

Strategic Plan

Example Church

anthonyhilder.com



Date of Assessment



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Introduction

This report is the summary of three days consulting in June 2018 with the leadership team of Example Church. The purpose of the consulting was to develop a strategic plan for moving forwards.

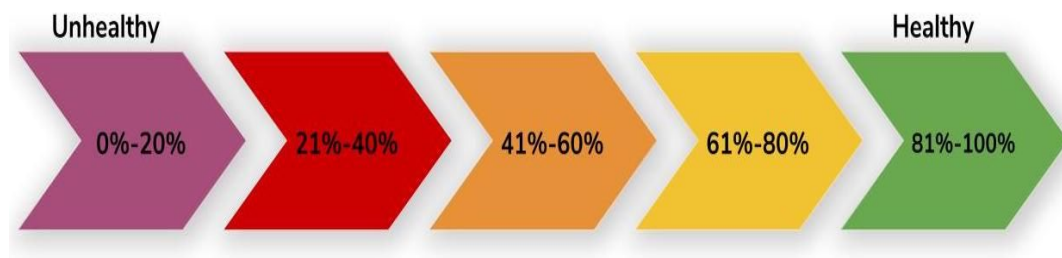
The report has two parts. Part I focuses on Example Church and its current church health. Part II is strategic recommendations for the future of Example Church based on the findings of the church health assessment, and the resultant conversations with the leadership team.

Part I - Current Analysis: Example Church

Church Health Assessment

These assessment results provide information useful in identifying and increasing the health of Example Church. They will show you current areas of strength and weakness and give information enabling you to address the issues affecting health, leading to a church that increases its influence and impact in the ministry areas God has called you.

The results in this report are generated from an assessment taken by the leadership team, who were asked to rate their level of agreement to approximately 150 statements grouped around ten different areas of church life. Results are presented as a health score percentage for that area.



The findings are intended to kickstart conversations. I would recommend that as a team, you review this report before inviting an honest dialogue aimed at agreeing the next steps you will take to improve the health of your church.

Church Health Explained

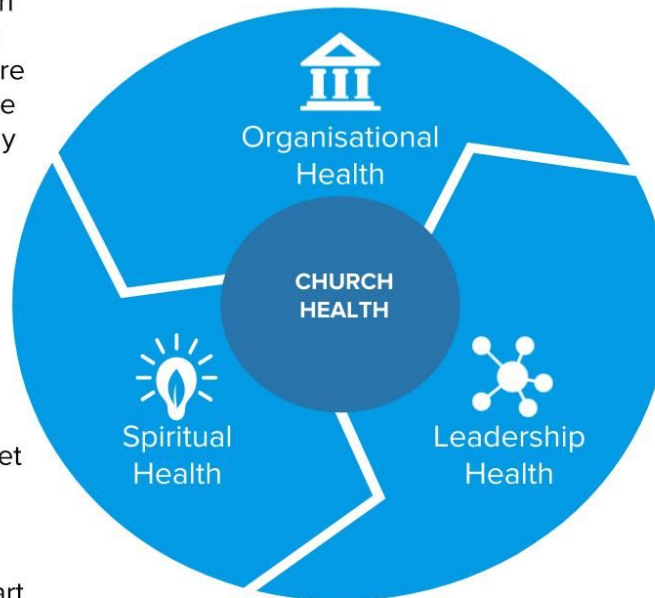
Church Health¹ can be assessed by looking at fifteen areas. These fifteen areas are organised together into three groupings of five areas. These three groupings are:

Organisational Health

- Apostolic Mission
- Prophetic Vision
- Intentional Culture
- Organic Structure
- Dynamic Strategy

Spiritual Health

- Reforming Mindset
- Encounter Atmosphere
- Outreach Focus
- Shepherding Heart
- Training Environment



Leadership Health

- Discipleship Pathway
- Community Clarity
- Member Engagement
- Administrative Excellence
- Leadership Effectiveness

Organisational Health: the measure of the churches organisational focus on a clear apostolic purpose. It answers the question ‘how aligned are we towards a successful mission?’

Spiritual Health: the measure of the church's internal and external ministry strength, using the fivefold ministry expressions given to the church by Jesus that are listed in Ephesians 4. It answers the question ‘how successfully are we manifesting the heart of Jesus?’

Leadership Health: the measure of the church's leadership efficiency, in how it has developed five key factors that could be growth engines for the church - or potential caps to its development. It answers the question ‘how ready are we for success?’

These three scores together give us the overall **Church Health**, which answers the question ‘how healthy are we as a church?’

¹ <https://anthonyhilder.com/healthy-church/>

Executive Summary

Your overall church health rating is:

Church Health: *how healthy are we as a church?*



Your Church Health rating is calculated from the following three scores:

Organisational Health: *how aligned are we towards a successful mission?*



Spiritual Health: *how successfully are we manifesting the heart of Jesus?*



Leadership Health: *how ready are we for success?*



Example Church suffers from a lack of organisational alignment, most clearly seen in the absence of a clear mission, vision and values.

Spiritually, it has strong prophetic and teaching cultures but is weak in its impact on the community it is in, and the unsaved individuals within that community. The church currently seems in tension, stuck trying to move away from a pastor-teacher centered model of church, and unable to fully move into an apostolic kingdom-focused model.

From a leadership perspective, my concern would be the administrative systems of the church which currently work against the purpose of the church.

Health Comparison

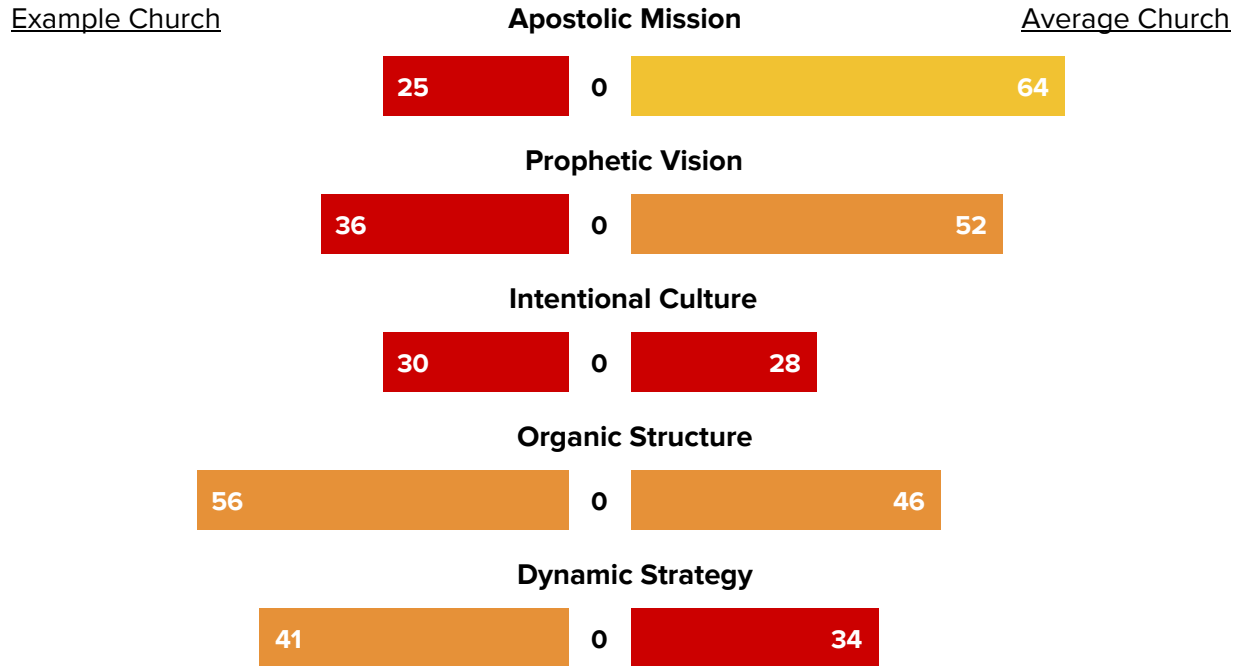
The following tables show the comparison between your church health area scores, and the average area health scores of churches I have worked with.²

Church Health Comparison

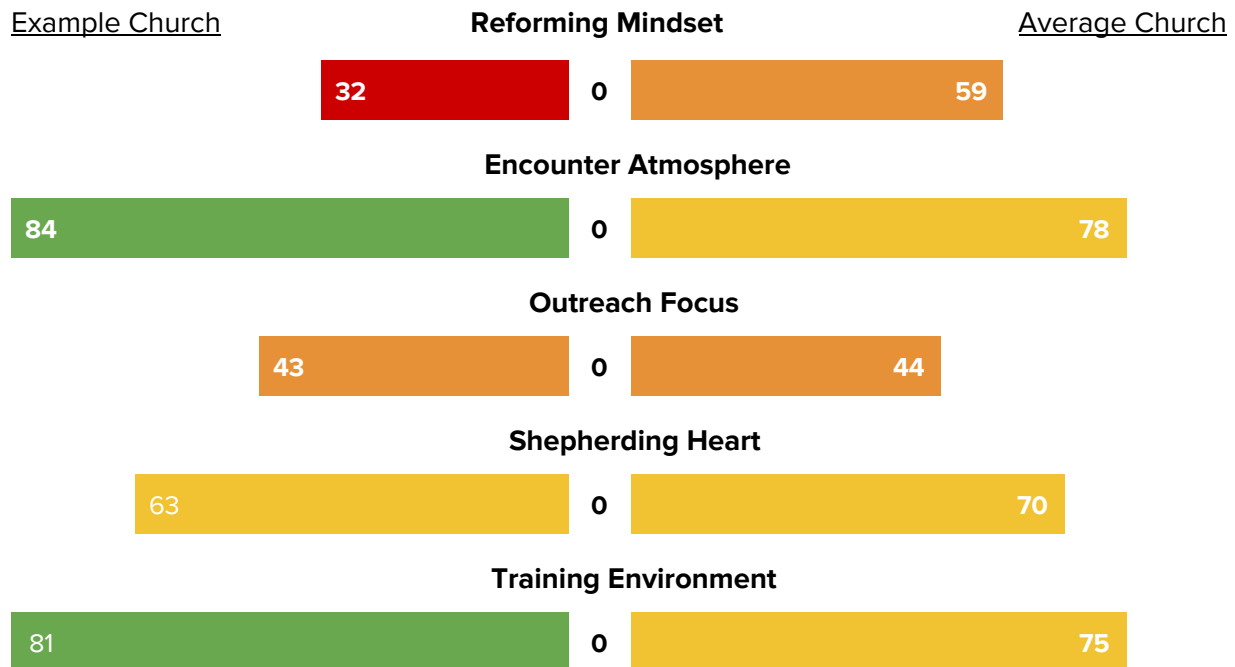


² Average church health scores taken from <https://anthonyhilder.com/church-health-trends/>

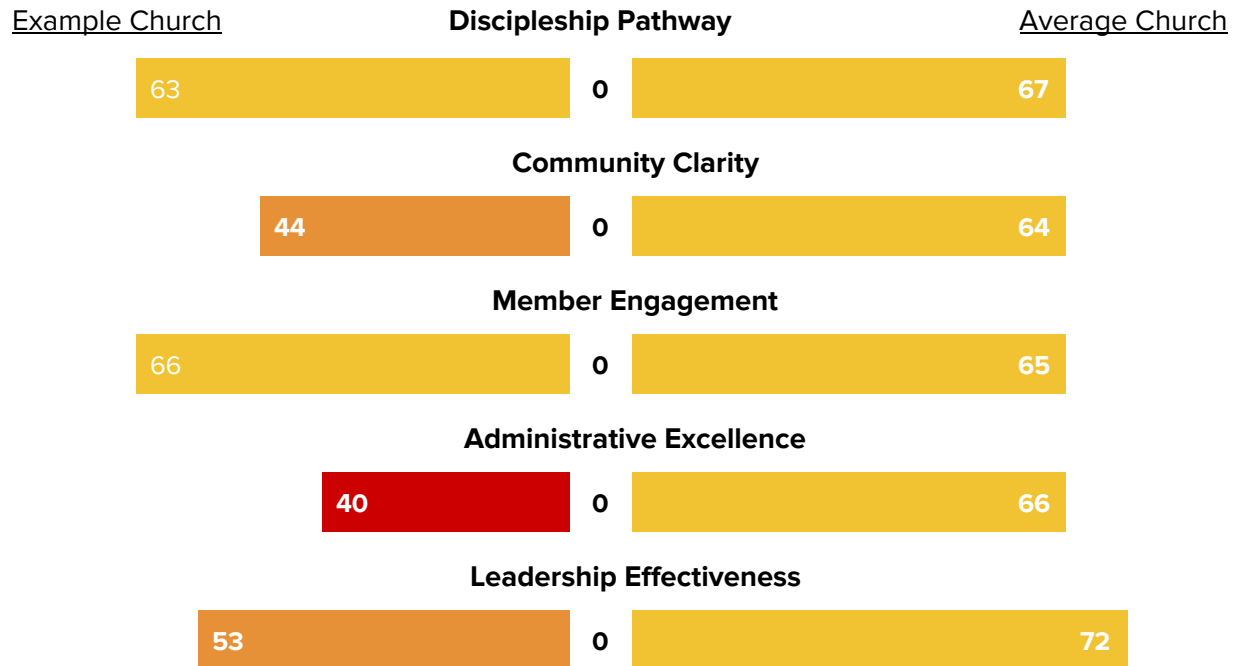
Organisational Health Comparison



Spiritual Health Comparison



Leadership Health Comparison



Organisational Health

Organisational Health is a measure of the church's organisational focus on a clear apostolic purpose. It answers the question 'how aligned are we towards a successful mission?' The first graph shows your overall organisational health score:

Organisational Health: *how aligned are we towards a successful mission?*



Organisational Health is calculated from the following five scores:

Apostolic Mission: *are we clear on what we need to do to see success?*



Prophetic Vision: *are we clear on what success looks like?*



Intentional Culture: *are we developing the beliefs needed to see success?*



Organic Structure: *are we building in a way that will help us see success?*



Dynamic Strategy: *do we have a clear and effective plan for success?*



Apostolic Mission Health

Apostolic Mission: *are we clear on what we need to do to see success?*



The organisation mission clarifies its reason for existence. A low score could mean time, resources and energy will be wasted on endeavours not part of what God has called the church to do.

Highest Scoring Areas:

I believe our members know why the church was originally founded.



I believe our members are clear on what the church's mission is.



Lowest Scoring Areas:

We have a clear and brief mission statement.



I believe our members are clear on what the church's mission is.



Prophetic Vision Health

Prophetic Vision: *are we clear on what success looks like?*



The organisation vision provides a goal for ministry. A low score could mean there is be no target to aim for, or guiding picture of what success looks like.

Highest Scoring Areas:

I believe our vision has been influenced by the major dreams and/or prophetic words over the church's future.



I believe there is a strategy in place to act upon the major dreams and/or prophetic words over the church's future.



Lowest Scoring Areas:

We have a clear vision statement that someone outside the church could understand.



I believe the vision guides every ministry and program in the church.



Intentional Culture Health

Intentional Culture: *are we developing the beliefs needed to see success?*



The organisation culture reveals its corporate thinking. A low score could mean beliefs, preferences, attitudes and behaviours exist that may be counter-productive to the vision.

Highest Scoring Areas:

I believe there is a plan in place to develop parts of the culture we need more of.



I believe there is a plan in place for each core value to ensure it isn't just believed, but is also lived out.



Lowest Scoring Areas:

I believe the core values make a difference to how we do things.



I believe the core values influence how every ministry and program in the church works.



Organic Structure Health

Organic Structure: *are we building in a way that will help us see success?*



The organisation structure shows the focus of its activity and people. A low score could mean an inability to fully maximise the available resources, or that the organisation is process, people or structure-led instead of vision-led.

Highest Scoring Areas:

I believe the Senior Leadership Team regularly meet together.



I believe the worship ministry in the church is healthy and effective, leading people to experience and encounter God.



Lowest Scoring Areas:

I believe the church rules and systems make it easier to get things done.



I believe our website and social media profiles are attractive, functional, informative, up to date and free of errors.



Dynamic Strategy Health

Dynamic Strategy: *do we have a clear and effective plan for success?*



The organisation strategy demonstrates its priorities and direction. A low score could mean there are no clear steps forward and no momentum to bring about change.

Highest Scoring Areas:

I believe our members are clear on the church objectives and targets for the next six months.



I believe that once agreed, our plans are decisive and do not constantly change.



Lowest Scoring Areas:

I believe the Senior Leadership Team use the vision to measure progress & define success.



I believe we set clear goals as a Senior Leadership Team.



Spiritual Health

Spiritual Health is the measure of the church's internal and external ministry strength, using the fivefold ministry expressions given to the church by Jesus that are listed in Ephesians 4. It answers the question 'how successfully are we manifesting the heart of Jesus?'

Spiritual Health: *how successfully are we manifesting the heart of Jesus?*



Spiritual Health is calculated from the following five scores:

Reforming Mindset: *are we impacting our world?*



Encounter Atmosphere: *are we helping people experience God?*



Outreach Focus: *are we presenting Jesus to those who don't know Him?*



Shepherding Heart: *are we caring for the people of God?*



Training Environment: *are we training people in the Truth?*



Reforming Mindset Health

Reforming Mindset: *are we impacting our world?*



We can define the apostolic ministry as ‘influencing and transforming the world we are in – locally, regionally or globally – with the values of Heaven’. A low score could mean the church has become irrelevant and detached from the community it is meant to serve, but also could begin making decisions for the benefit of its people, and not the people it is called to reach, risking increased church politics.

Highest Scoring Areas:

I believe we have clearly designated one person on the Senior Leadership Team to develop apostolic culture in the church.



I believe we identify, train and empower members with emerging apostolic influence.



Lowest Scoring Areas:

I believe that if our church suddenly closed down, the non-christian community around it would miss us.



I believe we are bringing positive influence and transformation to government and politics in our area.



Encounter Atmosphere Health

Encounter Atmosphere: *are we helping people experience God?*



We can define the prophetic ministry as 'connecting people to the Presence of God so they see, hear and feel Him for themselves'. A low score could mean the church has become a place of moralism, intellectualism or activism, without any true spirituality.

Highest Scoring Areas:

I believe during our times of worship, people encounter God.



I believe spiritual gifts and manifestations are common in the life of our church.



Lowest Scoring Areas:

I believe it is easy for our members to locate and receive healing prayer ministry.



I believe it is easy for our members to locate and receive specialist prophetic ministry.



Outreach Focus Health

Outreach Focus: *are we presenting Jesus to those who don't know Him?*



We can define the evangelistic ministry as 'revealing King Jesus to those who don't know Him, through words, works and wonders'. A low score could mean the church has become inwards-looking and self-serving.

Highest Scoring Areas:

Gospel appeals for salvation form regular parts of our public church gatherings.



I believe if a nonbeliever came to our service, they would understand what was going on.



Lowest Scoring Areas:

I believe we have clearly designated one person on the Senior Leadership Team to develop evangelistic culture in the church.



I believe we are aware of the needs of the local community and reach out to serve accordingly.



Shepherding Heart Health

Shepherding Heart: *are we caring for the people of God?*



We can define the pastoral ministry as 'cultivating Kingdom character and community through coaching, counseling, and care'. A low score could mean that people will not mature and grow the way they are intended to.

Highest Scoring Areas:

I believe our members have been taught or trained in pastoral skills in the previous twelve months.



I believe we are a friendly, hospitable community that welcomes newcomers.



Lowest Scoring Areas:

I believe we have clearly designated one person on the Senior Leadership Team to develop pastoral culture in the church.



I believe there are more people joining our church than there are people leaving it.



Training Environment Health

Training Environment: *are we training people in the Truth?*



We can define the teaching ministry as ‘communicating biblical truth through teaching and training to see transformation’. A low score could mean the church will either become a place of experientialism, or vulnerable to deceptive doctrine.

Highest Scoring Areas:

I believe our members value the Bible.



I believe the preaching and teaching in our church is biblical, practical, relevant and and inspiring.



Lowest Scoring Areas:

I believe we identify, train and empower individuals with emerging teaching gifts.



I believe our members are clear on what they can do to grow spiritually.



Leadership Health

Leadership Health is the measure of the church's leadership in developing five key factors that could be growth engines for the church - or potential caps to its development. It answers the question 'how ready are we for success?'

Leadership Health: *how ready are we for success?*



Leadership Health is calculated from the following five scores:

Discipleship Pathway: *how easy is it for people to grow?*



Community Clarity: *how clear are people on the church assignment?*



Member Engagement: *how passionate are the people about church life?*



Administrative Excellence: *how efficiently do we manage our resources?*



Leadership Effectiveness: *how effective is the current leadership structure?*



Discipleship Pathway Health

Discipleship Pathway: *how easy is it for people to grow?*



A discipleship pathway facilitates growth through a culture of service, leadership, training and opportunities for ministry. A low score could mean that there is no proactive system for members to connect with to locate opportunities for growth. This will impact how they develop spiritually.

Highest Scoring Areas:

I believe our members have been taught or trained in spiritual gifts in the previous twelve months.



I believe there are multiple opportunities of service and ministry for those who wish to get involved.



Lowest Scoring Areas:

I believe our members have been taught or trained in the core values in the previous twelve months.



I believe the church's core values are visible in the life of the church.



Community Clarity Health

Community Clarity: *how clear are people on the church assignment?*



Community Clarity ensures that the church people are clear on the mission, vision, values and plans of the church. A low score could mean members do not know what they are signing up for, giving into, or serving towards, and could stop. There is also an increased risk of disunity as other ideas are proposed or embraced.

Highest Scoring Areas:

I believe it is clear how, when and by whom decisions are made in the church.



I believe our members are clear on the church objectives and targets for the next six months.



Lowest Scoring Areas:

We have a clear vision statement that someone outside the church could understand.



I believe our members are clear on what our core values are.



Member Engagement Health

Member Engagement: *how passionate are the people about church life?*



Member Engagement measures the buy-in of members, as shown through their attendance, connection, involvement, serving and giving. A low score could mean the church does not have people excited about the church or its direction, and that there is an apathy or 'Sunday only' mentality.

Highest Scoring Areas:

I believe there are multiple opportunities of service and ministry for those who wish to get involved.



I believe most people in the church are excited about its future.



Lowest Scoring Areas:

I believe we have enough volunteers serving in ministry areas.



I believe we are effective in identifying, developing and empowering leaders according to their giftings.



Administrative Excellence Health

Administrative Excellence: *how efficiently do we manage our resources?*



Administrative Excellence measures of the efficiency of how well the church manages its resources, whether time, people or money. A low score could mean resources are being wasted or things are done in such a way that the work of ministry is hindered instead of helped.

Highest Scoring Areas:

I believe decisions can be made without the approval, involvement or permission of the Senior Leader.



I believe we regularly collect, review and act on feedback from events, meetings and ministries.



Lowest Scoring Areas:

I believe the Senior Leadership Team use the vision to measure progress & define success.



I believe the church rules and systems make it easier to get things done.



Leadership Effectiveness Health

Leadership Effectiveness: *how effective is the current leadership structure?*



Leadership Effectiveness measures the effectiveness of the leadership process - namely, the Senior Leadership Team and Ministry Leaders. A low score could mean the leading is inconsistent, unclear or ineffective, and the church mission will be less likely to succeed.

Highest Scoring Areas:

I believe the Senior Leadership Team regularly meet together.



I believe the Senior Leadership Team is open to new ideas and ways of doing things.



Lowest Scoring Areas:

I believe the Senior Leadership Team use the vision to measure progress & define success.



I believe the vision guides what we decide to do.



Areas of Strength

The ten highest scoring statements will give you a snapshot as to the strongest areas in the church.

I believe during our times of worship, people encounter God.



I believe the preaching and teaching in our church is biblical, practical, relevant and and inspiring.



I believe our members value the Bible.



I believe the Senior Leadership Team regularly meet together.



I believe finances are never a reason why we cannot do what we want to do.



I believe spiritual gifts and manifestations are common in the life of our church.



I believe our members have been taught or trained in spiritual gifts in the previous twelve months.



I believe the Senior Leader is not the only person managing leaders in the church.



I believe the Senior Leadership Team is open to new ideas and ways of doing things.



I believe there is a person or persons who oversee and speak into the life of the Senior Leader and the church regularly.



Areas of Weakness

The ten lowest scoring statements will give you a snapshot as to the weakest areas in the church.

We have a clear vision statement that someone outside the church could understand.

7

I believe the Senior Leadership Team use the vision to measure progress & define success.

7

We have a clear and brief mission statement.

13

I believe that if our church suddenly closed down, the non-christian community around it would miss us.

13

I believe we set clear goals as a Senior Leadership Team.

13

I believe our members are clear on what the church's vision is.

13

I believe the vision guides every ministry and program in the church.

13

I believe the core values make a difference to how we do things.

13

I believe our members are clear on what our core values are.

13

I believe we have clearly designated one person on the Senior Leadership Team to develop evangelistic culture in the church.

13

Health Assessment Conclusion

Organisationally, Example Church suffers from a lack of organisational alignment, most clearly seen in the absence of a clear mission, vision and values.

The creation of clear mission, vision and values statements, and communicating and discipling the church through them, would go a long way to bring alignment organisationally.³

Spiritually, Example Church has strong prophetic and teaching cultures but is weak in its impact on the community it is in, and the unsaved individuals within that community. The church currently seems in tension, stuck trying to move away from a pastor-teacher centered model of church, and unable to fully move into an apostolic kingdom-focused model.

A clear strategy in engaging with the needs of the local community, and a focus on the evangelistic ministry of the church, would begin to address these weaknesses.

From a **leadership** perspective, the administrative systems of the church currently work against the purpose of the church. The lead elder is fulfilling too many managerial and supervisory functions, and has a large number of responsibilities that prevent him from being able to fully function in his primary giftings and anointings.

My recommendation is the hiring of an Executive Pastor / C.O.O. to function as a 'chief of staff', assuming all managerial and supervisory responsibilities of non-ministry staff, and overseeing the legal, financial and governance side of the church. They should report to the Senior Leader and be considered part of the senior leadership team, in order to be able to influence and be influenced by the leadership team.

³ <https://anthonyhilder.com/organisational-alignment/>

Part II - Strategic Plan: Example Church

End of Sample

This is a sample Strategic Plan. The full Assessment would include a personalised strategy for your church, including:

- A summary plan for each of the fifteen key areas of church health.
- Detailed breakdown of outcomes and recommendations for your church's organisational health, spiritual health and leadership health.
- A prioritised action plan, to guide you with next steps and help identify what to do and in what order.

If you would like to talk to me about this Assessment, or others I offer, you can contact me on anthony@anthonyhilder.com.



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