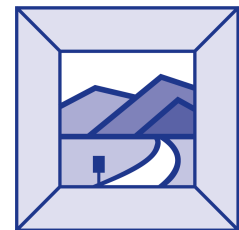
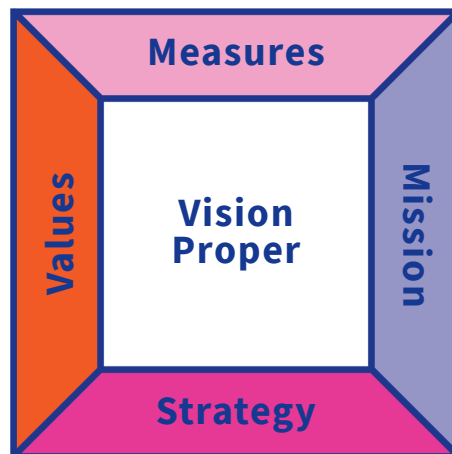
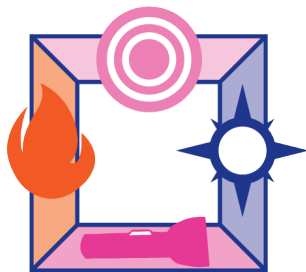




VISION FRAME OVERVIEW

The Five Irreducible Questions of Leadership

Frame Component	Icon	Irreducible Question of Leadership	Missional Reorientation
Mission		What are we doing?	mMandate
Values		Why are we doing it?	mMotives
Strategy		How are we doing it?	mMap
Measures		When are we successful?	mMarks
Vision Proper		Where is God taking us?	mMountaintop + Milestones





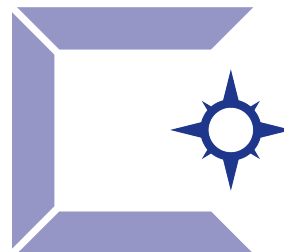
MISSION - THE WHAT

Mission Defined

The mission is the **guiding compass** of the church. The mission answers the question, “What are we ultimately supposed to be doing?” It makes the overall direction of the church unquestionable and points everyone in that direction. The mission is also like a golden thread that weaves through every activity of the church. Therefore, it brings greater meaning to the most menial functions of ministry. The mission is the gateway to all clarity. It’s the first place someone “walks into the Upper Room.” If we don’t get mission we don’t get anything on the Vision Frame.

The mission is not external language like a tagline or a catchy phrase used to “hook” people into liking or joining the church. Rather it is an internal expression that will rally membership around the single, big idea. Simply put, it is the Great Commission re-articulated for the church’s unique time and place.

The average guy, Joe, will encounter the mission first by hearing it everywhere by many different people. So we say that mission is “**what Joe hears**” at the church.



**Mission Icon
as a Compass**

Mission Reminders

- Aim for clear, concise, compelling, catalytic and contextual then be sure to close Satan’s loophole with the 6th “C” of “counter-positioning”
- Counter-positioning means that the articulated mission doesn’t allow a “program church” model to be interpreted or reinforced when the mission is shared.
- Remind people that the church exists for those outside of it
- Mission is “billboard marketing” but “military mission;” its internal only
- Promote “be the church” not “go to church”
- The mission must clarify that the church is a “people force” in the community every day not just a place someone goes a few times a week.
- Does the language of mission necessarily illuminate it as a “daily team sport” or the church?
- Create the big world of ministry with the best, few words
- Words create worlds; everything you have to say starts with mission

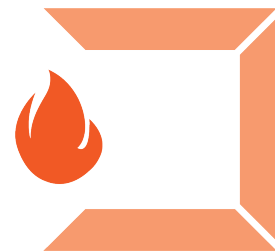


VALUES - THE WHY

Values Defined

Values are the **motivational flame** of the church. They are the shared convictions that guide your actions and reveal your strengths. Values answer, “Why do we do what we do at our church?” They are springboards for daily action and filters for decision-making. Values represent the conscience of the organization. They distinguish your philosophy of ministry and shape your culture and ethos. When values are working, the family knows the “house rules” and a leader ought not fret that everyone is not a fit, especially elders, board, or staff.

While values are a leadership tool like the mission, they are not expressed verbally everywhere and all the time. Therefore, people coming to church will encounter the atmosphere that is shaped by values before they hear the values themselves. Ideally, values will define the experience for an attender before they are a conscious thought. Values are “**what Joe feels**” at the church.



Values Icon
as a Flame

Values Reminders

- Anchor your values in reality (actual vs. aspirational is 3:1)
- Consider not “what we do” but “what characterizes everything we do”
- Remember “a river without banks is just a large puddle”
- Avoid ideas of individual spiritual growth and think “organizational glue”
- Do the organizational “checkbook test” - prove the value with church finances
- Capture uniqueness and personality, be distinct
- Think essence not event
- Are values clear enough that you could fire a volunteer based on them?
- If you were to plant a campus on the moon, who would be the best seven lay people to board the space shuttle? These people carry your values.
- When you go home at the end of the day, the church values are not operational; they are how you make church decisions together.
- Articulate at four levels: name, definition, “demonstrated by” statements, and scriptural support



STRATEGY - THE HOW

Strategy Defined

The picture or process that demonstrates how the church will accomplish its mission on the broadest level. Strategy answers the question, “How do we do what we do?” It is a **flashlight** that shows people clear next steps. It sets involvement expectation.

The strategy is like a container that holds all of our church activities into one meaningful whole. Without this picture individuals within the church will forget how each component fits into the mission. They will be lost in a programmatic soup of good but random activity. Because churches are over-programmed and under-disciplined, strategy without measures is worthless

Think of strategy as a pattern of participation. It reveals places and rhythms of being involved. It is the church’s operational logic. It shows how every major environment time and place at church is a part of a discipleship pathway. Strategy is the missional map or “**where Joe goes**” at the church. Think steps not programs.



Strategy Icon
as a Flashlight

Strategy Reminders

- The strategy will show how your assimilation funnel and multiplication funnel work together—the critical addition of Future Church (2020) to Church Unique (2008)
- Without strategy, programs are not “vertically related” to the mission
- Without strategy, programs are not “horizontally related” to one another
- Every staff person plays or the same strategy; it must be a “silo buster.”
- The two greatest barriers to involvement are, “I don’t know how” and “No one invited me.” Strategy removes these barriers empowering an army of inviters.
- Generally speaking, churches with few high quality ministries have better results
- Strive for simplicity with strategy— good programs are enemy to great programs
- Over-programmed churches should chart a three year alignment journey
- All staff and lay leaders should be able to draw the strategy on a napkin
- Use a visual strategy icon in all church communications
- Let strategy determine structure—all titles and roles should map to strategy





MISSION MEASURES - THE WHEN (WIN)

Mission Measures Defined

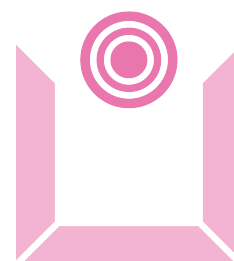
Mission measures are the attributes of an individual's life that reflect the achievement of the mission. The measures answer the question, "When are we successful?" What does our dream disciple look like Measures are visualized as hitting the **bullseye**. Ideally, everything in the church is designed around hitting the same target of growing to become more like Jesus.

The mission measures are also called missional life-marks. They are your church's portrait of a disciple. It provides the standard by which the mission can be measured with respect to an individual's development over time through the church. Therefore measures inform the scope of all content. Can you connect "teaching people to obey all that Christ commands" to our measures?

All volunteer leaders should know the measures because all teaching and training at all levels is designed to shape the life outcomes or which the church exists. Measures are **"what Joe becomes"** at the church.

Mission Measures Reminders

- Measures are NOT about attendance and giving at "program church"
- Measures help us build a training center not just a teaching center
- Without clear outputs, we only measure inputs (butts in seats in ministry area)
- Measures provide a shared vocabulary for vision-casting the life of following Jesus
- Measures show us the competencies of Jesus where people live, work, and play
- Measures must guide modeling, practice, and accountability for disciples to live the multiplication funnel
- Measures most likely won't succeed without micro-groups or 1-1 mentoring
- The first step of measures development is articulation; after that there are varying degrees of assessment and evaluation as training is introduced
- To measure measures, think judicial testimony not scientific method; people can testify to true change like they testify to historical events in a courtroom
- Measures are strengthened by codified questions, self assessments, and surveys
- Integrating measures takes years of development; don't get overwhelmed in the short term



Measures Icon
as a Bullseye

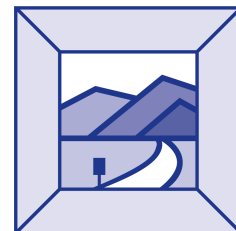


HORIZON STORYLINE DEFINITIONS

Beyond-the-Horizon Vision (5–20 years)

The beyond-the-horizon vision is a vivid picture of a church's future five to twenty years away depending on the life stage and context of the church. It is an aspirational sense of destination and clarifies the church's ultimate contribution for the given time frame. It should build from a singular idea that can be stated as both a sentence and a vivid description narrative. It is primarily qualitative and will have a compelling character that feels almost unbelievable to the listener. The primary benefits include:

- Shapes the destiny of the whole congregation.
- Creates deeper meaning for individuals.
- Cultivates heroic sacrifice among people.
- Guides the development of long-term strategy (background).



Background Vision (3 years)

The background vision contains four ideas, primarily qualitative, that clarify the four most strategic emphases in the next three years in order to fulfill the beyond-the-horizon vision. Each emphasis can be stated in one or two sentences. The background vision is not designed to inspire but to clarify. As such the background vision:

- Creates a broad-level road map to approach the future.
- Directs long-term allocation of church resources.
- Limits blind spots that would inhibit progress.
- Provides context for short-range goal setting (midground).

Midground Vision (1 year)

The midground vision is a single emphasis stated as both a qualitative and quantitative goal in the next year. That means the midground or one-year vision should be both an inspiring picture and a measurable number. They accompany each other. Like the beyond the-horizon vision, the midground vision is designed to inspire people and stretch their thinking of what might be possible. It can be stated in one sentence and adapted regularly for communication every day. The midground vision:

- Generates excitement for what God is doing in the next year.
- Focuses the attention, prayers, and resources of the church in a dramatic way.
- Reveals progress for celebration (or recalibration).
- Highlights one shared priority for all ministry areas.
- Cuts through the complexity of life and ministry with one focus.

Foreground Vision (90 days)

The foreground vision contains up to four specific initiatives that must be started within ninety days, as needed. The foreground initiatives are typically led by cross-functional staff teams or may be carried by individual ministry departments. Most initiatives support the midground vision directly or indirectly. Think of these as the four most important next steps in order to complete the single, midground vision

- Clarifies weekly action steps and daily priorities for leaders.
- Sequences short-term projects, tasks, and goals.
- Activates the unique gifts and abilities within the body.
- Provides regular, positive accountability for individuals and teams.

