



THE SGI JOURNAL OF LEADERSHIP



strategic

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TABLE OF CONTENTS

FROM THE SGI COMMITTEE CHAIR

Jack Cunningham

FROM THE GENERAL SUPERINTENDENT

David K. Bernard

ARTICLE 1

Strategic Planning
Tom Foster

ARTICLE 2

Strategic Transfer
Nathan Scoggins

ARTICLE 3

Strategic Evangelism
Doug Klinedinst

ARTICLE 4

Strategic Self-Care
David Bryan

ARTICLE 5

Strategic Church Planting
Scott Sistrunk

ISSUE 9 TOOLBOX

Strategic Visioneering

THE SGI JOURNAL OF LEADERSHIP

MISSION STATEMENT

Leading the United Pentecostal Church International to think strategically about future growth.

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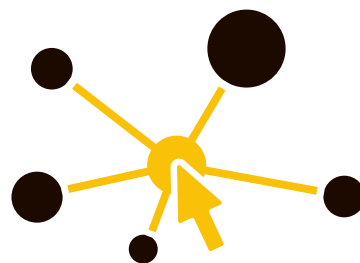
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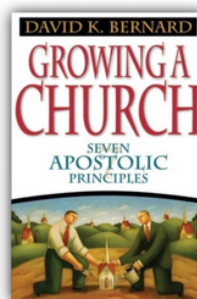
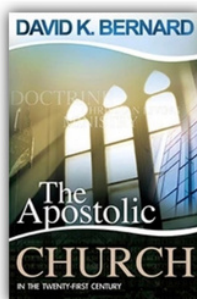
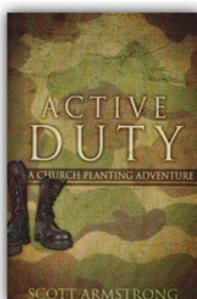
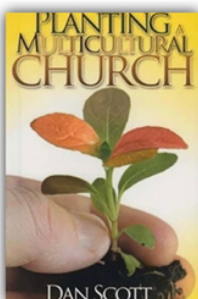
Strategic Growth Initiative (SGI) Resources



The Strategic Growth Initiative (SGI) was born in the heart of General Superintendent David K. Bernard as God gave him a vision for growing the North American church. The General Board of the UPCI approved the forming of SGI for the purpose of highlighting growth in the areas of the number of churches and ministers in North America. The four focus points of SGI are outlined below along with resources available through the Division of Publications.

Multiply the number of churches

SGI will assist districts by providing promotion, planning, and training with the goal of enabling every district to at least double the number of churches (including preaching points, daughter works, autonomous church plants, multicultural church plants, integrate independent Apostolic churches, etc.) in one decade.





From the SGI Committee Chair

Strategic Growth

This is the church's greatest hour! We are part of the most powerful church ever! The church has received so much! God has been so good! And we are blessed and highly favored! In Luke 12:48, Jesus said, "Unto whomsoever much is given, of him shall much be required."

Why Strategic Growth?

- **Vision has little hope of producing results without a strategy.**
- **Success is 20% skills and 80% strategy.**
- **Desiring to grow is not enough, we must have a strategy for growth.**

The goal of SGI is to plan and act **strategically**. North American Strategic Growth!

When the concept and vision for a national Strategic Growth plan was first introduced to the General Board, they set the goal to double the number of ministers and churches across North America!

General Superintendent David Bernard, along with the General Board, embraced the concept and began working on the plan. They also embraced the vision for growth that it represented, and SGI was implemented.

Four goals were set:

- Multiply the number of MINISTERS.
- Multiply the number of CHURCHES.
- Help local churches GROW.
- STRENGTHEN ministers.

I will never forget how the Holy Ghost moved upon the General Board at that first SGI presentation. There were tongues and interpretation, prayer, and rejoicing; it was powerful! God put His approval on SGI.

District Strategic Growth

It was understood from the beginning that Strategic Growth would not be successful as a top-down initiative. Strategic Growth would have to be owned by districts, sections, and local churches in order for it to be effective.

Districts, district superintendents, presbyters, pastors, and local churches want to grow; we all want to grow. However, it will not happen just because we want it. Growth is the result of unity of purpose, specific goals, and strategic planning.

During the March meetings of the General Board, Bishop Bernard challenged superintendents to create an updated district Strategic Plan which encompasses the four focuses of SGI.

We are encouraging superintendents and boards to:

- Involve their presbyters, department leaders, and key ministers in creating a Strategic Growth plan.
- Send a copy of the Strategic Growth plan to every church, pastor, and minister.
- Promote the Strategic Growth plan at every event.
- Build district promotions, focus, theme, and events around the Strategic Growth plan.
- Schedule training events for: aspiring ministers, church planters, and church growth.
- Aggressively promote Strategic Growth goals.

Section Strategic Growth

District superintendents are tasked with challenging their presbyters to take responsibility for the growth of their section. A presbyter's #1 responsibility should be to facilitate and assist pastors in developing new ministers and planting new churches.

Presbyters know where the unchurched and under-churched cities, counties, and cultures are in their section. Presbyters should take the lead in promoting church planting by working with pastors to challenge aspiring ministers and by calling for special prayer. Growth must become the priority of every section. Growing the UPCI is accomplished most effectively at the local church and section levels.

Local Church Strategic Growth

About five years ago (the month I turned 60 and entered my 40th year of full time ministry), I spent a week with the Lord in prayer and fasting. My desire was to find direction for this stage of my life and ministry. I came home with five goals.

Two of those goals are:

- Identify, train, and send more ministers by the time I turn 70 than I had in the previous 40 years of ministry.
- Plant more churches by the time I turn 70 than I had in the previous 40 years of ministry.

I am committed to accomplishing these goals. So, I set out to strategically plan for and take deliberate steps toward multiplying the number of ministers and churches sent out from our local assembly.

Five of the steps we have taken are:

- A Minister Training class for aspiring ministers and ministers. The class averages 100 attendees.
- A Pastor's Team made up of 20 ministers who work alongside me in shepherding segments of the congregation. They are a blessing to the church, and they are training for future ministry.
- A Ministry Credentials Committee comprised of three senior ministers. They assist aspiring and credentialed ministers with preparation to meet the district board. We presently have 31 licensed ministers who are strategically planning to do something for God.

- A Planters' Team of nine couples who have expressed a desire to plant a church. These couples meet with me one evening per month for specific church planting training.
- We developed a detailed four-step **Strategic Plan** for church planting:
 - All our plants begin as an **Outreach Effort**. Planters are sent to an area for one year to do outreach.
 - Planters who win souls during their outreach effort, then progress their work into a **Preaching Point**. They establish a group Bible study focused on discipleship. At this level, we are committed to starting a church.
 - We evaluate the growth of the preaching point after one year. If it has had solid growth in conversions and discipleship, the work progresses to a **Daughter Work**. It then begins to operate as a church.
 - Eventually, the daughter-work reaches **Self-Governing status**. The time frame for that is determined by the lead pastor and daughter work pastor.

Every district, section, and local church needs a **STRATEGIC PLAN** to grow its number of ministers and churches.

Sgi stands ready to assist you in that task. For more information contact Jack Cunningham, Chair (VADistSupt@icloud.com), or Nathan Scoggins, Secretary (NathanScoggins@yahoo.com).

Jack Cunningham



From the General Superintendent

Strategic Preparation

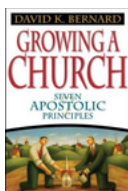
Leaders must continually plan for the future while attending diligently to the work of the present. They must prepare for future growth. For instance, any outreach-minded pastor would be thrilled to win one hundred souls in a year—especially if he could retain a strong majority of them. For this dream to become a realistic objective, however, he must ask himself and his church several key questions. The following questions are not exhaustive but illustrative of the kinds of issues they must address.

1. How will the church effectively reach this many people? The church needs to develop strategies for intercessory prayer, effective publicity, effective outreach, special evangelistic services, and a visitor-friendly approach.

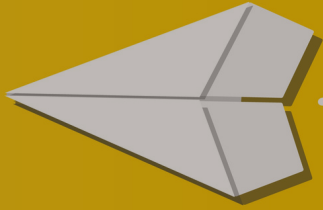
2. What will the church do with people when they come? The church must develop departments, classes, and activities that meet the social and spiritual needs of people of various ages and backgrounds. It also needs an effective discipleship program to incorporate people into the church, as well as an open attitude that makes it easy for new people to become fully integrated into the body. People of all backgrounds should be able to see that they can quickly become involved in the full range of social and spiritual activities of the church and that they have the opportunity to attain positions of recognition, influence, and leadership.

3. How will the church expand its structure and leadership as it grows? It will have to increase the number of departments, Sunday school classes, care groups, and activity groups. To do so, it must increase the number of volunteer staff and ultimately the number of paid staff. From the outset, then, the pastor should begin leadership training and development. He should identify (at least in his own thinking) potential leaders and then invest time in preparing and qualifying them for leadership roles. Department heads and activity coordinators should continually look for qualified workers and for others who could become qualified through encouragement and training. It is a good idea for leaders to develop assistants—not only to help in the present but to receive on-the-job training for leadership positions in the future.

4. What kind of facilities will the church need as it grows? At every phase of growth, the pastor and other leaders should think about what the church will need for the next level. They should formulate definite plans for the next two to five years and long-range ideas beyond that. They should plan the specific steps that will help them reach their goals in the desired time. When it comes to building, it is never too soon to begin dreaming, researching, praying, saving money, and working on-site and floor plans. Unexpected obstacles, delays, and cost increases are inevitable, so the sooner the planning begins the sooner the project can become a reality.



Recommended Resource
Article adapted from *Growing a Church: Seven Apostolic Principles*
by David K. Bernard
(Word Aflame Press, 2010).



Strategic Planning

Tom Foster

IDEA IN BRIEF

SUCCESSFUL STRATEGIC PLANNERS

- Exert strategic influence
- Set strategic priorities
- Take strategic actions

All of us want to succeed in life and ministry. The trouble is that most of us do not put ourselves in a position to win. We do not cut the cords that bind us nor get rid of the hindrances and obstacles that prevent us from reaching our goals. To achieve success, we must prepare for success. One cannot become a successful minister or leader by merely “aspiring to become.” We must learn the principles of successful ministry. We must plan for the growth we desire.

To be a successful strategic planner, we must influence others to join the vision, we must know our priorities, and we must have a plan of action.

Strategic Influence

- **Be A Model** – People do what people see. Most people learn about 80% of what they know from what they observe. If you want people to develop qualities of good team players, you need to demonstrate the desired qualities before them. People want to be a part of the plan; they just need someone to model for them how they can participate in the vision.
- **Be A Mentor** – Showing your people what you expect is a wonderful place to start, because it illustrates integrity. But good leadership does not stop there. A good leader is also a mentor to his people, strategically helping them grow to their maximum potential. A mentor adds immense

value to those he influences. He sees them not as they are, but as they could be. He builds on their strengths and helps to shore up their weaknesses. A mentor comes alongside his people and walks with them during the most difficult parts of the journey. He leads and navigates until they can do it for themselves. Strategic leaders do not watch on the sidelines; they are actively involved in the game.

- **Be A Motivator** – Benjamin Franklin said, “Motivation is when your dreams put on work clothes.” For a group of people to come together as a team and accomplish their goal, they need to move from potential to action. They need to “put on their work clothes.” And that requires motivation. If you want your plans to succeed, you must be a motivator. Inspire with vision. Praise contributions. Give incentives. Show how goals line up with the teams, and that a win for the team is also a win for them personally. Never let a chance to encourage your team pass you by.

Strategic Priorities

Setting priorities is paramount to successful strategic planning. Without priorities, it is easy to lose sight of the vision. Priorities require us to ask tough questions and act accordingly. Strategic influence is about leading others, while strategic priorities are about leading myself. Below are vital questions that every leader should ask if he desires to see growth. Priorities allow the leader to stay focused and give other people opportunities to serve and grow.

- **Know Your Requirements** - What do you do as a pastor or leader that no one else can do in the church?
- **Know Your Return** - What gives me the greatest return or what do I do better than anyone else that enhances the church?
- **Know Your Reward** - What gives me the greatest joy?
- **Remember to Evaluate** - Where am I in the process? Review the previous questions.
- **Remember to Eliminate** - What am I doing that could be done by someone else?
- **Remember to Estimate** - What is needed to fulfill the mission and purpose of the church? Who can help? How long will it take?

Strategic Action

No plan will succeed without action. Be intentional; make people aware of what you are doing to influence them. Explain your process of setting priorities. Invite them to be a part of the planning.

- Teach this lesson. When people understand the plan, they are excited to be a part of it.
- Ask for understanding and help. People want to be a part of something bigger than themselves.
- Begin recruiting people to pick up those things you eliminate. People want to feel valued and needed. Show them their part in the plan.
- Instruct them until they feel comfortable and do well. When people succeed, the plan will succeed, and growth will be the result.
- As you eliminate low priorities, begin picking up high priorities. As you let go of more things that others can do, you grow the vision, and, more importantly, you grow the people.

Strategic planning must include the development of others and yourself to bring the desired result of growth.

Tom Foster



Article No.2

Strategic Transfer

The word strategic is defined as “carefully designed or planned to serve a particular purpose or advantage.” And the word transfer means to “move from one place to another.”

When we place the two words together—strategic transfer—we find a meaning represented biblically in numerous places. Jesus very strategically selected His disciples. He walked beside them for 3 ½ years and transferred to them the things they needed to know to allow them to carry on the truth and message He represented.

Jesus’ approach was very practical. He called His disciples not based on who they were but on who they could become. He spent time with them and spoke of His desire to use them in the future. He called them and His call was very simple,

Follow me and I will make you fishers of men. Matthew 4:19

In order for them to embrace His wisdom and His knowledge, they had to be obedient to the call and the process of apprenticeship, or transfer, He offered to them.

Likewise, Paul strategically invested his time and energies into both Timothy and Titus to transfer the message and the faith to them. Paul recognized both the young Timothy and Titus as ones into which he could pour himself and develop within them the passion and skills to allow the faith to be carried forward.

Both Jesus and the apostle Paul demonstrated the actual process of mentoring as a form of strategic transfer. When mentorship is defined as “the influence, guidance, or direction given by a mentor,” we see that a mentor is someone who “teaches or gives help and advice to a less experienced and often younger person.” The specific strategies used in this process can determine the effectiveness of the transfer to the next generation.

Culture of Transfer

Every church needs a culture that not only reaches out into its community to the lost, but one that also equips and trains those who are already within. As pastors and ministers, we have a responsibility to pass on what we know and can strategically work to develop or mentor the next generation of leaders in this apostolic faith. This allows them to then become equipped to pass it on to the generation after them. Paul spoke of this in 2 Timothy 2:2 when he said, “and the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also.”

Just as Jesus and Paul exemplified this process of mentorship, so should we intentionally follow their example. It is very easy to find ourselves spending so much of our time and energy responding to the needs of our own congregations that it can be difficult to find enough left to work within the bigger picture of our calling, that of preparing the next generation of leaders. It takes a strategic determination to manage our time effectively enough to do what needs to be done within both areas of our calling: shepherding and training.

Proper mentoring relationships generally don't just happen or suddenly appear out of nowhere. We must constantly be alert for those within our congregations who show a gifting or passion for ministry. They may recognize that burden themselves and approach us, or we may be able to recognize or discern it in them even before they are even aware it is there. It is not only our responsibility to help nurture and "fan the flame" starting to burn within them, but it is also a privilege and an honor to be able to speak so deeply into someone's life and future.

Strategic Transfer

What does it take to strategically mentor and transfer into someone?

First, identify those individuals who could benefit from this special relationship. Jesus saw, selected, and called to those He wanted as His disciples. Paul met Timothy in Lystra (see Acts 16:1-3) and was immediately drawn to him with a sensitivity that was determined to nurture the faith Timothy had initially been given by his mother and grandmother.

Next, begin to develop the relationship. Effective mentoring cannot be done from a distance; it is borne of a close relationship and ongoing interactions.

Start exploring different pathways and possibilities with them. Set some mutually agreed-upon goals for the mentee that are specific and focused. You do this through discussion and by asking open-ended questions of him or her. Let them share where they feel the Lord is leading them. One of the most helpful skills for a mentor is active listening. It means truly listening with the intent to understand the other person's perspective, rather than listening with the intent of formulating your own response. Mentoring is not just "telling," but it is an interactive relationship of listening, guiding, training, encouraging, inspiring, helping work through tough spots, and celebrating successes.

Help the mentee make a commitment to a plan and to the action and steps necessary to reach their goal. Walk alongside them and be able and willing to give honest feedback. Loving and accurate feedback is one of the best ways any of us can learn from our mistakes as well as our successes.

We must recognize that many individuals are eager for people to invest in their lives. They are looking for direction, leadership, and assistance in developing themselves to their highest potential. That is especially true of the younger generation of Millennials. They want to be a part of something that is intentional and moving toward raising up leaders.

When we can become intentional and strategic about the mentoring process, we can help assure that the younger generation will not be lost, either in their ministry calling or to this apostolic truth. As a result of our care and intention, as well as theirs, the faith will be carried forward!

Nathan Foggins



Article No. 3

Strategic Evangelism: The Magnificent Mission of the 11th-Hour Church

As believers, we have been recipients of the gospel that has been shared with each of us. Wherever you may be from or whatever your story may be, the fact that you are reading this today is a testament to the simple fact that someone, somewhere, shared the gospel with you. Whether it was a parent, friend, Sunday school teacher, or pastor, somewhere you heard and responded to the gospel.

Scripture tells us that this mission of evangelizing the world is the magnificent mandate of the apostolic church. As the church, we have been assigned the task of carrying the gospel of Jesus Christ to every person in every nation. We are recipients of the gospel and we are now called to carry what we have been given to the world around us. Jesus gives these instructions:

**Go ye into all the world, and preach
the gospel to every creature.
Mark 16:15**

This same commission to spread the gospel to the world has been passed down to us today. As we look at the world around us, we find that the need is greater than ever. We see people around us who are hurting and looking for answers to the complexity and problems that confront us. Brokenness in homes and relationships. Fears regarding stability in careers and economy. Health concerns and global instability. Our neighbors, our family members, and people around the world are seeking the hope that we have in the gospel. As an 11th-hour church, we are preparing for the midnight call of the bridegroom.

What we know is that true evangelism begins first with personal revival. Revival is man reaching for God, while evangelism is man reaching for man. When individuals experience personal revival and have a genuine experience and touch of God in their lives, the natural next step is to reach out to those around them. Evangelism, by simple definition, is proclaiming the gospel of Jesus Christ. When Andrew encountered Jesus and began to follow Him, we find the very next step was that he found his brother Simon Peter and shared his experience. "We have found the Messiah" (John 1:41). Our task is to create an atmosphere of revival where men and women have an experience with Jesus that leads them to take that next step of sharing what they have experienced.

We are living in a world of over 7 billion people in 195 nations, speaking over 5,000 languages. There is great need in the world around us for men and women to pick up the task of evangelizing the world. We are fighting worldliness and demonic opposition, from substance use to moral decay and eroding values. We get sideswiped by false doctrines and the spirit of the anti-Christ. Media and entertainment create noise that seeks to drown out the voice of God. Yes, Jesus said,

**I will build my church and the gates of
hell shall not prevail against it.
Matthew 16:18**

Yes, there is opposition and, yes, the task is not easy. However, we read in Acts, “But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto be both in Jerusalem, and in all Judea, and in Samaria, and unto the uttermost part of the earth” (Acts 1:8). We have been empowered by the Holy Ghost to be witnesses of the Spirit to the world around us.

Strategic Evangelism

Considering the need, we also know that evangelism does not happen haphazardly. It is our task to be purposeful and strategically evangelize the world around us. There are several ways we can intentionally seek to evangelize the lost: prayer evangelism, personal evangelism, lifestyle evangelism, saturation evangelism, and missions evangelism. We will quickly look at each of these points.

- **Prayer evangelism:** Involves prayer meetings, intercession, and exercising spiritual dominion. The task of prayer evangelism is to change the atmosphere. We pray for the lost, asking that God would draw them and bring conviction. We pray for God to open doors to share the gospel with others. We pray for the harvest and that our efforts would be fruitful.
- **Personal evangelism:** Built upon personal relationships, we look at evangelism within our homes through family time and teaching our children the Word of God. It is built upon opening our homes and making personal connections with those who need to hear the gospel. It is being relational and building relationships with those in our communities.
- **Lifestyle evangelism:** This is the task of living out the gospel on a daily basis. We seek to reach those in our personal lives and circles of influence, including people in our workplace, our neighbors, our friends, and peers. It is seeking to live a life that is an example of the power of the Spirit and the gospel to bring hope and change.
- **Saturation evangelism:** The process of seeking to gain greater exposure of our church in our community and cities is accomplished through community outreach, advertising, block parties, branding, social media, and internet marketing. The task is to make our communities and cities aware that we exist. It is through saturation that we can begin to invite and connect with those who are not aware of our mission.
- **Missions evangelism:** This is the task of sending missionaries, going on mission trips, giving to missions, and seeking to further the gospel in areas that are not in our immediate communities. Missions connects us to the need that is outside of our neighborhoods and cities and into the larger picture of the kingdom of God.

These five points are just a few of the practical ways in which we can strategically work to evangelize the world around us. Again, we are living as an 11th hour church with the task of sharing the gospel and growing the kingdom of God. Evangelism is a core part of our apostolic identity, and we understand that we must be intentional in our efforts if they are to be fruitful.

Doug Hines



Article No. 4

Strategic Self-Care

Far too many ministry families suffer from neglect of basic emotional connections within, all while we go about fulfilling the call of God in our lives. But the busyness of what we often call ministry has some pitfalls if we are not more careful about caring for ourselves.

From whence come wars and fightings among you? come they not hence, even of your lusts that war in your members? James 4:1

As we see in this scripture, our battle is not with the forces of the surrounding world, but rather comes from within. The apostle Paul references this again when he speaks of “instructing those that oppose themselves.” (See 2 Timothy 2:25.)

Seriously consider this question, “What does a man have if he gains (or wins) the world, but loses his own soul (well-being, marriage, family)?” (See Mark 8:36.) Our own self-care program is more important than any other program we will ever host or create. We cannot bring peace to others when we have none for ourselves.

So, dear leader, what does your self-care schedule look like? Look at your most recent calendar of events. Does it include personal time for your own reflection and wellness? Does it include time for your spouse and your family?

As a leader, Jesus would take His disciples to locations of rest and quietness. He would go and spend time with His mother or spend time alone. This is one of the true markers of good leadership, to recognize one's own limits and our need for peace, reflection, and the organizing of one's emotional state. God knows stressed people only stress other people, and wounded people only tend to wound others.

While you go about working to change the world and grow your ministry, take a long hard look at the valuable commodity of your time and where it is being spent. In truth, your ministry will grow to the depth of your commitment to God and your family. And your success will be measured in the courts of God by what you have done in your own heart and home long before God will ask you what you have done in the world.

Take care of yourselves. Take care of your families.

David Bryan



Article No. 5

Strategic Church Planting: Three Creations of a Church Plant

Noted author Steven Covey declared that all things are created twice. The first creation is in the mind. Then the visualization must become a physical reality as the second creation. I believe new churches are created at least three times in a progressive fashion. Because of this, we cannot expect church plants to spring up overnight. It is not reasonable to expect districts to add new works without significant care and cultivation. Instead of focusing on the end stage of an official church start, it may produce better results to give attention to each stage of the planting process.

First Creation

The first creation of a church is in the mind of God from the foundation of the world. The second creation reaches an individual as the divine call, and God transmits His plan—remember, Jesus is the church builder—to the individual He has called. The third creation, the plan, must then become a reality. Each of these creations has serious implications and must be given careful attention.

God's grand plan to save the world is the local church.

It is His will for the church to grow both in the number of souls saved and in locations or congregations. God has already paid the price for every soul in every city, and He has laid the foundation for a local church to be planted. No church planter is the originator of the idea to plant a church; the vision for every church plant comes from God Himself! God has already created the church He has laid on your heart to plant in the next town! Every church planter should rejoice that God has already gone before them and prepared the way. Leaders must be clear in communicating that our evangelistic mission is to win souls (make disciples) and to plant churches.

Second Creation

The second time a church is created is in the heart and mind of the church planter. Much like a sermon is given by God to a preacher, God begins to give a plan and a vision to a church planter. This plan will, like a sermon, utilize the planter's unique talents, giftings, and experiences. The church planter's will, mind, and emotions become so interwoven with God's Will that the two become indistinguishable. Although God will use all of a person's talents and giftings to accomplish His purpose, no true church can be founded on the personality of the church planter. The essential elements of every church planting plan must come from the leading of the Holy Ghost. Just as the teaching of homiletics is never meant to usurp the place of the anointing, neither is church planter training such as North American Mission's Launch training meant to supplant the leading of the Spirit.

Third Creation

The third creation is the one with which we are most familiar. This creation is the actualization of the new work. The plan becomes flesh if you will. The application is approved by the district board, paperwork is sent to headquarters, a church name is chosen, a pastor is named, and it is listed in the UPCI directory. This final creation is very exciting, and we can inadvertently focus on it more than on the other two. When this happens, there is a lag in growth because the third creation cannot take place without the first two.

What I am advocating is that we make sure we are intentionally focusing on each of the creations of a church plant. To focus on the first creation means that we must believe, teach, and preach the primacy of the local church in God's plan to save the world. A city without a local church is a lost city. Every city is a city worth saving. The offense of God's Kingdom against Satan's kingdom is the expansion of the local church. The way an individual interfaces with the universal and invisible church is through the visible local church. We must not succumb to the evangelical fad of emphasizing a "relationship with Jesus" and de-emphasizing the importance of the gathered local church and its leadership. Jesus is coming back for the Church that He purchased with His own blood.

When we focus on the second creation of a local church, we will emphasize the calling by God of an individual to plant a church in a specific location. Often there is a lag between the call to plant a church and the fulfillment of the call. Perhaps we could call this a germination or gestation period. We may not see it at the time, but the call to plant a church may begin at a youth camp altar and take several years to develop.

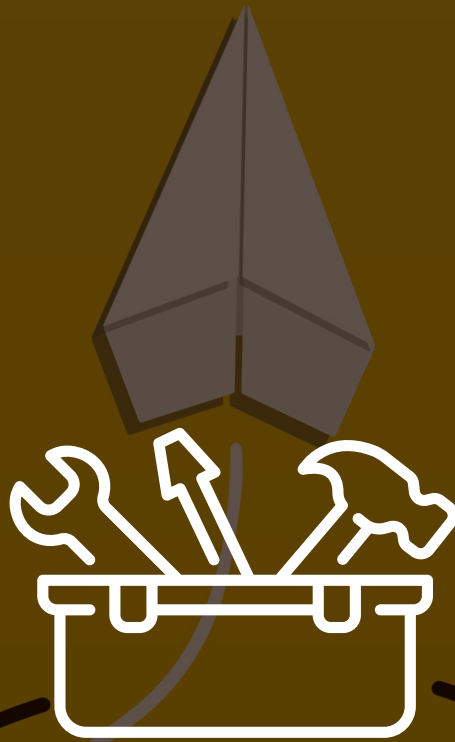
As leaders, it is our responsibility to nurture this calling through inspiration and training.

I meet so many young men and women at Launch training who do not have a start date nor a location, but they are there preparing. North American Mission's Next Town initiative aims to cultivate this germination or gestation period. We believe that if we can get individuals to acknowledge that God has laid a city on their hearts by filling out a Next Town commitment card, then we can begin to give them monthly inspiration and training.

Every salesman knows that today's sale will not pay tomorrow's bills. The sale made today was the result of a "pipeline" process and the current customer is a product of many hours of follow-up and cultivation. Every pastor knows that if the altar is to be filled with hungry seekers this Sunday, much work will have gone into making the contacts and building the relationships that bring them there.

In conclusion, I'm calling on leaders to focus on cultivating a "pipeline" of church planters that will produce a consistent and sustainable pattern of growth in the number of new churches planted. We must raise up a mighty army of church planters in North America!

Scott Fistrank

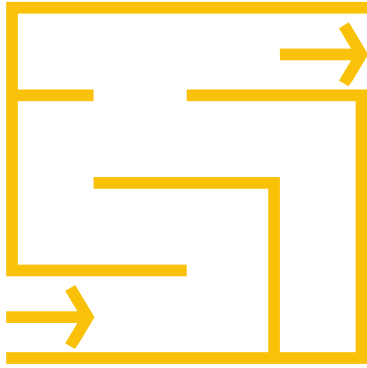


ISSUE 9 TOOLBOX PRACTICAL TOOLS YOU CAN USE



SGI

STRATEGIC GROWTH INITIATIVE



STRATEGIC VISIONEERING

Cascade Strategy provides strategic planning software for organizations. They offer free guidance on how to write an organizational strategic plan. (Source: <https://www.cascade.app>)

Vision

A great vision statement provides the inspiration for the strategies and the daily operations of your organization. It is the anchor-point of your organization and should describe in an ideal world, what you want to achieve in the mid-to-long term.



*Keep it short
and passionate.
Dare to dream.*



*Does it communicate why we exist?
Will it inspire our people?
Can it be easily memorized?*

Values

Values answer a simple question: how do we do what we do? Leaders and employees should be proud of them, as they define the organization's culture and identity. Values are the core principles of the organization and what people should experience when interacting with members of the organization.



*No more than 4.
Start with a verb.
Keep them short.*



*Can your people translate them
into actions? Are they tangible?
Can they be easily memorized?*

Focus Areas

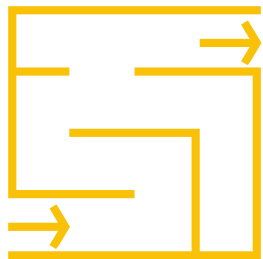
A Focus Area is a high-level aim or intention that will help you to realize your Vision. In the same way, as your Vision should be understood by everyone in the organization, you should create Focus Areas that everyone can identify with. They are calls to action and point your members in the right direction.



*No more than 5.
Start with an adjective.
Keep them short.*



*Do they make your vision happen?
Are they all critical for your success?
Together, can they capture your
organizational activities?*



STRATEGIC VISIONEERING

Objectives

An Objective is something specific that will help you to actualize one or more of your Focus Areas. Unlike Focus Areas, your Objectives should be specific and contain a deadline where possible. Objectives will often have a deadline of 1 year or more.



*Group by Focus Area.
Provide 3-6 per area.
Start with a verb.*



*Is it action oriented?
Is it detailed and specific?
Does it include a deadline?*

Projects

A Project is a specific thing that you're going to DO to deliver against your Objectives. Projects must be very specific and involve a tangible (non-metric-based) deliverable. You should aim for at least two Projects for each of your Objectives



*Connect to objectives.
Provide 2 per objective.
Start with a verb.*



*Is it action oriented?
Is it connected to an objective?
Is it specific?*

KPI

A **Key Performance Indicator** evaluates the success of the organization by directly measuring the objective and project outcomes.



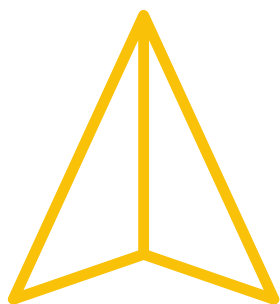
*Link to objective.
Use metrics if possible.
Start with a verb.*



*Is the KPI defined with metrics
(attendance, tithing, etc.)?
What does the metric reveal?
How should it improve?*



STRATEGIC VISIONEERING



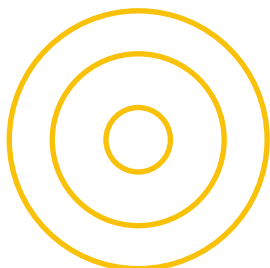
Vision

Every meaningful action in the organization contributes to vision.



Values

Values unite organization through shared core beliefs.



Focus Area

High-level goals help the organization focus on vision.



Objectives

Objectives set specific details with a deadline to reach goals.



Projects • KPI

Projects complete objectives and Key Performance Indicators reveal the success of the actions.