“Realizing Your Vision”

Process Overview

October 2012

v.1.0

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Introduction

This Process Overview has been prepared to bring together various processes and tools required to create a Strategic plan in a Church environment. Adapted from best practices of effective organizations, the approach described herein is designed for volunteer groups with limited staff, time and resources to achieve high quality results.

The process is best lead by an outside facilitator, someone who will honor the process and not be an owner of the content.

This particular approach has been used over 30 times with congregations ranging in size from 80 to 2000 average Sunday attendance (ASA), Dioceses, Small Businesses, Community Organizations, Trade Associations, and School Boards. It takes about 3 months to complete the work outlined in this document.

For more information about the application of these tools and process, please contact me at reb@askscs.com.

Reb Scarborough

October 2012

References

Breakthrough Teamwork, Outstanding Results Using Structured Teamwork, Dennis A. Romig, Performance Research Press, Austin, TX

Built To Last, Successful Habits of Visionary Companies, Jim Collins, Jerry I. Porras, Harper Business

Good to Great, Why some companies make the and others don’t, Jim Collins, Harper Business


Moving Off the Map, A Field Guide to Changing the Congregation, Thomas G. Bandy, Abingdon Press, Nashville, TN

Reclaiming the Great Commission, A practical model for transforming denominations and congregations, Bishop Claude E. Payne, Hamilton Beazley, Jossey-Bass, San Francisco, CA

Side by Side Leadership, Achieving Outstanding Results Together, Dennis A. Romig, Bard Press, Austin, TX

The Purpose Driven Church, Growth Without Compromising Your Message & Mission, Rick Warren, Zondervan, Grand Rapids, MI
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Vision—Driven Planning Process
Church

“Vision Document”

<table>
<thead>
<tr>
<th>Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Why do We Exist?</td>
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<td>• What is our Purpose?</td>
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</table>

<table>
<thead>
<tr>
<th>Core Values</th>
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<tbody>
<tr>
<td>• Unique and Foundational Attributes</td>
</tr>
<tr>
<td>• Core Values say “This is what we stand for, this is what we are all about, this is who we are, this is what we strive to offer, this is why we do what we do.” ¹</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vision Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “The Parish We Aim to Become”</td>
</tr>
<tr>
<td>• Vivid word picture of our desired future state: Large enough to challenge, Clear enough to guide.</td>
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</table>

“Tactical Implementation”

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<thead>
<tr>
<th>Strategic Horizons</th>
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<tbody>
<tr>
<td>• Major programs or milestones in the 3-5 year timeframe</td>
</tr>
<tr>
<td>• Still in conceptualization and definition phase, but need to be kept in current discussion and thinking.</td>
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<thead>
<tr>
<th>Goals</th>
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<tr>
<td>• Key quantifiable and measurable accomplishments with specific deadlines that help to achieve the Vision</td>
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<tr>
<td>• 3-year timeframe for accomplishment</td>
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<tr>
<th>Annual Objectives</th>
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</thead>
<tbody>
<tr>
<td>• Quantifiable and measurable objectives to be accomplished in a given year</td>
</tr>
<tr>
<td>• Each Objective supports one or more specific Goals; has a clear deadline; specifies the resource requirements; and, assigns responsibility for accomplishment.</td>
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</tbody>
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Current Reality

Creative Tension

12 Marks of Healthy Church Behavior Survey

The Strategic Plan

Vision Document (validated)

God’s Preferred Future

Low ↑↑ Anxiety and Integrity gaps

High ↓↓

Default Future

“Leadership is the antidote to anxiety”

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1. **EDIT AND APPROVE FINAL DRAFT OF VISION DOCUMENT**
   Depending on how the Vision Document was crafted, there may be opportunity for minor editing for clarity and amplification. Consider forming a small group as an “Editorial Team” to review and reflect on any feedback and make/suggest appropriate updates to the Document. This updated version needs to be presented to the Governing/Oversight group, the Vestry, for final approval. If necessary this Vestry may make minor changes for clarity and/or completeness. The goal is an APPROVED FINAL DRAFT of the Vision Document.

2. **CONDUCT A SERIES OF LEADER TOWN HALL MEETINGS**
   Conduct a series Town Hall Meetings (2 hrs.) that offer an opportunity for the Congregation to hear first-hand from the Leaders how the Vision Document aligns with and augments their vision. Led by the Leader and a facilitator, these gatherings will jumpstart the planning process by asking input from those in attendance 4 questions, answered in small groups formed around each Vision Area. The 4 questions are:
   1) What can be done right now to achieve the vision?,
   2) What are some obstacles to overcome as we work toward the vision?,
   3) As a member of the Congregation, how do you want to participate?, and
   4) What are some milestones to look forward to as we make progress living into this vision?

   The results of the Town Halls are be documented into a “Town Hall Voices Report” and used during the Initial Planning Meeting (see #5 below).

3. **RECRUIT AN INITIAL PLANNING TEAM**
   Select up to 30 leaders and stakeholders, including Ministry Team Leaders and staff to participate as an Initial Planning Team to create the Initial Strategic Plan. The Leader invites them to the Strategic Planning Workshop (see #6 below). At least 20 participants are required at this workshop.

4. **DEVELOP A CONCEPTUAL ORGANIZATION CHART**
   With help from the Leader and members of the Vestry (see #9 below), develop a conceptual organization chart of the Parish in terms of the Vision Document, Canonical Responsibilities and Office of the Rector. This chart will be used at the Initial Planning Workshop.

5. **12 MARKS HEALTH CHECK**
   Use the 12 Marks of Healthy Church Behavior as a guide to help assess the degree of what is working and not working in 12 dimensions. These lists are helpful in maintaining effective practices while identifying areas for improvement. The results are used at the Initial Planning Meeting. An online self-assessment tool is available at www.askscs.com

6. **CONDUCT THE INITIAL PLANNING WORKSHOP**
   Assisted by the facilitator, the “Initial Planning Team” participates in a 4 hour Initial Planning Workshop with 20-30 Leaders, Ministry Team Leaders and Stake Holders (see #3 above) to convert the Vision Document into a clear and transparent plan of action, with goals, objectives, expected results, and ownership. The results of this workshop will become v.1.0 of the Strategic Plan.
7. DEVELOP AND MAINTAIN A COMMUNICATION PLAN
Develop and maintain a Communication Plan insuring frequent updates on plan status, sharing stories of transformation, successes, issues, and seeking assistance as needed. Answer the following questions: Who is the Audience, What are the Messages, How will you tell them (Media), Who will tell them, and When will you tell them? See the associated template and process to help create the plan. Assign a Communication Coordinator to oversee maintenance the plan.

8. INITIAL REVIEW OF THE STRATEGIC PLAN
Share the Initial Draft Strategic Plan with the Vestry, Staff and Ministry Team Leaders and solicit feedback. Answer questions for clarification and listen for suggested changes, additions, etc. Going through the list of “What’s Not Working” is helpful in looking for gaps in the plan.

9. FORM THE “MISSION AND VISION” VESTRY SUB COMMITTEE
Consider forming the “Mission and Vision” (M&V) Vestry Sub Committee. This group needs to decide how it will maintain the plan, as they are the potential keepers, how they will work with the various “Project Managers” (Goal Keepers), how to align with the budget working with the Finance Sub Committee, and how they will report progress to the Vestry and Stake Holders. The several roles on the M&V Sub Committee are Leader (Sub Committee coordination), Plan Keeper (maintains the Plan current and publishes one page status updates), Communication Coordinator (maintains the Communication Plan) and Project Liaisons (maintains contact with the Project Managers).

10. UPDATE INITIAL PLAN TO VERSION V.2.0
Each “Ministry Owner” (generally a Vestry member) who is assigned to the various Goals needs to carefully review each Goal and update as necessary for completeness and viability. They also need to consider who the various “Project Managers” should be. The Project Manager is an explicit assignment with specific accountability and responsibilities. Once this level of assignment and clarification has been completed and documented in the Plan, the Plan gets promoted to v.2.0 and can be shared with the others as part of an overall education process.

11. INTEGRATE PLAN INTO THE PARISH BUDGET V.3.0
Integrate the plan with the Parish budget and assign priorities. Once the final budget has been approved, make adjustments to the plan, reflecting reality. This will be v.3.0. If agreed, the M&V Sub Committee of the Vestry will take full responsibility from that point forward to deliver version updates. Remember this is just a “Tool” but it is a living breathing document. The updating process needs to be simple, transparent and current. It is really a lot easier than I’m making this sound. Think muscle memory. It is v.3.0 that should be shared with the congregation at the annual Parish Meeting.

12. WORK THE PLAN
As progress is made, keep the Plan updated (monthly). Identify and celebrate successes, publish needs, add new Goals as they are identified ensuring that they are transparently aligned to the Vision Document, and record assignments and obligations. As progress is made achieving the Vision, work through the Vestry to periodically (annually) update the Vision Document. Communicate progress to the community on a regular basis. Create opportunities to connect with members’ spiritual gifts, passions, and talents.
NEW 12 Marks of Healthy Church Behavior

1. **Worshippeds**: Designs and carries out in a thoughtful and excellent fashion worship that is responsive to the individual nature of the congregation. The congregation understands the power of the Holy Eucharist to renew the spirit. Worship is vibrant and alive and touches the congregation. Liturgy is well planned and executed. Sermons are thoughtful, relevant and well delivered.

2. **Knows Itself and Moves Forward**: Defines itself by its sense of values, mission (purpose) and vision with resulting plans for the congregation. The culture is one of expectation of constant activity and growth, seeking God’s will for its future. This awareness is grounded in scripture and tradition.

3. **Invites, Incorporates**: Invites, displays hospitality and works toward inclusion of newcomers and members into active participation in congregational life with an emphasis on relationship formation.

4. **Disciples**: Takes seriously the formation of disciples, grounded in the Baptismal Covenant with emphasis on spiritual formation, biblical education and prayer.

5. **Lives as Stewards**: Promotes good stewardship of parishioner’s time, spiritual gifts and money. Thoughtful about environmental and facility stewardship.

6. **Empowers**: Fosters a culture of empowering ministry utilizing knowledge of persons’ spiritual gifts, passions and talents for service coupled with expectation and accountability for those who undertake ministry.

7. **Cares**: Responds with thoughtfulness and pastoral sensitivity to individuals in the congregation when illness, personal crisis, death and other challenging life circumstances arise.

8. **Reaches Out**: Focuses significant ministry outward to the community and beyond.

9. **Fosters a Learning Culture for Leaders**: Understands that leaders in Christian community have a distinctive call, that they seek God’s guidance, are willing to risk, lead change well and learn from experience. Leaders are trained and expected to mentor future leaders. Lay leaders foster a healthy relationship with their clergy.

10. **Communicates**: Generates effective communications inside the church and outside to the community.

11. **Manages Conflict**: Manages conflicted situations with practices/processes that foster reconciliation and healing.

12. **Understands the Need to Be Connected to the Greater Church**: Demonstrates connectedness and support for the wider church.

Authors: Mary MacGregor and Reb Scarborough, 2004, 2011

The Iona Center - Training the Baptized for Leadership, Episcopal Diocese of Texas

References: Peter Steinke; The Evangelism, Church Growth, Worship and Mission Agency of the Presbyterian Church of Canada

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3.2.0.3.1 Overview – NEW 12 Marks of Healthy Church Behavior 100411
The 12 Marks of Healthy Church Behavior and the related Assessment Tool are designed for the following purposes:

- to raise awareness of congregational leaders as to healthy church behaviors
- to identify areas of congregational life that are strong and those that may need improving
- to establish a sense of urgency before visioning, planning and goal setting
- provide an objective way to quickly assess the status quo of a congregation related to healthy behaviors
- to be used as a quick assessment of a congregation to inform new rectors/vicars
- to be used as an annual progress report if the Assessment Tool is distributed annually, results compiled and compared from one year to the next

The assessment tool pages are intended to be utilized by congregational leaders, lay and ordained.

For more information Contact:
Reb Scarborough
reb@askscs.com
281 415-6086
St. Swithen’s Episcopal Church, Smithberg, TX

A welcoming Body of Christ, seeking to empower everyone to learn, live, and teach God’s Eternal Promise

<table>
<thead>
<tr>
<th>Canonical Ministries</th>
<th>Office of the Rector</th>
<th>Worship Ministry</th>
<th>Outreach Ministry</th>
<th>Formation and Spirituality Ministry</th>
<th>St. Swithen’s Life Ministry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking care of the business of the church.</td>
<td>Direct responsibilities of the Rector.</td>
<td>Supporting the lay ministry in enhancing the Worship experience.</td>
<td>Feeding the hungry, clothing the naked, and soothing the suffering within our community.</td>
<td>Providing Christian education and spiritual formation to all ages.</td>
<td>Facilitating a loving personal relationships with God and our neighbors.</td>
</tr>
<tr>
<td>• The Vestry</td>
<td>• Pastoral Care</td>
<td>• Acolytes</td>
<td>• Boy Scouts</td>
<td>• Advent and Lenten Programs</td>
<td>• Communication and Marketing</td>
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<tr>
<td>Executive</td>
<td>PC Committee</td>
<td>• Altar Guild</td>
<td>• Christmas Adopt-A-Family</td>
<td>• Alpha</td>
<td>• Fellowship</td>
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<tr>
<td>Finance</td>
<td>• The Staff</td>
<td>• Children’s Chapel</td>
<td>• Community of Hope</td>
<td>• Adult Education</td>
<td>Cooks</td>
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<tr>
<td>Building/ Grounds</td>
<td>Rector</td>
<td>• Flowers</td>
<td>• Community Gardens</td>
<td>• Children’s Ministries</td>
<td>Family retreat</td>
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<tr>
<td>Mission and Vision</td>
<td>Parish Administrator</td>
<td>• Lay Ministry</td>
<td>• Easter Baskets/Hunt</td>
<td>VBS</td>
<td>Picnic</td>
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<td>Stewardship</td>
<td>Youth Worship Leader</td>
<td>• Liturgy</td>
<td>• Helping Hands</td>
<td>Sunday School</td>
<td>Men’s retreat</td>
</tr>
<tr>
<td>• St. Swithin’s</td>
<td>Organist</td>
<td>• Music</td>
<td>• Mission Trips</td>
<td>Nursery</td>
<td>Men’s retreat</td>
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<tr>
<td>Episcopal School</td>
<td>Children Formation</td>
<td>Choir</td>
<td>• Open Door</td>
<td>• Confirmation</td>
<td>Supper Club</td>
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<tr>
<td>Board</td>
<td>Treasurer</td>
<td>POGS</td>
<td>• Thanksgiving Feast</td>
<td>• Cursillo</td>
<td>• New Member</td>
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<td>Director</td>
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<td>Sound Board</td>
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<td>• Discovery</td>
<td>Greeter</td>
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<td>Chaplin</td>
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<td>• Ushers</td>
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<td>• EFM</td>
<td>Connection</td>
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<td>• Faith Alive</td>
<td>• Prayer</td>
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<td>Shepherd Groups</td>
<td>DOTK, Jr. DOTK</td>
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<td>Track Rack</td>
<td>• Rally Day</td>
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<td>• Seniors</td>
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<td>• Youth/EYC</td>
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September 2010 v.1.1
Purpose:
To begin the planning process by reviewing the Vision Document, Current Issues and Needs, and Trends and creating an initial set of Goals (3 to 5 years), 2011 Objectives, Action Plan and Next Steps.

Outcome:
A set of 3 to 5 year Goals, 2011 Objectives with Next Steps identified.

Agenda:
9:00 am (15) Gathering/ Continental Breakfast
9:15 am (5)  Introduction & Review agenda
9:20 am (20) Review documentation (Vision Document, survey results, church performance)
9:40 am (40) Identify “What’s Working” and “Not Working”
10:20 am (10) Review Organizational structure
10:30 am (10) Break
10:40 am (30) Goal Setting (Brainstorm, Consolidate)
12:40 pm (10) Action Planning and Project Management (Tasks, Champions, Timeline, Confirm relationship to Vision Areas) – post results, fill in blanks
12:50 pm (10) Next Steps - establish follow up processes
1:00 pm Adjourn
St. Swithin’s Episcopal Church
Smithberg, TX

Vision and DRAFT Strategic Plan
2011 - 2016

September 18, 2010
v.1.0

Reb Scarborough
Scarborough Consulting Services
Mission Statement

As a welcoming Body of Christ, we seek to empower everyone to learn, live, and teach God’s Eternal Promise.

Core Values

St. Swithen’s Episcopal Church, empowered by the Holy Spirit and the love of Jesus, seeks to embrace all ages in our journey of faith through these values:

Christian Fellowship and Family: We are a nurturing and prayerful Christian Community that provides a small town atmosphere for all members of our family.

Worship: We enjoy spirit filled worship that celebrates the continuity of our catholic and apostolic traditions through the liturgy, common prayer, communion, and music.

Christian Education: We seek to nurture spiritual formation to excite in all a passionate faith in Jesus Christ with a Biblically-based Christian Education.

Outreach: We grow together in experience by continuing Christ’s ministry in meeting the community needs and making Christ known.

Vision Statements

Powerful Youth: St. Swithen’s youth ministry is powerful, vital, growing, and exciting, where our youth and young adults, with their families, are shepherded into opportunities to develop into disciples of Jesus. We enjoy Christian community, and worship in services that are youth and young adult friendly.

Christian Formation: Christian Education and Shepherd Groups provide coordinated program offerings to enrich spiritual growth. We teach God’s Living Word to all ages, and encourage small group bible studies.

Community Outreach: Every member of St. Swithen’s is actively supporting a variety of ‘hands-on’ ministries and other outreach opportunities. We treasure our strong and special relationship with St. Swithen’s Episcopal School as part of our mission.

Welcoming and Fellowship: We welcome all visitors who grace our doors, and mentor new members into the Life at St. Swithen’s. We create opportunities for fellowship, retreats, and prayer which strengthen our relationships, offer encouragement, and maintain a sense of connection with each other.

Leadership Formation and Communication: We nurture and develop servant leaders and faithful stewards in an ongoing process that is shaping, growing, and serving the church’s mission and ministries. As part of this process, we promote effective communication among our staff, leaders, parishioners, visitors, and our community using various communication channels.

July 2010 v.1.0 Final approved by Vestry
## Powerful Youth (PY) 2011 Goals & Objectives

<table>
<thead>
<tr>
<th>Goals</th>
<th>2011 Objectives</th>
<th>Expected Results</th>
<th>Assigned</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td><strong>Powerful Youth</strong></td>
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<tr>
<td>PY 1- Improved Youth Program</td>
<td>PY 1.1: Create an accessible database of ALL children (Pre K through 12)</td>
<td>☑ All children and Youth will be included</td>
<td>St. Swithin’s Life Ministry</td>
<td>•</td>
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<tr>
<td></td>
<td>PY 1.2: Encourage ALL adults to play a part in Youth programs – or single youth’s life.</td>
<td>☑ Youth will have a welcoming and safe environment with ample volunteers</td>
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<td></td>
<td>PY 1.3: Include ALL youth by giving each child an opportunity to know Christ through other St. Swithin’s children.</td>
<td>☑ More youth will become involved</td>
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<td>PY 1.3: Encourage older youth to mentor younger members to participate.</td>
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</tbody>
</table>

An all-inclusive and vibrant youth program, Pre K through 12th grade that excites them to want to participate and invite friends.
<table>
<thead>
<tr>
<th><strong>Christian Formation (CF) 2011 Goals &amp; Objectives</strong></th>
<th>2011 Objectives</th>
<th>Expected Results</th>
<th>Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Christian Formation</strong></td>
<td><strong>CF 1 - Grow Small Groups</strong></td>
<td>Increase Shepherd and Small Group participation.</td>
<td>⚫ Growth in participation within Small Groups</td>
<td>Formation and Spirituality Ministry</td>
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<tr>
<td></td>
<td>CF 1.1: Coordinator for Groups with training.</td>
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<td></td>
<td>CF 1.2: Maintain and publicize locations, times and focus.</td>
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<td></td>
<td>CF 1.3: New leader training</td>
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<tr>
<td><strong>Christian Formation</strong></td>
<td><strong>CF 2 - Spiritual Renewal</strong></td>
<td>To make stronger and more active Christians through spiritual renewal.</td>
<td>⚫ Stronger and bigger church</td>
<td>Formation and Spirituality Ministry</td>
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<tr>
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<td>CF 2.1: Hold Alpha Class</td>
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<td>CF 2.2: Hold Discovery Weekend</td>
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<td>CF 2.3: Develop the Cursillo community. Better communication: Before (info) During (Pallanca) After (4th Day)</td>
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<td>CF 2.4: Develop Young Adult and College Ministry. College reunions (Xmas and summer)</td>
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<td>CF 2.5: Guest Speakers (or series)</td>
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<td>CF 2.6: Develop ECW and ECM groups through fellowship, education, outreach and worship</td>
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<tr>
<td><strong>Christian Formation</strong></td>
<td><strong>CF 3 - Enhance Christian Formation</strong></td>
<td>Enhance Christian formation to increase participation among all members and ages</td>
<td>⚫ Members develop a deeper relationship with and knowledge of God</td>
<td>Formation and Spirituality Ministry</td>
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<tr>
<td></td>
<td>CF 3.1: Improve offerings for adult Sunday school to include a variety of themes and series</td>
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<td>CF 3.2: Formal training for all education leaders and teachers</td>
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<td>CF 3.3: Develop vibrant enthusiastic education ministry that is relevant with a Biblical foundation</td>
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<td>CF 3.4: Address the Sunday schedule to encourage attendance</td>
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<tr>
<td>Community Outreach (CO) 2011 Goals &amp; Objectives</td>
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<td><strong>Community Outreach</strong></td>
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<td><strong>CO 1 - Strengthen Community Outreach Leadership</strong></td>
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<td>Strengthen and grow adult leadership in all community outreach programs and ministries.</td>
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<td>CO 1.1: Utilize complete database to inform all adults about needs and successes of all outreach ministries.</td>
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<td>CO 1.2: Target specific groups with commonality to encourage participation</td>
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<td>CO 1.3: Encourage new leaders to step up by involving new members in all programs</td>
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<td></td>
<td>❑ More participation by adults in outreach programs</td>
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<td></td>
<td>❑ Christ is shared in the community</td>
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<td></td>
<td>❑ Helps educate and feed the poor in the community</td>
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<td></td>
<td>❑ High quality, productive garden</td>
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<td></td>
<td>❑ Builds spirit and relationships within the community</td>
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<td></td>
<td>❑ More participation by adults in outreach programs</td>
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<td></td>
<td>❑ Christ is shared in the community</td>
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<tr>
<td>Outreach Ministry</td>
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<tr>
<td><strong>Community Outreach</strong></td>
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<tr>
<td><strong>CO 2 - CGGCG is community centerpiece</strong></td>
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<tr>
<td>Make the CGGCG (St. Swithin’s Garden) a centerpiece in the community</td>
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<tr>
<td>OC 2.1: Work with the CGGCG Board to implement a viable long term maintenance program for the garden</td>
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<td>OC 2.2: Foster more participation among local residents and churches</td>
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<td>OC 3.1: Provide creative funding opportunities</td>
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<td>OC 3.4: Market success and results to greater community</td>
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<td></td>
<td>❑ Helps educate and feed the poor in the community</td>
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<td></td>
<td>❑ High quality, productive garden</td>
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## Welcoming and Fellowship (WF) 2011 Goals & Objectives

<table>
<thead>
<tr>
<th>Goals</th>
<th>2011 Objectives</th>
<th>Expected Results</th>
<th>Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Welcoming and Fellowship</strong></td>
<td><strong>WF 1 – More Fellowship Opportunities</strong>&lt;br&gt;Provide more fellowship opportunities</td>
<td><strong>WF 1.1:</strong> Form a committee to oversee social events.&lt;br&gt;<strong>WF 1.2:</strong> Start a Supper Club at least once a quarter&lt;br&gt;<strong>WF 1.3:</strong> Start a Family Retreat&lt;br&gt;<strong>WF 1.4:</strong> Family Social Events, i.e., movie night, game night, picnic (mostly on campus)</td>
<td></td>
<td>St. Swithen’s Life Ministry</td>
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<td></td>
<td><strong>WF 2 – Grow St. Swithin’s</strong>&lt;br&gt;Increase membership</td>
<td><strong>WF 2.1:</strong> Develop a newcomers integration team that encourages all to connect with our ministries&lt;br&gt;<strong>WF 2.2:</strong> More marketing of church ministries to communities.&lt;br&gt;<strong>WF 2.3:</strong> Rebuild opportunities to build fellowship and strengthen relationships&lt;br&gt;<strong>WF 2.4:</strong> Strength and enhance greeting and welcoming practices</td>
<td></td>
<td>St. Swithin’s Life Ministry</td>
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</table>
### Leadership Formation and Communication (LFC) 2011 Goals & Objectives

<table>
<thead>
<tr>
<th>Goals</th>
<th>2011 Objectives</th>
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<th>Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Formation and Communication</strong></td>
<td>LFC 1: Develop Servant Leaders</td>
<td>LFC 1.1: Hold a Crosspointes Charter Weekend and Modules classes at St. Swithin’s. Consider hosting other churches.</td>
<td>❑ Continuity of programs&lt;br&gt;❑ Increased competence of leaders&lt;br&gt;❑ Helps us shape and grow new and old ministries&lt;br&gt;❑ Identify potential future leaders</td>
<td>Formation and Spirituality Ministry</td>
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<td></td>
<td>LFC 1.2: Use Sunday School time for any type of Leadership training</td>
<td>LFC 1.3: hold a Spiritual Gifts Sunday school class or series</td>
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<td>LFC 1.4: Develop “How to Books” to transfer leadership knowledge to next leader (Trail of bread crumbs)</td>
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<tr>
<td><strong>Leadership Formation and Communication</strong></td>
<td>LFC 2 - Effective Communication</td>
<td>LFC 2.1: Improve or increase channels of communication – twitter/ text/ website/ … every member connected</td>
<td>❑ Every member connected. Through Telephone tree and Shepherd Groups&lt;br&gt;❑ Ministry reports on website includes updating and maintaining web presence&lt;br&gt;❑ Communicating to the community in a timely manner of local outreach activities&lt;br&gt;❑ Budget increase for communication (survey: what brought you to St. Swithin’s?)&lt;br&gt;❑ Town Hall meeting to understand have input into Phase II objectives. Audio and Visual equipment upgrade, ministry board, narthex&lt;br&gt;❑ Parishioner participation in community groups. New community relationship</td>
<td>St. Swithin’s Life Ministry</td>
</tr>
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<td></td>
<td>LFC 2.2: Increase content, i.e., website, newsletter, Face Book, Tw, News Print</td>
<td>LFC 2.3: Budget for communication and advertising</td>
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<td>LFC 2.4: Participation in Phase II of accessibility plan</td>
<td>LFC 2.4: Networking with community groups, i.e., Chamber, Gardens</td>
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</table>
### Building and Grounds (BG) 2011 Goals & Objectives

<table>
<thead>
<tr>
<th>Goals</th>
<th>2011 Objectives</th>
<th>Expected Results</th>
<th>Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports all Ministry Areas</td>
<td>BG 1.1: Increase campus lighting for safety consideration and visitors utilizing the campus</td>
<td>Decreased liability</td>
<td>Canonical ministries - Building and Grounds</td>
<td></td>
</tr>
<tr>
<td>BG 1 - Improve Campus Safety and Access</td>
<td>BG 1.2: ADA compliant Thompson Road Door</td>
<td>Increase utilization of the CEC and CES campus</td>
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<td>BG 1.3: Phase II for building renovation</td>
<td>Welcoming, safe, and accessible front door for all</td>
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<td>BG 1.4: Partnership with local government in improving drainage and sidewalks around the campus</td>
<td>Balcony renovation</td>
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<td></td>
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<td>Audio/visual improved</td>
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<tr>
<td></td>
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<td>Increased utilization of the campus</td>
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</table>

### Summary:

**Goal Map to Ministry Responsibilities**

- Canonical: BG 1
- Office of the Rector: none assigned
- Worship: CF 3 (shared)
- Community Outreach: CO 1, CO 2
- Formation and Spirituality: CF 1, CF 2, CF3 (shared), LFC 1
- St. Swithen’s Life: PY 1, LCF 2, WF 1, WF 2
Strengths (What’s Working) Build on these

Community Outreach - 22
Garden (3)
Community Gardens (2)
Thanksgiving Feast (3)
Thanksgiving (2)
Community Outreach Projects
Community Outreach
Outreach (but room to improve)
Heart of outreach
Thanksgiving and other outreach
Adopt a Christmas
Christmas Adopt-A –Family
Christmas gift for…
Ministry of the Garden
Blood drives
Pancakes
VBS as an outreach

Worship and Music – 20
Beautiful worship tradition
Worship
Excellent worship
Strong worship team
Lively worship
Spirit filled/ spirit led worship
Meaningful worship
Good contemporary music
Good music
POGS – great music
Liturgy and Music
Music (4)
Music ministry
Great music
Music team
Youth-type Music
Great organist (doesn’t make a “concert” out of a church service!)

Staff and Volunteers – 19
Invested volunteers
Opportunities to serve
Lay Ministry
Giving generously – time and talent; working on treasure
Passion
Energy
Enthusiastic Youth leaders
Desire to Serve
Dedicated core group of volunteers
High energy volunteers
Opportunities to volunteer
Dedicated core
Dedication
Committed leaders
Lack of big egos
Parish Administrator
Quality Staff
Excellent church staff
Have meetings

**Youth Ministry – 11**
Improving youth ministry
Encouraging our youth
Our developing youth programs
Growing youth program
Youth ministry
Youth
Youth empowerment
Active youth group
Excited youth
EYC for PreK – 5th
Jeanine Hillis PK – 5th

**Spiritual Formation – 10**
VBS (4)
Bible school (2)
Vacation Bible School
EFM
Cursillo
Longing for biblical foundation

**Sense of Family – 9**
Family (2)
Community (2)
Family friendships
Family friendly
Like family
Family Bonds
Embrace members as family
Welcoming – 9
Welcoming (2)
Greeting Newcomers
Friendly members
Welcome visitors
Friendly
Inviting, warm, welcoming (New Members)
Down to earth, friendliness, inclusiveness
Accepting whatever level of Bible/Christian commitment you have or want

Good qualities of our members – 8
Who we are
Generous
Love
Genuine concern for the wellbeing of others
Caring
Genuine
Honesty
Devotion

Fellowship - 8
Fellowship (3)
Breakfast (2)
Always a lot of “Food” fellowship
Opportunities for fellowship
Fellowship: Women’s and Men’s retreat

Care and Prayer – 7
Prayer – DOTK, JR. DOTK
DOK
Pastoral Care to the sick
Strong Prayer Ministry
Prayer for Parishioners
Pastoral Support Ordained and Lay
Compassionate care and prayer for each other

Miscellaneous - 5
Any short project (Thanksgiving, Men’s Retreat, Women’s Retreat, Discovery)
Imagine
Ownership of the church
Desire to grow
Ripe for the harvest

Shepard Groups – 5
Shepherd Groups (3)
Shepard Group Bible Study
Small Groups
**Facility – 3**
Great facility
Good location, easy access and useful buildings
Attractive facilities

**Interim Rector – 2**
Fr. Scotty
Good message (sermon)
Opportunities (What’s Not Working) Work on these
Communication – 18
Communication (2)
Awareness of St. Swithen’s events (everybody knowing what’s going on)
Making St. Swithen’s Known (esp with new, e.g., Del Webb Community)
Internal Communication
Communication about St. Swithen’s
Outside exposure making us know in the community
More colorful website – Garden, DOK, etc.
Early advertising of events
More advertising of our church
Sharing the works of St. Swithen’s – within/ outside the campus
Lack of Communication
No publicity of significance
Advertising
Community identity (they don’t know us, not in the way we want)
Advertising to region
Publicity
Website still not kept up – vital to growth

New Members – 12
Active Greeters
Sometimes ignoring newcomers
Open Doors to community
Gaining new members (growth)
Integrating visitors (it is getting better)
Prospects and new members hospitality/ welcoming
Welcoming new folks (on Sunday)
Integrating new people (beyond Sunday)
New members
Follow up with new members
Bring in new people
More active Greeters

Volunteers – 11
Too many ministries – spread too thin
Not enough core volunteers
Increasing volunteer base
Volunteer base diminished capabilities (core volunteers)
Depth of volunteerism (getting people involved who are not involved)
Integrating all members into programs Outreach and Ministries
Breakfast for a Buck Teaming
More commitment to Community Gardens
Volunteers for Gardens
Clearer direction on Gardens, more unified support
Ownership of Gardens
Fellowship – 10
Supper Club – coming up soon
Bring back the Parish Retreat
More fellowship on week days for women – ECW, luncheons, day trips, great speakers
Hospitality in all areas
Inclusion of all members in events/ ministries eligible for
Social, family camp, supper club
Intergenerational activities (social)
More celebrations
More social functions, i.e., Supper Club
More social ops./ events

Christian Education – 9
Christian Education (2)
Sunday school attendance
Sunday school: Services at wrong time
Keep improving Sunday school (2)
Sunday school attendance
Adult Sunday school
Improve Sunday school (Christian Ed)

Facilities –8
Helping in up-keep of our lawn/ gardens around the church
Organized commitments to “clean up” around the Church/ kitchen. Again an ECW is organized to handle this.
Exterior appearance of church
Renovate refurbish Parish Hall
Improve youth facilities
Renovate youth bldg.
Front door needs to be accessible for weekday entrance
Front door – wheelchair accessible and easier for people who have difficulty walking

Youth – 8
Youth (2)
Including ALL youth
Youth integration
Keep improving: Youth programs
EYC
Support Youth
All youth incorporation

Finances – 7
Stewardship (2)
Increase financial giving
Improve financial position
Money problems
Revenue
Working towards tithe

**Maintaining Members – 7**
Identifying all members
IDing members’ birthdays
Maintaining congregational numbers
Lost sheep
Retention
“Lost Sheep” ministry
Including “lost sheep” in our notices

**Church/ School relationships – 6**
Church/ School relationships
Church/ School combined activities
Relations with School staff
Relations with School families
Work with, coordinate with School
More focus on Church/ School relations

**Coffee – 6**
Coffee (3)
Coffee machine – yuk, new flavor packs?
Bad coffee
Breakfast needs to be consistent

**Mission/ Outreach – 5**
Family involvement
Plan and execute an adult mission trip
Outreach!!!!!!
Grow outreach opportunities
Hands on participation in Mission work

**Small Groups – 5**
Promote Cursillo/ EFM, etc. better
Expand and grow Shepherd/ Small Groups
A burning desire to learn the word of God
Strong Shepherd (leader) who is excited about St. Swithen’s
More people in small groups

**Worship – 5**
Reverence in the Service (2)
Too much fellowship during worship – a reverence for worship
Develop an Evening service
Stronger traditional service (full time organist)
Follow up – 4
Identifying organizational areas of responsibilities
Follow up on long term projects
Starting something and not following thru or completing
Maintaining long term plans and goals

Diocese Relationships - 3
Diocese Relationships
Relationship with the Diocese
Lack of diocesan support in time of need

Leadership Development – 3
Leadership training (2)
Leadership ministries and Training

Diversity – 2
Diversity
Cliquish

Miscellaneous – 1
Faith and Politics do not mix
<table>
<thead>
<tr>
<th>Audiences</th>
<th>Messages</th>
<th>Media</th>
<th>Assignments</th>
<th>Deadlines</th>
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</thead>
<tbody>
<tr>
<td>Who needs to hear the message</td>
<td>What are the messages</td>
<td>How will the message be communicated</td>
<td>Who is responsible for message creation and sending</td>
<td>When does the message need to be sent</td>
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</tbody>
</table>
Communication Planning Procedure

For use with the “Communication Planning Worksheet”

1. Identify and make a list of potential audiences, those who need to hear your messages. Record in the **Audiences** column. Label each a unique letter starting with “A”.
   
   Example: A. The public, B. Leadership team, C. Members of the organization.

2. Make a list of the various messages that you want to communicate. Record in the **Messages** column. Label each with a unique number starting with “1”.
   
   Example: 1. Upcoming activities, 2. Status on various projects, 3. Opportunities to get involved.

3. Map the message with the audience.
   
   Example: A (1), B (1,2,3), C (1,3).

4. Make a list of all the potential media that is available to you. Record in the **Media** column. Label each a unique letter starting with “a”.
   
   Example: a. Local newspaper, b. Website, c. Newsletter

5. Map the message with the audience.
   
   Example: A (a,b), B (b,c), C (a,b,c).

6. For each media, assign a coordinator and identify who the message (content) creators are. Record each in the **Assignments** column.
   
   Example: Coordinators: a. Local newspaper (Jane), b. Website (Bill), c. Newsletter (Mary)
   
   Content creators: upcoming events (ministry leaders), Status of various projects (project leaders), opportunities to get involved (ministry leaders)

7. For each media type, record the deadline dates in the **Deadlines** column.
   
   Example: a. Local newspaper (Tuesday noon), b. Website (second Thursday), c. Newsletter (third Wednesday)

8. Once the brainstorming and mapping has been completed, record the Messages and Media by **Audience** and Assignments and Deadlines by **Media** on a new copy of the worksheet.
Relationships are the Key: The Model

The Bishop of Texas, Andy Doyle, asked me the other day what is the one thing I’ve learned working with the Diocese over the past several years. My answer, not quite as succinct as this was “It’s all about relationships, with God and each other.” If I were running for President it might be similar to the phrase “It’s the economy ...!” Well I think you get the point.

We are called into relationship with God by God. Matthew 22:37-40, “When Jesus was asked, which of the commandments are the greatest, he answered: ‘Love the Lord your God with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor as yourself.' All the Law and the Prophets hang on these two commandments.”

If we start there, then all that we do falls into place.

My gifts and interests growing up centered on Engineering. Learning about how things worked and applying that knowledge to create a better, more comfortable world. I was a bit geeky, liked playing with gadgets and wanted to have the latest technology, video games, whatever when it became available. I was comfortable in social situations but didn’t like being the center of attention, and made close, very select friends. Relationships were important, but for me limited and guarded. I needed alone time to recharge… I was an Introvert and proud of it.

To do what I’m doing now has to be from God, because by nature I would not have chosen this type of work. I can relate to how Moses must have felt when he had his first conversation with God standing next to that burning bush. "Who am I, that I should go ..." and "O Lord, please send someone else to do it." Well, I did accept God’s call in 1995, and said yes to work for His church. Not as an ordained minister but as a Lay Leader, as example to the Laity and Clergy alike. That’s when the “Relationship Thing” became clear to me. It wasn’t until I left BP in 2002 that I realized that God had been preparing me to do His work my whole life. I just needed to wake up and acknowledge His actions in my life. Moving from place to place as an Army brat, my formal education, skills acquired working as a mechanical, ocean, and petroleum engineer, learning relationships, team building and strategic planning skills as a supervisor and manager, the work in the church as Vestry Member, involved in EVERY church ministry as a member and leader. I don’t say this list to brag, but to point out that if God wants you to do something, He will prepare you for the job whether you thought you wanted it or not. I found myself in a “God Space”; a place where you can do only what God equips you to do.

As an engineering project manager, I need tools to keep up with the work; the more complex the project, the more necessary the tools. Tools included Gantt Charts, Process descriptions, Budget lists, Role definitions, Task assignments, Vision Document, Goals and Objectives transparently aligned to the Vision, Project Management procedures, etc. The geek in me loves the tools and especially the processes that are associated with the work. In business you can make a whole career around developing and maintaining the tool kit. Some may get the idea that the product or outcome wasn’t as important as the tools, mostly because that’s what talked about all the time.

In a recent Vision and Strategic Planning project review with the Diocese of Texas, the director of communication asked how we could make the Project Plan, and resulting deliverables more relevant to the person in the pew.

Hummmmm....
I said, let me give you an example how you can use the tools to relate to the person in the pew. Let’s use the Vision of “One Church “that the Diocese of Texas has as on their Vision Document.

By the way, a Vision Document is a tool and is one page long that contains a Mission Statement: The mission statement is a short phrase answers the questions, “What is our purpose? and “Why we exist?” Core Values statements: Core Values say “This is what we stand for, this is what we are all about, this is who we are, this is what we strive to offer as an agency, this is why we do what we do.” A good core value statement should articulate clearly what the agency most highly values, as evidenced by its actions. And finally, a set of Vision statements: These vision statements are strategic and perceived to be achievable in the next 3 to 5 years. The Vision of One Church in the Diocese is “We are a united, vibrant, healthy and growing community of faith. The world will recognize us as Jesus’ disciples because we love one another as Christ loves us.”

Imagine it is Sunday morning and you see visitor, who by the way, looks different than you is standing at the edge of a group of folks talking. How are you going to love him this morning? Let’s start simple, tell him good morning and introduce yourself. Ask a few questions, giving him opportunity to introduce himself and ask a few questions. Then introduce him to a friend standing nearby. Seek him out next week should he return. If he returns, he has indicated an interest and wants to know more and share more. Invite him to an event at church other than Sunday. Continue to introduce him to your friends. But the most important thing is to LISTEN to him; what does he care about, is he hurting, and what areas of ministry would he have a passion for? Make a connection for him.

This is the beginning of building a lasting relationship. You are modeling what Jesus is commanding us to do. We are, by these very simple actions, loving this person, giving up a bit of ourselves in the process. Isn’t that want Jesus did?

If this were so simple why aren’t we ALL doing this EVERY Sunday? The One Church Vision Statement didn’t say for me to welcome the visitor. That’s where the tools come in. As humans, we need help to change our bad habits. The tools help us to change. We need to break the Vision statement down into smaller bits, call them Goals. Even Goals need to broken into small parts, call them Objectives, and Objectives into Tasks. A Task in this case could be to develop and implement a simple model for loving and integrating a new member into the life of the parish. Now I have a clear list of things I can do. But that’s not the end of the story...

There was a time when I thought if only I had a clear list of things to do, the problem would be solved. It didn’t matter what the problem was. It could be anything from an assignment at work, chores around the house, projects at the church, even going on vacation. I would sit down, think about what I ultimately wanted to get done, make a list of steps that would get me there. Then I would just work the list. It seemed simple enough. And it was, if I was working by myself. However, working with others made the problem significantly more complex.

In the last couple of years, as I facilitate and teach strategic planning processes to Church leaders, Nonprofit Boards, and Small Business owners, I’ve introduced an additional component into the mix. I
call it the “Relationship Model”. Without understanding the principles of this important concept your plans will fail. As the name suggests, this model describes the linkage between what we do and how we work together.

Remember Matthew 22? When Jesus was asked, which of the commandments are the greatest, he answered: “‘Love the Lord your God with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself.' All the Law and the Prophets hang on these two commandments.”

Establishing a common purpose is essential. Within the Relationship Model, we have a complex common purpose: Loving God, loving each other and the mission of the project. Note the order is critical. Project teams that that are confused about this concept will leave behind a trail of tears. The Church environment is especially vulnerable. We expect our church projects to be places where we love God and each other. But more often than not we fall back on our world experiences and do not prioritize the relationships. Helpful to team formation is a time of prayer, bible study, and sharing at every team meeting. This can be effectively done in as little as 20 to 30 minutes. Team formation is critical to the Relationship Model.

My 40 plus years experience working with plans and planning processes have taught me one thing: plans change. The moment the plan is put into action it is out dated. It needs to be updated to be kept alive. There are too many contingencies and unknowns preventing the development of a bullet proof plan. As a result the project team needs to be able to adapt to the situations that arise that the plan didn’t cover. Changes can range from trivial to significant and even scope changing. If the project team has not gone through intentional formation, learning to work together, developing loving relationships, even trivial changes (surprises) can create lasting wounds. The project may eventually be completed, but relationships may be significantly damaged. I heard once, “a broken bone takes a month or so to heal, a broken heart a life time.” For the Machiavellian is us, the end does not justify the means. The skills with which we deal with change are critical to the Relationship Model.

Just as prayer and bible study call us into a more faithful relationship with God, they also call us into the practice of healthier relationships with one another. We learn to engage in "holy conversation" by building trust, respect, and an ability to truly listen to one another. It is through this conversation we move from pushing our own agenda to being open to God’s call in our life. Ultimately, I believe, we will not be judged by what we accomplished so much, but how we treated each other in building the Kingdom of God together.

Reb Scarborough

October 2010
Relationships are the Key: The Model

NOTES: