Workshop Guide



The Right ____ + The Right ___ + The Right ___ =

Maximum Fulfillment - Minimum Frustration

Together We Can Dream and Do!

Release The Vision In Your House

"Where there is no vision, the people perish."
Proverbs 29:18 (KJV)

WORKSHOP OBJECTIVES

INTRODUCTION

A healthy, thriving church, one that is alive with mission and a sense of vision, is a goal upon which all Christians can agree. Yet the path to that goal – and especially the first steps along the way – is often difficult to achieve. This workshop guide provides clear, practical guidance on how the pastor and congregation's leaders can move and motivate its members to hear and follow the Call to a deeper experience of mission and vision.

This hands-on helpful workshop booklet is primarily prepared for two reasons: To equip your church with a user-friendly process that will help you hear from the Lord so you can develop a clear and common vision for ministry in the days ahead (or refresh an existing vision); and to give you and your church some foundational principles to "release the vision in your house," which is a focus on where God wants to lead you and your fellowship in days to come.

OBJECTIVES

Upon completion of the workshop, participants will be able to:

- **Define** vision incorporating myths and realities
- **List** three components and several benefits of a vision highlighting the three vision domains in a field of operations.
- **Discuss** staff infection highlighting symptom, signs of illness, and treatment for resolving problems or staff ailments in your church or ministry.
- **Explain** a vision casting model, and identify its four components including reasons why vision is important.
- Compare and contrast seven differences between a mission and a vision.
- **List** three issues affecting the size of your vision including functions of a vision caster and significant others concluding with the source of your dream.
- **Understand** the contents of various vision statements including methods for developing the vision and three elements affecting the creditability of the visionary message.
- **Discuss** job descriptions and leadership training
- **Describe** an accountability plan and a ministry review guide designed for year-end or periodic evaluation of ministries and/or ministry leaders.
- **Explain** a process for creating a new ministry activity in the church.

DESIGNED FOR

- Pastors
- Organizational Leaders
- Lay leaders and congregation at large

ADMINISTRATIVE DETAILS

Open for Discuss

WORKSHOP STRUCTURE

METHODOLOGY

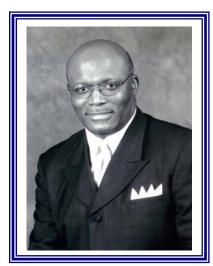
Lecture/Discussion

WORKSHOP PRESENTER

Introducing Robert Robinson

Robert Robinson is an ordained Church of God in Christ minister with 28 years in active service. He accepted his call to the Gospel Ministry under the late Bishop O. M. Kelly while living in New York. He is the pastor of Temple of Restoration Church of God in Christ in Little Rock, Arkansas. He is an Administrative Assistant to the Bishop Donne L. Lindsey, Prelate for the Second Jurisdiction of Arkansas, Church of God in Christ, Inc.

Robert Robinson is also employed with the Little Rock School District where he serves as Director of Recruitment and Equal Employment Opportunity for more than 19 years.



ROBERT ROBINSON is sought after as a revivalist, educator, conference speaker, lecturer in churches, and colleges/universities across the country.

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Revolutionizing Thoughts

Powerful Secrets for Discovering Your Purpose

1.	How do yousomeone's? Give nim another
2.	God planned you, and nobody else can be you.
3.	Your will always be big enough to require a
4.	Your for the anointing on will increase the power of your own
5.	God will never sustain what he has not Your anointing must be birthed.
6.	If you have not emptied and maximized your life into the, you are unqualified to
	enter your
7.	Whoever has the ability to keep your attention has mastered you. You cannot go to the
	place with the people. You can keep whatever is a part of your destiny.
8.	You will not receive an understanding of your entire assignment during
9.	It is critical that you see pictures and avoid photographs.
10.	photographs destroy good people pictures can correct damaged people.
11.	When Satan keeps showing you the same of yesterday's failures, it is only
	an indication that he is
12.	Anything in you will become under the anointing.

Vision Defined

You might define vision as foresight with insight based on hindsight.

Vision for ministry is a reflection of what God wants to accomplish through you to build His kingdom.

MYTH 1

Vision should be the result of a consensus among the church's key leaders regarding future activity by the church.
REALITY
Vision is not the of consensus; it should result in
MYTH 2
Vision and mission are synonymous.
REALITY
While relates to specific actions, relates to general approaches
to action.
MYTH 3
The goal of vision for church ministry is numerical growth.
REALITY
The absolute goal of vision for ministry is to glorify God.
MYTH 4
As long as the senior pastor has a sense of vision, it doesn't matter whether the people really know or understand it. They will be swept along by the force of the vision, regardless.
REALITY Vision has no force, power or impact unless it spreads from the visionary to the
MVTI -

The best way to capture vision for ministry is to copy the vision articulated by another respected leader.

REALITY

The leader who takes a "me too" approach in defining vision is neither operating on the power of God's leading no demonstrating a capacity for authentic leadership.

MYTH 6

Because vision is imparted by God to the pastor, other people have no role in the development of vision, only in its implementation.

REALITY

Other godly individuals are needed as a sounding board to evaluate the vision at various points in its development.

MYTH 7

It is reasonable to expect a denomination to dictate the vision for ministry to each of its member churches, leaving the development of strategy and implementation up to the church's creative process.

REALITY

If a vision for individual churches is mandated from the denominational level, it assumes that the pastor of the church is not a leader but simply a ______.

If you wish to grasp God's vision for ministry, plan to make an investment in the process.

Components of Vision

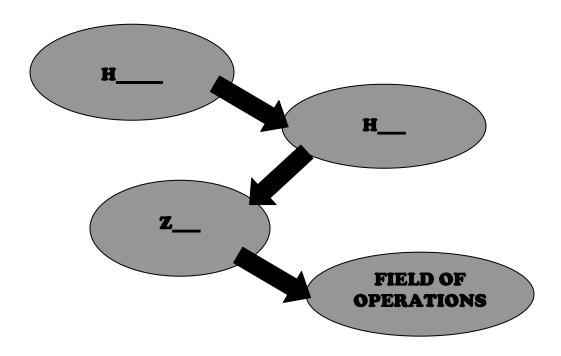
Componen	t 1:
Componen	t 2:
Componen	t 3:
Componen	t 4:
	The Power of Vision
There are	benefits:
Benefit 1:	
Benefit 2:	
Benefit 3:	Direction and Purpose
Benefit 4:	Increased Interest and Commitment
Benefit 5:	Acceptable Change
Benefit 6:	
Benefit 7:	Openness
Benefit 8:	
Benefit 9:	Efficiency and Productivity

Vision Domains: We are about to embark on a journey!

You are Part of Something Big

So you are invited to be part of a Ministry!

The Big Picture



Vision and Staff InfectionResolving Problems in Your Ministry

As a leader, you have the responsibility to overcome the inhibitors of God's vision. You will face stiff opposition or infiltration of ministry staff ailments from Satan as you seek to comprehend the vision that God has designed for your ministry. However, there are some great antibiotics to administer when you run into complicated situations with your staff. The prognosis of your staff infection is to be taken seriously, and the recommended prescriptions could save your life and ministry.

The following outline will diagnose and prescribe treatment for a variety of staff illnesses. Please remember that while similarities may exist, no two situations are exactly alike.

Stafi	f Illness 1:		
	otom – widespread inability to		
Signs	of Illness		
1.	Recurring inability to make decisions		
2.	Too much attention to the decision-making process and how people feel about		
	themselves, the team, and the leader.		
3.	to convey to the staff when decisions are made or decisions so		
	frequently that the staff gets discouraged.		
4.	Frequent retreating from due to and		
Treat	ement		
1.	Begin by giving staff members the benefit of the doubt assuming that they have not been taught how to make effective decisions.		
2.	Analyzing the culture of your organization may prove insightful when treating this illness.		
3.	Provide spiritual counsel to staff members who suffer from this paralysis.		
4.	. Help staff members understand the meaning of consensus.		
5.	Model and promote healthy conflict.		
6.	Sometimes staff members suffer from this disease because they are in the		
	position and need to be within your organization or to organization.		
7.	At times this inability to make decisions may be deeply seated in the psyche of the staff member, requiring professional counseling.		

Sym	ptom – an extravagant taste for the spectacular and most expensive.			
Sign	s of Illness			
1.	Extravagant taste for the spectacular and most expensive.			
2.	Increased demands for a larger percentage of the church budget.			
3.	Myopic understanding of the importance of one's ministry.			
	Total denial of the problem.			
5.	Failure to meet budgetary parameters, often caused by a lack of training or giftedness.			
6.	Preferential treatment and accountability.			
Trea	tment			
1.	First, accurately discern where this ministry area fits into the overall scheme and mission			
	of the church.			
2.	Asses the of treating this illness.			
3.	Listen carefully.			
4.	Consider the value of including a trusted third party in the discussions			
5.	When meeting with the staff person for the first time, briefly explain the problem as you			
	understand it; then ask the staff person to analyze the problem and its causes from his or her perspective.			
6.	Be ready to ask but not questions about certain expenses.			
	7. Evaluate other methods that might be suitable to fund the event.			
8.	8. Keep the staff member responsible for developing and implementing appropriate			
	solutions.			
9.	all meetings and agreed-upon strategies, sending copies to the staff			
	member and asking if your notes accurately reflect his or her understanding of the			
	meetings.			

Staff Illness 3:

Symptom – "ownership" of a specific church program

Signs of Illness

- 1. Volunteers bail out
- 2. Decreasing attendance
- 3. Lack of participation by the unchurched community
- 4. General sense of tiredness
- 5. Unbending leadership

Treatment

- 1. Respectfully evaluate ministries, personnel, and those being served by ministries with criteria for effectiveness you've established in advance.
- 2. The most important evaluation may take place as you analyze yourself.
- 3. If you determine that the leader can change, meet with him or her in a comfortable setting.
- 4. If you make the determination that you must replace the leader, an honest confrontation in your office is essential. Before this can take place, you must make sure that the timing is correct; all documentation is in place; appropriate pastoral staff and elders have been informed and are in agreement, if necessary; you've thoroughly evaluated the fallout; you are prepared to handle this in a loving and yet professional manner; you decided whether you should invite a trusted third party to participate in the confrontation; you thank this leader in an appropriate way.

Staf	f Illness 4:	
Sym	ptom – a firm belief that "I"	
Signs	s of Illness	
1.	Good-hearted dinosaurs locked in memories of a past, nonexistent, golden ag	ge.
2.	Operating before brain is	
3.		
4.	Hidden insecurities	
5.	The sin of pride	

Treatment

- 1. Generally, a subtle, low-key approach to this illness is better than a direct assault.
- 2. Design an approach suited to the situation.
- 3. Coaching and positive affirmation are the best places to start, if possible.
- 4. Mean-spirited forms of this illness require a direct approach.
- 5. Remember the underdog syndrome others will rally to defend someone they think has been treated poorly.
- 6. When dealing with pride, try to center the conversation on appropriate and inappropriate behavior, not the pride.

Staff Illness 5:	
Symptom – it's gotta be new to be good.	

Signs of Illness

- 1. Addiction to the latest, greatest idea or the flavor-of-the-month club.
- 2. Lacking experience or maturity.
- 3. Needing to reject the past to differentiate oneself.
- 4. Addicted to change for change's sake.

Treatment

- 1. The single most important approach in treating this illness is developing a biblically sound and wise strategic framework to guide the work of your institution.
- 2. If this illness occurs because senior leaders have created a culture that stifles the creativity of the innovators on staff, break that cycle.
- 3. When working with an individual staff member suffering from this disease, offer personal coaching or assist the staff member in recruiting another trusted person to provide coaching.
- 4. If necessary, help the person with this problem find a better placement within your organization or with another one.
- 5. Another option when treating this malady is to help the person find other outlets for his or her need to innovate or discuss the latest ideas.
- 6. Try not to blur together the professional relationships of reporting or serving by becoming someone's counselor.

Staff Illness 6:	

Symptom – a belief in reaching people for Christ through outrageous activities.

Signs of Illness

- 1. Passionate dedication to reach people for Christ.
- 2. Inability to see how one's actions can negatively affect others especially when done for a good cause.
- 3. Lack of wisdom and unwillingness to listen or seek advice.
- 4. An abnormal desire to prove one's ability or value.

Treatment

- 1. First, you must diagnose the form of high blood pressure you're encountering.
- 2. When treating inexperienced youthfulness, remember your own early years.
- 3. Sometimes when treating inexperienced youthfulness, allowing the staff members to face the full consequences of their actions can prove beneficial.
- 4. If attempts to coach have failed and you suspect rebellion, stubbornness, or arrogance as the causes of the disease, design a more direct approach.
- 5. When identifying the possible cause of this illness, don't confuse stubbornness with determination.
- 6. When attempting to remedy insecurity resulting from an abnormal need for affirmation and recognition, try to provide wise, biblical, and pastoral advice, if requested.

Sym	r iiiness 7: otom – i	is passed of as "			
Signs	of Illness				
1.	Improper disclosure of inf	formation when	for		
			ack to you through another person.		
			to you in form.		
	Receiving consistent feedback from numerous other staff members that "so-and-so can't be trusted" or "you should be careful when talking to so-and-so.				
5.	Discovering that vitally no of how their information r		g withheld because people are fearful		
Treat	tment				
1.	The first step in silencing	staff gossip requires	•		
2.	2. Build an open and trusting environment where information, analysis, and free-flowing ideas can emerge.				
3.	If you have a solid relation caring friend and have an	-	cted gossip, approach him or her as a ersation.		
4.	. Once identified, that person needs to be confronted as soon as you can adequately prepare to do so.				
5.	If you suspect a person but aren't sure or don't have good documentation, try a more indirect but clear approach.				
6.	When certain of the source indisputable evidence.	ce, proceed once you have	documented objective and		
7.	If the offending party deni	ies the truth or blames oth	ners, restate the proof.		
Staf	F Illness 8:				

Signs of Illness

- 1. Repeated tardiness to meetings or other scheduled events, accompanied by last-minute, dramatic entrances.
- 2. Habitual inability to complete assignments on time, or presenting unfinished projects on the due date.
- 3. Convoluted excuses that grow in intensity and complexity.
- 4. Repeated irresponsibility accompanied by an inviting, engaging personality or an unusually strong public talent (e.g., vocal performance, musician, etc)
- 5. Responding to confrontation with robust defensiveness, a refusal to stay on topic, an attempt to make the confronter defensive, or blaming others.

Treatment

- 1. Confront the person who exhibits signs of chronic lateness.
- 2. Start all your meetings promptly and end promptly if stated in advance of the scheduled meeting.
- 3. Give the staff member the benefit of the doubt, choosing to believe that no previous leaders have taken the time to tech him or her how to be responsible.
- 4. Find a mentor for this person.
- 5. Suggest professional counseling.
- 6. Place an assistant to take responsibility for organizing the ministry for an ill staff member if the staff member is indispensable to the organization and is willing to improve.

<u>Staff</u>	Illness	9: N	larc	issism

Symptom – what do you do when you are the _____?

Signs of Illness

- 1. When all decision making centers around you or in your office.
- 2. Impatience or a lack of ability to listen to others.
- 3. Delegating without giving proper authority or with too many limits.
- 4. Thinking you are entitled to preferential treatment because of your role.
- 5. Feeling threatened or intimidated by other talented staff.
- 6. Needing to be the best and the brightest in the room.

Treatment

- 1. Embrace the reality of this infirmity.
- 2. Practice preventive approaches.
- 3. Define acceptable parameters for decision making and authority.
- 4. Ask staff members to bring possible solutions, not just problems when seeking your help in making a decision.
- 5. Celebrate both good and not-so-good decisions.
- 6. Think through the task or project you are delegating, and discuss in advance expectations for feedback and a range of possible solutions.

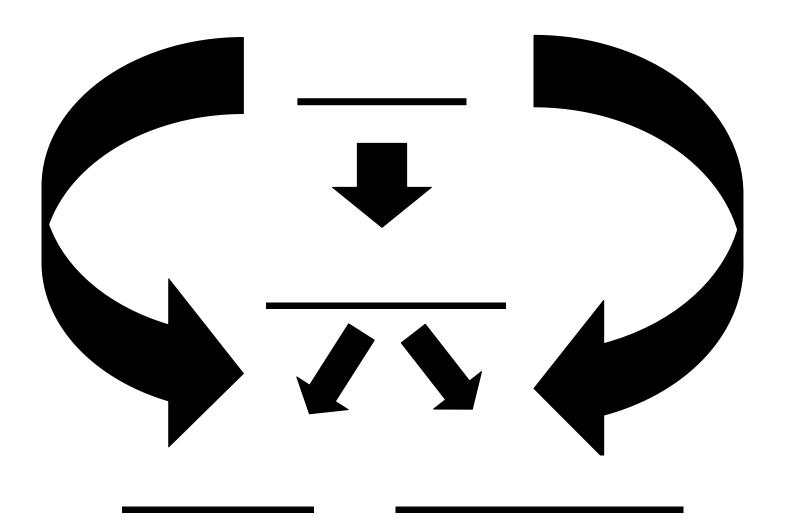
	f Illness 10:		
Symį	ptom – when the	and the	team are out of sync.
Signs	s of Illness		
1.	Us-versus-them mental	ity	
2.	Miscommunication		
3.			

- 4. Overly cautious, protective, or mistrusting
- 5. Inabilities to identify, effectively discuss, and resolve the real issues.
- 6. Lack of forgiveness

Treatment

- 1. Do your best not to feed the monstrous downward spiral of conflict.
- 2. Decide to seek and grant forgiveness.
- 3. Someone has to decide to "become like Jesus," but it is best when both parties assume this posture.
- 4. Work to avoid miscommunication.
- 5. Work to understand the real issues.
- 6. Try to remove yourself from the power struggle.
- 7. Find ways to rebuild trust.
- 8. Remember the differences between healthy and unhealthy conflict.

Vision Casting



Ten Reasons Why Vision Is Important

- 1. Clarifies _____
- 2. Invites _____
- 3. Facilitates _____
- 4. Enhances leadership
- 5. Prompts passion
- 6. Fosters risk taking
- 7. Offers sustenance
- 8. Creates energy
- 9. Provides purpose
- 10. Motivates giving

Seven Differences Between a Mission and a Vision

Several terms, such as dream, goal, objective, purpose, and mission are used synonymously with vision, but they are not the same thing. The purpose of the mission is to inform people as to where the ministry is going. The purpose of the vision is to inspire them to get there. Note the differences between Mission and Vision listed below. In the space provided, indicate "M" on the line for mission and indicate "V" for vision.

1.		
	Statement	Snapshot
2.		
	Communication _	Planning
3.		
	Long	Short
4.		
	Informs	Inspires
5.		
	Seeing	Doing
6		
	Head	Heart
7		
	Art (Caught)	Science (Taught)

Three Issues That Affect the Size of Your Vision

1.	 	 	
2.	 	 	
3.			

The Functions of a Vision Caster

- Vision cultivator
- Vision communicator
- Vision clarifier

The Functions of Significant Others

•	
•	
\$	
•	

The Source of Your Dream

- Directly from God
- Indirectly through reading, listening, and other experiences

The Contents of Various Vision Statements

- The ministry's purpose
- ♦ The ministry's mission
- ♦ The ministry's values
- ♦ The ministry's strategy
- ♦ The ministry's people
- ♦ The ministry's location

Methods for Developing Your Vision

- Employ the general method
- Expand the mission statement
- Study other vision statements
- Dream big dreams

Who Casts the Vision?

- ♦ The primary leader
- The other leaders
- The followers

Three Elements Affecting the Creditability of the Visionary Message

- 1. The visionary leader's performance
- 2. The vision's content
- 3. The visionary leader's integrity

Job Descriptions and Leadership Training for Leaders targeting the local church

Job Descriptions and Your Church's Ministry

A variety of resources can help your congregation develop vision for ministry. For vision to become reality, though, it must be translated into an action plan, into goals and objectives that the congregation can accomplish. A leadership development system captures information about the congregation's goals and objectives, converting it into job ministry descriptions and job descriptions that can be used to link people and their gifts to those goals and objectives.

The intent of a job description – including the guide provided in this resource – is to suggest rather than to describe precisely what the organization wants the volunteer to accomplish. People can more responsibly accept a particular role or task when they understand what is involved, how this task relates to their own gifts or talents, and what precisely they are being asked to do.

When creating your own job descriptions, be sure to include these components:

Option 1	1. Title – names the position.
option 1	2involved – describes the tasks the person will
	actually perform.
	3 needed – outlines the knowledge, skills, and
	abilities needed to fulfill the position's responsibilities.
	4 commitment required (length of service expected and
	time required each week, month, quarter, or year)
	5 – lists the person or group to whom the leader will be
	accountable for his or her performance and clarifies who the volunteer can
	go to for help if there is a problem
	6 the leader will receive – specifics for the volunteer
	what he or she will receive as a result of volunteering. How will he or she
	S S S S S S S S S S S S S S S S S S S
	grow spiritually through this task? How will this responsibility stretch his or
	her gifts to new levels? How does it help him or her acquire new skills?
	7 to the congregation's larger purposes and
	vision – describes how this task fits into the broader purposes and
	ministries of the congregation. Tying a particular task to the congregation's
	mission statement keeps the focus on outcomes and accomplishments rather
	than on activities and processes.
	8 of support from the congregation – describes the
	training and education that will be provided, the supplies and resources that
	will be available, what additional expenses may be reimbursed, and other
	forms of support that the volunteer can depend on from the church, which is
	a covenant community.

SAMPLE JOB DESCRIPTION OUTLINE

Option 2 1. Title

- 2. Qualifications
- 3. The Primary Function
- 4. Duties and Responsibilities
- 5. Supervision Given
- 6. Supervision Received

Four Basic Tasks For Leadership Development

Systems for leadership development may vary from one congregation to another, depending on the congregation's size, ministry needs, and previous experiences with leadership. Nevertheless, vital congregations usually have systems that attend to four basic tasks:

<u>Task 1:</u>	Help people	
<u>Task 2:</u>	Intentionally link people and their to opports for ministry.	unities
<u>Task 3:</u>	Support leaders in the exercise of their gifts through training, orientation, mentoring, and accountability. Be sure to address the what, when, how, and where in in your training design.	
<u>Task 4:</u>	Affirm and recognize leaders for their contributions	

Training congregational leaders cannot be considered in isolation from the congregation's whole process of identifying, recruiting, training, deploying, and an affirming leaders. Wise congregational leaders work hard to see the big picture, to see how changes in one part of the missional system will affect other parts. They know that the challenges facing one part of the congregation cannot be solved by that part of the system alone. Solutions lie with the total system, not with any single part. Just as we give attention to job descriptions, we must also give attention to clear ministry descriptions as well. A sample ministry description is listed below:

- 1. Name of Ministry
- 2. Purpose Statement (30 words or less)
- 3. **Objectives** (clearly measurable and appropriate for a strategic plan of action)
- 4. Strategies and Activities aligned with the objectives including an appropriate implementation timeline
- 5. **Opportunity to serve** (highlight ways volunteer/members can become involved in the ministry. A brochure should be designed for each ministry highlighting the ministry's purpose, objectives, programs, and opportunity to serve, etc.

Check List for Leadership Development System

1.	The congregation is clear about its vision, values, and missions.
2.	Gifts, talents, abilities, and energies of members are continually uncovered and celebrated.
3.	Members responsible for leadership development have a common understanding of the nature and purpose of church leadership.
4.	Some group is responsible for matching people's gifts and talents with opportunities for ministry.
5.	The congregation has a system to track leadership potential and past service so that those responsible for leadership development can nurture fresh leadership and provide sabbatical opportunities experienced leaders.
6.	Leaders serve as coaches and mentors to other leaders.
7.	When members assume leadership responsibilities, they are provided with support, orientation, and training.
Q	I eaders are affirmed and thanked for their contributions

Accountability Plan

Church of God in Christ Ministry Review Guide

There shall be a mutual review of the total ministry in the framework of accountability in order to:

- Provide opportunity to assess how well they are fulfilling responsibilities to each other and to the ministry we share.
- Evaluate progress on the developmental tasks, and establish and adjust goals for the work of the ministry.
- Isolate areas of conflict of disappointment which they have not received adequate attention and may be adversely affecting mutual ministry.
- Plan healthy closure for the year-end ministry evaluation and prepare for the next year or reporting cycle.
- Clarify expectations of all parties to help put any future conflicts in manageable form.

A mutually agreed upon third party may be engaged to facilitate the mutual ministry review process.

Church of God in ChristMinistry Review Guide

Ministry

Purpose of this Seminar or Feedback Session:

- 1. To fulfill specific terms of the Ministry or Assignment
- 2. To gain a clearer picture of ministry
- 3. To gain a clearer picture of the ministry relationship among the leaders of the Church
- 4. To affirm ministries that are going well and flourishing, and to call attention to opportunities for further ministry development

Agenda Items

Opening acclamation through the Gospel

Introductions

	inti oudetions
<u>Item 1</u>	Review the and purpose of
	Indicate name of ministry
	 Reflect on the mission/purpose statement, its clarity, and whether it remains viable
<u>Item 2</u>	Review and
	 Are they well known, clear, and is there consensus about them
	• In general terms, how well have these been fulfilled, what challenges and opportunities remain? If things did not go as well as desired, what/who got in the way? What/who contributed to the things that went well?
Item 3	and current
	• Using the listing provided, look at each ministry with the basic questions of what went well and why and what did not go well and why
	 Do these ministries reflect and support the mission statement, goals and objectives?
	• Where are the "holes" in relationship to the mission statement, goals and objectives?

<u>Item 4</u> Review and assess the fulfillment of _

- Are responsibilities clearly delineated?
- What responsibilities are being fulfilled, and what responsibilities are "falling through the cracks"?

<u>Item 5</u> Review what conflicts and disappointments that can be identified

- Identify conflicts and disappointments
- Identify the roots of the conflict or disappointments
- Work on a plan to address these conflicts and disappointments

Item 6 Clarify Expectations

- What expectations seem unclear?
- Work on a plan to clarify and gain consensus

Closure

- What needs follow-up, and by who?
- Who has already agreed to do what?
- What issues have surfaced that bear greater attention?

Outline for Creating a New Ministry Activity

Write the Proposal

The person proposing the ministry opportunity submits a short written proposal to the appropriate team or committee. It should include:

- The purpose of the ministry and for whom it is intended (the target audience)
- How it aligns with the congregation's values, mission, and vision
- What benefits the congregation will derive from the proposed ministry
- How it will be implemented and by whom
- What resources will be required, and an estimate of the costs involved
- What the anticipated time frame is for this ministry

Evaluate the Proposal

Empower the Project Leader

Monitor the Project