

L E A D E R S H I P  
D E V E L O P M E N T  
I N S T I T U T E

*Evangelism Explosion International*

# MAKING YOUR ARROW WORK WORKSHEET

Session 3



GROW IN THE GRACE AND KNOWLEDGE OF OUR LORD AND SAVIOR JESUS CHRIST

II Peter 3:18a

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## MODULE 9 – PLANNING

When talking about the importance of planning, John Piper put it this way... “The ultimate reason for planning is that God is a God who plans and we are created in His image to exercise dominion in the earth under His Lordship... God is a God who does all things according to plan. And Jesus set His face to go to Jerusalem because of the most loving plan ever devised... God planned for our joy; we ought to plan for His glory!”

*“God has made known to us in all wisdom and insight the mystery of His will, according to His purpose when He set forth in Christ as a plan for the fullness of time, to unite all things in Him, things in heaven and on earth.” Ephesians 1:9-10*

The question we try to answer in this LDI module is: How can we learn to think about and plan for a better future in the long term ... like, grandchildren-scale long term? Ari Wallach, a futurist says it this way... "We have civilization scale problems that must be solved and we cannot solve them using the mental models we normally use! If we really want to solve these civilization problems, we must not resort to 'short-termism' because we will lose site of the bigger solution!" *The civilization size solution EE envisions is... that every nation equip every people group and age group to be a witness to every person!*

By the end of Module 9, you will have a clear understanding of why EE International uses the Masterplanning Arrow. You will see how “Arrow Logic” helps leaders gain crystal-clear answers to the “What”, “Why” and “How” questions of ministry. This module will also enable you to design and implement your Ministry Arrow:

- if you never created an Arrow, these sessions will help you design a ministry Arrow.
- if you already have an Arrow, these sessions will help you redesign or refine your Arrow.

### 3 KEY AREAS ARE COVERED IN THIS PLANNING MODULE

- 🎯 SESSION 1: Telos Thinking... To What End?  
Video by Bobb Biehl: “Aligning Life and Ministry”  
Video by Ari Wallach: “3 Ways to Plan for a Very Long Time”
- 🎯 SESSION 2: What is God’s dream for you?  
Video by Tom Mangham: “Framing Your Masterplan”
- 🎯 SESSION 3: Working Arrows need... the DOCTOR system!  
Video by Bobb Biehl: “Strategic Planning: Making Your Arrow Work”

## SESSION #3 – “WORKING ARROWS NEED...

### THE D.O.C.T.O.R. SYSTEM

In this session, Bobb Biehl will give us a quick overview of the Masterplanning Arrow. He will take us through a step-by-step process of how to build an Arrow and how to keep the Arrow updated.

- ❖ For those of you who already created an Arrow for your EE ministry / work, this will give you a crystal clear review of how to keep you Arrow current.
- ❖ For those of you who have never done an Arrow for your EE ministry, this step-by-step process will help you get started and complete your Masterplanning Arrow.
  
- Read the two articles attached to this document: (1). “A Quick Overview of a Masterplanning Arrow”, by Bobb Biehl on page 1-2. (2). “Effective Pastoring: Giving Vision, Direction, and Care to Your Church!”, by Bill Lawrence on page 3-5.
  
- Accountability Questions (see page 6 of this worksheet)  
You and your accountability partner must meet or talk with each other one time per week to discuss some of the accountability questions.
  
- View the video presentations by the “Master” of Masterplanning.  
Title: “Strategic Planning: Making Your Arrow Work” by Bobb Biehl
  - ❖ Using a scaleable tool
  - ❖ Identify and focus on ministry priorities
  - ❖ Develop 90 day and 20 year action steps

#### **A Quick Overview**

**by: Bobb Biehl, President/Founder of Masterplanning Group International**

The first thing you need to do in developing a plan is to ask the following: What needs do we feel deeply burdened by and uniquely qualified to meet? What needs make us weep or pound the table?

Second, you ask, “In light of these needs, why do we, as an organization, exist?”

Third, “In what three to seven areas will we continue being actively involved in the future?” In other words, what must we continue doing if we are to meet the needs we have identified and fulfill the purpose we have denied? What categories of activity are we going to be involved in over the next few years? Examples for churches are: worship and music, Christian education, pastoral care, or missions.

These first three steps (needs, purpose, and objective) give you a focus for any organization, and they tend to stay the same over a number of years. The kind of needs you are meeting today (e.g., caring for unwed mothers) are likely the same kinds of needs you were meeting ten years ago. They may differ a little bit. The demographics of your area may change. The needs of the people you serve may change. Your heart motivation may mature or change. But basically the needs that motivate you, your purpose,

and objectives will be very similar to what you were doing ten years ago as well as what you will be doing ten years from now.

Once you have completed these three steps you will have a clear, general sense of focus. If you, the board, and your staff are in agreement on these things, you will have a sense of unity in the organization. "Here are the needs we are meeting. Here's why we exist. Here's what we are going to do about it!"

Fourth, move your eye to the bottom of the Arrow where it says, "4 – Milestones." In each of the objective areas you will ask yourself, "What are the major milestones we have already accomplished?"

Fifth, in each objective area, ask the question, "What are the ideas we have that we could consider turning into priorities in the future?" In other words, don't ever lose a good idea.

Sixth, in each objective area, ask, "What roadblocks are keeping us from reaching our full potential?" List only the three top roadblocks in each area.

Seventh, in each objective area, ask: "What resources are available to us to help meet the needs we identified and overcome our roadblocks?" List only the top three.

Eighth, in each objective area, ask, "If we could only do three measurable things in the next ninety days to meet the needs we care about, what would we do? In the next ninety days, what are our specific measurable targets of accomplishments?"

Ninth, in each objective area, ask, "What are our specific, measurable targets of accomplishment in the next zero to two years?" These are your short-range priorities (goals or problems).

Tenth, in each objective area, ask, "What are our specific measurable targets of accomplishment in the next two to five years?" These are your mid-range priorities (goals or problems).

Eleventh, in each objective area, ask, "What are our specific, measurable targets of accomplishment in the next five to twenty years?" These are your long-range priorities (goals or problems).

This brief overview gives you a general feeling of the MASTERPLANNING Arrow process – the eleven steps to a crystal-clear direction.

One of the advantages of having the MASTERPLANNING Arrow on one large piece of paper is that everyone on your board and each of your staff members can begin to see how all the pieces fit together. Everyone can see how their part of the organization fits into the big picture.

You've probably already experienced the frustration of having a staff member who is deeply committed to her or his area of responsibility and assumes that all of the budget should go to his or her area. Staff members are supposed to be interested in their area, and they're supposed to want more budget. At the same time, however, all members should see their projects in the context of the needs of the whole organization. With the whole team's priorities on a single piece of paper, you have a context in which to appreciate the proper distribution of available resources. Each member of the team can see the need to work in harmony and balance with the other staff members. That's when the whole organization begins functioning like a team.

You now have a quick overview of a MASTERPLANNING Arrow. Now let's put it into action!

By: Bill Lawrence

# Effective Pastoring: Giving Vision, Direction, and Care to Your Church!

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## No One Had Ever Shown Me How to Plan

Besides the fact that I am not a planner by nature and my former conviction that it is unspiritual to plan, there was one other reason I did not plan strategically. No one had ever shown me how to do so. I didn't even have the slightest idea how to go about doing strategic planning, and everything I picked up on the subject was daunting and discouraging. The writers made it seem so complex and confusing that I quit before I even started. I felt it would take me months to learn how to do the process, and I didn't have months to spend just learning how to do strategic planning.

Of course, natural strategic planners don't understand this, and they always set out to show someone like me how simple it is if I will just work at it. Then they swamp me with realm of technical terms, charts that cross my eyes, and exercises that take pages to describe and hours to complete. When they're finished, I'm ready to quit all over again. What I needed was a simple strategic planning process, and I found one in Bobb Biehl's book MASTERPLANNING. When you are ready to learn to do strategic planning, this is as good a book as there is.

## Masterplanning Logic

Let me wet your appetite by showing you the core of Biehl's thinking, which uses a simple six-step process built around the acrostic **D.O.C.T.O.R.**

- **D: Direction.** To begin the strategic planning process, you must determine the direction you want your ministry to go by defining its purpose, values, and key goals.
- **O: Organization.** In this step you determine how you will structure your ministry to accomplish your plan by projecting how many volunteers and staff members you need. You should also look ahead to see how many you will have to add to your team.

- **C: Cash.** Here is where you budget – after you have decided what you want to do and who will do it. Of course, when you see the size of your vision and your budget side by side, you may have to go back and make some choices as to what you can do, but avoid allowing money to control your plan’s development. Find creative ways to carry out your plan with limited means. If you start with a focus on money, you will never break free and take new and risky steps.
- **T: Tracking.** Once your plan is in place, track your progress by holding everyone involved accountable on a regular basis for how well they accomplish their goals.
- **O: Overall Evaluation.** After you have been tracking for a while, you will need to do an evaluation to determine not only how well you are doing, but also how wisely you planned in the first place. Perhaps you will discover some new needs that should be met or old ideas that should be discarded.
- **R: Refinement.** At this stage you refine your plan to move in new directions based on your evaluation. These new directions need to conform to your purpose and core values. More than likely, you will have to revamp your organization, especially if you add or reduce personnel. When you evaluate and make changes, you need to go back and take another look at direction, organization, and cash. Once you do this, you can begin tracking again. Start with this simplified version of strategic planning and move forward from there.

## Creating Ownership

Many writers assume that the leader of the organization does all the strategic planning. This is not wise because you will miss an opportunity to create ownership of the purpose, values, and vision by those who have implemented it. Many churches have no sense purpose. The people come to church for self-centered reasons, not for the bigger purpose of worshipping God, serving each other, and reaching those who do not know Christ. Unless these people learn to care for others and understand that the church exists to do more than meet their needs, they will never grasp God’s purpose for their fellowship. If they are allowed to remain on the sidelines during the planning process, they will become spectators, judges, and critics rather than owners of the final product, responsible for its implementation.

You can’t directly involve everyone in the planning process. You can, however, involve the entire congregation through representatives from all the intersected groups: elders, deacons,

Sunday school teachers, small-group leaders, staff members, men's and women's ministry leaders, youth sponsors, and any others who need a voice.

## Framing Your Plan

Before you involve anyone else, you should define the parameters of the plan, that is frame the canvas on which the plan will be painted. These parameters must be the biblical standards that govern every church: the Great Commission, the principles of discipleship, the practices of leadership development, the theological truths that are essential for church health – anything critical to your church's purpose and core values. Train the people who will lead the planning process under your direction in these essential elements until you are confident they understand them, are committed to them, and can explain them to others.

Even before the planning process goes public, make every effort to help the entire church understand the aim of the plan and the underlying principles on which you are building. Remember, you are not painting on a small canvas. You're painting a mural, not a landscape, so it will take multiple artists working under your guidance to produce the final work. Remember, too, that if strategic planning is not your greatest strength, let one who is particularly good at it lead the process. Your job is to see that the church determines to obey God. Sometimes you can give greater input from the side, where you don't have to worry about managing the process, than from the front, where you are responsible for guiding the flow of thought.

You will have to spend a large block of time planning to plan, especially if you want to involve as many people as possible. You must know generally what you want the final plan to look like, although you can't predefine all that will be in it. Train those who will serve as leaders under your guidance, and plan how best to involve the many voices who need to be heard. The number of people who are listening when you present your final plan will depend entirely on the number of voices you listened to in developing it. If you do not allow voices to speak, you will never get hands working. Trust the people by honoring their gifts, and the Holy Spirit will give you a plan most will own.

*"Bill Lawrence has a passion to train leaders to serve the body of Christ. He served as the Executive Director for the Center for Christian Leadership and as professor of pastoral ministries at Dallas Seminary. Bill has trained hundreds of leaders who are now serving in full-time vocational ministry." These comments about Bill were written by Charles Swindoll.*

# ACCOUNTABILITY QUESTIONS

Discuss these questions every week with your Accountability Partner

1. Have you spent daily time in the Scriptures and in prayer? What is God teaching you from His word and how is your prayer life/journaling?
2. Have you shared the Gospel with an unbeliever this week? Explain.
3. Have you been honoring, understanding and generous in your important relationships (spouse, family & friends) this week? Explain.
4. Have you been exposed to sexually alluring materials or allowed your mind to entertain inappropriate sexual thoughts this week?
5. Have you lacked integrity in any of your financial dealings or coveted something that does not belong to you?
6. Have you done your 100% best in your job/ministry this week?
7. Have you damaged another person by your words, either behind their back or face-to-face?
8. Have you given in to an addictive behavior this past week? Explain.
9. Have you continued to remain angry toward another?
10. Have you secretly wished for another's misfortune or told any half-truths or outright lies, putting yourself in a better light to those around you so that you might excel?
11. Have you taken care of your body through daily physical exercise and proper eating/sleeping habits?
12. Have you been completely honest with me?