GOALS FOR MINISTRY

What is involved?

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INTRODUCTION OF GOALS

As you begin to read this let me share with you my deep feelings about goals. I believe that we will achieve in our ministries what we see and set as our goals. I was introduced to the concept of goal setting as a freshman in high school. During my high school years I was very goal conscious and had set written goals. After my conversion, call to preach and starting to pastor, I didn't do anything with goals until my third pastorate. During the beginning days of that pastorate God gave me a verse of scripture that changed my life. (I know that you hear this all the time but I can say that I have only received four verses of scripture that changed my life. So when I say this I place a very high value on it.) Proverbs 29: 18 *"Where there is no vision, the people perish ... "* As I sought for God's vision for me and my ministry I began to question how to do it. The answer that came to me that day now over three decades ago is as real and alive in my heart today as it was that day. I began to see the importance of goals not only in secular things but also in the church. I began to set ministry goals and also goals for the local church. I then began to see the results of goal setting in finances, attendance, missions, buildings, and my own personal ministry. As I approach how to see goals become a reality in the work of the church and see pastors and churches experience the thrill and success of goal setting, I struggled with how to share on paper how to make it happen. I owe much to many authors for their input in my life concerning goals, I do not claim originality, these thoughts come from a life time of goal awareness and study. After reading and researching many books on the subject, I went back to my notebook, when as a freshman in high school, I was introduced to the dynamics of goal setting. There I found some basic thoughts on goals. They are:

Why should I have goals?

- It gives me something to work for.

- It makes me conscious of my efforts.

- It gives me a guide to go by.

- It shows how I can increase my efficiency. . It helps me to continually ask questions: How? Why? Can I do it differently or better?

Remember that a goal is something that can be accomplished.

May the words and ideas on the following pages grip your heart as you begin to see the power of having written goals for your church and ministry. Keep it simple, don't let it get complicated!

In Christ,

Jack Norman

GROWTH! HEALTH! FULFILLING GOD'S PLAN

As you begin the process of goal setting in your church there are two questions that always come to the forefront when we begin to talk how to bring the church to growth and health, enabling it to fulfill God's plan for the church. They are; what will it costs us? And am I willing to pay the price? Each church will require different methodologies for different cases. No single plan will work in each case; we are not looking at "how" but at some principles that will work in each church. In the book *Dynamics of Church Growth* by Jim Steven and Ron Jensen they give us some insight into some principles that are building blocks for any church. Some principles to keep in mind.

1. Purpose: to unite around common objectives.

2. Diagnosis: to analyze the ministries and activities of the church.

3. Priorities: to emphasize important activities and values.

4. Planning: to project ways to achieve objectives.

5. Programming: to build ministries, which move toward objectives.

6. Leadership: to motivate and guide toward objectives.

7. Training: to equip with knowledge and skills.

Whether corporately or individually, planned changes should come through a multiple-step process.
. Define the issue
. Get the facts
. Consider the alternatives
. Make the decision
. Do it!

Most of us know that we must change. The message of the gospel of Christ does not change but our methods must. We live in a different day then our forefathers. Their methods worked for them but for us we must use different ways. If you take time to think of it our forefathers were men of faith and dared to change when it was for the best. Who went into churchless communities and built churches, who had the dream of our camps when there weren't any, who preached, sang, testified to the power of God to save and sanctify when it wasn't popular? (We had preachers who were put in jail for their faith.) Can we not follow their example for this our day and do what we must to win our world? There is a reason our communities are godless and have no interest in spiritual things. We must change!

What are the barriers to change we face?

. Focus in institution rather then purpose

. Socially self-perpetuating

. Minority rule

. Yesterday's innovator, how long since we changed how we reach people? . Not inclined to take risks

. Unwillingness to suffer pain

Effective church growth planning and goal setting requires at least five ingredients. You may be saying that you are only interested in goals at this point and not interested in the other four ingredients but you need to realize that they are mutually necessary to each other.

Now lets look at these five ingredients and what they are.

STEP ONE: MISSION STATEMENT

Ephesians four speaks repeatedly about building the body and the growth of the body. Not to pursue the goal of reaching the maximum number of people in the most effective way is sin and constitutes an insidious sickness, which, like a perpetual headache, dulls the body's sensitivity.

The lack of both leadership development and the exercise of spiritual gifts characterize a church that is trying to grow without involving its people in ministry. This is contrary to the Biblical pattern of church ministry. I Corinthians 12:14 and Ephesians 4:11-16 spell out the involvement of every believer in a ministry that God has equipped him to do. To minister is not an option, we must do it.

Since planning is related to purpose and objectives, a pastor who initiates the management process will spend a good deal of his time thinking about the future, Ted Engstrom in *Making of a Christian Leader,* says, *Since no man can be sure of the future, why plan?* The answer, *Basically to improve the probability that what* we *believe should happen will happen.*

Church leaders can relate planning to purpose by asking the right questions. Such questions make people recognize the need for planning and clarifying objectives. Leaders need to ask themselves these questions:

. What does the past tell us?

. If the church grows during the next few years, what will that mean in terms of programs, facilities, and staff?

. What do we want the church to be like, in terms of size, programs, ministry and health?

. What can we trust God to do, in addition to our projections about growth?

All of these questions and their answers will determine what plans we make to meet the needs created by what God does. If God is blessing our ministry, we will be constantly scrambling to keep up with Him. Ifwe are not planning, we probably are not anticipating.

An effective leader/manager will make projections for the future and then work back to the present. (See Planning Model on page 17. This is a good place for your goals to start.) A leader must be a dreamer to the extent that he can think about the future and relate present planning to

future numerical growth. It is important to prayerfully consider plans for the future. Written statements about specific, measurable objectives pertaining to attendance, stewardship, staff and facilities are necessary if we expect to grow.

Howard Hendricks observed: *More failures in the church come about of an ambiguity of purpose than for any other reason.*

Robert Dale said: *"A healthy dream is a necessary foundation for a healthy organization. Nothing less than a Kingdom dream will turn a church toward healthy and aggressive ministry. "*

Now take time with your board to write a mission statement. Don't worry about getting it just right. Write a short, concise statement on what God wants you to do and be as a church. At this point don't try to write a statement concerning the mission of your church ITom your intellects and much as from the heart. Follow what you feel is the leading of the Holy Spirit for your church and its ministry. Keep in mind the Great Commission and keep the statement short!

On page 18 are some sample Mission Statements.

STEP TWO: GOALS

Goals are the second key step in moving dreams to reality. Every group should have goals. Goals are a statement of faith that expresses clearly what you believe God will do through you.
Group goals are generally effective only if leaders are personal goal-setters. This may account for the number of organizations which state in official guidelines that goal orientation is a primary concern while investigations show that in practice, either goals are not well formed, or if formed are seldom carried through as they ought to be. As you begin to set goals you will discover that goal-setting is hard work. For that reason most persons will not venture, or venturing, will sooner or later abandon effort. Numerous rationalizations arise for not making goals, rationalizations formed commonly to cover laziness. It is to be hoped that laziness, with its insidious cohorts, procrastination and boredom may be overcome. The rewards are rich for the overcomer. How do dreams, ambitions, wishes become realities? Can a man or woman, ordinary among peers, make things happen? The answer is yes. Within reason and under God, persons with normal health, intelligence and faith are able to effect significant changes in their lives and and on occasion, in the lives of others and that of their church. Goals must be verbalized, stated and studied, reviewed and amended. They are dynamic things, not static. They change, and change back again. Some are dropped, some become larger, and some introduce themselves late in the creative process. (See page 9 on sample goal of "TO RECRUIT OUR POTENTIAL SUNDAY SCHOOL A TTENDERS" on how other goals can be introduced ITom the creative process of the parent goal.) I want you to be a setter of goals for the simple reason that go_setting works. Goals must be believed in, understood, acted upon and evaluated.

The five following characteristics that should be a part of every goal statement are:

1. The goal should be *measurable.* There should be no doubt when it is reached.

2. The goal should be *relevant,* with the stated mission (Mission Statement) of your church. A church can easily become involved in activities that detract from reaching its mission, rather than contribute to it.

3. The goal should be *significant.* A good goal requires faith and a challenge; but is not impossible. Whatever God wants you to do you can.

4. The goal should be *personal,* having an action verb and a deadline. What will happen   and   when? You must own the goal, it becomes a part of your life and ministry.

5. The goal should be *manageable.* A common pitfall is to set a goal over which you have no control. (For example, you do not actually have control over how many people will join your church, or whether your membership will grow by so much in the next year. You do have control over what activities and strategies you will conduct which you believe will attract new people).

Good goals will be very helpful in leading our church to reach our dream.

An effective leader dreams big dreams, and enables people to discover and act on God's dream.
Where does the energy come from that moves us forward in growth? It comes from the shared dream of that church and its leaders. Believing that God has given you a unique opportunity for ministry - right where you are - is the foundation upon which the dream begins to form. Are you tapping into the energy source that a dream can provide?

A church or ministry without a dream is like a ship without a rudder - all subsequent motion becomes just aimless wandering. Here are some specific suggestions to help you identify/clarify the dream and develop your goals.

1. *Review the Mission Statement.* Meditate on it, pray about it, take it seriously for what it will mean when put into action. Your ministry goals must revolve around the mission statement.

2. *Study the opportunities.* Look for ways to build on your strengths and present concerns of your people. You cannot meet every need, build on your strengths; not your weaknesses. Don't try to imitate another church, your opportunities are unique to you.

3. *Involve other people.* Look for the members who are visionaries. They often have the spiritual gift of faith. *(The special ability God gives to members of the body to discern with extraordinary confidence His will and purpose for the future of His work).*

4. *Pray without ceasing.* Churches that consciously and deliberately seek God's vision receive it.

5. *Hold onto your dream.* The world. . . and the church. . . are full of people who say it can't be done. The only question for a church with a vision should be: *If God wants it done, how are we going to do it?* **That leads you to goals.**

Despite Goal-setting's apparent advantages, many people still resist the idea. Why?

      1. Because it seems to violate faith principles. Not so! Goal-setting persons are men
         and woman of greater faith than those who do not set goals.
      2. Because it often produces guilt feelings.
      3. Because it requires careful analysis. Proper diagnostic work in the church requires
         time and much effort if we are to truly understand our situation.

Goal setting for persons, who for a number of years have conducted their lives by accidents (just letting things happen), can be disruptive, even traumatic. Certainly, it becomes hard work, if for no other reason than that it has never been done before. Prov 13:4

STEP THREE: **STRATEGY**

The third step in accomplishing moving from dream to reality is strategy. Quite simply, strategy
is the plan and program to reach the goals that are set. It is setting the priorities, what do we do first? It is planning, the development of programs, emphasis, and events which will help us fulfill the goal. It includes programming, the specific steps necessary to gct there and includes the management process.

STEP FOUR: EVALUATION

The fourth step is evaluation. Many times we do not like to evaluate what we are doing because it is threatening to us. But we must take time to evaluate our goals and strategy that we are implementing in the church and ministry. Be honest!

STEP FIVE: ACCOUNTABILITY

The fifth step is accountability. Without being accountable to someone or a board we never feel the real pressure to stay on target and get it done. Make sure that in your plans in reaching your goals that you are accountable.
Perhaps the most gratifying feature for goal-setters is the sense of well being that goals afford. To have a goal in mind and work for its accomplishment is an exciting venture. Goal setting will give you a sense of accomplishment. Go for it!

A flow chart would look like this:

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┌─────────────────────────┐
│        STRATEGY         │
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│       EVALUATION        │
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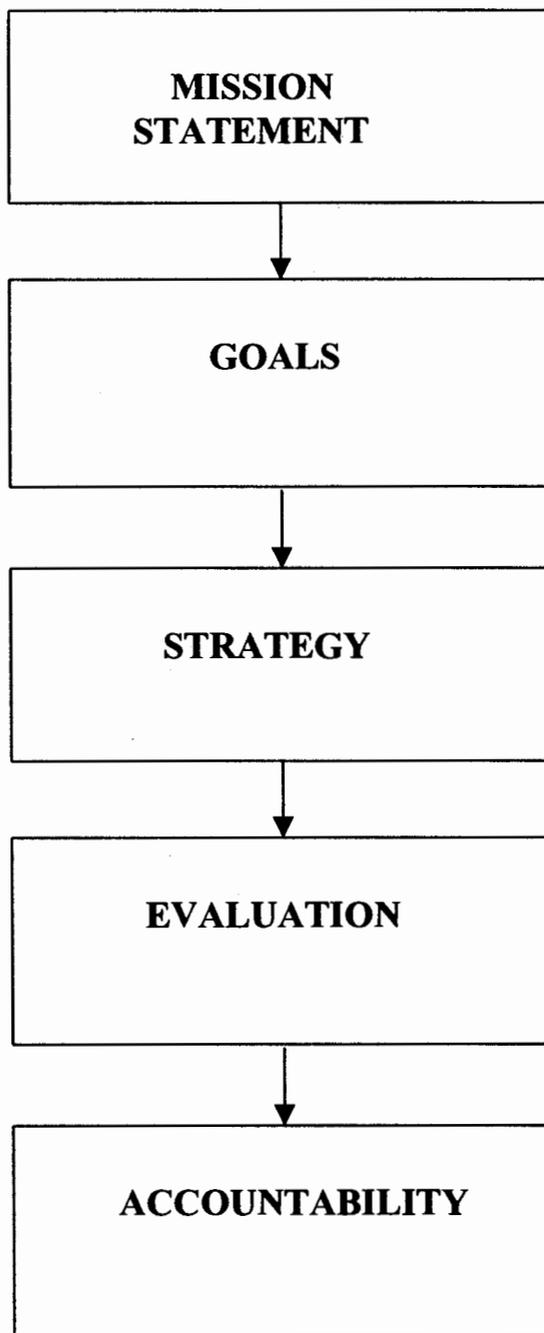
Goal-setting works because it turns on lights in the darkness. It works because it maps, no matter how clumsily, the future. It works because it has been proven by armies of persons who, having experimented with goals, affirm their effectiveness. It works because it calls upon all the qualities of a person to tax himself to his greater potential.

Perhaps it works because it is the pattern used by God, Who in His divine plan made the worlds and all that in them is. And when that plan confronted barriers, other goals were affirmed and activity set in motion. In this perspective Jesus Christ was prophetically placed, and in line with the detailed objectives entered the world through incarnation, lived, taught, worked, died and resurrected-according to plan. That plan, with its goals, is not yet completed. But it will be.

Examples of Goals

GOAL: TO RECRUIT OUR POTENTIAL SUNDAY SCHOOL ATTENDERS

STRATEGY:

1. Identify and develop records containing information on each person attending.
   a. Name
   b. Address/phone
   c. Age/class in Sunday School
   d. Church/Sunday School attendance

2. Develop among our people the importance of the "Web" concept.

3. Develop services that will attract those identified as potential congregation.

   Each special service will demand its own goal & strategy

   a. Special children services to attract unchurched parents.
   b. Special times of music.
   c. Services of "Celebration" (Easter, Christmas, etc.)

4. Develop a systematic follow-up program.

   A new goal

DISTRICT GOALS (District Board 98-99 Council Year)

All ministers and churches come into compliance with *The Manual.*

Goal:
Each pastor/minister/church understand the basic content of *The Manual* by July 30, 1999.

Strategy:
1. Determine what ministers have not taken the exam on *The Manual* and contact to determine their personal need of help.
2. Conduct class on *The Manual* last Saturday of Nipgen Camp for ministers and church board members. *The Manual* is to be read before coming to class.
3. Send letters to churches and ministers identifying potential problem areas when *The Manual* is not followed.

Training pastors in stewardship teaching in local churches.

Goal:
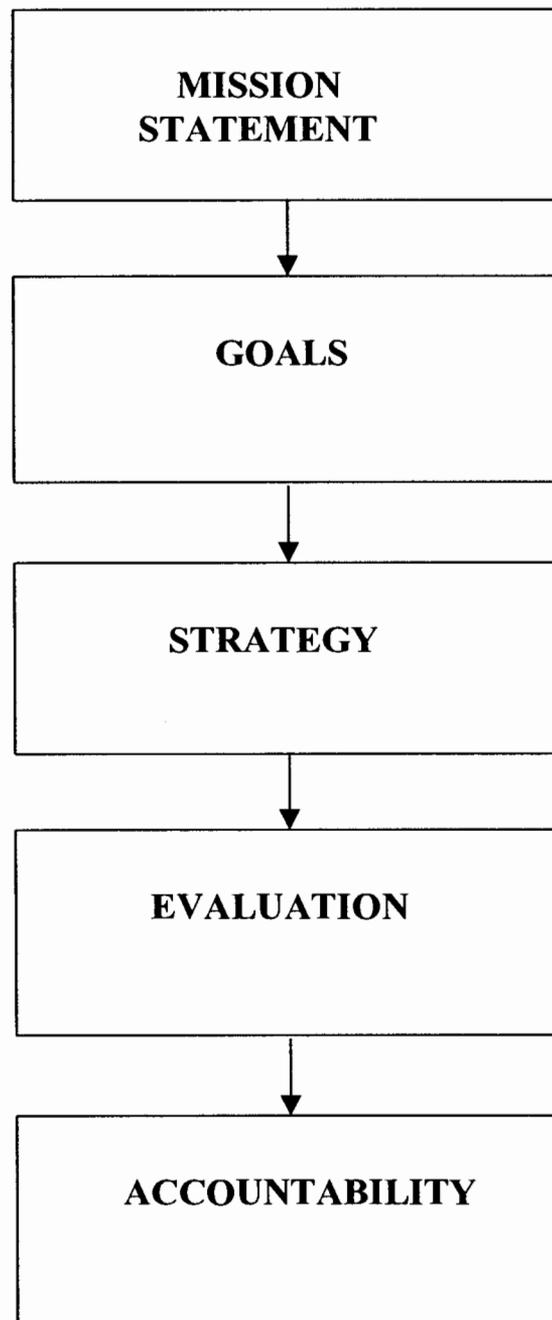   Pastors to understand the importance and value of stewardship.

Strategy:
1. Assign one book on stewardship to be read during 1999-2000 council year.
2. Conduct workshop on stewardship in November of 1999 on a week night.
3. Have available helps, materials, manuals on stewardship.
4. Have in Minister's Course of Study training on stewardship.
5. Set a District Stewardship Month - February, 2000.

To be used for transparencies

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A GROWING CHURCH IS...

- *A Church With A Vision*

- *A Church With Goals*

- *A Church With Strategies*

- *A Church With A Pastor Leader*

- *A Church With A Ministering Congregation*

- *A Church With A Plan*

CHARACTERISTICS OF GOOD GOALS

1. MEASURABLE
   Measuring Instrument
   Time Frame
   Accountability

2. RELEVANT *Right Goals*
   Based on Research

3. SIGNIFICANT
   Makes a Difference
   Produces a Challenge
   Stretches Faith

4. PERSONAL
   Goal Ownership
   Evidence: Commitment of Energy –Money

5. MANAGEABLE
   Within Reach
   Controllable

GOALS

A Goal Should Be_____

A Goal Should Be_____

A Goal Should Be_____

A Goal Should Be_____

A Goal Should Be_____

CHURCH HEALTH STRATEGY

Existing Church

Diagnostic consultation

Recruit leaders

Training

Goal Setting

Ministry

Dream Vision — Mission Statement — Goal — Strategy / Strategy / Strategy

Goal — Strategy / Strategy / Strategy

Goal — Strategy / Strategy / Strategy

The Planning Process

Where We Are

Steps Toward Objectives

Facilities

Programs

Leadership
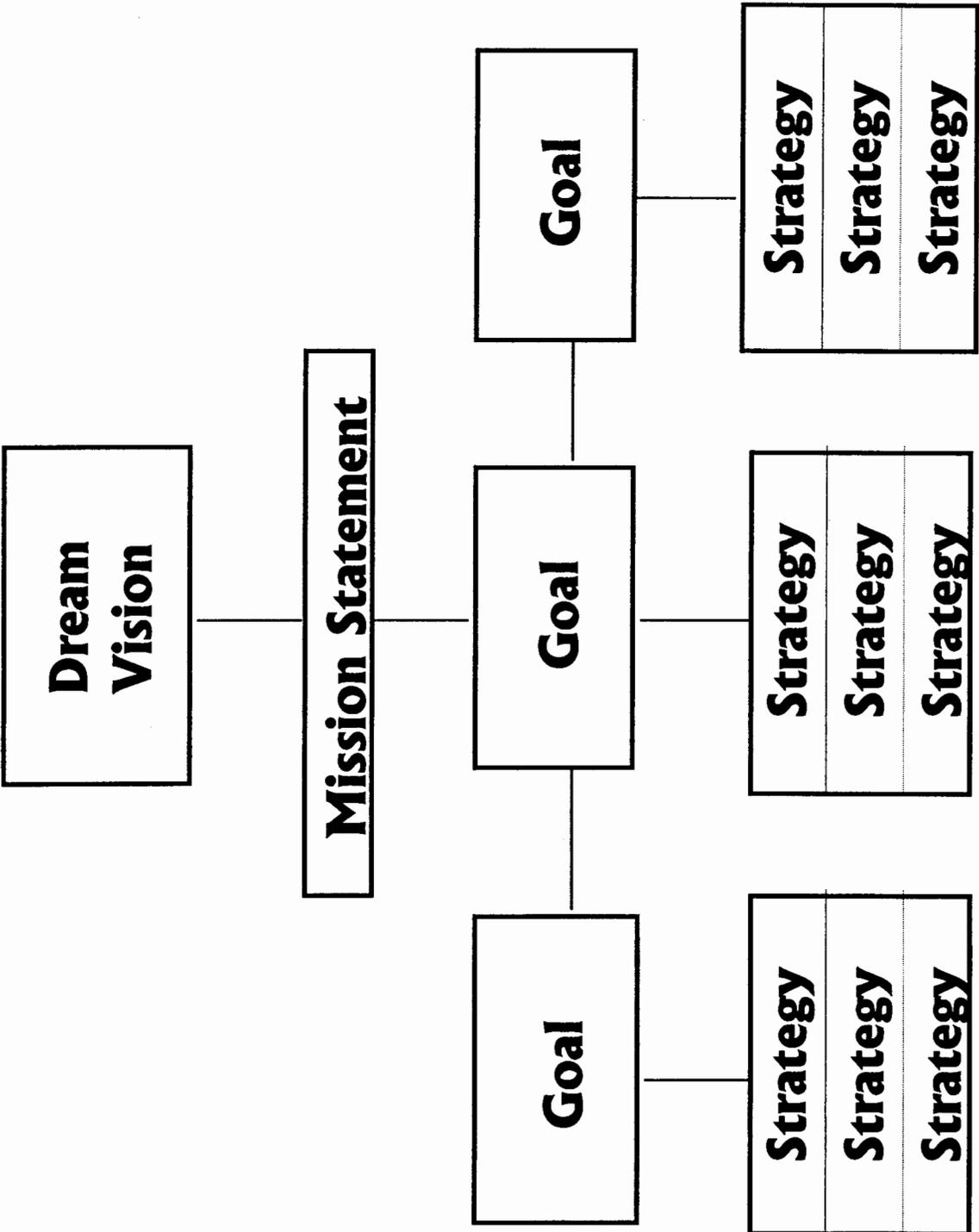
Where We Want To Be (Objectives)
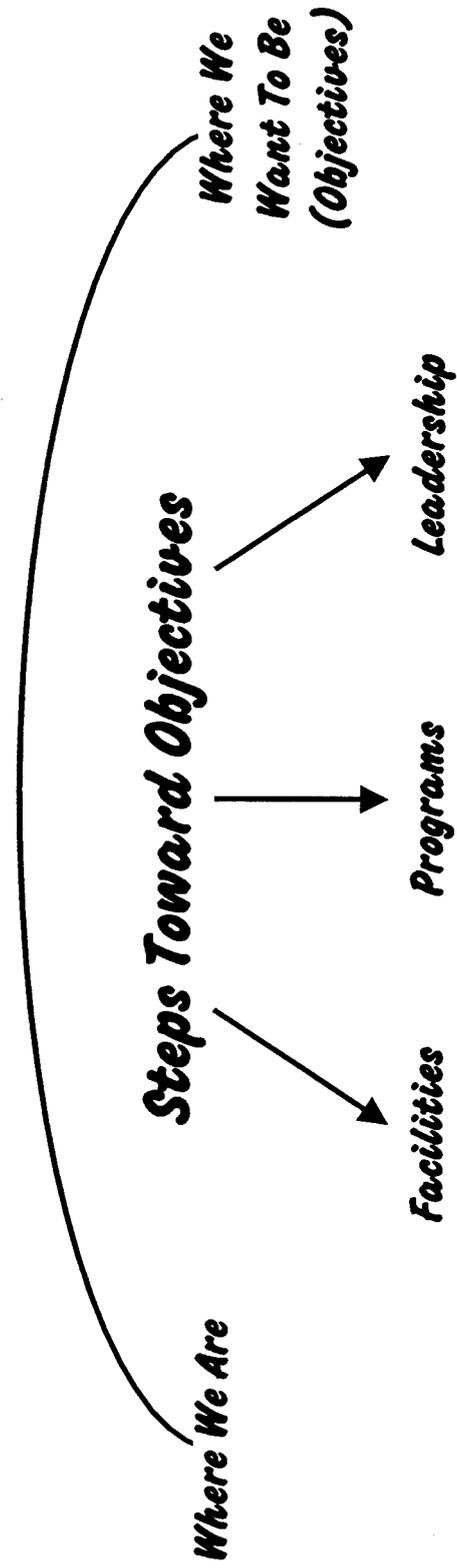
SAMPLE MISSION STATEMENTS

Chillicothe, Brookside:

The mission of the Brookside Church is to build a dynamic, growing New Testament Church committed to the task of fulfilling the Great Commission by giving ourselves, our resources, and our lives to:

- Exalt Christ
- Encourage One Another
- Equip Believers
- Evangelize Our Community and Our World

Circleville, Jefferson:

The mission of the Jefferson Church is to be a Christian Community Communicating Christ's Love Worldwide.

We are a fellowship of people committed to being fully conformed to the image of Christ. We are a safe place for believers and seekers. We strive to communicate redemptive love to families and individuals and to function as a healing community. We believe that our mission is worldwide in scope. We are therefore committed tot he Great Commission through the planting of churches in America and full participation in world evangelistic ministries.

To This end, we will endeavor to fulfill the following functions:

1. Exalt God
2. Empower people for ministry.
3. Edify our worshipping congregation.
4. Evangelize our potential congregation.
5. Expand Christian community through a growing local church that reproduces itself by starting new churches both in America and aboard.

Circleville, First:

The purpose of Circleville First Church is to promote and to support the evangelism of the lost everywhere, to love and to win the lost within our reach, to disciple them, to lead them into the spirit-filled life and to provide a place of worship and fellowship where they can grow in Christ and serve God and their fellowmen.

We want God to use our church to increase the potential population of heaven and to decrease the potential population of hell.

"And I say unto thee, That thou are Peter, and upon this rock I will build my church, and the gates of hell shall not prevail against it." Matthew 16: 18