

Is your missions ministry global? Or just all over the map?



Developing a Missions Strategy That Fits Your Church

Participant Workbook

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Missions Strategy Participant Workbook

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INTRODUCTION

Definition of Strategy (from Blake McDaniel, APMC). Key phrases.

A missions strategy is – both external (deployment) and internal (mobilization) –

- 1) An intentional plan developed and implemented by a local church that seeks to maximize its impact on the world [external]
- 2) As every member of the congregation moves toward becoming world Christians. [internal]

Strategy describes **how** we will reach our goals or pursue our priorities. It **assumes** goals.

The Goal is the answer to the Key Question.

The Key Question: What does God want to accomplish in the world through our church?

The Key Question Diagram [*More Stuff, 16.*] shows how the various components fit together to inform strategy.

Discussion:

- What benefits do we expect from a strategy?
- What downsides do we foresee if we do not develop or update our strategy?
- As we understand it now, what do we think God wants to accomplish in the world through our church?
- What do we hope will happen as a result of this workshop or consultation?

Pray for God's direction in our thinking, research, discussion, and conclusions for this process.

I. PROCESS

A. Guiding Principles

1. Key leader involvement – Although our pastors and leaders have confidence in the missions team we involve them in the process so they will 'own' and 'support' the strategy in the face of difficult decisions.

- a. What consequences do we anticipate if key leaders are not involved?
- b. Who needs to be involved?
- c. Whose input needs to be solicited or considered?
- d. What issues or problems do we anticipate?
- e. How will we deal with them?

2. Prayer – We want God's direction so we ask for it. And listen.

- a. How do we anticipate generating prayer support for this process?
- b. How will we personally pray?
- c. How will we help our church leaders to take this seriously enough to pray?
- d. How will our team pray?

3. Consensus – We solicit and listen to input from each one in order to make decisions that represent the whole.

- a. How can we avoid having the loudest voice make the decisions?
- b. How can we avoid a strong leader making the decisions?
- c. How can we get the unspoken agendas acknowledged?
- d. How can we avoid those with vested interests making the decisions?
- e. How can we make sure that everyone is clearly heard?

4. Research – We study the Scripture, the world, and our church for guidance and decision-making.

- What do we most need to learn?
- How can we find out what our leaders know and think?
- How can we find out what we need to know?
- Who will research key information on the world condition?
- Who will do the research on our church?
- How will we evaluate our current missions involvements?
- How will we use what we learn?

5. Being Proactive – We discover God's direction and pursue it rather than waiting for opportunities to 'crop up.'

- a. How can we move toward being more strategy (vision or goal) driven?
- b. How can we reduce being driven by factors we consider less strategic?
- c. How can we avoid making decisions based on whim or past practice?
- d. How can we avoid being pressured to sponsor "pet projects" of church leaders?
- e. How can we ensure we make better decisions based on our strategy?

6. Continuity with the past – We should not assume that God has not led us in the past.

- a. How much of our current missions ministry should be continued?
- b. How do our current missions involvements inform our new strategy?
- c. Among our current missions involvements, what should we build upon?
- d. What should be retained, modified, or grandfathered?
- e. What common threads tie the past to the future?

- f. What current ministries fit the new realities?
- g. What ministries could be 'tweaked' for a better fit?
- h. Which missionaries may be poised for a new challenge?
- i. Are some missionaries pointing to new strategic possibilities?

7. Open to future scrutiny – Times and circumstances change. Strategies will be reviewed and updated.

- a. Who will review this document?
- b. When?
- c. How will it be updated?

Discussion on Guiding Principles:

- a. Which principles are we best following now in our missions approach?
- b. What benefits are we experiencing? What is going well?
- c. Which of these principles are most influencing our ongoing ministry?
- d. Which of these principles need to be elevated?
- e. Where do we anticipate disagreement?
- f. How will we handle it?
- g. How can we keep in mind that these guidelines are to help us ask and accomplish the answer to the

KEY QUESTION: What does God want to accomplish in the world through our church?

B. Process Steps (Suggested)

[**How** we establish our priorities, areas of focus, or goals and write our Strategy.]

1. Saturate the entire process with prayer. Begin by enlisting volunteers to pray faithfully.
2. Determine who will make up the strategy team.
 - a. Who will represent the missions team?
 - b. Who else will be included?
 - c. Consider including the following:
 - i. A pastor
 - ii. A board member
 - iii. A key influencer
 - iv. Strategic thinkers
 - v. A researcher
 - vi. Someone who knows the church missions history
 - vii. Those with time and objectivity
 - d. Recruit the team; explain the objectives and process; gain their commitment.
3. Determine a meeting schedule to complete a strategy draft.
4. Communicate with leaders, congregation, and missionaries.
5. Survey our leaders regarding their missions knowledge, values, and preferences.
6. Communicate with leaders, congregation, and missionaries.
7. Analyze the missions ministry
 - a. Categorize and analyze current missions efforts (dollars, people, programs, and projects).
 - b. Consider how missions decisions are being made now. What values guide decisions?

8. Decide on the primary Scriptures that provide your missions basis and aims.
 - a. We may want to do a Bible Study on missions with our group before beginning this section. [See Missions Bible Study guides in the appendix.]
 - b. Write out these Scriptures.
 - c. Write out in your own words your understanding of what these Scriptures
 - i. Call you to do ... (the task)
 - ii. In order to... (gain what results)
 - iii. In ... (for where and whom).

9. Develop our own definition of missions.
 - a. Write out what missions is for our church.
 - b. In a supplemental statement write the types of things that are to be included and the types of things that are to be considered part of other ministries (in no way denigrating their importance).

10. Write a purpose statement for the missions ministry.
 - a. This may be an addition to your church purpose statement.
 - b. It may be an expression of what God has called you to do in the world.
 - c. It may be a statement suggesting your role is "to help church leaders carry out their missions purpose in the church," or something similar.

11. Research the World
 - a. Following are some helpful resources:
 - i. *Building Global Vision*, David Mays, pp. 35-48
 - ii. *Operation World*, Patrick Johnstone
 - iii. *Exploring World Mission*, Bryant Myers
 - iv. www.globalchristianity.org
 - v. www.gmi.org/ow/downloads/YLG2006.ppt
 - vi. www.joshuaproject.net
 - vii. <http://www.gordonconwell.com/sites/default/files/IBMR2009.pdf>
 - viii. <http://www.borthwicks.org/ppt/Missions%20in%20the%2021st%20Century.ppt>
 - ix. <http://www.lausanneworldpulse.com/research.php/766/08-2007>
 - b. Write up what we see as major obstacles or opportunities with respect to:
 - i. People to whom to minister
 - ii. Tasks to be accomplished
 - iii. Current missions ministry involvements

12. Work through the Secondary Inputs (Key Factors)

- a. Explain and discuss each secondary input.
- b. Decide which factors are of most important to our church.
- c. Discuss and decide upon our church's position with regard to those that are most important.

13. Agree on priorities

- a. Review strategies from other churches.
- b. Identify the primary considerations for focus or concentration - A and B levels, taking into account our history, values, and current ministries
- c. Set up budget categories or grids [*Stuff IV, 18*]
- d. Do additional research on various geographies, peoples, and ministry tasks. Read widely, consult with other churches and mission agencies, attend pertinent networking meetings available in the United States, and, when possible, travel to the field to discern our options.
- e. Develop five year goals for personnel, finances, and perhaps projects or partnerships.

14. Draft a strategy and get feedback and approvals

- a. Use the Strategy Template if it helps.
- b. Get input and feedback on each section as our proceed.
- c. Develop budget percentages, personnel and project targets (this year, next year, 5 years).
- d. Get approvals.

15. Communicate broadly

- a. Leaders, missionaries, congregation, potential missionaries

16. Implement

Discussion on Process Steps

- What have we omitted in our list?
- What have we been doing best?
- What benefits have come from it?
- What do we see as most urgent?
- What do we see as most difficult?
- What do we see as most likely to cause misunderstanding?
- What do we see as potential roadblocks?

What is worthy of prayer in the above discussion?

My Notes:

II. CONTENT

A. Primary Inputs - Foundations

This section is designed to answer the Key Question. Note the three elements

- What does God want?
- What does God want done in the world?
- What does God want to do in the world through our church?

Your missions foundation is based on four primary inputs to the Key Question:

1. Scripture
2. Missions
3. Our Church Purpose
4. The World Situation (or World Context).

These make up the basis for answering the Key Question.

1. What Scriptures inform your direction in missions?

Task:

Establish the biblical basis of our missions ministry

What key Scripture verses best expresses God's goal for humanity?

For example: Gen 12:1-3; Ps 96:3; Mat 24:14; Mt 25:35-36; Mat 28:18-20; Mark 16:15; Luke 24:44-48; John 20:21; Acts 1:8; Rev 5:9, 7:9; John 10:10? Luke 4:18-19? Others?

For each verse selected, ask and write out:

- Does this verse give a command? What are we supposed to do?
- Does this verse suggest a scope or extent? Who is included?
- Does this verse suggest a result or benefit? What is supposed to happen to these people?

From the above answers for all the verses the group can write a statement about missions that states 1) what we are supposed to do 2) for whom to achieve 3) what results.

Task:

Begin your missions strategy document with a biblical basis section that includes:

- The primary Scriptures you selected for your missions foundation.
- Your understanding of God's end goal for humanity and our part in it.
- Your commentary on what these Scriptures call your church to do.

Note: Write out each of the Scriptures

2. What is Missions? [Note: Missional Churches prefer "mission."]

If your church has a written definition of missions, write it out here.

[Note: "Mission" is typically broader than "missions." "Mission" often denotes the whole arena of service, ministry, and evangelism outside the church while the term "missions" has traditionally meant international or cross-cultural ministry.]

God's purpose for the church, the End Goal, belongs to the whole church. Part of this work belongs to the congregation and part belongs to missions. What part of the work falls within our understanding of missions?

How broad or how narrow is "missions" for our church?

How is missions differentiated from other church ministry?

Task:

Using the Strategy Template:

- Write a definition of missions for your Strategy. [Examples from *Stuff I & II*]
- Write a statement describing the boundaries. Include examples of the kinds of ministries and peoples that would be included in missions and examples of those that are not.

[See Boundaries and Sample Missions Definitions in the supplemental files.]

3. Purpose: Our Commitment

The church purpose statement shows what our church is committed to accomplish.

Every ministry must contribute to the church's purpose.

The Missions Team exists to help church leaders carry out the missions portion of the church's purpose.

Write out our church purpose statement here.

What does our church purpose statement say about the End Goal?

What portion of our church purpose statement is fulfilled by doing missions?

Explain how missions helps fulfill the written purpose of our church.

Task:

Using the strategy template, write a Purpose Statement for the missions ministry that obviously builds on, and contributes to, your church purpose. Where possible, use words and phrases from the church purpose statement. [See examples in the appendix or on the Stuff CD.]

4. The World: [See *More Stuff*, 19]

What is the world like?

What are the greatest needs, barriers, and opportunities in relation to The Goal?

- Who is not being reached?
- What is not being done?
- What has been neglected?
- Where are those with the least access to the Gospel?
- Where are the greatest barriers and obstacles?
- What has the most leverage?
- Where are the greatest opportunities?
- What are some of the most critical things required to reach the Big Goal?

Find some global facts from *Exploring World Mission* (CD) by Bryant Myers, (World Vision Resources), or from *Operation World* (CD) by Patrick Johnstone, (Global Mapping Project) or from Jason Mandryk's "The State of the Gospel," <http://www.joshuaproject.net/download.php#ppt>.

The following chart lists some Big Challenges:

Add any major challenges to the following list.

Rank these challenges as

- A (Should be a top or important priority for us)
- B (Should be considered as a priority for us)
- C (Although important, this is not our particular role)

Challenge	Priority to Us	Challenge	Priority to Us
Muslim World	A B C	Children & Youth	A B C
Other world religion	A B C	Diseases and Disasters	A B C
Out of Reach Groups	A B C	Persecution & Fanaticism	A B C
Creative Access Areas	A B C	Pluralism & Nominalism	A B C
Asia	A B C		A B C
Cities	A B C		A B C
Poor and Oppressed			A B C

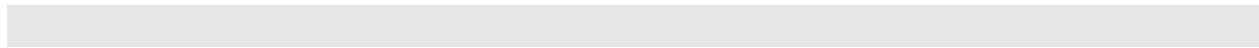
Your chart to fill out:

Challenge	Priority to Us	Challenge	Priority to Us
			A B C
			A B C
			A B C
			A B C
			A B C
			A B C
			A B C

Task:

Using your strategy template, write out a section called Major World Challenges listing your primary findings. Include a summary of your consensus on the most important obstacles, barriers, and opportunities for reaching The Goal.

Resources for Research: *Operation World*, *Exploring World Mission*, *Mission Frontiers Magazine*, <http://www.joshuaproject.net/download.php#ppt>



II. CONTENT (continued)

B. Secondary Inputs: Key Factors for Establishing Priorities and Selecting Focus Areas

Audience

The term "audiences" is a way of referring to those whom we are most concerned to serve, love, and evangelize. These may be defined by geography, culture, ethnicity, needs, or religious background and opportunity.

Examples might include:

- Geography – continents, countries, tribes
- Opportunity - the least reached, religious megaspheres
- THUMB – tribal, Hindu, unreligious (Chinese), Muslim, Buddhist
- Nominal Christians – Catholic, Orthodox, liberal Protestant, cults
- Persecuted church, the young developing church, heavily evangelized
- Handicapped, poor, oppressed, marginalized, incarcerated, abused, addicted, orphans, etc.
- Other

Task:

Determine whether this is a key factor for our church.

If yes, decide what groups are their key audiences. Use the chart below.

Write a summary of those audiences that are our priority audiences.

If no, omit this category from our strategy and go on to the next.

Add additional or critical strategic tasks to the following table.

Rank these audiences as

A (Should be a top or important priority for us)

B (Should be considered as a priority for us)

C (Although important, this is not our particular role)

Audience	Importance to Us	Audience	Importance to Us
Continent of _____	A B C	Children or Youth	A B C
Country of _____	A B C	Rapid Harvest Areas	A B C
Religious Bloc _____	A B C	Nominal Christians	A B C
Unreached-10/40 Window	A B C	Heavily evangelized	A B C
Persecuted Church	A B C	Local groups	A B C
Young/Developing Church	A B C	Abused & addicted	A B C
Poor and Oppressed	A B C	Persecuted Christians	A B C

Your chart to fill out

Audience	Importance to Us	Audience	Importance to Us
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C

2. Balance: Global / Local

How does our church structure for Acts 1:8 ministries?

Is local ministry included in missions?

- Same culture and/or cross-cultural?
- Evangelistic and/or social?
- Other?

What proportion of our missions resources should we proportion to global and to local?

- Jerusalem (the natural spheres of influence of the church),
- Judea (geographically near, culturally similar people),
- Samaria (geographically near, cultural different people), and the
- Ends of the earth (geographically distant, culturally different people)?

A more contemporary way of dividing these groups is as follows:

- People like us nearby
- People unlike us nearby
- People unlike us far away

Task:

If our definition of missions does not include local or U.S. ministries, skip this step.
 If this is not an important factor in our church missions strategy, then skip this step.

If this is a key factor for our church, how should our resources be apportioned?
 Use a chart like the one below to designate how we would like to see our resources balanced and make the degree of importance to our missions ministry.

Balance: Local, Regional, or U.S. ministries should be	Importance to Us		
	A	B	C
A separate ministry with its own budget.			
The highest portion, 75% or more of the budget			
About equal, perhaps 50% of the budget			
A smaller proportion, perhaps 30% of the budget			
Other _____			
A separate ministry with its own budget.			

In the chart below mark the importance to your church of each listed component and any others you wish to add.

Balance:	Importance to Us		
	A	B	C
Local ministry to our same or similar cultures Evangelism or church planting ministries Compassion and social ministries			
Local ministry to other cultures Evangelism or church planting ministries Compassion and social ministries			
Local ministry to ethnic minorities should be			
Regional or U.S. ministries Evangelism or church planting ministries Compassion and social ministries			

Your chart to fill out

Balance:	Importance to Us		
	A	B	C

If this is important to your church, write a section in the Strategy Template about Balance: Global and Local.

3. Focus – 1000 Points of Light or a Beacon

How broadly or narrowly should we spread our efforts? Is this an important factor for us? What factors help us decide?

Task:

Determine whether this is a key factor for your church. If yes, decide how you hope to distribute your resources and efforts. Use the chart below. If no, omit this category from your strategy and go on to the next.

Do we have focus areas now? List any of your current missions ministries that receive a much greater focus than other missions involvements.

Degree of Focus	Select One	Importance to Us		
		A	B	C
Just 1 or 2 major thrusts				
A few major emphases and several smaller ones				
Several large efforts and many smaller ones				
A broad variety of missionaries, partners and/or projects				
Other _____				

Write a paragraph of commentary or explanation of your proposed position on this strategic factor.

4. History - Church Missions History and Values

How gradual or how abrupt will our changes be from our past to our future in missions? How has God led us in the past? What has been important to us? What factors have guided our decisions?

Task:

Determine whether it is important to make a slow, graceful, smooth transition from the past.

If our church has very little missions history or very little ongoing support of individuals or ministries, and this is not an important issue, then skip this section and go on to the next.

If we have an extensive missions past, a high level of congregational commitment and investment, or a high level of missionary or ministry dependence on the church, then

- Consider how much of our current ministry to retain for the long term.
- Consider how much of our current ministry to retain for the short term.
- Consider how we will make a smooth transition from the past.

How important is it to break with the past to become more effective and purposeful and to gain leadership and congregational commitment?

How important is it to make a smooth, graceful, long-term transition?

History and Values	Select One	Importance to Us		
		A	B	C
The new strategy should look a lot like now				
We should make minor changes slowly				
We should make major changes but slowly				
We should make major changes quickly.				
The biggest change we need to make is:				

Write a paragraph of commentary on how we perceive our past and present missions ministry in relation to the future and how we propose to move forward.

6. 'Our Own' - Relationships and Congregational Candidates

How important is it that we have a relationship to potential missionaries or mission organizations before we consider financial support? How important is it that we have a relationship with potential partners before we consider working together? What priority will we give to identify, raise up, train and send candidates from our own church or fellowship? Will we partner with missionaries sent from other churches? What priority will we assign between the two?

Task:

Determine whether a prior relationship is a precondition, an important factor, or a minor factor for partnering or support.

If it is not an important factor, skip this factor and move on to the next.

If this has been an important issue in the past, then determine how important it is and how we will address it for ongoing missions ministry.

Discuss the following questions:

- How important has this been in our past?
- Do we want to try to change it?
- How difficult will it be to change? Who will resist? How will the issue keep surfacing?
- How much will a prior relationship impact our strategy? Will we make exceptions? On what basis?
- What will we do when a candidate applies with whom we have a relationship but whose ministry does not fit our strategy?

Relationships - As a criteria for support Having a sound relationship through our church or movement or school <i>prior to</i> partnering with or supporting a ministry should be	Select One	Importance to Us		
		A	B	C
Central to our strategy and operation				
One of a few important factors				
Just one of many factors				
Other:				

Write a paragraph of commentary summarizing our consensus on how we intend to handle the relationship issue.

6. Our Roles - Church Appropriate Roles or "Church Fit"

[see *Building Global Vision, More Stuff, p. 18*]

Just as individuals have different personalities, inclinations, talents, and gifts, individual churches have different personalities, inclinations, talents, and gifts.

How much will our particular qualities as a church influence our missions ministries, projects, partners, and missionaries?

Task:

Determine whether we believe this is a significant issue for our future missions ministry. If not, skip this section and go on to the next. If so, research our church for those qualities that can positively affect our missions ministry.

Use *Building Global Vision*, for instructions and worksheets to examine key areas such as the following:

- Social Situation – who are we demographically – age, income, status?
- Vocations, Skills, Expertise – what characterizes us?
- Spiritual Gifts?
- Special Circumstances – what is special about us?
- Values – general. What is most important to us? Guides behaviors/decisions?
[*Stuff IV, p. 25*]
- Ministries – what ministries do we consider most important or excel in?
- Connections and Bridges
 - What kinds of local ministry are we doing now?

- What kinds of global ministry are involved with now – location, audience, ministry type, missionary relationships?
- What ethnic groups or nations or cultures or races
 - a) are in our church,
 - b) are in our neighborhood,
 - c) are we working with?
- What partners do we have? (denomination, agency, missionary, others)

What trends or themes do we see in our church?

What do we learn from an assessment of our church that helps us see what kinds of missions ministries fit?

What kinds of ministry tasks and roles fit best with the way God has gathered and equipped our congregation?

What do we learn about **The Key Question**: What does God want to accomplish in the world through our church?

Write a brief summary of what we learned about values, philosophy, dreams, vocations, hobbies, and spiritual gifts of our congregation. Include those items that relate to missions ministry.

Write a conclusion of the kinds of ministries and involvement that relate to the world situation that best fit our congregation.

7. Participation -

How important is it for our congregation to be able to contribute hands-on to the ministry?

Task:

If the personal involvement of a large number of people from our congregation is not important for our church, skip this session and continue with the Discussion of Key Factors.

If the personal involvement of our congregation is important to our church, consider the following questions:

- How important is it that our people spiritually benefit from involvement in the ministry?

- How important is it that our people be able to go there?
- How important is it for the work to be in an area that is 'safe' and financially accessible to our congregation?
- How important is it that for ministry to be the kind of ministry that our people can practically assist on-site?
- How important is it for the ministry to be nearby?

Participation The opportunity for our congregation to contribute to the hands-on work of the ministry should be	Select One	Importance to Us		
		A	B	C
A primary criteria of support				
One of a few important factors for support				
Just one of many factors for support				
Not really important				

Write a paragraph explaining why involvement of the congregation is important and what that means for the selection of missionary personnel, programs, projects, and ongoing ministry.

8. Partnership

How important is it for our church to work in partnership with other missions entities?

To what degree do we desire to work in partnership with other churches, organizations, networks, and movements on the field?

How important is it to partner with other churches, organizations or movements based in the U.S. or in our area?

How important is it for our missionaries to work in partnership with other missions entities where they serve?

Questions for Discussion:

- What partnerships are we involved in now?

- Are these partnerships the type we want to foster in the future?
- What kinds of other partnerships do we know about?
- Are any of these particularly attractive to us? Why?
- What particular kinds of partnership do we desire to foster?
- How would we go about it?

Task:

Determine whether this is an important issue for our church.
 If not, skip this section and proceed to the next.

If this is an important criterion for your church, write out a statement describing your intentions and desires.

Write one or more paragraphs that:

- Describe the partnerships that are important to our church.
- Give the rationale for why this is important to us.
- Explain the degree to which this will influence our missions decisions.

Partnerships - As a criteria for support	Your Choice(s)	Importance to Us		
		A	B	C
Our church will partner with our denomination or fellowship				
Our church will partner with other U.S. churches				
Our church will partner with one or more U.S. based mission organizations				
Our church will partner with people group focused networks				
Our church will partner with national organizations or churches				
Our church will partner with a national ministry leader under the auspices of a national ministry board				
Our missionary(s) will partner with national workers or national churches.				
The selected models of partnership will be				
<ul style="list-style-type: none"> • A primary criteria of support 				
<ul style="list-style-type: none"> • One of a few important factors for support 				
<ul style="list-style-type: none"> • Just one of many factors for support 				
<ul style="list-style-type: none"> • Not really important 				

9. Task - Ministry Types and Tasks

What ministry tasks do we understand as most important, critical, or strategic for the world?

Add to the following chart the kinds of ministry tasks that come to mind.

Rank these challenges as

- A (Should be a top or important priority for Us)
- B (Should be considered as a priority for Us)
- C (Although important, this is not our particular role)

Ministry Task	Importance	Ministry Task	Importance
Pre-Evangelism, Translation	A B C	Educational ministries	A B C
Evangelism	A B C	Social & Justice ministries	A B C
Discipleship Ministries	A B C	Technology support	A B C
Leadership Development	A B C	Medical and health	A B C
Church Planting	A B C	Poverty & Development	A B C
Service/Compassion	A B C	Support ministries	A B C

Your chart to fill out:

Ministry Task	Importance	Ministry Task	Importance
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C
	A B C		A B C

Task:

Determine whether this is a key factor for our church.

If no, omit this category from our strategy and go on to the next.

If yes, decide what ministries or ministry types are most important, urgent or strategic using the above chart. List the various kinds of missions ministries or tasks that our church is doing or supporting now.

Write a summary of those ministry tasks we believe are most important, urgent, or strategic with our rationale as to why this is so.

List the various kinds of missions ministries or tasks that your church is doing or supporting now. Of these you have listed, write those you think are most important or critical. List additional strategic tasks you believe are of high priority for your church.

Discussion and Conclusion of the Secondary Inputs (Key Factors)

Remember that the key factors for our church are not necessarily the ones that appeal to us or to raise the prominence of a ministry that our support. Select the key factors that we believe will best help our church to maximize its effectiveness in missions, in reaching the End Goal.

Which factors have been most important in our past?

Which factors are most important for the Key Question?

Which factors will be most important to other key people and influencers? Who has vested interests?

Which key factors have we selected to incorporate into our future strategy?

What needs to change?

Where do we need education?

- For our leaders?
- For our team?
- For our congregation?

Where do we anticipate disagreement?

How will we pray through these things?

What steps will we take to inform key stakeholders? Who will do it?

The Key Question Summary Steps:**What does God want to accomplish in the world through our church?**

[Priorities, Goals, Areas of Focus or Concentration] [*More Stuff, 16*]

Review the charts filled out above.

What stands out as particularly important? [*Stuff, 37*]

- Regarding the Goal (Scripture)
- Regarding our understanding of missions
- Regarding the world
- Regarding the Secondary Inputs (Key Factors)

What common themes, if any, do we see?

Can we begin to see a clear picture of what God wants to accomplish through our church?

Can we identify particular priorities or focus areas or goals?


Task:

Priorities: Secondary Inputs (Key Factors)

Using the Strategy Template

1. Select the four or five factors that are most important for your strategy.
2. Decide how you want to handle each of these factors.
3. Write out a statement for each one that explains your priority in this regard.
4. Include these statements in your Strategy under the topic: Priorities.

Goals:

1. Review the Budgeting Grids in the Supplemental Documents.
 2. Select one that fits your priorities (or modify one as needed).
 3. Analyze your current missions involvements in terms of budget dollars, number of missionaries, partnerships, or projects and put the figures in the "Now" section of the grid.
 4. Agree upon goals for 3 or 5 years from now and put those figures in the grid.
 5. These comprise your objective goals.
 6. Add this grid to your Strategy Template.
- 

III. IMPLEMENTATION

A. Principles

1. **Continuity with the past** – We do not assume that God has not led us in the past. In what ways do our current missions involvements contribute to the new strategy? What can be included, modified or adjusted, or grandfathered? How do we need to make changes?
2. **Addition** – Make changes by addition of new resources.
3. **Attrition** – Make changes by not replacing projects completed and missionaries who leave the field or change ministries.
4. **Saying 'no' to good things** – The biggest failure in implementation of a strategy is the difficulty in saying 'no' to good things, favorite things, pet projects, and people we know or like.
5. **When to disassociate** – Be careful, thoughtful, merciful, and wise.

Discussion on Implementation Principles

What have we done well so far?

Where do we anticipate difficulties?

What remedial steps do we anticipate?

What items do we need to pray about?

B. Implementation Steps (Suggested)

1. Expand ministry in your priority areas.
 - a. Apply new resources in the under-resourced components of your strategy.
 - b. Determine resources available for movement in the direction of the strategy.
 - c. Seek new missionaries, partners, organizations and projects.

2. Learn how current missionaries relate to your strategy.
 - a. Some fit well.
 - b. Some can bend a little and reorient to more strongly support the strategy.
 - c. Some can assist you in growing in your areas of interest and concern.
 - d. Some can be grandfathered.
 3. Allow attrition in non-strategic areas.
 4. Use a grid or point system (along with your sound qualitative judgments) for decision making.
 5. Say "no."
 6. Project numbers of people sent and/or numbers of people involved from your church and build them into your long-range plan.
 7. Organize and conduct mission trips to assist supported ministries and follow up with them to keep them involved in the mission effort they assisted.
 8. Educate the congregation.
 9. Raise up your own missionaries
 10. Recruit, train, and deploy your own people in your strategic missions efforts.
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IV. APPLICATION AND WRAP UP

Next Steps for Your Church

Items for Prayer:

Assignments with Due Dates:

1)

2)

3)

4)

5)

6)

REFERENCES:

Building Global Vision, David Mays; *Operation World*, Patrick Johnstone; *Exploring World Mission*, Bryant Myers; *Stuff CD*, David Mays; "Developing a Missions Strategy that Fits Your Church," Half-Day Workshop or Consultation with David Mays

Template for a Missions Strategy

Missions Strategy for _____ Church. Draft #__ Date: _____

Foundations

Biblical Basis

Missions Scriptures: (written out)

We believe these Scriptures call us to _____
 so that _____ (who) _____
 can _____ (benefit how) _____.

Missions

Definition of Missions:

Scope and Boundaries of Missions:

Includes, for example, ...

Excludes, for example, ...

Purpose

Church Purpose (or Mission) Statement

Missions Purpose (or Mission) Statement

Major World Challenges

Summary of greatest obstacles, barriers, & opportunities to completing the Great Commission

Priorities

Priorities

Include your most important priorities from among the sections on audiences, ministry tasks, focus, balance, history, relationships, partnerships, and participation.

Goals

In five years, we desire to see our missions efforts change as shown in the chart below:

Include a budgeting grid showing today's proportion of efforts and your goals.

Budgeting Grids for Missions Resource Distribution

For most churches missions is broad but not all ministry opportunities are equally strategic. Categorize the ministries supported or being considered in order to analyze where our church is deploying its resources, set priorities for the future, establish percentage goals, and make financial decisions. Sample Grids:

Deployment of Missions Resources	Local	U. S.	Global
	Cross-Cultural	Church Planting	Cross-Cultural
NOW			
% of missions dollars			
# of missionaries			
GOAL – 5 YEARS			
% of missions dollars			
# of missionaries			

Deployment of Missions Resources	Local	U. S.	Global		
	Cross-Cultural	Church Planting	Cross-Cultural	Task Focus Area	Audience Focus Area
NOW					
% of missions dollars					
# of missionaries					
Strength of partnerships (scale of 1 to 5)					
GOAL – 5 YEARS					
% of missions dollars					
# of missionaries					
Strength of partnerships (scale of 1 to 5)					

Deployment of Missions Resources	Local	Local	U. S.	International	
	Evangelistic	Compassion	Church Planting	Cross-Cultural	Selected Partnership
NOW					
% of missions dollars					
# of missionaries					
Strength of partnerships (scale of 1 to 5)					
GOAL – 5 YEARS					
% of missions dollars					
# of missionaries					
Strength of partnerships (scale of 1 to 5)					

More Budgeting Grids for Missions Resource Distribution

For most churches missions is broad but not all ministry opportunities are equally strategic. Categorize the ministries supported or being considered in order to analyze where our church is deploying its resources, set priorities for the future, establish percentage goals, and make financial decisions.

Missions Resource Deployment	Same/Near Cultures	Cross-Cultural
NOW		
% of missions dollars		
# of missions/missionaries		
GOAL – 5 YEARS		
% of missions dollars		
# of missions/missionaries		

Missions Resource Deployment	U.S. Local, Regional, U.S.	International/Global
NOW		
% of missions dollars		
# of missions/missionaries		
GOAL – 5 YEARS		
% of missions dollars		
# of missions/missionaries		

Missions Resource Deployment	U.S.	International	
		Reached	Unreached
NOW			
% of missions dollars			
# of missions/missionaries			
GOAL – 5 YEARS			
% of missions dollars			
# of missions/missionaries			

Missions Resource Deployment	U.S.			International	
	Evangelistic	Compassion	Our Church	Within Reach	Out of Reach
NOW					
% of missions dollars					
# of missions/missionaries					
GOAL – 5 YEARS					
% of missions dollars					
# of missions/missionaries					

About the Author



David Mays, Ph.D.

David Mays serves as the Director for Learning Initiatives for The Mission Exchange, a network of evangelical U.S.-based mission organizations empowering the global mission community.

For more than twenty years David served as the Great Lakes Regional Director for ACMC. He has advanced degrees in both science and theology and an extensive management background with a major pharmaceutical company. David has been involved in missions as a layman, church leader, and missions consultant. Through workshops, conferences, consultations, and writing, he has helped hundreds of churches to greater missions commitment and effectiveness.

David consults with church leaders in the areas of leadership, management, and communication. He has a keen understanding of how to help churches relate missions to contemporary culture. His passionate, informal and sometimes humorous style makes him an effective speaker. David and his wife, Marcy, have three married children and live in the Indianapolis area.

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