

Lesson Plan & Study Guide



# Mission Group Process

## Part Four: Exploring the Mission

**iFOLLOW**

Working with Jesus

The iFollow Discipleship Series



## About the iFollow Discipleship Series Pastor's Edition

### Categories

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

### Components

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

### Usage

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

### Credits

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## Mission Group Process, Part Four: Exploring the Mission

*This is the fourth in a series of six units designed to provide the preparation and training necessary to launch a mission group.*

### Learning Objectives

1. Learn how to take first steps in entering a new mission field
2. Finding opportunities to befriend people
3. Look at what others are doing (both here and elsewhere)
4. Understand what strategy is and its central role in mission
5. Methods for conducting experimental projects

### Content Outline

- A. Targeting your mission
- B. The early steps in launching a new mission
  1. Start small and grow later
  2. Learn by doing something
- C. Project planning and development
- D. The development of strategy

### Background Material for the Instructor

Once a Mission Group has developed its covenant and identified the gifts of its members, assigning each of them a definite role in the enterprise, it is then ready to launch out into its new mission. But it is not ready to roll out a big program. There is a “learning curve” in any mission. All veterans will tell you that what they started doing at first is not exactly what they do now. They learned from their mistakes. A few are aware that they also learned from their successes. Mission is by nature experimental. Small initial steps, carefully observed, teach



us what works and what does not work.

Engagement with the mission is necessary to maintain the momentum of a Mission Group. By the time the spiritual foundation is laid down in the group, at least some of the members will urgently want to get started in some direct contact with the community. This is the point in the process when it is time to do so! But try small projects at first. Avoid long-term commitments to any specific activity. Look for opportunities to do one-time events or stand-alone activities that bring your group into contact with the people group you seek to reach. These activities will give you the chance to learn and to initiate some personal relationships.

## Targeting Your Ministry

The mission of your group defines your target group and the needs God has called you to meet. Remember that the specific group of people you are seeking to minister to is the reason for the entire effort. Real, Christ-centered, Spirit-led ministry is not organized because churches ought to have activities and look alive, but rather because “people need the Lord”—people who suffer, who seek answers, who search for support and friendship. Relational ministry is about people, not programs. Who are the people you want to contact, get acquainted with and build lasting relationships with?



There is a temptation to be very unrealistic about this question. When asked, “Who are you trying to reach?” a common answer is some variation of “everybody” or “anybody.” Both answers can lead to failure. An “anybody” focus is a failure to see the forest because of total attention on one or two trees. Excellent ministry may happen with a handful of individuals, but a group ministry capable of reaching a significant number of other needy souls will not be built. An “everybody” focus is a failure to see trees because of total attention on the forest. Unrealistic estimates of how many people can actually be touched can lead to discouragement and make those who do respond feel like they are not really cared for as individuals, but are valued only as chips in the pile.

Douglas W. Johnson, director of the Institute for Church Development, gives a realistic formula for calculating how many people might be reached through a new ministry. Start with the number of persons in the target group as given by the census data and multiply this figure by the percentage that Adventists represent among the total church members in the community. This is usually between 0.5 and 2 percent. (You can get the precise figure for your county at [www.thearda.com](http://www.thearda.com).) Next, add the number of church members who you know to be in the target group.

For example, if you were launching a singles ministry, you might calculate the target audience this way: Let's suppose your community contains 10,250 single adults, your church represents one percent of the total churched people in town, and you have 40 single adults in your congregation. The figures would look like this:

$$10,250 \times .01 + 40 = 142 \text{ persons}$$

The 142 is the number of people you can reasonably expect to reach with your new ministry. Johnson says, "On top of this figure may be added a goal that represents the number of members of the target group the congregation will work to involve. Current research in group dynamics indicates that an ongoing group or seminar will enroll no more than 40 people." If a church expects to involve more than 40 participants in a new ministry, it must design a program with several groups, perhaps meeting on different nights or on different schedules or in different locations.

## The First Steps

Following the paradigm in *The Ministry of Healing* (page 143), these early projects should be the kind that allow you to "mingle with [people] as one who desire[s] their good." This does *not* suggest attempts to enroll people in Bible lessons or preach to them. That comes much later in the process—the fifth step in this paradigm. You are only at the first step at this point. This *does* suggest a friendly, helpful, positive contact in which you identify with the community. Here are some examples just to illustrate the principle:

-- A new Mission Group in Portland, Oregon, participated in the annual street fair held in the neighborhood they were trying to reach. They handed out cups of ice water and maintained a message board (bulletin board) where people could leave messages for others in their family or friends they were looking to connect with.

-- A new metro ministries group in Philadelphia got involved in "Live 8," a massive benefit concert working to prevent and control HIV-AIDS and poverty around the world. The mayor's office was looking for volunteer help and the group agreed to assist the health department with a mobile clinic where HIV screening tests were provided free, as well as distribute items designed to prevent over-heating in the crowd on a 100-degree summer day—cooling pads for babies and small, hand-held, battery-operated fans about the size of a flashlight.

-- Stillwater Church in Dayton, Ohio, got acquainted with their immediate neighbors by hosting a Labor Day picnic on the church lawn. There were games for



children and free food. Families brought lawn chairs and blankets and relaxed on the grass in the shade of a large tent the group erected.

-- A group with a mission to children in an urban neighborhood began by simply visiting the children's ward in the local hospital, bringing with them toys and games to share with the boys and girls. Another group—in a different city—also focused on the children ill with cancer in a children's hospital and began by raising some funds to provide a favorite toy in sufficient supply that each child who was a patient could go home with one. They would deliver the toys and give them to the children as they came into the hospital, thus having opportunity to meet the children and their parents.

-- A Mission Group in Pittsburgh started with disaster response activities. They volunteered to help organize and distribute truckloads of donated items for families who had suffered damage to their homes and the loss of their belongings. An empty storefront was made available to them and they set up a short-term Emergency Relief Center. Four years later they were involved in very different activities, but the short-term emergency project provided an opportunity to begin to serve the community and get acquainted with local people and their needs. Emergency needs of various kinds are often a good place to begin and since the Adventist Church has a nonprofit relief agency registered with the government in most nations, this provides a good door-opener.

Note that in each case these are projects that are time-limited to a particular day or relatively short period of time. They do not involve launching an ongoing service or program. Also, they are relatively easy to organize, fund and implement using the resources reasonably available to a small group of people. Yet, they make a contribution to the community that is immediately understood. This is the kind of initial project that a Mission Group needs to experiment with programming to find out what will best attain their goals and to build up its capacity to design and implement projects, as well as make an entry into the world of the target group.

## Learning the Mission

The point of all of these activities is “mingling” and one of the reasons for this mingling is to learn. Even if you have experience in previous missions and grew up among the people group you are now trying to reach, don't assume that you have nothing to learn. Seeing a community or people group through missionary eyes is different from any other view. And times change; what worked in the past will not necessarily work the same way in the present.

Observe carefully how things are done, how people



interact with each other, who is seen as influential, what is valued and where there is pain and suffering. Be slow to offer observations or solutions. Be helpful when you can, but do so with as little intervention as possible. Be careful what questions you ask. Don't make any assumptions. This is the time to watch and learn. In Mission Group meetings you can share your observations and discuss with one another the possible meaning of what you saw. You will discover that group members will have different observations and differ even more on the explanations. Listen carefully to each other and pray for understanding. This is how you learn.

Listen to the people. Listen for their language patterns and customary responses to small behaviors such as what they say when you hand them a cup of cold water. Listen to the snippets of conversation you overhear. What are people talking about? What are the themes in conversations? What music do they enjoy? What is that music about? You may wince at some of the language you hear and you may detest the music that they love, but this is not the time to be judgmental. Give no evidence of your likes or dislikes. Just listen and learn.

## Test New Ideas and Opportunities

At this stage of the development of your mission, you can test ideas for various kinds of activities and see what the response is. For example, one Mission Group decided to participate in a street fair and rented one of the booths in a “flea market” tent to offer a “health age appraisal,” or computerized inventory of health habits which gives each person their “age” as an index to their patterns of diet, exercise, etc. During the morning very few individuals stopped by despite the fact that the “flea market” tent was crowded. Finally, one of the Mission Group members, observing that all the booths around them were selling something, made a little sign that said, “Discounted to one dollar today only.” Soon there was a trickle of people coming over to ask about the service offered and by the end of the day there was a line with dozens of people waiting. The group learned that day that if they were going to operate in the “flea market” context they needed to offer something that was somewhat commercial in nature.



Another Mission Group in another community decided that they would get acquainted with the local businessmen and their employees by simply stopping by to introduce themselves and drop off a little gift. The first week they walked up and down Main Street, stopping into each place of business with fresh donuts to give away. The second week they distributed bottled water. The third week they had small calendars—the kind on a card you can put in your wallet—to give away with contact infor-

mation for their church plant on the back side. The results were more negative than positive. The local people saw this as cheap publicity tricks, not a real service. No one came from these contacts to the first gospel concert that the group sponsored. The group learned that, at least in this community, the “little acts of kindness” they had read about in a book simply did not work.

Learning what will work and what won’t work means that the more failures that occur, the better. You will learn from projects that fail or yield only sparse response. Do not be afraid to fail. Take the risk. Try a new idea. Try a variety of things. This is not the stage to settle down to one kind of activity and repeat it endlessly. This is the stage to try many different things, including those that sound like they will almost certainly not succeed.

An important part of each project is the “de-briefing” after the project is completed. Your Mission Group needs to pray over the results, look carefully at the facts, share the views of each member and come to some analysis of what was learned from the experiment. Unless you take the time for this kind of “de-construction” session, you will never construct the kind of ministry that will have the impact God intends for your mission.

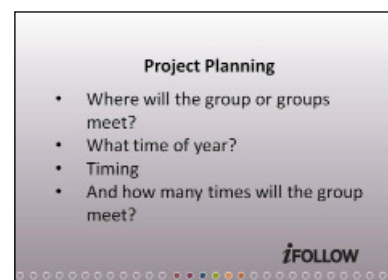
## Project Planning

Based on your mission, which defines the needs and the target group, you can put together a specific plan of action for a particular event or project. The Mission Group should meet and put on paper a project plan that includes a specific description of the needs and the target audience, the objectives, program design, curriculum resources, budget, needed workers and date(s).

For a project to be effective, the program content must clearly and helpfully address the needs expressed by the target audience. But “packaging” is also vital.

**Where will the group or groups meet?** You may assume that the event will be held at the church, but remember the fundamental idea of a Mission Group is to go to the people instead of inviting them to the church. Use the “Y,” the mall, a local bank, or some other public facility. Often you can secure such community rooms without charge, but even if not, to have a comfortable meeting room at a recognized address is usually well worth the cost.

**What time of year?** Every community has favorable seasons and other seasons when low attendance is guaranteed. For example, one church in Pennsylvania





offered a health screening event on the weekend that the football season came to its climax. Few came out. The same program, with the same advertising, in the same location a year earlier during the spring attracted ten times as many people.

**Timing**—A young mothers' fellowship might best meet on a weekday at midmorning. A teen/parent support group might work well on Saturday afternoons. A couples group might need to be over by 8:30 p.m., while a singles group might flourish by starting about 8 p.m.

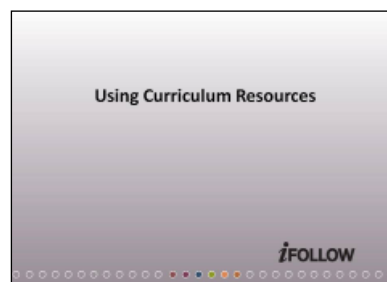
And **how many times will the group meet?** Although one-shot events would seem to make it easier for more people to be present, educational research indicates that for a program to have significant value a number of sessions over several weeks is necessary. Lyman Coleman, author of the Serendipity materials for small groups, says that people will attend six to ten weekly sessions more readily than twelve to forty weekly sessions, and he points out that if a "beginners group" is rewarding, people may be willing to make a more extended commitment. Also, groups that meet every other week can be as effective as weekly sessions. The number of sessions would be the same.

The more amenities included, the more attractive a group or seminar becomes. Something to drink, refreshments during a break, a notebook or folder, pencils and notepads, audio-visuals and handouts, name badges, et cetera, make the program more attractive and professional. See that participants have an opportunity to mix and get acquainted. Clearly identify in your printed materials the sponsoring organization and the staff, so that further contacts can be made and questions asked.

With some target groups, child care is a crucial service. Young parents—especially single parents—cannot be expected to attend a fellowship or seminar if child care is not provided. Grandparents and older brothers and sisters are almost never at hand to watch the children. Babysitters are difficult to find and costly. Quality child care is essential in your planning even if this means a slightly higher registration fee. Church volunteers are not your only source for child care, although this may be an ideal way to involve a teenage girl or a grandmother who feels she does not have other skills. You can also pay people for this service. The cost of a single babysitter for six couples is far less than all six getting individual babysitters. Use qualified non-members if the available pool of church volunteers is involved in other tasks.

## Using Curriculum Resources

One reason that many kinds of outreach ministries are within reach of any Mission Group is the vast number of curriculum resources published today. Most have detailed guides for the group leader and textbooks or



other materials for the participants. A number of resource organizations now provide packages that include video cassette or DVD lectures by well-known speakers. Plus Line (1-800-SDA-PLUS) can put you in touch with the most recent curriculum materials available in any area of need, as well as tell you about a resource center that will help you with many different kinds of tools and services for your ministry.

Many of the published curriculum resources use PowerPoint files to use with your computer and a video projector. The planning group must choose which curriculum resources to use, whether to follow one (perhaps in modified form) or to use two or three curricula together. Ask these questions, too: What supplies must be ordered? How long does shipment take? What are the policies concerning minimum orders and returning unused materials? Never plan to start the group, see who shows up, and then order materials. That appears inept to participants and guarantees a large number of unused materials.

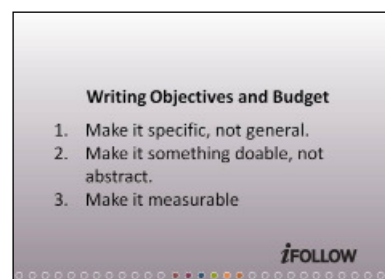
Guest speakers can be used, even within the framework of a curriculum. For example, a nurse may teach one unit and the pastor another, instead of one instructor doing the whole thing. Karen Spruill, founding director of The Mother's Center at the Battle Creek Tabernacle, used guest speakers exclusively in that ministry. "You may be surprised at all the speakers you can think of," she writes. "Who are the professionals in your congregation, and where do they work? Who are the respected women leaders in your town and church? Who are the women who have raised successful children, who have interesting hobbies, or businesses? Start a list of programs that you have seen offered in the newspaper, or by continuing education classes at the local colleges. Become familiar with the United Way agencies." All of these can provide clues to find the resource people you need.

## Writing Objectives and Budget

No plan is complete unless it includes a simple, specific description of expected results. What is the desired effect on those who attend? What are the criteria for success? You need to list expectations precisely, not to satisfy academic or bureaucratic urges, but to help the Mission Group to understand clearly what the project seeks to achieve. This list keeps the ministry moving in the right direction and it keeps the leaders honest. Grammar, language, even correct spelling, are not essential in writing a good objective.

Three considerations are fundamental however:

1. Make it specific, not general.
2. Make it something doable, not abstract.
3. Make it measurable.



When you have reached this point, the Mission Group

can then work out a budget and schedule for project. The schedule provides specific deadlines for maintaining accountability, and the budget provides for realistic funding. This ought to include income generated by the project through registration fees, offerings at meetings, specially solicited donations, membership dues, etc., as well as a subsidy from the church budget.

Unless there is something specific about your target group that indicates otherwise, don't be afraid to charge fees for your programs. The public usually considers "free" programs to have some kind of payoff or ulterior motive, and is justifiably unwilling to get involved. (What was your response the last time you got one of those "free trip to Florida" offers in the mail?) When programs are offered to the public with a reasonable registration fee or charge for materials, it enhances the public image of the program and makes it appear more professional. Charging a fee will actually increase enrollment in most circumstances. There are obvious exceptions to this rule among low-income and some other target groups.

You will now have a document describing the needs, the target audience, the program design and curriculum, the specific objectives of the ministry, and its working team, budget, and schedule which you can use as a road map for implementing the project. Now you must begin to engage the target audience.

## Marketing Your Ministry

The Mission Group has many mediums of communication from which to select. They must choose carefully which to use. The situation in a specific local community, the kind of people they are trying to reach, and financial considerations all come into play. In any case they will have to pay for some of the promotion. They cannot rely on free advertising to produce results, although they should use free publicity in community newspapers, public-service announcements on radio and television stations, Internet bulletin boards and Email lists to supplement the major advertising items.

The available mediums for communication can be divided into three major categories: relational media, which feature person-to-person contact; formal media, such as direct mail; and public media, such as the newspapers and broadcasting facilities. Small towns, target groups with low levels of education and those within institutional communities, such as students on a university campus or nurses at a specific hospital, can best be reached through relational communication. Suburban areas, especially White Collar communities, are best contacted through formal means. And the public media most effectively penetrate the highly urbanized areas. The level of education, lifestyle,



and residential area of the target audience will indicate what choices must be made in designing the advertising campaign for a particular ministry.

Relational media are simply organized ways of using word of mouth. Of course, word-of-mouth advertising is always helpful and not very costly. One can initiate an informal advertising effort simply by carefully informing the congregation on Sabbath morning and urging them to tell their friends, neighbors, and work associates. Better organized and more effective means include setting up telephone committees, going door-to-door to distribute information in housing developments with high concentrations of the target audience, and arranging to make in-person announcements at community meetings of various kinds. Relational media will be much more effective if one reinforces them with a well-done brochure or fact sheet of some kind—a handout to back up the word-of-mouth communication. Relational media cost little in terms of money but much in volunteer hours. Boards sometimes too easily decide to “save money” by relying on relational media while taking no responsibility for providing the many volunteer hours necessary to implement their decision.

Formal media are probably the most cost-effective, proven forms of advertising available to local churches. Of these, mass mailings—the kind of mailing addressed to “Resident” and usually done by a mail advertising company—are more costly and less effective than other types of mailings. However, they can be useful in getting public attention for a new ministry in a community where the church has not developed much contact over the years, or when the target audience is a group that has been unreached in the past. Since the response rate is usually less than 1 percent, you must mail many thousands of pieces, and this can be very costly.

Direct mail differs from mass mailing in that it is sent to specific addressees by name. These names may be obtained from a direct mail company according to your target audience, or from lists of people the church has contacted in one way or another over the years. For example, *It Is Written*, *Faith for Today*, and the *Voice of Prophecy* can supply the names and addresses of people in specified Zip Code areas who have requested booklets on specified topics over the past several years. If the interest coordinator in your church has been systematically keeping a file of interested persons, this becomes a gold mine for advertising new ministries. Steve Dunkin has developed an effective, simple manual of procedures for local churches who want to do their own direct mail advertising at modest cost. (*Church Advertising*; 1981, Abingdon Press)

Internet advertising is still relatively experimental, except for certain types of businesses. There is little that has been learned so far in the way of proven methods of marketing nonprofit services, seminars, etc., by Email or over the Internet. There are businesses that will sell you Email lists, but with the sophistication of spam-killer software and the overload most people experience in their Email in-baskets, it is unlikely to anyone will read your Email unless they recognize your name or the name of your

organization. It is important to make use of two aspects of Internet marketing for your ministry. First, if you have a list of individuals that you know personally or know your team members or know your organization, then it is important to send them an invitation by Email. And it is vital to collect Email addresses from everyone whom your ministry touches in any way, so as to build a bigger list for the future. Second, look for websites where you may post an announcement of your events or the service you provide. There are thousands of specialized web sites and several of these probably define precisely your target group. Do not worry if it is a local web site. You never know who among your neighbors may use the website even if it is national or international in scope.

Public media are the most expensive forms of communication and the most difficult to utilize. When a ministry decides to purchase ads in a newspaper or spots on a radio station, it should also seek professional counsel from someone other than the sales people at the publishing or broadcasting company; otherwise they risk wasting large sums of money. Public advertising is so highly complex and sophisticated that even professionals fail more often than they succeed, especially in the marketing of services or entertainment. And few advertising professionals understand the unique factors involved in marketing a ministry.

Where can local church members get good advice without spending money on consulting fees? First, try to set up an appointment with one of the best public relations firms in the area. These professionals are sometimes willing to give one consultation at no charge for a volunteer, community service effort with a small budget. Second, see if the United Way or a major local nonprofit institution has a professional public relations director. This individual would not charge a fee for some advice and is often extremely knowledgeable. Finally, perhaps the church can find and obtain the aid of an Adventist public relations professional. These people are often willing to assist local churches that want to do something creative in the public media.

Perhaps one of the greatest misunderstandings concerning advertising involves searching for “the best method.” All communication experts agree that there is no one best method of advertising. Successful advertising always uses a mix of several media. When a local church is communicating with a target audience outside its congregation, it will need to put out a minimum of six different kinds of advertising. For example, your ministry might choose to utilize: (1) word of mouth; (2) a telephone committee to contact the lists from the media ministries (*Faith for Today*, etc.); (3) door-to-door distribution of a printed flyer in several apartment complexes with high concentrations of the target audience; (4) a mailing to the names in the church interest file; (5) a mailing to relevant professionals in the area; and (6) posters in supermarkets and Laundromats. Of course, the specific mix used in each local situation must be based on the nature of the target audience, the funds available, the volunteer manpower available, and local ways of doing things.

## What is Strategy?

Strategy and several other terms used in planning are often bandied about without being well understood. In fact, various published materials actually define some of these terms in contradictory ways. It is vitally important to have a clear definition of these terms and understand how they are used, or the whole process of planning for mission will be flawed, your Mission Group will be hampered in moving forward and you will find yourself confused.

All talk of planning goes back to three of the most ancient words in language—mission, strategy and tactics. *Webster's New Twentieth Century Dictionary* (Second Edition) defines them as follows:

**Mission**—“being sent out with authority to perform a special duty, or ... the purpose for which one is sent.”

**Strategy**—“the science of ... maneuvering forces into the most advantageous position prior to actual engagement.”

**Tactics**—“the science of disposing forces in action ... actions in accord with strategy; adroit devices for gaining an end.”



These terms are taken from the art of war. The earliest records of planned activities are those of fighting wars. The church has been influenced by this terminology. Even Christ, in Luke 14:31, alludes to war-making as an analogy for the missionary enterprise He has given to the church.

## Definitions of Goal

“A statement expressing a condition ... you wish to attain, a desired long-range result of ministry.” (Rusboldt, Gladden and Green, p 13)

“The end toward which effort or ambition is directed ... something to be attained ... shows direction. It is something one searches for.” (Lall and Lall, p 11)

## Definitions of Objective

“The target toward which specific action is directed.” (Broholm, p 11)

“A clear, simple statement of a target to be reached, it is derived from a goal [and] should be stated in a way that ... it can be measured.” (Rusbult, Gladden and Green, p 13)

“A strategic position ... capable of attainment and measurement; its inherent purpose is implicit rather than explicit.... Goals need to be converted into objectives that can be measured.” (Lall and Lall, p 59)

## Confused Definitions of Goal and Objective

Some writers deliberately define goal and objective in an opposite way to the majority of sources, switching the definitions. This is particularly confusing and no reason can be found in the literature. It is evidently the result of some simple error in the past and uncritical use of these sources by subsequent authors. The general consensus of the literature on the topic of planning is that “goal” is the more general of the terms, much like “purpose” and “mission,” and that “objective” is the most specific term, including the requirements of specificity, concrete description and measurability.



## Definitions of Program

“The specific steps that must be undertaken to implement the strategy.” (Broholm, p 11)

“A set of activities ... formulated to provide services which accomplish defined ... objectives.” (Delbecq, Van de Ven and Gustafson, p 4)

## Definitions of Strategy

“A general course of action selected to achieve the objective.” (Broholm, p 11)

“The larger-scale plans ... for changing a system, a planned sequence of interventions.” (Vaill, p 245)

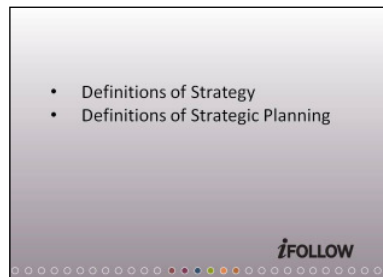
## Definitions of Strategic Planning

“Strategic planning is the process by which an organization envisions its future and

develops the necessary procedures and operations to achieve that future.” (Goodstein, Pfeiffer and Nolan, p 275)

“Strategic planning is basically a process by which an organization continuously plans for the future by ... providing for maximum participation in setting objectives ... updating assumptions about the environment ... critically examining organizational policies and assumptions.” (Broholm, p 11)

“Strategic planning [is] the continuous process of making present entrepreneurial decisions systematically and with greatest knowledge of their futurity; organizing systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized, systematic feedback.” (Lall and Lall, p 75)



## Management by Objectives

We include this definition because for the last two decades of the 20th century this concept was widely discussed and implemented among Adventist denominational administrators.

“A management strategy developed by Odiorne which makes the establishment and communication of organization objectives the central function of a manager. It is based on the assumption that supervision and leadership will work best under conditions in which both superiors and subordinates have prior ‘contracts’ (i.e., agreements) about directions, priorities, and objectives.” (Vaill, p 242)



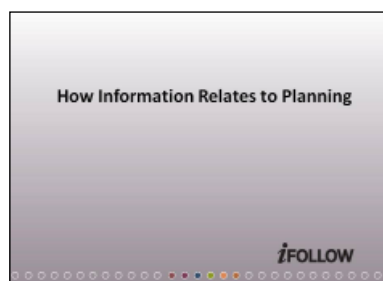
All of these definitions can be organized around the three basic, original concepts in ways that are useful today. The three charts (see PowerPoint slides) do this, substituting the word “program” for “tactics” because in the church it has become the most widely used word for this category.



## How Information Relates to Planning

No plan is better than the assumptions it is based on; the facts, realities or data that is assumed to be true about the context in which a plan will be implemented. Obviously, to the extent that the assumptions are wrong, the plan will not work effectively. Successful planning is fed by a good flow of accurate information.

For example, a Mission Group might decide to offer a class on “how to potty train your toddler” because there are a lot of young mothers in the neighborhood. No one comes to the class, and then later it is discovered that these single mothers work long hours and their mothers (the grandmothers of the toddlers) are the ones who do the potty training, something they have done before and do not need a training class for. If the group had the full information in the first place, it would have planned something different.



## Handout in this Package

1. Project Planning Worksheet



## Additional Resources

Broholm, (1970). *Strategic Planning for Church Organizations*. Valley Forge, PA: Judson Press.

Delbecq, Van de Ven and Gustafson, (1975). *Group Techniques for Program Planning*. New York: Scott Foresman and Company.

Dunkin, Steve (1981). *Church Advertising*. Nashville: Abingdon Press

Goodstein, Pfeiffer and Nolan (1985). "Applied Strategic Planning: A New Model for Organizational Growth and Vitality," The 1985 Annual: Developing Human Resources. San Diego: University Associates.

Lall and Lall (1979). *Dynamic Leadership*. Mountain View, CA: Pacific Press.

Rusbult, Gladden and Green (1977). *Local Church Planning Manual*. Valley Forge, PA: Judson Press.

Vaill (1973). "An Informal Glossary of Terms and Phrases in Organization Development," *The 1973 Annual Handbook for Group Facilitators*. San Diego, PA: University Associates.

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## Discussion Questions

1. Why is it important to start with small projects?
2. Are you comfortable with the concept that in the first few months of a Mission Group, there should be a number of projects that are failures in order to learn what works best? Why?
3. Why is it not safe to assume that you know what will work when you begin a mission?
4. What experience do you have as a project manager?
5. Is the development of strategy so complicated that it really is not necessary? What would happen to your Mission Group if you ignored this whole section?

## Group Exercise

**Purpose:** To get a mental image of some of the possibilities for ministry within the community or specific segments of the community.

**Preparation:** Someone will need to go on the Internet and make some phone calls searching for ministries to visit. If there is a fast-growing “mega church” in your area, it might have some interesting projects to visit. You can also contact the Center for Creative Ministry at [www.creativeministry.org](http://www.creativeministry.org) or (800) 272-4664 to get some recommendations of places to visit. If you are willing to travel some distance, perhaps take an all-day trip or a weekend trip, the Center can direct you to the nearest Adventist projects in your state or section of the country.

**Assignment:** Take the group on a field trip to see two or three of the creative ministries in your metropolitan area or rural region.

**Time:** This takes at least a half day and perhaps a long day or even a weekend. In addition to touring the ministry and asking questions of the people who work there, be sure to set aside some time for your group to discuss what it saw and share observations. This might be done on the drive home if you are all in the same car or van.

**Special Assignment:** Be sure to discuss these questions:

What kind of planning and resources were necessary to get this ministry started?

Did they make mistakes in their early days?

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## Handout:

### Project Planning Work Sheet

1. Who is to be reached (target group)? \_\_\_\_\_

2. What will be done for them?

3. Some **measurable results** of this project will be:

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

4. Project dates: Start \_\_\_\_\_ Completion \_\_\_\_\_

5. How many and what kinds of workers will be needed?

A. One Leader

B. \_\_\_\_\_

C. \_\_\_\_\_

D. \_\_\_\_\_

E. \_\_\_\_\_

F. \_\_\_\_\_

6. What training will be required to equip these workers?

A. Oct. 28    Small Group Leaders Training (2 to 5 p.m.)

B. \_\_\_\_\_

C. \_\_\_\_\_

D. \_\_\_\_\_

7. Where are resources available?

A. Local church: 1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

B. Denomination: 1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

C. Community: 1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

D. Other: 1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

8. Facilities:

A. How much and what kind of space will be required in order to effectively implement this project?

B. What equipment or arrangements may be required?

9. Budget: What is the estimated cost of this project?

A. Facilities           \$ \_\_\_\_\_

B. Supplies           \_\_\_\_\_

C. Materials           \_\_\_\_\_

D. Speaker(s)       \_\_\_\_\_

E. Advertising       \_\_\_\_\_

F. Other (explain)   \_\_\_\_\_

G. Contingency (20%) \_\_\_\_\_