Lesson 4
Setting and Achieving Goals

Introduction

Please take time to read the learning outcomes and reflection questions before beginning this lesson. Then follow the notes provided for you as you view the video. If you spend time answering the reflection questions, completing the other assignments for the course will be less difficult.

Learning Outcomes

At the end of this lesson, you should be able to:

1. Describe the process of goal setting.
2. Outline Management (or Ministry) by Objectives (MBO).
3. Explain the importance of having clear-cut objectives.

Lesson Outline

IV. SETTING AND ACHIEVING GOALS

A. INTRODUCTION

THREE BASIC ASSUMPTIONS

1. The organization has goals.
2. The organization has some structure to facilitate goal realization.
3. The organization requires effective administration if goals are to be reached.

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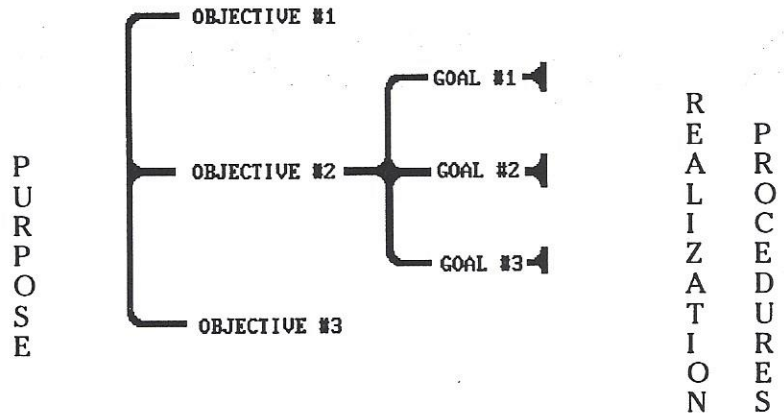

B. DEFINING THE MISSION

_____

_____

_____

C. LEADERSHIP AND THE CLARITY OF OBJECTIVES

PETER DRUCKER ON OBJECTIVES

From *People and Performance: The Best of Peter Drucker on Management*

Objectives must...

1. be derived from what our business is, what it will be, and what it should be.
2. be operational – capable of conversion into specific targets and assignments.
3. make possible a concentration of resources and efforts.
4. be multiple – never singular.
5. relate to all areas on which the survival of the organization depends.

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D. MANAGEMENT BY OBJECTIVES *[MINISTRY BY OBJECTIVES]*

MBO

MBO involves:

1. Defining mission
2. Assessing environment
3. Tabulating strengths and weaknesses
4. Assuming reasonable trends
5. Writing specific/measurable objectives
6. Communicating objectives and goals
7. Strategizing realization procedures
8. Maintaining surveillance of progress
9. Building on reinforcement and productivity
10. Evaluating both the process and productivity

_____

_____

_____

E. THE POWER OF PURPOSE
or, What A Good Set of Objectives Can Do For You and Your Ministry

THE POWER OF PURPOSE

Clearly defined purposes, objectives, goals and realization procedures will give you:

1. A sense of direction.
2. A will to live now.
3. Enthusiasm – if goals are achievable.
4. Effectiveness and efficiency because of prioritization.
5. A basis for evaluation – if goals are measurable.
6. Forced planning – a goal needs a plan to make it work.
7. An emphasis on productivity – output rather than activity.
8. Assigned responsibility - goals must be "claimed".
9. A measure of progress (PERT).
10. A reduction in conflict.

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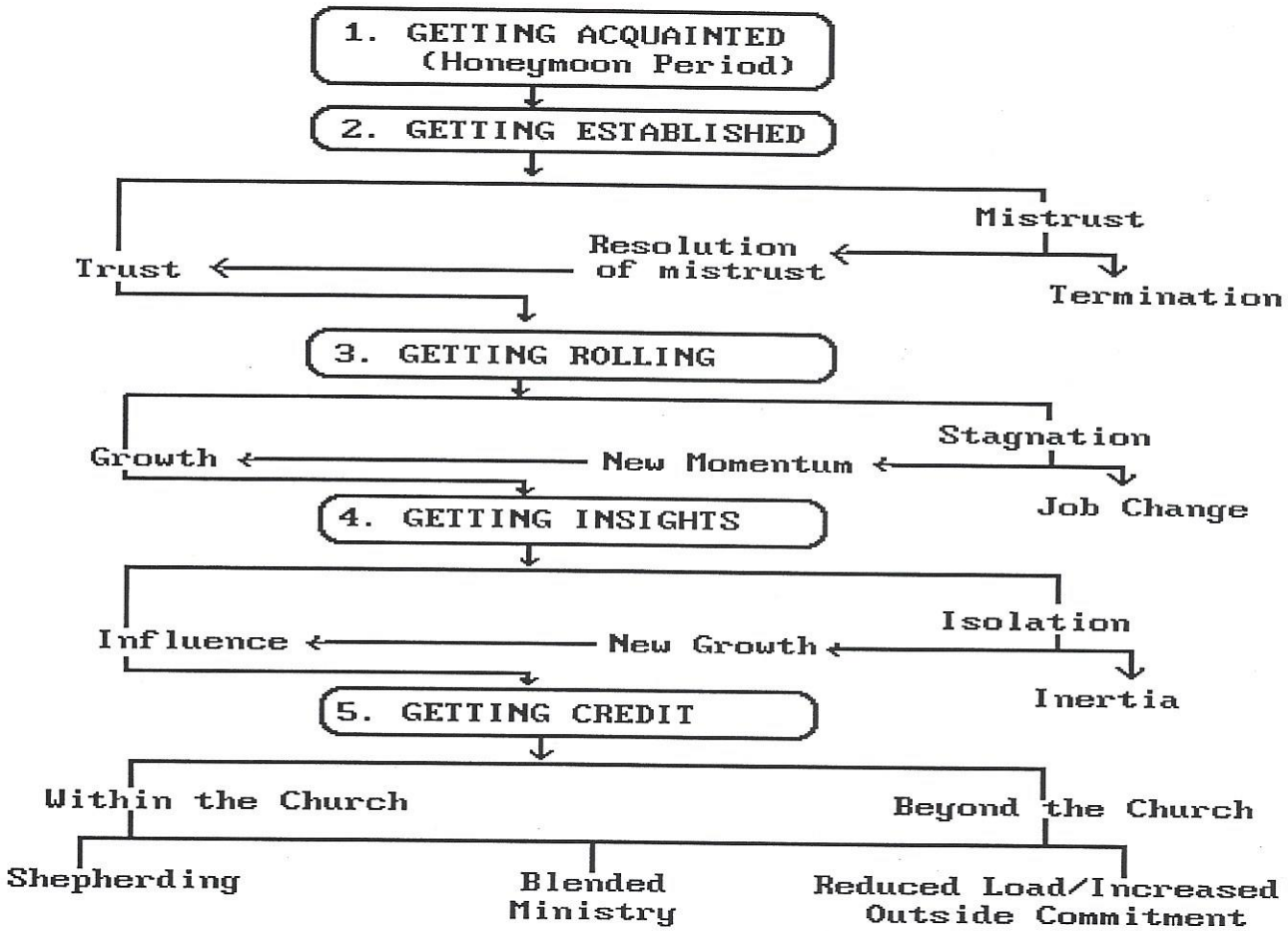
F. FIVE STAGES IN CHURCH MINISTRY DEVELOPMENT



Mark Senter, III, "Five Stages in Your Ministry Development", *Leadership Journal*, 1989, used in Kenneth O. Gangel, *Team Leadership*, 1997.

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Reflection Questions for Lesson 4

1. If Mission Statements are broad and not measurable, why are they important?

2. What makes an objective "clear-cut" and why is it important to have clear-cut objectives?

3. How does Peter Drucker define effectiveness and efficiency? Do you agree with his definitions? Explain.

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Lesson 5
Planning – Short and Long Range

Introduction

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Learning Outcomes

At the end of this lesson, you should be able to:

1. Distinguish between long and short range planning.
2. Better understand how vision is developed and enhanced.
3. Make use of planning models in ministry planning.
4. Wisely choose the right kind of people to help with the planning process.

Lesson Outline

V. PLANNING – SHORT AND LONG RANGE

A. INTRODUCTION

PLANNING
Predetermining a course of action

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LONG RANGE PLANNING
one to three years
flexible
continuous/broad
SHORT RANGE PLANNING
up to one year
precise
major projects

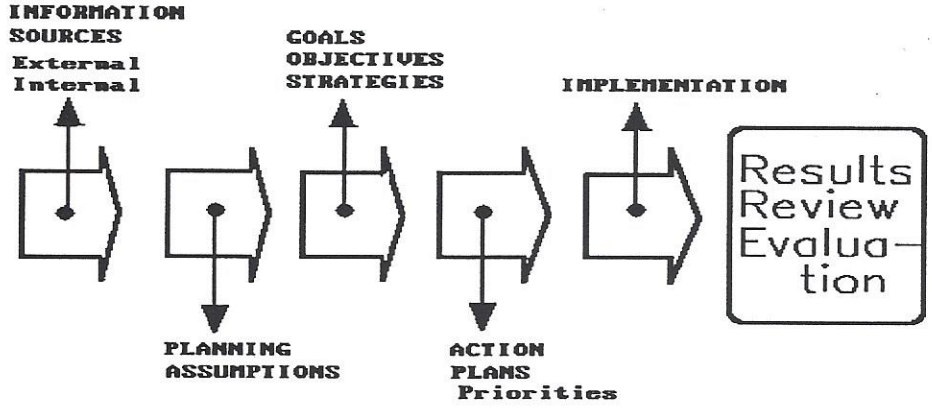
B. COMPONENTS OF PLANNING

1. Vision

ENHANCING YOUR VISION

1. Think first about your post.
2. Determine what God wants.
3. Write a paragraph on how God has used you so far.
4. Write a paragraph describing your vision.
5. Test your assumptions with others.
6. Use mental rehearsal.
7. Pray specifically about your goals.

2. Analysis
3. Assumption
4. Strategy



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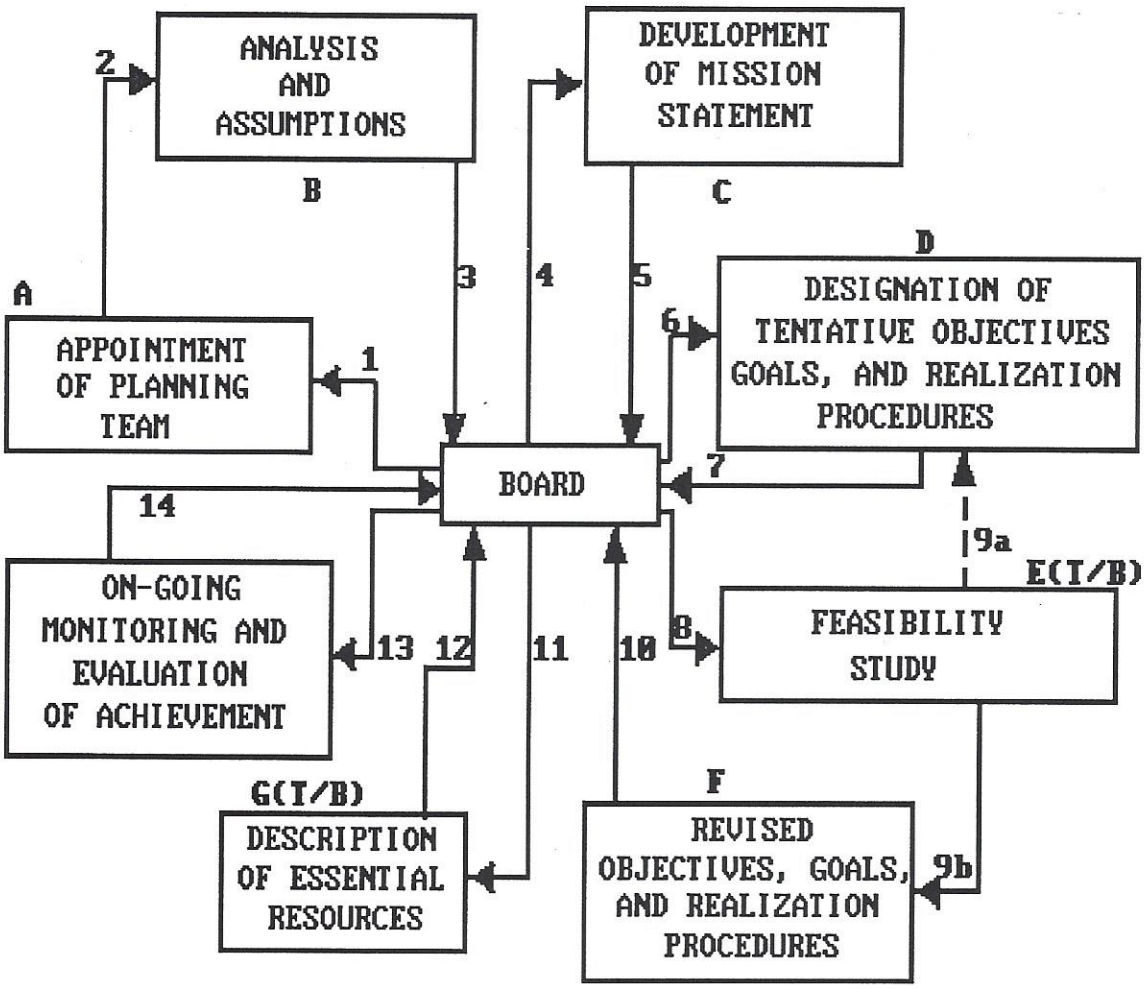
C. PICKING PROPER PLANNING PEOPLE

1. People who stay with an assignment
2. People who attend meetings
3. People who represent the full constituency
4. People who are optimistic and positive
5. People who can speak and hear candid viewpoints without getting upset

D. QUESTIONS ON PLANNING MODELS

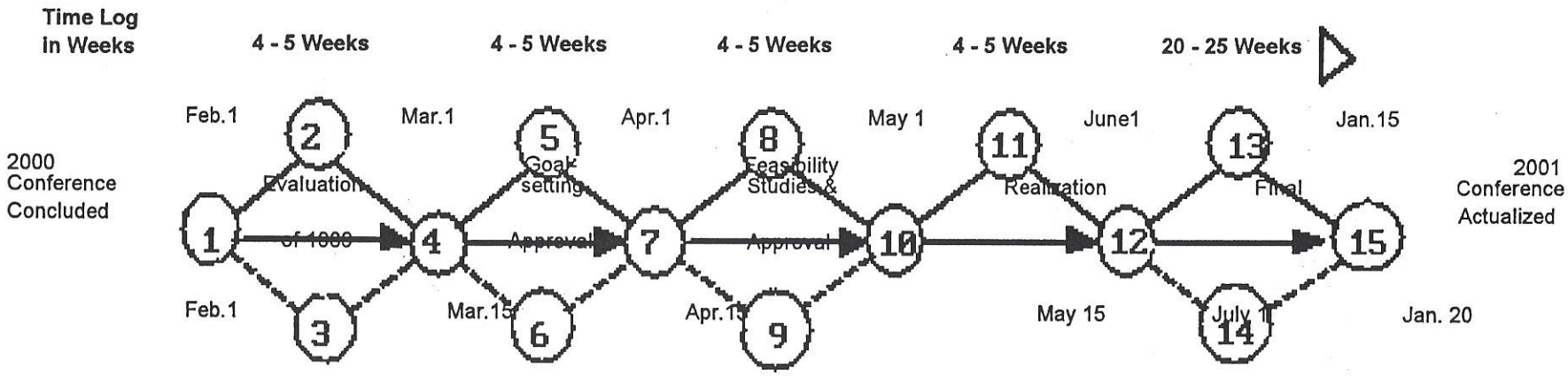
1. Annual Planning Cycle



2. PERT = **Program Evaluation and Review Technique**

Task = Local Church Missionary Conference: Target = January 28-31, 1990

PERT CHART SHOWS "PUBLISHED" AND ABSOLUTE TIME SCHEDULE



(1) Chairman Elected for 1990
(2) Committee Evaluates 1989
(3) Session Receives & Approves Evaluation
(4) Chairman Prepares Agenda for First Planning Meeting
(5) Committee Sets Tentative Goals for 1990
(6) Session Approves Goals
(7) Chairman Review, Revises & Calls Second Planning Meeting
(8) Committee Discusses & Proposes Feasibility in Detail
(9) Session Approves Feasibility
(10) Chairman Sets Machinery in Motion to Realize Details
(11) Third Planning Meeting – Tasks Assigned
(12) Chairman Controls Progress & Receives Information
(13) Committee Reports in Collective Session
(14) Session Briefed on Details–No Approval Needed
(15) Chairman Prepared to Lead Conference.

① = Tasks

V = Correction/Balance Planning Group – Session

Λ = Main Planning Group – Missions Committee

→ = Main Planning Network led by Missions Committee Chairman

3. Five-Year Planning Sheet

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Example

FIVE-YEAR PLANNING SHEET

2000-2005

AREA OF PLANNING/GOAL-SETTING_____

OBJECTIVE A: TO _____

_____

GOAL #1 THROUGH _____

_____

Implementation Steps:

a. We will...

b.

c.

GOAL #2 _____

_____

Implementation Steps:

a.

b.

c.

OBJECTIVE B: _____

_____

GOAL #1 _____

_____

Implementation Steps:

a.

b.

c.

GOAL #2 _____

_____

Implementation Steps:

a.

b.

c.

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4. Annual Planning Outline

ANNUAL PLANNING OUTLINE

MINISTRY: WORSHIP

OBJECTIVE

I. To increase the congregation's understanding of biblical worship.

GOALS:

A. Through preaching on worship passages.

B. Through explaining worship behaviour.

C. Through singing worship songs.

ACTION STEPS:

("We will") 1. By selecting at least two worship hymns in each service.

2. By providing explanation of each hymn's doctrine.

3. By reviewing the story behind the hymn.

OBJECTIVE

II. To increase the congregation's participation in worship.

GOALS:

A. Through designing various small group experiences.

B. Through inviting ideas and comments on our worship.

C. Through asking more people to share in leading worship.

ACTION STEPS:

("We will") 1. By reading Scripture.

2. By giving personal testimony.

3. By sharing music ministry.

(One each Sunday for 1, 2, 3.)

E. COMMON PITFALLS IN PLANNING

1. Failure to make the tough decisions
2. Sloppy data collection and analysis
3. Bureaucratic centralization
4. Failure to keep the constituents informed
5. Timidity – lack of vision

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Reflection Questions for Lesson 5

1. Do you agree or disagree that the question "Is God finished with me here?" must be answered before considering a new ministry position? Why or why not?

2. Briefly describe your ministry.

3. Planning sheet templates help lay out one's goals visually. Why is this method helpful and how have you planned "visually" in your ministry?

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