

Purpose, Values & Vision

Introductory Exercise

You are planning a holiday for the family.
You have teenage children who are on the
edge of no longer coming on family holidays.
You want them to come.

How do you respond to the situation?

Where will you go?

What are the steps you will take to get there?

“Vision is a picture of the future that produces passion.”

Hybels, *Courageous Leadership*, 32.

“The vision needs to be big enough to stir the blood, specific enough to be accomplished, and short enough to be put on a bumper sticker.”,

Borden, *Hitting the Bullseye*, 66

“On the Lord’s Day I was in the Spirit,
and I heard behind me a loud voice
like a trumpet, which said: “Write on
a scroll what you see and send it to the
seven churches ... Write, therefore,
what you have seen, what is now, and
what will take place later.”

Revelation, 1:10-11,19

Is Visioning just a trendy corporate idea?

Brainstorm: Experiences of Visioning in a church context...

Theological Foundations

What do you think of these premises?

Is there one which particularly resonates with you?

Are there any you find particularly questionable?

Theological Foundations

What is the vision (the picture of the future) highlighted in the following passages?

Is it a good vision? Who's vision is it?

Genesis 11:1-9

Matthew 13

Revelation 21

Theological Foundations

Any other relevant Biblical passages or principles
come to mind?

Purpose, Values & Vision

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PURPOSE is why we exist

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VALUES are the way we operate - the way we do things around here

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VALUES are the way we operate - the way we do things around here

VISION is our next destination - a word picture of what we think the future might look like under God

Purpose, Values & Vision

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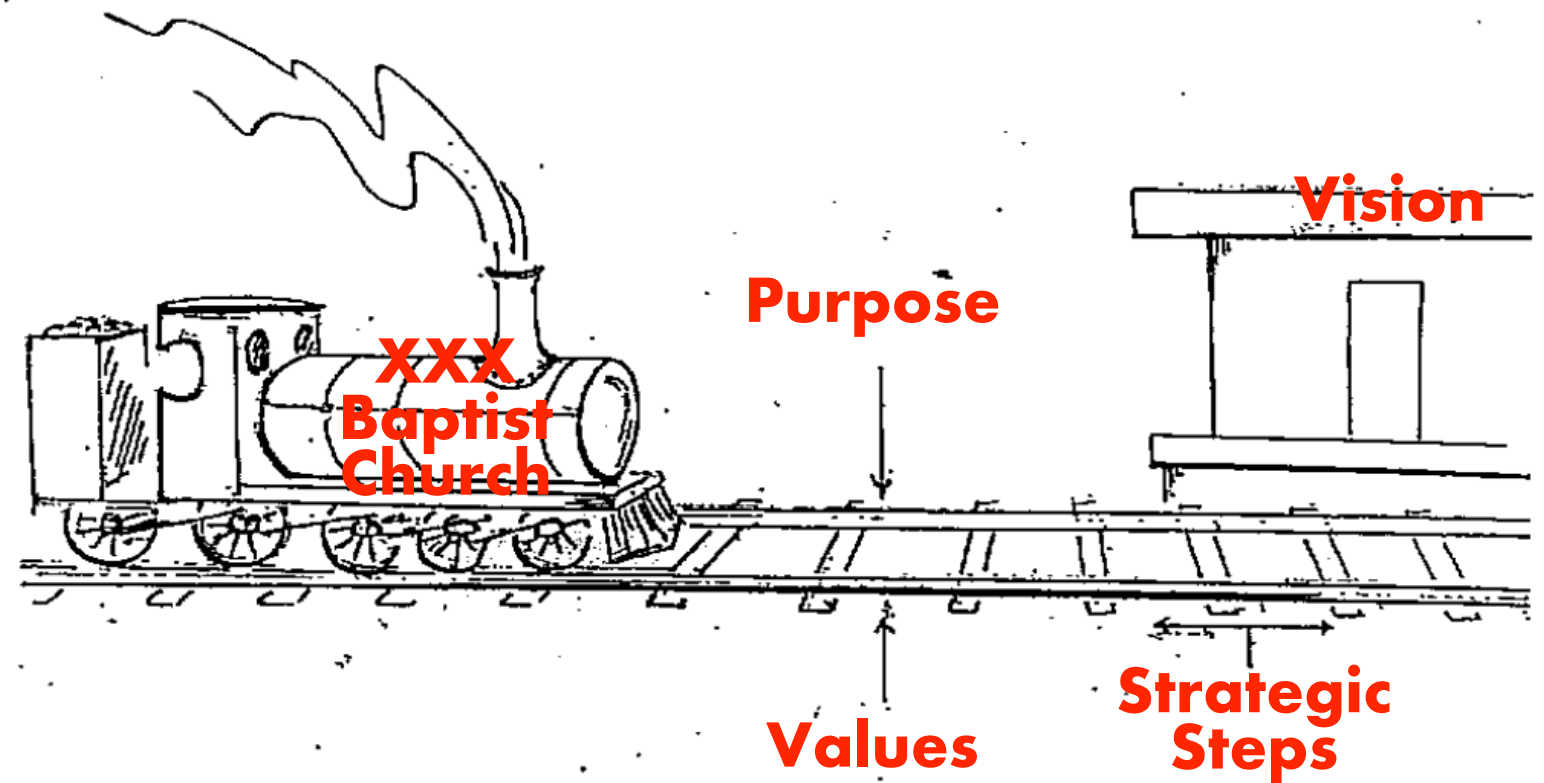
Purpose, Values & Vision

PURPOSE is determined Biblically

VALUES are uncovered not created

VISION is imparted by God, discovered through prayer, & acknowledged by the church body

The importance of Purpose, Values & Vision



Checking our PURPOSE Statement

Remember: Purpose is why we exist

Is our purpose statement:

1. Biblically based?
2. One sentence?
3. Over-arching rather than specific?
4. Applicable to most churches?
5. Timeless? ie. it will never go out of date

“A good mission (purpose) must be broad, comprehensive and overarching. It is the primary goal, mandate or charge that is over all other goals.”

Malphurs, Advanced Strategic Planning, 105

Checking our VALUES Statement

Remember: Values describe the way we operate

Are these values:

- 1. Evident in the history/life of the church?**
- 2. Do they feel like they 'fit'?**
- 3. Do they evoke a 'gut reaction'? (an emotive response)**
- 4. Are they 'realised' or 'aspirational' values?**

“The constant, passionate, biblical core beliefs that drive the ministry.”

Malphurs, Advanced Strategic Planning, 83

For reflection:

“Values eat vision for breakfast.”

Checking our VISION Statement

Remember: Vision is our next destination - a word picture of what we think the future might look like (under God)

Has this vision statement:

1. Been given by God?
2. Been the subject of significant prayer in the life of the church?
3. Been acknowledged & affirmed by the church Body?
4. A future aspect? (not describing things presently)
5. A specific nature? (progress is measurable)

“A vision is a target that beckons.”

Bennis and Nanus, *Leaders: The strategies for Taking Charge*, 88.

Visioning Process

“One core duty that the lead pastor can never give away is the role of chief vision-caster. This premise does not mean that only a natural visionary can be the primary leader, for there are many ways to formulate the vision with the help of others; it does mean that only the primary leader can adequately champion the vision.”

Kaiser, Winning on Purpose, 110.

“Vision is at the very core of leadership.”

Hybels, *Courageous Leadership*, 31

Uncovering Vision

Elements that need to be understood from the outset:

- Time
- Participation
- Listening
- Wrestling
- Commitment

Surfacing Vision - reflections

A vision created quickly in a rush of enthusiasm will normally sit quietly in the corner and lead to complacency.

Surfacing Vision - reflections

God has a vision for this church; he is already communicating this vision; how do we assist a church to listen, articulate this, commit to it and act upon it.

Surfacing Vision - reflections

God usually speaks in many and various ways in and through his people. How do we empower a congregation to discern wisely and well.

Surfacing Vision - reflections

Vision formation always involves
spiritual formation.

Surfacing Vision - reflections

Surfacing a vision is work for the spirit,
the heart and the mind.

Establishing Purpose

- Could apply to any church in any place
- Still value in formulating own clear statement
- usually the most straightforward, but fundamentally important, nonetheless
- complements a vision statement that is a more concrete picture of the 'next destination', looking forward for this church at this time in this place

Purpose Reflection

- individually: read & reflect on passages - what should be included in our church purpose statement - list ideas (not about how we 'word' it)
- small groups: share list with each other - one group member records any ideas that arise more than once amongst the group members
- large group: facilitator has each small group share one point (until the list is exhausted) noting how many groups had the same answer

Refining a Purpose Statement

Refining a Purpose Statement

Below are a number of Purpose Statements that seek to reflect the feedback about Purpose that we received in our first Church Visioning Meeting.

- Please read through each of the statements and choose one by circling it.
- Then at the bottom of the page write one thing you like about this statement and one way in which you think that statement could be improved.

Remember, *Purpose is why we exist*. Our Purpose Statement needs to be:

- Biblically Based
- Usually one sentence
- Over arching rather than specific
- Can be applied to most churches
- It will never go out of date

PURPOSE STATEMENTS

1. Our purpose is to Make and Grow passionate followers of Jesus.
2. To be a Christ-centred community growing in faith and promoting the Gospel.
3. To worship God, grow in faith and share the Gospel.
4. Our purpose is meeting God, growing disciples and reaching out.

I chose statement number _____

One thing I liked about this statement was:

I think this statement could be improved by:

Uncovering Values

1. Uncovered not created
2. Evident in the history / life of the church?
3. Do they feel like they 'fit'?
4. Do they evoke a 'gut reaction'? (an emotive response)
5. Build quite slowly & change quite slowly.

CORE FIVE

• THE ESSENCE OF •
THE BAPTIST MOVEMENT

1
CHRIST
CENTRED

3
RELATIONALLY
COMMITTED

2
MISSION
SHAPED

4
PEOPLE
EMPOWERING

5
PARTNERSHIP
ORIENTED


DECLARATIONS OF WHAT WE VALUE MOST AND THE REFLECTION OF HOW WE SERVE JESUS.

Values

Values answer the core question:

Why do we do what we do?

S E C O N D E D I T I O N



VALUES- DRIVEN LEADERSHIP

DISCOVERING AND DEVELOPING
YOUR CORE VALUES FOR MINISTRY

AUBREY
MALPHURS

The Importance of Core Values

Why are an organization's core values important?

1. Values determine a church's ministry distinctive.
2. Values dictate people's personal involvement in the church.
3. Values communicate what's important.
4. Values help people embrace positive change.
5. Values affect the church's overall behavior.
6. Values inspire people to action.

The Importance of Core Values

Why are an organization's core values important?

7. Values enhance credible leadership.
8. Values shape a ministry's character.
9. Values contribute to ministry success.

Defining Core Values

- 1. Core values are constant.**
- 2. Core values are passionate.**
- 3. Core values are biblical.**
- 4. Core values are core beliefs.**
- 5. Values drive the ministry.**

Five Kinds of Values

1. **Conscious versus unconscious values.**
2. **Shared versus unshared values.**
3. **Personal versus organizational values.**
4. **Actual versus aspirational values.**
5. **Good versus bad values.**

Three Distinctive Features

1. Functions – Not Forms
2. Ends – Not Means to an End
3. The Explanation for What We Do

Discovering a Church's Values

What is a good church-related memory?

What values do these memories reveal?

(see handout for 2 activities)

Other tools: storytelling, biblical story...

Negative Values

Churches have both positive and also usually some negative values. Whilst we often don't talk about the negative values they are still very powerful in the life of any church.

What are some things (values, attitudes, or behaviours) that might hold us back at present?

Negative Values

This is best done confidentially allowing people to hand in their reflections separately.

Responses should only be received within the context of a church forum or vision day and only from participants.

Responses from individuals who do not attend a vision day are not encouraged nor should individuals be permitted to provide their responses outside the forum or vision day (ie. take away and bring back after a few days). It's ok for people to reflect over a break or lunch.

Exercise

What are some of the things that you think are negative focuses, activities or values that hindering moving forward?

List five.

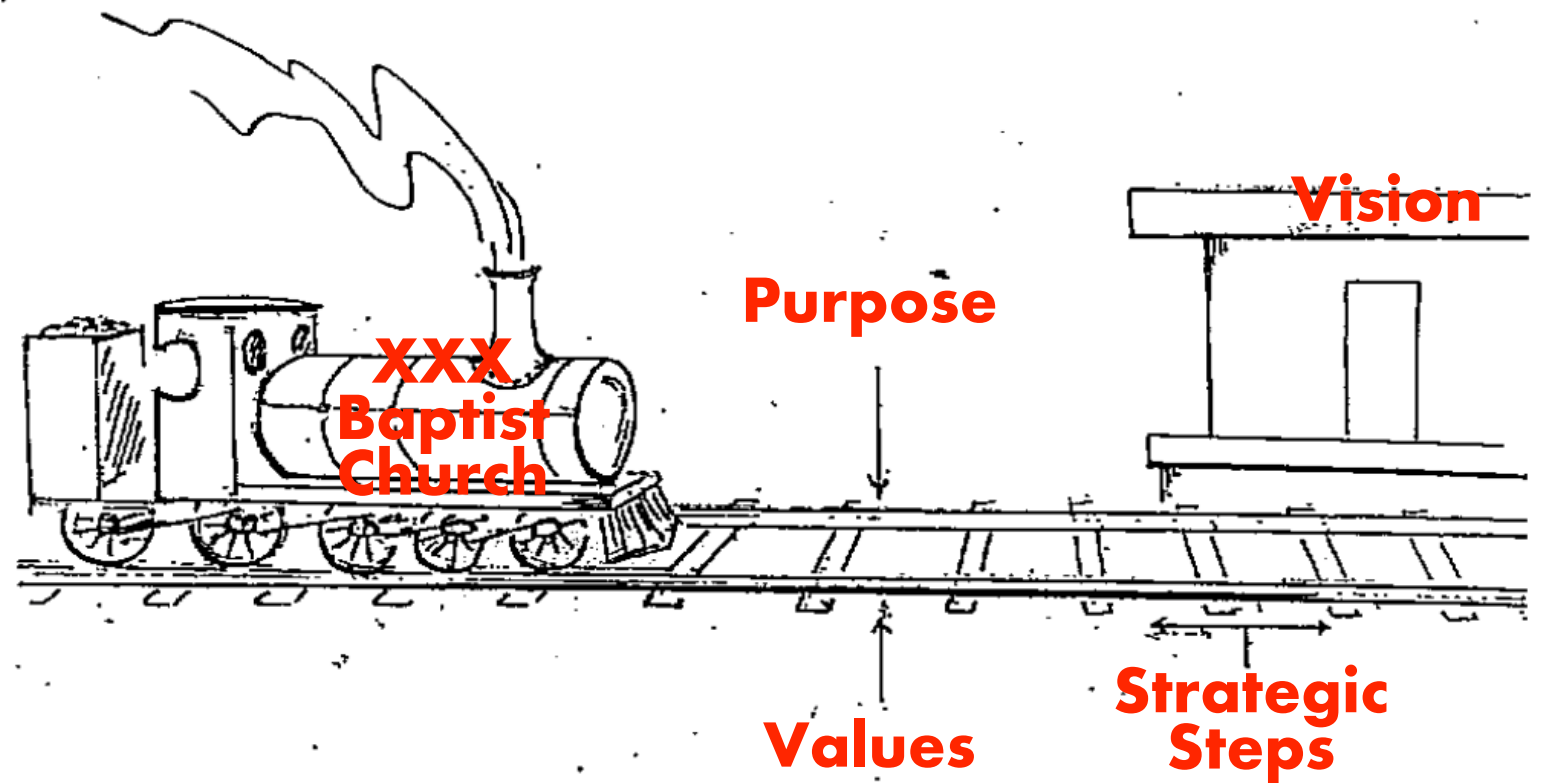
1. _____
2. _____
3. _____
4. _____
5. _____

Have the responses collected and formulate them to bring back to an additional meeting and/or for the leadership or vision team to reflect on what they say about the church, identifying the areas and values that need to change or any issues that might need to be dealt with.

If there are high levels of trust and relationships the responses could be collated over a lunch break and brought back to the wider church in the afternoon.

Surfacing Vision

The importance of Purpose, Values & Vision



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Why is Vision Important?

1. it increases energy and moves people into action
2. increases ownership
3. provides focus
4. smooths leadership transition
5. helps in decision making about ministries, structures, opportunities and alternatives
6. assists clearer communication about “who we are”
7. helps develop and maintain unity

(Hybels, *Courageous Leadership*, 45 – 49, for points 1-4)

Surfacing Vision - tools

- '...in 5 years'
- 'top 5 dreams'
- Vision Wall
- 'Eyes Wide Open' prayer walk
- Grid of options *'What does God want our church to look like?'*

Strategic Planning

A Strategic Plan is simply a series of goals, and the order in which they will be undertaken, to help a church get from where it is to where it believes God would have it be.

A good Strategic Plan *is important because without it:*

- a vision may seem too big and unachievable
- a congregation may be diverted by things that are not relevant to the Vision
- there is no substantive reference point for the evaluation of progress

A good Strategic Plan

includes:

- Strategic priorities for the period of the plan
- Key objectives – what is the plan seeking to achieve?
- Key enablers – people and resources
- Key accountabilities – who will ‘run point’ on each; who will assess progress?

A good Strategic Plan is S.M.A.R.T.

Specific

Measurable

Achievable

Relevant to the Vision

Time Specific

Strategic Planning

How to make Vision a Reality

How have you done it?

*How to ensure strategies flow from
Vision?*

Purpose, Values & Vision