors received written instructions in the form of memos which clearly originated with Ms. Billings, but which came to them with Mr. Darst's initials. Ms. Billings also took it upon herself from time to time to give oral directives to Mr. Darst's subordinates. For example, several times she went to Mr. McCane and gave him instructions concerning problems. At times, she went directly to members of the church staff, McCane first. She often told church employees to do various projects which she said, "Mr. Darst would like you to do." Similar occurrences took place in other departments where she frequently left instructions for special treatment for some of the church members.

In most of these situations, Mr. Darst was not aware that Ms. Billings had taken it upon herself to communicate directly with subordinates in order to expedite solutions to problems which had come to her attention. Some individuals grumbled that these directives should have come from Mr. Darst or the appropriate departmental supervisor. In most cases, however, everyone concerned realized that Bernice Billings had the best interests of the church in mind, and they normally complied with her requests.

However, as time went on, the Associate Pastor began to feel that Ms. Billings was interfering more than she was helping to expedite problems. At the outset, they had looked upon Ms. Billings favorably, but now they considered her to be a disturbing and disrupting factor who was undermining their supervisory positions.

OUTLINE

**Organization's Purpose, Mission, and
Reason for Being**

External Factors Affecting Organization

Organization's Strengths

Organization's Weaknesses

Plan Based on Assumptions

Key Objectives

Strategy to Achieve Objectives

Anticipated Problems

Recommendations

COMMON SENSE PRINCIPLES

Care–Feed Boss

Care–Feed Employees

Develop a Plan for Your Responsibilities

CHURCH/MINISTRY LEADERSHIP QUESTIONNAIRE

Circle

- | | | | |
|--|--|---|---|
| 1. Do you have in writing a plan for your position? | | Y | N |
| 2. Have you been involved in developing the plan for the unit to which you report? | | Y | N |
| 3. Does your church/ministry have in writing a long-range plan? | | Y | N |
| 4. Do you have specific, measurable objectives to accomplish next year? | | Y | N |
| 5. Did you negotiate these objectives with a higher authority?
(If you are the senior pastor, this could be the church board/elders.) | | Y | N |
| 6. Have you outlined strategies to meet your objectives? | | Y | N |
| 7. Do you have regularly scheduled meetings with your boss to appraise your performance? | | Y | N |
| 8. Do you have regularly scheduled meetings with your subordinates to appraise your performance? | | Y | N |
| 9. Could every member of your staff explain, in general terms, the overall plans and future of your work unit? | | Y | N |
| 10. Do you have a budget for the upcoming year for the unit you operate? | | Y | N |
| 11. Do you carefully consider your subordinates' input? | | Y | N |
| 12. If you do a good job this year, will it make a difference in your pay next year? | | Y | N |
| 13. If the people working for you do their job well, will it affect their pay next year? | | Y | N |
| 14. Are you accessible and available to your people? | | Y | N |
| 15. Have you received any recognition from anyone in the organization this past month? | | Y | N |
| 16. Is your behavior predictable to your subordinates? | | | |
| 17. Does your church/ministry have a regular, planned means of communication with its employees/staff/associate pastors? | | Y | N |
| 18. Do you hope to be with the organization you are now working for in three years? | | Y | N |
| 19. Are the people who work for you proud of your success? | | Y | N |
| 20. Would you recommend your organization to a friend for employment? | | Y | N |
| 21. Do you enjoy your position? | | Y | N |
| 22. Are you proud to work for your church/ministry? | | Y | N |
| 23. Do you feel comfortable making recommendations to your boss? | | | |

Count the number of Yes's _____ Count the number of No's _____

Subtract No's from Yes's _____ Your score _____

CHURCH/MINISTRY

STRATEGIC PLANNING AND MANAGEMENT

WORKSHEETS

**CHURCH/MINISTRY
STRATEGIC PLANNING AND MANAGEMENT
WORKSHEETS**

by

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President, Managing for Success, Jenks, Oklahoma*

I. Purpose

What is "reason for being," your "mission," why needed, customers served, needs met in marketplace, scope of the endeavor; nationwide, local, ethics?

*Where there is no vision, the people perish: but he that keepeth the law,
happy is he.*

Proverbs 29:18

*And it shall come to pass afterward, that I will pour out my spirit upon all
flesh; and your sons and your daughters shall prophesy, your old men
shall dream dreams, your young men shall see visions*

Joel 2:28

II. **Environmental Analysis**

It is the glory of God to conceal a thing: but the honour of kings is to search out a matter.

Proverbs 25:2

What is going on in your area? Region? The world? Write your answer as six bulleted points.

III. **S & W (usually internal)**

A. Human

B. Facilities/equipment

C. Programs

D. Financial

But he that knew not, and did commit things worthy of stripes, shall be beaten with few stripes. For unto whomsoever much is given, of him shall be much required: and to whom men have committed much, of him they will ask the more.

Luke 12:48

That the man of God may be perfect, thoroughly furnished unto all good works.

2 Timothy 3:17

IV. **Assumptions**

A. You have no control over

B. Extend environmental analysis

C. Usually external

1.

2.

3.

V. **Objectives and Goals**

Specific, time frame, measurable in key result areas

	Last Year	Next Year	Five Years
1. Attendance			
2. Membership			
3. Building			
4. Missions			
5. Facilities			
6. Programs			
7. Financial			
8. People			

Let all things be done decently and in order.

1 Corinthians 14:40

Then the King said unto me, For what dost thou make request? So I prayed to the God of heaven.

Nehemiah 2:4

VI. **Strategy**CTwo to three strategies for each objective

A. Thinking stage

B. Where and how to commit resources

C. Timing

Neither do men light a candle, and put it under a bushel, but on a candlestick; and it giveth light unto all that are in the house.

Matthew 5:15

VII. Problems

Major

Minor

VIII. Analysis

IX. Alternatives

A.

B.

C.

X. Recommendations

XI. Operational Plan

A. Getting work accomplished

B. Budget

What is the budget for key departments?

Department	Last Year	This Year	Next Year (Projected)

Let all things be done decently and in order.

1 Corinthians 14:40

Study to shew thyself approved unto God, a workman that needeth not to be ashamed, rightly dividing the word of truth.

2 Timothy 2:15

For which of you, intending to build a tower, sitteth not down first and counteth the cost, whether he have sufficient to finish it?

Luke 14:28

XII. Reward/Performance Appraisal

A. Agreed upon objectives

B. Review of Performance

Now he that planteth and he that watereth are one: and every man shall receive his own reward according to his own labour.

1 Corinthians 3:8

ACTION PLAN

Objective:

Strategy:

Action Plan	Person Responsible	Start Date	Date Completed

KEY RESULT AREA

OBJECTIVES

Strategies to achieve objective:

- 1.
- 2.
- 3.

What I have to do to make it happen:

- 1.
- 2.
- 3.

NONPROFIT OVERALL PLAN

STRATEGIC PLANNING AND MANAGEMENT

WORKSHEETS

**NONPROFIT OVERALL PLAN
STRATEGIC PLANNING AND MANAGEMENT
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OUTLINE

I. PURPOSE

What is “reason for being,” your “mission,” why needed, customers served, needs met in community, scope of the endeavor: nationwide, local, accountability?

II. ENVIRONMENTAL ANALYSIS

A. Pulse—What’s going on now?

B. Now or past

C. Studies of future done now

III. **S & W** (usually internal)

A. Human/People

B. Facilities/Equipment

C. Financial

Cash Ratio (cash and cash equivalents/current liabilities); Current Ratio (current assets/current liabilities); Donation Ratio (total donations/total revenue); Return on Assets (total revenue/total assets); Debt to Assets Ratio (total liabilities/total assets); Net Operating Ratio (excess of income over expenses/total revenue); Fund Balance Reserve Ratio (total fund balance/total expenses); Cash Reserve Ratio (total cash/total expenses); Program Expense Ratio (total program expenses/total expense); Support Services Ratio (total support serves expenses/total expenses); Net Surplus/Deficiency (total income less total expense)

D. Other

IV. **ASSUMPTIONS**

A. You have no control over

B. Extend environmental analysis

C. Usually external

1.

2.

3.

V. **OBJECTIVES AND GOALS**

Specific, time frame, measurable in key result areas

	Last Year Actual	Next Year	5 Years
1. People Served, Attendance, a Count of People Worked with			
2. Budget/Revenues/Cash Generated			
3. Services Rendered			
4. Some Measures of Efficiency and/or Productivity			
5. People/Training/Human Resources			
6. Some Measure of Accountability			
7. Other Key Result Areas			

VI. **STRATEGY** (two or three strategies for each objective)

- A. Thinking stage
- B. Where and how to commit resources
- C. Timing
 - 1. People Served, Attendance, a Count of People Worked with
 - 2. Budget/Revenues/Cash Generated
 - 3. Services Provided
 - 4. Some Measures of Efficiency and/or Productivity
 - 5. People/Training/Human Resources
 - 6. Some Measure of Accountability
 - 7. Other Key Result Areas

VII. ISSUES/PROBLEMS

A. Major

B. Minor

VIII. ANALYSIS

Analysis of Situation

IX. ALTERNATIVE SOLUTIONS

A. List of Alternatives

1.

2.

3.

B. Pros/Cons of each—Problems/opportunities associated with each.

X. RECOMMENDED COURSE OF ACTION

A. Alternative selected

B. Expected benefit of this recommendation:

SET UP WAY TO MONITOR HOW YOU ARE DOING AND A WAY TO CREATE ACTION

An action plan for each objective area should be developed. The action plan objectives, strategies, and operational plans into perspective with each other and helps you develop the inter-relationship between the phases. It helps goals come to life with appropriate action.

ACTION PLAN

OBJECTIVE:

STRATEGIES:

A.

B.

C.

D.

E.

Action Plan	Person Responsible	Start Date	Date Completed

**BIBLICALLY-BASED ANALYSIS OF
PLANNING AND MANAGEMENT PRINCIPLES**

**BIBLICALLY-BASED ANALYSIS OF PLANNING
AND MANAGEMENT PRINCIPLES**

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What does the Bible say about planning? The Holy Spirit helps us know God's will and actions that are anointed. We do our best, and then ask God for His best. My spirit confirms when the right plan is in the will of God. Nothing in this article is meant to imply that the Lord is to be left out.

% Proverbs 20:5 (paraphrased)
 "A plan in the heart of man is like deep water."

% Luke 14:28 (paraphrased)
 "For which one of you when he wants to build a tower does not sit down and calculate the cost?"

% Proverbs 24:3
 "Through wisdom is an house builded; and by understanding it is established."

% 1 Corinthians 14:33
 "For God is not the author of confusion, but of peace. . . ."

% 1 Corinthians 14:40
 "Let all things be done decently and in order."

Planning, roughly defined, is the process of looking to the future and determining how to get there. "The planning model for this article has been used successfully in businesses, churches, non-profit organizations, hospitals, government, and athletic managements."¹

The model for the planning process is in Figure I.

Figure I illustrates the strategic planning/MBO process.

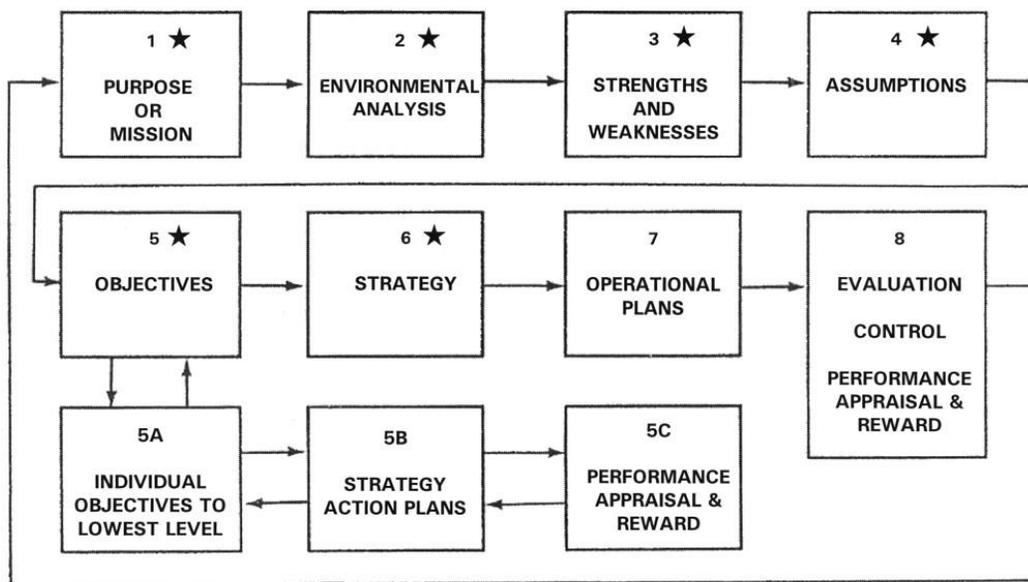


FIGURE I

Purpose, Mission, Vision

Every organization needs to have a mission statement. Note two mission statements of manufacturing companies with a strong Christian base.

CARDONE INDUSTRIES, INC. STATEMENT OF PURPOSE

We are in business to realize a profit for the mutual benefit of our employees, our customers, our suppliers, the community, and our owners.

Our corporate objectives are:

1. To honor God in all we do.
2. To help people develop.
3. To pursue excellence.
4. To grow profitably.

To this end, we pledge ourselves.

Our business is the Remanufacturing of Automobile Parts to serve the Automotive After-market.

MISSION STATEMENT: To be the best remanufacturer in the world.

We are in business:

1. To be customer driven.
2. To serve this market with the finest quality products at savings in cost over new parts, the most responsive fill service, and to make the Cardone line the highest profitable Remanufactured line for our customers.
3. To contribute to the conservation of America's natural energy and mineral resources through our recycling process.
4. To offer our customers the greatest possible profit potential.

Our intent is to provide our Cardone Family Members with a safe, healthy, comfortable working environment, to be equal opportunity employers, to encourage a holistic family atmosphere in our working relationships, to make clear that everyone is an equal, to encourage the development of people through training and to instill the belief that everyone is part of a viable, unified team and part of The Cardone Family.

Cardone Industries is committed to conducting its business relationships in the highest ethical standards as to be a credit to God, its owners, our employees, their families, our customers, our suppliers, and the community. Each, through a separate entity, is part of one unified family and the mutual benefit of the whole is achieved as the needs of one another are responded to.

Our intent is to be the leader in Market Share for each new immature line while selectively maintaining market share on mature product lines and at the same time maintaining our position as a low cost producer of remanufactured products. Our intent is to build long-term lasting relationships and maintain a servanthood position with each customer and supplier. We believe in servant leadership as the most effective way to lead.

Our position is that of a pioneer and proud leader in the automotive remanufacturing industry. Realizing we are accountable to God to be good stewards of all the resources He has entrusted to us, we are therefore committed to the highest level of efficiency in every operation. We are one, with the help of God, in constant pursuit of excellence. We firmly believe that . . .

If you want a long and satisfying life . . . never forget to be truthful and kind . . . if you want favor with both God and man, and a reputation for good judgment and common sense, then trust the Lord completely . . . In everything you do, put God first, and He will direct you and crown your efforts with success.

Selections from the Bible:
Proverbs 3
The Living Bible

CROSS MANUFACTURING MISSION STATEMENT

Through the design, production, and marketing of a complete line of fluid power products for both domestic and international markets, Cross Manufacturing, Inc., exists:

To make more money, both now and in the future by meeting needs in the marketplace, i.e., serving our customers with quality products, on-time deliveries, and competitive pricing; and, at the same time;

To glorify God by reflecting Christ in every business transaction, i.e., follow basic Biblical principles: honesty, integrity, honor others, be dependable, be fair, patient, and consistent. Provide value in the product. Treat suppliers, employees, and customers fairly. Provide a safe, ethical, discrimination-free environment for our employees

-
- % Proverbs 11:14 (NIV)
"For lack of guidance a nation (or in our case >a person=) falls, but many advisors make victory sure."
 - % Proverbs 15:22 (NIV)
"Plans fail for lack of counsel, but with many advisers they succeed."
 - % Proverbs 20:18
"Every purpose is established by counsel. . . ."
 - % Proverbs 16:20
"He that handleth a matter wisely shall find good. . . ."
 - % Proverbs 29:18
"Where there is no vision, the people perish. . . ."
 - % Proverbs 23:7 (paraphrased)
"As a man thinketh in his heart, so is he."
 - % Joel 2:28
". . . Your old men shall dream dreams, your young men shall see visions."
 - % Acts 2:17
(Essentially the same as Joel 2:28.)
 - % Romans 12:3 (NIV)
"For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you."

- % Galatians 6:34 (NIV)
"If anyone thinks he is something when he is nothing, he deceives himself. Each one should test his own actions. Then he can take pride in himself, without comparing himself to somebody else"
- % Ephesians 4:1 (NIV)
". . . I urge you to live a life worthy of the calling you have received."
- % Psalm 37:4 (NIV)
"Delight yourself in the Lord and he will give you the desires of your heart."
- % Matthew 6:33 (NIV)
"But seek first his kingdom and his righteousness, and all these things will be given to you as well."

Environmental Analysis

Every organization must monitor the outside environment, what is going on in the market place. External factors must be considered in developing a plan.

- % Proverbs 25:2
"It is the glory of God to conceal a thing: but the honour of kings is to search out a matter."
- % Proverbs 22:3
"A prudent man foreseeeth the evil, and hideth himself: but the simple pass on, and are punished."

Strengths and Weaknesses

A well thought-out plan recognizes organization strengths and weaknesses. The organization takes advantage of its strengths and tries to correct weaknesses.

- % Luke 12:48 (paraphrased)
"To whom much is given, much is required."
- % 2 Timothy 3:17 (AMP)
". . . Complete and proficient, well-fitted and thoroughly equipped for every good work."

Objectives

Objectives are the measurable expected results of your plan. What are you shooting for? Objectives are specific and measurable in a time frame. Evelyn Roberts makes a major point and helps us understand objectives.

- % Nehemiah 2:4
"For what dost thou make request?" (What do you want?)

Strategy

Strategy is the game plan to achieve objectives.

- % Matthew 5:15 (paraphrased)
"Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house."

Operational Plan

Finally action must take place. Once developed, the plan must be implemented.

- % 2 Timothy 2:15
"Study to shew thyself approved unto God, a workman that needeth not to be ashamed. . . ."
- % 2 Timothy 3:17 (AMP)
". . . Complete and proficient, well-fitted and thoroughly equipped for every good work."
- % Luke 14:28 (paraphrased)
"For which one of you when he wants to build a tower does not sit down and calculate the cost?"
- % James 1:23
"For if any be a hearer of the word, and not a doer, he is like unto a man beholding his natural face in a glass."
- % 1 Corinthians 14:40
"Let all things be done decently and in order."
- % 1 Corinthians 16:9
"For a great door and effectual is opened unto me, and there are many adversaries."
- % Philippians 4:13
"I can do all things through Christ which strengtheneth me."
- % Colossians 3:17
"And whatsoever ye do in word or deed, do all in the name of the Lord Jesus. . . ."
- % Proverbs 16:9 (TLB)
"We should make plans—counting on God to direct us."
- % Proverbs 16:3
"Commit thy works unto the Lord. . . ."
- % Colossians 3:23 (NIV)
"Whatever you do, work at it with all your heart, as working for the Lord, not for men."
- % Nehemiah 2:4

". . . For what dost thou make request? So I prayed to the God of heaven."

Reward

A good planning process provides both extrinsic and intrinsic rewards for all members of the organization.

- % 1 Corinthians 3:8 (paraphrased)
"Now he who plants and he who waters are one; but each will receive his own reward according to his own labor."
- % Proverbs 13:21 (paraphrased)
". . . "The righteous will be rewarded with prosperity."
- % Philippians 3:14
"I press toward the mark for the prize of the high calling of God in Christ Jesus."

Plan in General

- % Proverbs 15:22 (NIV)
"Plans fail for lack of counsel, but with many advisers they succeed."
- % Proverbs 16:10
"A divine sentence is in the lips of the king: his mouth transgresseth not in judgment."
- % Proverbs 19:20
"Hear counsel and receive instruction, that thou mayest be wise. . . ."
- % Proverbs 20:5 (paraphrased)
"A plan in the heart of a man is like deep water."
- % Proverbs 24:3
"Through wisdom is an house builded; and by understanding it is established."
- % 1 Corinthians 14:33
"For God is not the author of confusion, but of peace. . . ."

Biblical Backup to Planning and Management

- % Proverbs 16:3, 24:3 (TLB)
"Commit your work to the Lord, then it will succeed."
"Any enterprise is built by wise planning."
- % Psalm 20:4 (TLB)
"May he grant you your heart=s desire and fulfill all your plans."
- % Isaiah 14:24, 25 (NIV)
"The Lord Almighty has sworn, surely, as I have planned, so it will be, and as I have purposed, so it will stand."

% Isaiah 46:11
". . . What I have planned, that will I do. . . ."

% Proverbs 29:18
"Where there is no vision, the people perish: but he that keepeth the law, happy is he."

% Acts 2:17
". . . And your young men shall see visions, and your old men shall dream dreams."

Conclusion

The logical conclusion is that the model of planning presented in this article has a Biblical base. Organization leaders can identify these steps and be confident there is a spiritual base.

References:

¹ Migliore, R. Henry, *Strategic Planning for the New Millennium*. December 2001.

² "A Family Doesn't Fear the Dirty Work," *Philadelphia Business Journal* 19, no. 18 (June 9-15, 2000).

³ "Cross to Bear," *Johnson County Business Times*, (October 6, 1999): 10.

⁴ *Managing for Success*. Jenks, Oklahoma.

How Big: A Plan or Accident?

HOW BIG: A PLAN OR ACCIDENT?

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HOW BIG: A PLAN OR ACCIDENT?

How should the church/ministry grow and expand? The central question is whether to grow wildly or control growth. Another question has to do with size of the church/ministry in the long run. Or maybe it's time to retrench. When you grow at will you are reacting to opportunity. This was the strategy of General Patton in World War II: "Take as much ground every day as you can." For the church, it's expand your market as fast as possible. The notion is "big is better." Many believe the opportunity is there, and you better not pass it by or perhaps it is gone forever.

Should the church ministry grow and expand? While the answer to that question may seem obvious, it is not as clear as it might seem. While we suggest that the church should grow, growth does not always mean expansion. In addition to getting larger, growth may mean getting smaller, better, or simply changing into something different. To make the choice as to how to grow and how much, it is necessary to understand why churches/ministries should grow in the first place.

Why Should Churches/Ministries Grow?

To answer the question—why should churches/ministries grow—we must understand how organizations grow as systems. We start with the presumption that any organization is a system. We know that all systems by nature may self-destruct in a process theorists call entropy. Entropy is the tendency for an organized system to become disorganized—essentially to fall apart. We can explain the tendency toward falling apart by borrowing liberally from Newton's laws and applying them to the church setting.

Church revitalization expert, Norman Shawchuck, observes the church as any other organizational system: a set of interrelated elements within a particular environment.

Constituting its nature and mission are certain subsystems that are crucial to its existence: its organizational structure, human relational system, and theological or belief structure. In order for the church to grow and be healthy, the internal systems must be developed and managed to support that growth. It is here that Newton's laws, as applied to organizations, are helpful in determining how growth can be properly managed for the overall success of the organization.

First Law of Organizations: A Church/Ministry at Rest Tends to Stay at Rest.

We know that organizations don't like to change, that inactivity breeds inactivity and finally complacency. This complacency takes the form of the organizational "couch potato"—the church/ministry that has a routine from which it does not want to detour. However, in the rapidly changing world of today's environment, complacency can spell trouble, as we see from the second law.

Second Law of Organizations: Churches/Ministries at Rest Tend to Decay (or at Least Get Into Trouble).

There is an old saying that goes something like "if you snooze, you lose!" While there is much to recommend stability, the religious world is not a particularly stable place. As a result, complacency means that the church/ministry falls behind. In our world, change occurs at ever-increasing rates. The complacent ministry falls behind even more rapidly. For example, it is impossible for the church to stand still and maintain stability. Attrition alone makes it absolutely necessary to sustain an aggressive proactive approach to outreach.

The typical church must add at least 10 percent new members each year just to offset normal loss. In some volatile environments with a highly transient population, this may run 40% or more. Because people move, die, change churches, and leave for various reasons, the church is always in danger of decline from a leadership that simply does nothing. When you think of

how many visitors a church has to attract, win over, induct, and integrate to establish membership, the challenge becomes clearer.

Third Law of Organizations: Churches/Ministries in Trouble Tend to Get Worse!

In his research on bankruptcy, Don Hambrick of Columbia University coined the term "flailing about" to describe the death throes of an organization. When churches/ministries decline, panic often sets in so pastors/evangelists start doing anything they can—as long as they are doing something. Hambrick suggests they flail about looking for a solution. As leaders get increasingly desperate, they also get increasingly poor at making choices, creating a spiral of decline.

Shawchuck describes the failure syndrome in the life of the typical church as beginning with generalized conditions of apathy and an increasingly complacent and reactive posture. In this state, it only takes one crisis of moderate proportions to send what looks like a fairly stable church into a tailspin. The crisis could be set off by a financial setback, a leadership problem, an unforeseen change in the environment, or any number of other influences that would seem manageable under normal circumstances. The result is a deadly cycle of reactions, hasty decisions, and ineffective damage control. This free-fall continues as the church finds it lacks the spiritual and emotional reserves to tackle the problem head-on. Problems increase and multiply until the church is paralyzed by a sense of helplessness. One has no idea of how many dominos are waiting in place until the first one falls.

Church leaders facing this cycle of increasing dysfunction find that if the internal systems of the church are weak or nonexistent, there is little strength in place to resist the trend. Here the value of organizational strengths becomes evident. The internal systems of good organizational structure, sound policies and procedures, ongoing evaluation, and quality control are essential.

How Does the Church/Ministry Combat the Forces of the Three Laws?

Beating the inevitable decline described above simply requires planned growth. In our terms, growth means on-going development of the organization and its capacity. However, growth, as we indicated previously, does not always mean expansion. Growth can mean getting better.

The church must always be about the work of strengthening the internal systems that make it healthy and able to support ongoing growth. These internal systems include the organizational structure which provides for delegation of responsibility and accountability, the relational system which provides for communication, problem solving, and conflict management, and the theological system or belief structure which provides the church with the philosophy and ideology necessary to support its Christian mission purpose.

Growth may mean a different direction. The Mother's March of Dimes started out to fight polio. In 1957, the organization helped Drs. Salk and Sabin defeat polio for good.

Instead of accepting victory and disbanding, the organization took stock of itself, realized the potential good this effective group could do, and took on a new challenge. The new focus, birth defects, sadly is one that the organization will have reason to battle forever.

Describing how churches/ministries get better or different is beyond the scope of this article. What we can discuss is growth in size. To most people, the growth of a church means getting bigger. We see countless examples of churches and ministries which are growing in numbers but are doing little to grow in corporate strength. On the ministry level we see crowds increasing but little being done to nurture the individual or family to health and wholeness.

However, not all size decisions mean the church/ministry is getting bigger. Sometimes the leaner size can be very effective. As an example, in our neighborhood of Tulsa, one church had successfully addressed the issue of responsible growth with a well-publicized slogan. Dr.

James Buskirk of First United Methodist Church wanted people to know that the importance of the individual and the quality of community were a priority in a climate of mega-churches where individuals tended to feel lost and alienated. The slogan: "We don't think bigger is better, we think better is bigger."

Church expert, Carl Dudley, observes that the small church is bigger than the large church in two critical areas: relationships and accountability. He contends that small churches by nature are far better at providing the family atmosphere and personal touch so necessary to the nurture and development of the individual and community. Compared to the Sunday "mega-crowd" where anonymity is the order of service, the small church requires that the individuals involve themselves to know each other and build relationships for the church's survival. Because of this strong interpersonal factor in the small church, such ministries as pastoral care, discipleship, lay-leader training, and fellowship tend to be stronger.

The central question for pastors/evangelists is one of how big the church/ministry should be for the long run. Ralph Moore, one of the new generation's leaders in the cell-group approach to church growth, uses a proactive method of multiplying and managing groups as the primary thrust of evangelism. Instead of adding groups to meet the needs of the growing crowd, he uses the cultivation of healthy cell groups as the primary focus outreach. Based on his experience with Hope Chapel and its 80-plus member churches, he trains pastors in a very direct process of church growth through establishing, building, and reproducing groups. His method is to set up groups with assistant leaders, then to multiply the group by using these assistants and members of existing groups to start new groups in a well-planned cycle. This approach keeps the basic unit of the church and all its nurturing elements intact as the church develops. As a strategy, this approach seems to have unlimited potential for keeping the balance between growth and nurture.

One needs to look no further than the largest church in the world to see this methodology maximized. Dr. Cho built his church in Korea on the concept of a cell for every member. Training lay-leaders and multiplying groups and organizing these groups into networks overseen by capable pastors is the demonstrated dynamic which has challenged traditional approaches to church growth based on the Sunday gathering.

The argument for controlled growth is to be conservatively aggressive. Controlled growth requires more analysis. It is proactive not reactive. In this scenario the opportunity is minimized for costly mistakes.

Peter Drucker, noted business consultant and author, (1,641) believes a firm has an optimum size in every industry. It is a good theory, but how does the firm determine size? We believe the church/ministry also has an optimum size.

In order for churches to respond to the call for growth, each area of the ministry must have resources. As such, we need to understand the role that resources play. Webster's defines a resource as "something that lies ready for use or can be drawn upon for aid." Traditionally, economists have classified organizational resources into three general categories—land, labor, and capital. However, as we will discuss below, several intangible resources are also essential for firm survival.

While having resources is necessary for growth, just having resources is not sufficient. Churches and ministries can be in the midst of plenty only to die.

Another way to view long-term success of the churches/ministries is with the formula:

$$X = f(a,b,c,d,e, \dots ?)$$

The (X) represents the dependent variable, long-term success. In the formula, X is function of the various combinations of independent variable, a,b,c,d,e, on to infinity. The

discussion could be expanded to independent variables: environment, organization, human relations, theological system, etc.

For example, in the best-case scenario, long-term success (X) of the church could be a function of balancing or adjusting the internal systems of the church to support the numeric growth of the church. Other independent church variables are leadership and specific programs of evangelism, discipleship, and education; these and other independent variables should be integrated.

Conclusion

Our recommendation is a thoughtful, creative approach to strategic planning. The strategic plan is developed by taking all factors into consideration. This process forces the size decision. The options could be to double in size, have modest growth, or as we have seen in the past decades—downsize. The emphasis here is proactive planning. Too often, for example, downsizing is in small increments. It is like cutting the dog's tail one segment at a time. Every cut is painful. A better approach is proactive retrenching and then an aggressive scaled-back attack plan.

Too often a ministry with uncontrolled growth ends up with disillusioned leaders, harassed pastors and staff, confusion, and a declining quality of all programs. It can be likened to an army out-running its fuel and food. The excitement of the rapid advance is sobering as the church/ministry (and the army) becomes vulnerable to attack while mired in their self-imposed quicksand.

**WHEN DOES THE HOLY SPIRIT
TAKE OVER
AND STRATEGY END?**

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by

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INTRODUCTION

A number of instances involving efforts for church/ministry growth over the years seems to defy ordinary reason. Strategy planning has been used as a tool to develop and expand churches and religious nonprofit organizations. We have both observed two definite instances of what seem to be extraordinary occurrences that have given two churches the opportunity to expand to meet their purpose/mission/vision. Examples of the intermingling of strategy and Spirit indicate there is another less understood dimension to decision making.

First Example

Members of a church in the Southwest began praying for a valuable piece of property adjacent to the church's small facility. The price was \$198,000C ten times what could be afforded. As prayer increased, vision grew. After a year or so, the petition, forged by the Spirit through many months of corporate prayer, became deeper, more meaningful, and very specific: "Father, provide this property for the future outreach of the church; either give us the resources to buy it, or bring the price down so we can afford it." It all came together one cold January morning when the council ventured out of the warm building onto the frosted desert and marched around the property, jumping over humps and tumbleweeds in the Name of the Lord. One of the elders led the charge. After that prayer they knew something was about to happen.

The chain of events that followed directly related to the prayer that had continued each step of the way without any knowledge of what might eventually come about. The congregation measured developments by the prayer meeting as the plan unfolded from prayer meeting to prayer meeting.

Forgive the detail, but it is the only way you can get the picture of what really happened. First, the city decided to take a four-foot strip off the front of the church property to widen the road. The settlement was \$2,400 for the land and after lengthy negotiations the assessor awarded \$45,000 for damages. Hence \$47,000 was placed in their hands from a totally unexpected source.

Several months later the city took over the expensive property the church was praying for and reappraised it for \$38,000 because it had become landlocked from the same road-widening project. The city offered the property to the church for the adjusted price of \$38,000. The congregation paid cash with the money the city had recently given them.

After purchasing the land, the bank evaluated the property and said the value went back up to \$154,000 because, by becoming joined to their existing parcel, it was no longer landlocked.

Consider the facts: The original owner got his price from the city. The city paid the church for a tiny strip of land the church did not need. The amount the church received was enough to pay for the adjusted price of the land they needed. The value of the land jumped back up in value because it was no longer landlocked. The attorney, who was a member of the church council and watched the whole thing happen said, "Deals like this just don't happen in real estate. Nobody is smart enough to put all this together. It had to have been the prayer!"

After the two years it took to complete all of this, the church had the land prayed for and the money in the bank for improvements. At each breakthrough, everyone was so happy about what God had done they could have stopped praying and failed to move on. Instead, God gave them the vision, faith, and perseverance to keep trusting and see how He would move strategically to accomplish what was actually a rather complex plan. It is easy to think you have

prayed enough when you see part of the answer. How much better it is to keep on praying until God is finished with His exceeding work.

Second Example

Another example occurred a few years ago in the southeastern part of the United States. The visionary pastor contacted the author to assist in developing a strategic plan for the church. A series of structured meetings were held which included the pastor, his staff, and elders. Slowly but surely the group began to understand the philosophy and process of strategic planning. Various committees worked on identifying purpose/mission/vision for the church. Other committees were formed for environmental analysis, strengths and weaknesses, and assumptions. The work of these committees set the stage for discussions on objectives and strategy.

The planning committee determined a good objective would be to grow by 1,000 members over the next three years. Major problems were financial resources, space, parking, and lack of facilities. The committee could also see the need to expand the church school. As usual, finances just were not there to handle the various building projects. All through the process there was continued prayer. There was a can-do spirit by all involved.

One member of the environmental analysis committee in charge of gathering a wide range of facts discovered plans to expand a major north-south state road to a national expressway—public information, but few in the area were aware of it.

The church property was on the northwest corner of a busy intersection a few miles east of the proposed expressway. Over the years the pastor had inquired about property on two of the other corners. Serious negotiations started as part of the planning committee work. An option to buy was negotiated for two of the intersection corners. A sizeable down payment that stretched

the church's finances was made. If the church did not exercise the option within the time frame the down payment would be lost. What the planning committee was banking on was the increased value of the property due to the highway expansion.

Many in the church congregation were skeptical. The planning committee had planned and prayed and prayed some more. Everyone, including the author, felt a confirmation in their spirit. It was the right thing to do.

The highway expansion went on as planned. Strip malls, gas stations, and other commercial ventures began at a rapid pace. A few miles to the east the church property value was going up. They exercised their options and bought both properties. Shortly thereafter, they sold one of the corner lots for cash. The money from the sale paid off the other lot, expanded the church, put in a new parking lot, provided for school expansion, and bought robes for the choir. That church continues today to meet its purpose/mission/vision.

Conclusion

Where did strategy end and the Spirit begin? The answer remains unclear. A combination of what we know about planning and organization was used. Every step of the way fervent prayer took place for guidance, the Lord's will, and the struggle to make the right decision.

COMMON SENSE MANAGEMENT

A BIBLICAL PERSPECTIVE

COMMON SENSE MANAGEMENT

A Biblical Perspective

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CARE AND FEEDING OF THE BOSS: *What is our attitude toward authority?*

. . . make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others.

Philippians 2:2-4 NIV

How good and pleasant it is when brothers (coworkers) live (and work) together in unity!

Psalms 133:1 NIV

Anyone, then, who knows the good he ought to do and doesn't do it, sins.

James 4:17 NIV

CARE AND FEEDING OF THE EMPLOYEE: *How do we treat those that report to us?*

But this I say, He which soweth sparingly shall reap also sparingly; and he which soweth bountifully shall reap also bountifully.

Now he that ministereth seed to the sower both minister bread for your food, and multiply your seed sown.

2 Corinthians 9:6, 10

ICEBERG THEORY: *Stay on the lookout for danger.*

Only by pride cometh contention: but with the well advised is wisdom.

Proverbs 13:10

Without counsel purposes are disappointed: but in the multitude of counselors they are established.

Proverbs 15:22

A wise man sees danger; the fool goes his merry way.

Proverbs 22:3

Hear counsel, and receive instruction, that thou mayest be wise in thy latter end.

Proverbs 19:20

Every purpose is established by counsel. . . .

Proverbs 20:18

For by wise counsel thou shalt make thy war: and in multitude of counselors there is safety.

Proverbs 24:6

PROMOTION THEORY: *Train your replacement, help others develop.*

*Think about: Moses and Joshua
Elijah and Elisha
Paul and Timothy
Jesus and the 12 Disciples*

MANAGING IS LIKE PARENTING: *Be a responsible manager.*

Train up a child in the way he should go (and in keeping with his individual gift or bent), and when he is old he will not depart from it.

Proverbs 22:6

STINGER PRINCIPLE: *Sometimes Christians must tackle problems head on.*

Do not hold back discipline from the child, although you beat him with the rod, he will not die.

You shall beat him with the rod, and deliver his soul from Sheol.

Proverbs 23:13, 14 NAS

Correct your son, and he will give you comfort; he will also delight your soul.

Proverbs 29:17 NAS

CYCLE THEORY: *What goes around comes around.*

Let your eyes look right on (with fixed purpose), and let your gaze be straight before you.

Consider well the path of your feet, and let all your ways be established and ordered aright.

Proverbs 4:25-26 AMP

Accordingly then, let us not sleep, as the rest do, but let us keep wide awake (alert, watchful, cautious, and on our guard) and let us be sober (calm, collected, and circumspect).

1 Thessalonians 5:6 AMP

But test and prove all things [until you can recognize] what is good; [to that] hold fast.

1 Thessalonians 5:21 AMP

Let me warn you therefore, beloved, that knowing these things beforehand, you should be on your guard lest you be carried away by the error of lawless and wicked (persons and) fall from your own (present) firm condition--your own steadfastness (of mind).

2 Peter 3:17 AMP

PAY ME NOW OR PAY ME LATER: *Do it right the first time.*

By wisdom a house is built, and through understanding it is established.

Proverbs 24:3 NIV

A tyrannical ruler lacks judgment.

Proverbs 28:16 NIV

A prudent man sees danger and takes refuge, but the simple keep going and suffer for it.

Proverbs 22:3 NIV

AFRAID TO FAIL: *Like the Nike commercial says, “Go for it.”*

When you go to war against your enemies and see horses and chariots and an army greater than yours, do not be afraid of them because the Lord your God, who brought you up out of Egypt, will be with you. . . .

Deuteronomy 20:1 NIV

The steps of a good man are ordered by the Lord: and he delighteth in his way.

Psalm 37:23

DEFENSIVE END THEORY: *Get tough if you have to.*

Finally, my brethren, be strong in the Lord, and in the power of his might.

Ephesians 6:10

If thou faint in the day of adversity, thy strength is small.

Proverbs 24:10

ALAMO THEORY—TOE THE LINE: *Make sure everyone is heading in the right direction.*

He who scorns instruction will pay for it, but he who respects a command is rewarded.

Proverbs 13:13 NIV

Then Moses stood in the gate of the camp, and said, Who is on the Lord’s side? let him come unto me. . . .

Exodus 32:26

A servant cannot be corrected by mere words; though he understands, he will not respond.

Proverbs 29:19 NIV

He who listens to a life-giving rebuke will be at home among the wise.

Proverbs 15:31 NIV

A rebuke impresses a man of discernment
more than a hundred lashes a fool.

Proverbs 17:10 NIV

LAWN-MOWING THEORY: *There is a way to get organized— each does what they do best.*

The eye cannot say to the hand, "I don't need you!" And the head cannot say to the feet, "I don't need you!" On the contrary, those parts of the body that seem to be weaker are indispensable.

1 Corinthians 12:21, 22 NIV

Behold, how good and how pleasant it is for brethren to dwell together in unity!

Psalm 133:1

VIEW THE WORLD THROUGH (OTHER) COLORED GLASSES: *Respect the views of others.*

And if I have the gift of prophecy, and know all mysteries and all knowledge; and if I have all faith, so as to remove mountains, but do not have love, I am nothing.

1 Corinthians 13:2 NAS

But now God has placed the members, each one of them, in the body, just as He desired.

And if they were all one member, where would the body be?

1 Corinthians 12:18 NAS

STEW IN YOUR OWN JUICE: *Better get your team with you.*

But I did not want to do anything without your consent, so that any favor you do will be spontaneous and not forced.

Philemon 14 NIV

. . . He which soweth sparingly shall reap also sparingly.

2 Corinthians 9:6a

Be not deceived; God is not mocked: for whatsoever a man soweth, that shall he also reap.

Galatians 6:7

SNOWBALL: *Things, events, a course of action can get out of control.*

Now finish the work so that your eager willingness to do it may be matched by your completion of it, according to your means.

2 Corinthians 8:11 NIV

GET YOUR HEAD ABOVE THE CLOUDS: *Take a look where you are going.*

In all thy ways acknowledge him, and he shall direct thy paths.

Proverbs 3:6

A man's heart deviseth his way: but the Lord directeth his steps.

Proverbs 16:9

HOMEOSTASIS: *Be aware that there is an integration—cause—event; we have both: We effect and affect others.*

. . . "If as one people speaking the same language they have begun to do this, then nothing they plan to do will be impossible for them.

Genesis 11:6 NIV

Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.

Romans 12:2 NIV

SEED FAITH: *It is better to give than receive.*

Give, and it shall be given unto you; good measure, pressed down, and shaken together, and running over, shall men give into your bosom. For with the same measure that ye mete withal it shall be measured to you again.

Luke 6:38

NATURAL RHYTHM: *There is a rhythm to everything.*

Except the Lord build the house, they labour
in vain that build it.

Psalm 127:1a

This book of the law shall not depart from
your mouth, but you shall meditate on it day and
night, so that you may be careful to do according to
all that is written in it: for then you will make your
way prosperous, and then you will have success.

Joshua 1:8 NAS

To every thing there is a season, and a time
to every purpose under the heaven:

A time to be born, and a time to die; a time
to plant, and a time to pluck up that which is
planted;

A time to kill, and a time to heal; a time to
break down, and a time to build up;

A time to weep, and a time to laugh; a time
to mourn, and a time to dance;

A time to cast away stones, and a time to
gather stones together; a time to embrace, and a
time to refrain from embracing;

A time to get, and a time to lose; a time to
keep, and a time to cast away;

A time to rend, and a time to sew; a time to
keep silence, and a time to speak;

A time to love, and a time to hate; a time of
war, and a time of peace.

Ecclesiastes 3:1-8

**"I'LL BE TRUE TO YOU WHILE YOU'RE GONE, HONEY . . .
JUST DON'T BE GONE TOO LONG": *Don't forget your friends and family.***

Be hospitable to one another without
complaint.

As each one has received a special gift,
employ it in serving one another, as good stewards
of the manifold grace of God.

1 Peter 4:9, 10 NAS

**FIND OUT HE IS A CHRISTIAN BY HOW HE ACTS,
NOT BY WHAT HE SAYS: *Actions speak louder than words.***

Let your light so shine before men, that they may see your good works, and glorify your Father which is in heaven.

Matthew 5:16

Yea, a man may say, Thou hast faith, and I have works: shew me thy faith without thy works, and I will shew thee my faith by my works.

James 2:18

Having your conversation honest among the Gentiles: that, whereas they speak against you as evildoers, they may by your good works, which they shall behold, glorify God in the day of visitation.

1 Peter 2:12

BE THE BEST YOU CAN BE: *Don't give the Lord second best.*

And whatever you do in word or deed, do all in the name of the Lord Jesus, giving thanks through Him to God the Father.

Colossians 3:17 NAS

Finally then, brethren, we request and exhort you in the Lord Jesus, that, as you received from us instruction as to how you ought to walk and please God (just as you actually do walk), that you may excel still more.

1 Thessalonians 4:1 NAS

NEVER GIVE UP: *Just keep plugging.*

Do you not know that those who run in a race all run, but only one receives the prize? Run in such a way that you may win.

1 Corinthians 9:24 NAS

DO IT WHEN IT IS IMPORTANT: *We tend to put things off.*

Withhold not good from them to whom it is due, when it is in the power of thine hand to do it.

Say not unto thy neighbor, Go, and come again, and tomorrow I will give; when thou hast it by thee.

Proverbs 3:27, 28

SUCCESS—THE WHOLE PERSON: *Success is broader than your career.*

Dear friend, I pray that you may enjoy good health and that all may go well with you, even as your soul is getting along well.

3 John 2 NIV

Do not wear yourself out to get rich; have the wisdom to show restraint.

Proverbs 23:4 NIV

BE THERE IN THE MORNING: *Be loyal to the cause.*

Most men will proclaim every one his own goodness: but a faithful man who can find?

Proverbs 20:6

Who then is a faithful and wise servant, whom his lord hath made ruler over his household, to give them meat in due season?

Blessed is that servant, whom his lord when he cometh shall find so doing.

Matthew 24:45, 46

FAILING TO PREPARE IS LIKE PREPARING TO FAIL

For lack of guidance a nation falls, but many advisers make victory sure.

Proverbs 11:14 NIV

THE PRODUCT MUST BE BETTER THAN THE SALES PITCH

Oral Roberts, former President of Oral Roberts University, made this statement at the beginning of a School of Business Marketing Conference at ORU. He was referring to Jesus—and the message to the business audience was that "their product must be better than the sales pitch."

THE O-RING

For lack of guidance a nation falls, but many advisers make victory sure.

Proverbs 11:14 NIV

Plans fail for lack of counsel, but with many advisers they succeed.

Proverbs 15:22 NIV

Listen to advice and accept instruction, and in the end you will be wise.

Proverbs 19:20 NIV

Scriptures Relating to Promotion Theory

The Great Commission

And Jesus spake unto them saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost:

Teaching them to observe all things, whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen.

Elijah and Elisha

So he (Elijah) departed thence, and found Elisha the son of Shaphat, who was plowing with twelve yoke of oxen before him, and he with the twelfth: and Elijah passed by him, and cast his mantle upon him.

And he left the oxen, and ran after Elijah, and said, Let me, I pray thee, kiss my father and my mother, and then I will follow thee. And he said unto him, Go back again: for what have I done to thee?

And he returned back from him, and took a yoke of oxen, and slew them, and boiled their flesh with the instruments of the oxen, and gave unto the people, and they did eat. Then he arose, and went after Elijah, and ministered unto him.

I Kings 19:19-21

. . . Elijah said unto Elisha, Ask what I shall do for thee, before I be taken away from thee. And Elisha said, I pray thee, let a double portion of thy spirit be upon me.

And he said, Thou has asked a hard thing: nevertheless, if thou see me when I am taken from thee, it shall be so unto thee; but if not, it shall not be so.

And it came to pass, as they still went on, and talked, that, behold, there appeared a chariot of fire, and horses of fire, and parted them both asunder; and Elijah went up by a whirlwind into heaven.

And Elisha saw it, and he cried, My father, my father, the chariot of Israel, and the horsemen thereof. And he saw them no more: and he took hold of his own clothes, and rent them in two pieces.

He took up also the mantel of Elijah that fell from him, and went back, and stood by the bank of Jordan;

And he took the mantle of Elijah that fell from him, and smote the waters, and said, Where is the Lord God of Elijah? and when he also had smitten the waters, they parted hither and thither: and Elisha went over.

And when the sons of the prophets which were to view at Jericho saw him, they said, The spirit of Elijah doth rest on Elisha. And they came to meet him, and bowed themselves to the ground before him.

II Kings 2:9-15

The Calling of the First Disciples

And Jesus, walking by the sea of Galilee, saw two brethren, Simon called Peter, and Andrew his brother, casting a net into the sea: for they were fishers.

And he saith unto them, Follow me, and I will make you fishers of men.

And they straightway left their nets, and followed him.

And going on from thence, he saw other two brethren, James the son of Zebedee, and John his brother, in a ship with Zebedee their father, mending their nets; and he called them.

And they immediately left the ship and their father, and followed him.

"*Wisdom* is the principal thing: therefore get wisdom: and with all thy getting get understanding.

Exalt her, and she shall promote thee: she shall bring thee to honor, when thou dost embrace her.

Proverbs 4:7-8

YOUR LIFE'S VISION AND PURPOSE

Outside Factors Affecting Your Life

Your Strengths

Your Weaknesses

Your Objectives

Strategy to Achieve Objectives

Problems You Must Overcome

What Do You Have to Do to Overcome Obstacles?

What Is Holding You Back?

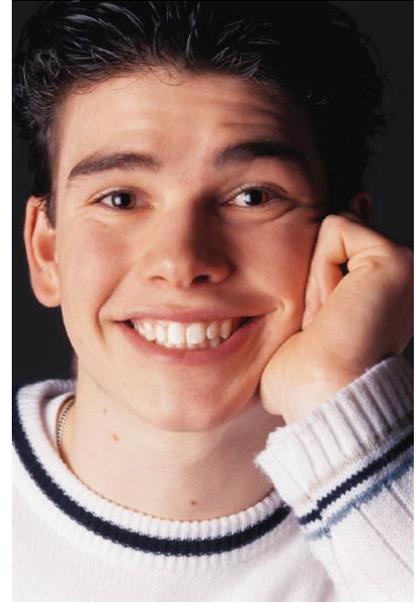
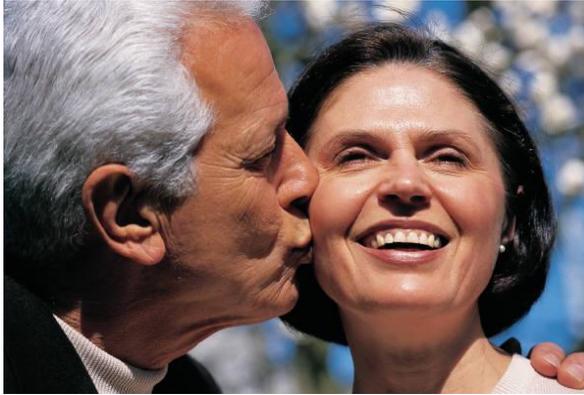
**What Do You Want to Be
Doing in Five Years?**

**How Do You Balance Career,
Family, and Personal Plans?**

CALVARY TEMPLE OF TEMPLE TERRACE

2003 STRATEGIC PLAN

Calvary Temple of Temple Terrace 2003 Strategic Plan



"Calvary is a great place to be!"

Copy by Permission of Pastor Dale Brooks & Elders of Calvary Temple of Temple Terrace

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CALVARY TEMPLE OF TEMPLE TERRACE
2003 STRATEGIC PLAN
October 28, 2002

Purpose: “Every House a Lighthouse, Every person a shining light.”

Environmental Analysis

- City of Temple Terrace trying to annex CT & other surrounding properties.
- Attention given to security/morals within clergy & church leadership
- Just a Few Miles Away from Major Center of Financial Terrorist Cell Activity
- Dysfunctional Family Units, Single Parents, Abusive Relationships, are at higher levels than ever before – people are searching for relationships.
- High-tech, Low-touch population, Fast food mentality, Desensitized Generation
- Cultural diversity of population-African American and Islamic, etc.
- Calvary Temple is NOT the closest charismatic church to New Tampa - Competition
- Busy families – Busy lives, Area Events (School Sport, etc.) – Negative – Keep youth from being involved.
- Possible war in the Middle East-Area small groups will become more important if gas prices rise.
- Area events – Sporting Events, Gasparilla, School functions, College-Expanded USF Football Team.
- Area demographics: New neighborhood housing developments. Student Housing development for College.
- Peer pressure on all age levels
- Population growth-ten miles north & south
- Few people from nearby community attend Calvary Temple.
- Area college growth – New housing & apartment developments for USF & Motels/Hotels for USF Football Team.
- Prime time vacation spot – hotel spots
- MacDill Air Force Base-Central Command Move to Middle East?? Financial Impact.
- Transient population – within Tampa as well as moving in and out of Tampa
- Commuter congregation – Thonotosassa, Lutz, Plant City, etc.
- Post modern era-No absolutes, no boundaries, extreme games
- Increase in transportation and visualization of church.
- Teen parents and grandparents raising their grandchildren.
- Loss in income – Lay offs.

STRENGTHS

- Friendliness & Relationships among members & to new guests.
- Heightened sense of anticipation of members
- Small Group Stabilization
- Great improvement on communication & relationships between Ministry Groups.
- Great improvement on first impressions for visitors and CT members.
- Outreach to youth is improving daily.
- Support from top > down towards all ministry groups
- Youth Ministry & Facility
- High integrity of Finances of church and Finance Committee
- Addition of Information Booth
- Better use of time
- Identified our area of weakness & have acted upon it – Gifting
- Staffed for growth
- Personal contacts with members & Shepharding congregation
- New Road – Temple Terrace Highway
- Continued organization, communication, management & strategic planning.
- Church Van Purchased.
- Dynamic Pastor & Wife – Role models, Integrity, respect and longevity in ministry – Relative sermon topics.
- Computer system – updated, server bought.
- Small groups Functioning Children’s and Youth programs.
- Strong focus on evangelism.
- Debt Free property/facilities
- Corporation longevity.
- Longevity in geographical location.
- Leadership.
- Focus on vision “Every House a Lighthouse, Every Person a Shining Light.”
- Positive outlook.
- Family heritage and legacy in the ministry.
- Good accumulation of tangible property
- Functional facilities with space available for growth.
- Organized Greeter/Usher program at front door.
- Power Point and outline of the sermons.
- Age diversity on the platform.
- Part of the charismatic growth movement.
- Volunteer participation

WEAKNESSES

- Lack of web presence
- Lack of growth
- Lack of signage
- Marketing – Marketing Plan Needs More Attention from Management Team/Leadership, Message Board Out Front/Side, Radio, TV, billboards-(See Marketing Plan)
- Working on Formal public commitment to Calvary Temple
- Assimilation
- Ownership of Calvary Temple in general.
- Core group overextended
- Cultural diversity not reflected in our leadership – Need to decide who we are targeting.
- Programs for single dysfunctional families.
- Outreach to the immediate community.
- Inadequate A/C in Life Training Center.
- Interior Sanctuary dated – not as contemporary and appealing as necessary – Not functioning at optimum; technically and visually.
- No college outreach or Jr. High transitioning
- Training plan in place for Pastor Brooks and others in leadership positions
- Sound system and acoustics
- Projection screen distorted.
- Balcony sight line.
- Inefficient flow of information,- trickle down effect not working.
- Bookstore – Lack of Leadership
- Audio Ministry – Lack of Leadership

OBJECTIVES AND GOALS

	Last Year's Goal	Next Year 2003	Five Years	Status Oct., 2002
Attendance	350	366	830	305 Avg.
Membership	700	700	1,500	520 Avg.
Building			Youth Building Remodel Sanctuary	Youth/Children's Rooms Remodeled COMPLETE
Missions	10%	10%	10%	10%
Facilities	Pave Parking Lot	Note projects next page		New Paved Parking Lot COMPLETE
Financial	Stay within budget	Increase by 10% Stay within budget	Increase by 10% Stay within budget	Over Budget 10%
People	5 Full time 4 Part time	7 Full time 5 Part time	Training 15 Full time 30 Part time	6 Full Time 5 Part Time

REVISED GENERAL STRATEGIES

- Continued movement towards complete Small Group structure
- Improve image – Physical update
- Consider construction of new Youth Building
- Continue emphasis on Goals in front of congregation to reach out – result: Increase Attendance.
- Beginning Membership Classes – once per month along with Pastor’s Receptions. This will improve new visitor family assimilation. Institute plan to assimilate visitors to active members.
- Small group structure improvement (Interns ready to lead) Inspire and strengthen small leaders with public recognition and perks (retreats, trips, etc.) for goals met. Proper training, commitment, communication and accountability a must for success.
- Survey Calvary Temple’s population
- Address volunteer issues – Find Leadership. Restructure entire volunteer program. Will use Red Cross Volunteer Plan as guideline. Possible “Volunteer Boot Camp” w/Barbara Rarden.
- Continue to increase technology – Web-site project. Technology Task Force in place includes, Dan Doidge, Michelle Hawthorne, Craig Brooks, David Durcan & Kerry Rydman
- Develop and organize music, youth and children’s department staff – See Key Result Area for children
- Update Music-Music department will begin to use more diversity in music presentation. Perhaps endeavoring to learn more current songs and music as they were written. New music ordered from Hillsongs in Australia and from Clint Brown in Orlando, FL. Britt O’Steen has been placed in leadership position over vocal segment of praise and worship.
- Prayer and praise reports – Need to be a regular part of Sunday services and Small Group meetings.
- Plan of succession for Pastor Brooks and others in leadership positions – Each person will begin grooming and training a replacement. There should always be three people in consideration for replacement. Consider an organizational strategy utilizing a Small Group Pastor or Associate Pastor.
- David Road & Temple Terrace Highway area – Continue to review and increase community awareness about Calvary.
- Review Marketing strategy – Review Palm Spring Marketing Plan compare it to plan submitted by Dan Doidge. Leadership needed for Committee and members ascertained.

II. OPERATIONAL STRUCTURE

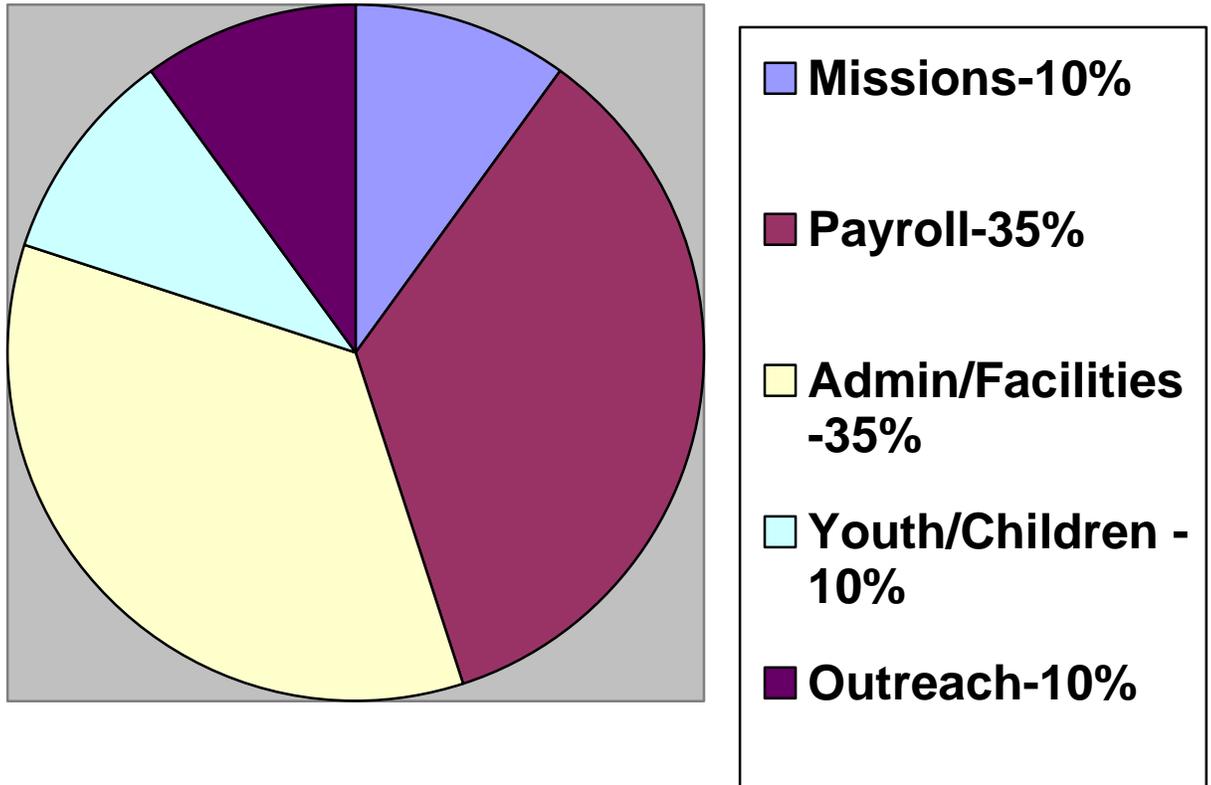
A. Administrative/Operational Meetings

Meeting	Attendees	Timeframe
Management Team Meeting	Pastor Brooks meets w/ SG Admin. Youth & Children's Ldrs & their Assistants	Monthly-Second Tuesday 6:30-7:30pm
Finance Committee	Pastor meets w/Finance Committee	Weekly-Tuesday 8:00am
Church Staff	Pastor meets w/ All Office Staff	Weekly-Tuesday 8:30-9:30am
3-2-1 Planning	Pastor Brooks meets w/ Music, Children Leaders, & Admin.Asst.	Every Week-Tuesday 9:30-10:30am
Ministry Group Leaders	Pastor meets w/ Ministry Group Leaders & Admin.Asst.	Monthly-Second Tuesday 7:30-9:00pm
All Small Group Leaders	Small Group Administrator meets w/ All Small Group Leaders & Zone Leaders	Monthly-First & Third Sunday – 12:00noon
Zone Leaders	Zone Leaders meet w/ Small Group Administrators	Monthly-Third Tuesday 7:00-9:00pm

III. CONTENTS OF TERMS

Term	Description
Sunday Large Group	Sunday morning corporate gatherings-8am and 10am services.
Ministry Group Leaders	Former Department Heads-Example: Music Dept.
Small Groups	Former cell groups-interest based/sermon groups.
Zone Leaders	Former Zone Pastors-usually consists of five or more Section Leaders or small group leaders.
Section Leaders	Consists of five or more small groups.
Small Group Leaders	Former Cell groups.

CALVARY TEMPLE'S BUDGET



Here's what religious leaders are saying . . .

Through your assistance, we will capitalize on the potential God has given us.

—**B. J. Daughtery**
Victory Christian Center

Dr. Migliore was able to quickly teach the elements in the MBO approach. He gained the confidence of our top management team and helped us in developing long-range objectives.

—**B. Erickson**
“Back-to-the-Bible” Broadcast

I can quickly and openly attest that the high-quality work performed by Dean Migliore in our recent Tulsa YMCA project exceeds all other experiences.

—**R. A. Pfeiffer**
YMCA of Tulsa

Migliore played a crucial role in the development of an administrative plan for the growing ministries of the Christian Legal Society.

—**L. R. Buzzard**
Christian Legal Society

All of my top executives . . . jobs have become more meaningful as a result of being filled with great management purposes and clear objectives.

—**M. Cerullo**
World Evangelism

Your book, *Strategic Plan for Your Life*, and training video have been tremendous tools that we are using with our juniors and seniors as part of our curriculum. Through the use of these materials, our students are being prepared with direction and purpose

—**Dennis Demuth, Superintendent**
Victory Christian School

Because of the positive effect it is having on our entire church, we consider our decision to develop a five-year plan the most important goal of 2002.

—**Pastor Dale A. Brooks**
Calvary Temple International Christian Center

The book, *Church and Ministry Strategic Planning From Concept to Success*, can save your church from saying to its prophet, “You go into the presence of God that He may speak to you, but let not God speak to us lest we die!”

The concepts in this book can surface more plans for the future in you and your staff than you knew were there. What is more, they will be your plans anointed by God.

—**Dr. James B. Buskirk, Pastor and Senior Minister
First United Methodist Church**

As Director of Nutrition at the Cooper Clinic in Dallas, I have used three of Dr. Migliore’s books for staff development and goal-setting purposes in our department. Recently, I reviewed *Strategic Planning for the New Millennium* and found it to be excellent.

His practical, common sense approach to work and life management allows me to recommend his work for its contribution to both professional and personal progress. I would highly recommend this new book.

—**Georgia Kostas, M.H.P., R.D., L.D.
Nutrition Director, Cooper Clinic**

Books by R. Henry Migliore

Strategic Planning for the New Millennium

An MBO Approach to Long-Range Planning

*Strategic Planning and Management:
A Planning Guide for Latin America*

MBO: Blue Collar to Top Executive

Strategic Long-Range Planning

Tales of Uncle Henry

The Use of Strategic Planning for Churches and Ministries

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Strategic Planning for Church and Non-Profit Organizations

For more information, references, and examples
refer to Dr. R. Henry Migliore's books:

Church and Ministry Strategic Planning
(ISBN # 1-56024-346-5)

Strategic Planning for Not-for-Profit Organizations
(ISBN # 1-56024-919-6)

www.rhenrymigliore.com

R. HENRY MIGLIORE

Dr. Migliore is presently president of Managing for Success, an international consulting company. He was Professor of Strategic Planning and Management at Northeastern State University/Oklahoma State University—Tulsa from 1987-2002; Dr. Migliore teaches at the graduate and undergraduate levels. He was formerly Professor of Management and former Dean of the ORU School of Business from 1975 until 1987. He was a visiting professor at the University of Calgary, fall 1991; ITESM Campus Guadalajara, Guadalajara, Jalisco, Mexico, spring 1995; and Singapore in 1997.

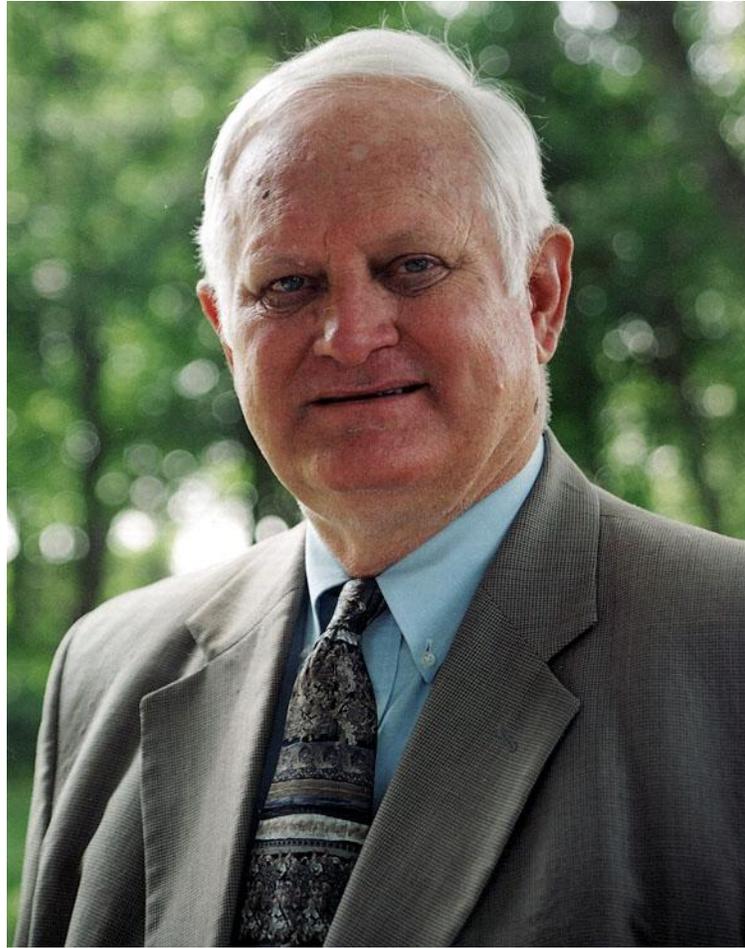
He is former manager of the press manufacturing operations of Continental Can Company's Stockyard Plant. Prior to that, he was responsible for the industrial engineering function at Continental's Indiana plant. In this capacity, Dr. Migliore was responsible for coordinating the long-range planning process. In addition, he has had various consulting experiences with Fred Rudge & Associates in New York and has served large and small businesses, associations, and nonprofit organizations in various capacities. He has made presentations to a wide variety of clubs, groups, and professional associations. Dr. Migliore has been selected to be on the faculty for the International Conferences on Management by Objectives and the Strategic Planning Institute Seminar Series. He is also a frequent contributor to the Academy of Management, including a paper at the 50th anniversary national conference. He served for 12 years on the Board of Directors of T. D. Williamson, Inc., and was previously on the Boards of the International MBO Institute, Brush Creek Ranch, and the American Red Cross/Tulsa Chapter, and is chairman of a scholarship fund for Eastern State College. In 1984 he was elected into the Eastern State College Athletic Hall of Fame. Dr. Migliore has been a guest lecturer on a number of college campuses. He has lectured for the Texas A & M—Pepperdine, ITESM—Guadalajara, and the University of Calgary Executive Development Programs. He serves on Chamber and/or Civic Committees, and he served on the Administrative Board at The First United Methodist Church, Tulsa, Oklahoma. He was selected Who's Who on a list of 31 top echelon writers and consultants in America.

To date, previous articles on management and business subjects have appeared in *AIEE Journal*, *Construction News*, *Management World*, *Management of Personnel Quarterly*, *Journal of Long-Range Planning*, *Dental Economics*, *Health Care Management Review*, *MBO Journal*, *Business and Society Review*, *Parks and Recreation Journal*, *The Journal of Business Strategy*, *Daily Blessing*, *Ozark Mountaineer*, *On Line*, *Real Estate Today*, *Communication Briefings*, *Journal of Sports Management*, *Alberta Business Review*, *The Planning Review*, *Hospital Topics*, *Journal of East-West Business*, *Journal of Ministry Management*, *IIE Solutions*, *Industrial Safety and Hygiene*, *Debt-Free Living*, *Supply Chain Management*, and two Mexican journals. His books include *MBO: Blue Collar to Top Executive*, *An MBO Approach to Long-Range Planning*, *A Strategic Plan for Your Life*, *Strategic Long-Range Planning*, *Strategic Planning for Church and Ministry Growth*, *Common Sense Management: A Biblical Perspective*, *Personal Action Planning: How to Know What You Want and Get It*, and *Tales of Uncle Henry*. They describe personal theories and experiences. He contributed to the books, *Readings in Interpersonal and Organizational Communication* and *International Handbook on MBO*. The book *The Management of Production: A Productivity Approach* is coauthored. Other books include *Strategic Planning and Management*, *Strategic Life Planning*, and *Common Sense Management*. The manuscript *People, Productivity, and Profits* has been completed. He is coauthoring a series of books with Haworth Press. Released so far are *Church and Ministry Growth* (1995), *Planning for Nonprofit Management* (1995), *Strategic Planning and Health Care* (1996), *Strategic Planning for Private Universities* (1997), and *Strategy Planning for Collegiate Athletics* (spring 2000). *Strategy Planning for Higher Education and Planning for City Government* will be completed in the year 2003. *Strategic Long-Range Planning for the New Millennium* was updated and published in June of 2002. His books have been translated into Russian, Chinese, Korean, Spanish, German, and Japanese. A Spanish version of *Strategic Planning* coauthored with Gonzalo Rivero, will have an early edition out in February 2002. He has also produced "Personal Financial Success," an ORU video training kit offered on nationwide television, and video/audio tapes to go with his books. Dr. Migliore has developed three complete videotaped and computer Internet web-based correspondence courses.

In November 1985 the daily "Managing for Success" cable television program was inaugurated and was on the air until March 1986. It was on Tulsa Cable. The series began again on Tulsa Cable in September 1986. He writes occasional columns for the *Tulsa World*, *Tahlequah Pictorial Press*, *Collinsville News*, *Jenks Journal*, and *Muskogee County Times*. A complete video series with four summary units and thirty-six support units covering planning, management, and common sense management supports other material.

In November 1998 Dr. Migliore was inducted into the Eastern Oklahoma State Hall of Fame. This followed his induction in 1988 into the Eastern Athletic Hall of Fame.

Dr. Migliore has been a small business consultant for the Oklahoma Small Business Development Center for 13 years. Dr. Migliore holds degrees from Eastern Oklahoma State, Oklahoma State University, St. Louis University, and completed his doctorate at the University of Arkansas. He belongs to the Academy of Management and the Planning Executives Institute and is a senior member of the American Institute of Industrial Engineers.



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