Management By Objectives

HARVESTIME INTERNATIONAL INSTITUTE

This course is part of the Harvestime International Institute, a program designed to equip believers for effective spiritual harvest. The basic theme of the training is to teach what Jesus taught, that which took men who were fishermen, tax collectors, etc., and changed them into reproductive Christians who reached their world with the Gospel in a demonstration of power. This manual is a single course in one of several modules of curriculum which moves believers from visualizing through deputizing, multiplying, organizing, and mobilizing to achieve the goal of evangelizing.

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HOW TO USE THIS MANUAL

MANUAL FORMAT

Each lesson consists of:

Objectives: These are the goals you should achieve by studying the chapter. Read them before starting the lesson.

Key Verse: This verse emphasizes the main concept of the chapter. Memorize it.

Chapter Content: Study each section. Use your Bible to look up any references not printed in the manual.

Self-Test: Take this test after you finish studying the chapter. Try to answer the questions without using your Bible or this manual. When you have concluded the Self-Test, check your answers in the answer section provided at the end of the book.

For Further Study: This section will help you continue your study of the Word of God, improve your study skills, and apply what you have learned to your life and ministry.

Final Examination: If you are enrolled in this course for credit, you received a final examination along with this course. Upon conclusion of this course, you should complete this examination and return it for grading as instructed.

ADDITIONAL MATERIALS NEEDED

You will need a King James version of the Bible.

I. SUGGESTIONS FOR GROUP STUDY

FIRST MEETING

Opening: Open with prayer and introductions. Get acquainted and register the students.

Establish Group Procedures: Determine who will lead the meetings, the time, place, and dates for the sessions.

Praise And Worship: Invite the presence of the Holy Spirit into your training session.

Distribute Manuals To Students: Introduce the manual title, format, and course objectives provided in the first few pages of the manual.

Make The First Assignment: Students will read the chapters assigned and take the Self-Tests prior to the next meeting. The number of chapters you cover per meeting will depend on chapter length, content, and the abilities of your group.

SECOND AND FOLLOWING MEETINGS

Opening: Pray. Welcome and register any new students and give them a manual. Take attendance. Have a time of praise and worship.

Review: Present a brief summary of what you studied at the last meeting.

Lesson: Discuss each section of the chapter using the HEADINGS IN CAPITAL BOLD FACED LETTERS as a teaching outline. Ask students for questions or comments on what they have studied. Apply the lesson to the lives and ministries of your students.

Self-Test: Review the Self-Tests students have completed. (Note: If you do not want the students to have access to the answers to the Self-Tests, you may remove the answer pages from the back of each manual.)

For Further Study: You may do these projects on a group or individual basis.

Final Examination: If your group is enrolled in this course for credit, you received a final examination with this course. Reproduce a copy for each student and administer the exam upon conclusion of this course.

II. Module: Organizing

Course: Management By Objectives

INTRODUCTION

"Management By Objectives" is a method for conducting Christian ministry in an orderly, effective manner. It is not enough to just know God's will for your life and ministry. You must make definite plans to fulfill your spiritual calling. You must learn to work with God to fulfill His purpose and plans.

A serious problem with many Christian leaders is that of organizing and managing spiritual resources God has given them. If laborers for spiritual harvest are few, as the Bible indicates, then they should be effectively organized and managed. The discipline of organized planning for ministry in no way restricts the freedom of the Holy Spirit. It makes you even more sensitive because you make a conscious decision to seek God's purpose and plans. Your faith helps execute God's plan, as God always responds to faith in action.

This course will help you fulfill the ministry to which God has called you. You will formulate a purpose for ministry in harmony with God's purpose and plans. You will learn how to set objectives, implement plans, and evaluate results. The Appendix of this study contains examples to assist you in practical organization of ministry within the local church fellowship. This course is third in a series of three in the "Organizing Module" of training offered by Harvestime International Network. "Biblical Management Principles" and "Environmental Analysis" both precede this course.

It is recommended that these three courses be studied in their suggested order for proper understanding of leadership, planning, and organization necessary for effective ministry. Before making plans you need to know Biblical principles for management. You also should have analyzed the environment in which you are ministering. This course assumes you have knowledge of "Biblical Management Principles" and "Environmental Analysis."

COURSE OBJECTIVES

Upon completion of this course you will be able to:

Define "management by objectives."

Summarize the Biblical foundations of planning.

Identify God's purpose.

Formulate a Statement of Purpose for ministry.

Set ministry objectives.

Organize spiritual resources to accomplish objectives.

Evaluate your activities to perfect your ministry.

Apply "management by objectives" in the local church.

Apply "management by objectives" in your personal life and ministry.

CHAPTER ONE

AN INTRODUCTION TO MANAGEMENT BY OBJECTIVES

OBJECTIVES:

- Upon completion of this chapter you will be able to:
- Define management by objectives.
- Explain the importance of management by objectives.
- Deal with opposition to management by objectives.

KEY VERSE: Let all things be done decently and in order. (I Corinthians 14:40)

INTRODUCTION

"Management" is the process of accomplishing plans through human, material, and spiritual resources. "Management by objectives" is a procedure for planning and implementing ministry in an orderly, effective manner. The Bible states: Let all things be done decently and in order. (I Corinthians 14:40)

From the beginning of the Biblical record, God made plans and communicated them to men and women who carefully recorded and obeyed them.

God had Moses prepare a written plan for the construction of the tabernacle. He gave David plans for the temple. He had Hezekiah write down his vision in a clear and orderly way. This lesson introduces "Management By Objectives." You will learn what it involves, its importance, and how to deal with any opposition which you may encounter.

MANAGEMENT BY OBJECTIVES

"Management by objectives" is exactly what the title reflects. It is management of ministry by objectives. "Management" is another word for "stewardship." "Stewards" or "managers" are responsible over something entrusted to them by someone else. As a believer, you are a steward of spiritual resources God has given which include:

The Gospel: Every believer is a steward of the Gospel. We are to share its message with others.

Finances: Every believer is a steward of the money God gives to him personally. Those who handle ministry funds of a church or Christian organization are also stewards of these funds.

Material Resources Of Ministry: Such as church buildings, property, and equipment.

Spiritual Gifts: Each believer has at least one spiritual gift. You are a steward of your spiritual gift and your place of ministry in the Body of Christ.

Other Believers: God uses people, not programs, to build His Kingdom. Management or stewardship involves people. If you are a leader, you are responsible for the people who work with you in ministry. You are to help them grow spiritually and develop their own spiritual gifts for the work of the ministry.

You are to be a good steward of these resources. The main requirement of stewards is that they are to be faithful: Moreover it is required in stewards, that a man be found faithful. (I Corinthians 4:2)

To be a good manager or steward, you must make plans. The word "objectives" is another word for "plans" or "goals." So, management by objectives means "making plans to be a good manager of the spiritual resources God gives you."

Jesus told a parable in Matthew 25:14-30 about servants whose master gave them resources called "talents." They were told to be good stewards and use the funds wisely.
Every man but one had a plan and successfully followed it. The one who did not make a plan for his resources and did not use his talent was judged an unfaithful servant. Jesus encouraged planning: For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it? (Luke 14:28)

When we speak of planning and management in this course we are not talking about planning as it is done in the secular world of business. We are talking about planning under the guidance of the Holy Spirit for the purpose of effective ministry. Because God knows the future, He can give you wisdom in making plans.

Management by objectives will make you a good steward of the Gospel and the ministry God has given you. It will help you work with God to accomplish His purposes. The Bible confirms that when people begin to step out and act in faith on a plan, God works with them.

Management by objectives involves:

- Formulating a purpose for ministry in harmony with that of God.

- Making plans to achieve the purpose.

- Organizing people and procedures to implement the plan (implement means to put it into action).

- Perfecting the plan through evaluation.

Good stewardship and planning is hard work. It takes time and effort. Spiritual works of wood, hay, and stubble are easier to produce, but are perishable. Gold and silver takes more effort, but is lasting. Now if any man build upon this foundation gold, silver, precious stones, wood, hay, stubble; Every man's work shall be made manifest: for the day shall declare it, because it shall be revealed by fire; and the fire shall try every man's work of what sort it is. (I Corinthians 3:12-13)

A BIBLICAL EXAMPLE

The ministry of Jesus was one managed by objectives:

PURPOSE: Jesus knew His purpose in God's plan. He made many statements of purpose during His early ministry. For an example, see Luke 4:18-19.

PLAN: Jesus had a plan of ministry. He planned to preach and teach the Gospel, heal the sick, cast out demons, and do miracles confirming God's Word. He would fulfill God's purpose by dying for the sins of all mankind, destroying the works of the enemy, and rising from the dead in power and glory.

PEOPLE: Jesus used people in His ministry. He specifically called twelve men to minister with Him. Later He sent out seventy to minister the Gospel. He also commissioned all believers to take the Gospel to all nations.

PROCEDURE: Jesus had a procedure for fulfilling God's plans. A procedure is a method or way of doing things. He outlined a procedure for spreading the Gospel in Matthew 10 and Luke 10.

PERFECTION: Jesus evaluated the ministry of His disciples to perfect the plan (Luke 10:17-24). After the plan was perfected, He commissioned all believers to participate in it (Matthew 28:19-20 and Acts 1:8).

THE IMPORTANCE OF GOOD MANAGEMENT

Good management of the ministry God has given you is very important because it...

PROVIDES PURPOSE AND DIRECTION:

If you are to be successful in ministry, then your purpose and plans must be in harmony with those of God. When you know your specific purpose for ministry and make plans to

fulfill that purpose, then you can lead others. Good leaders must know where they are going in order to guide followers. Guidance and unity of ministry involves common purpose and direction. When there is proper direction, confusion is eliminated: For God is not a God of confusion but of peace. (I Corinthians 14:33)

Therefore be imitators of God, as beloved children. (Ephesians 5:1)

You will learn in this course how God had a purpose and plan from the beginning of time. If God's activities are not characterized by confusion, then the ministries of His servants should not be either.

PERMITS YOU TO MAKE PROPER DECISIONS: Decisions determine your destiny. This is true even of salvation. You must make a decision to either accept or reject the Gospel. Your eternal destiny is determined by your own decision. Your present life and ministry is determined by previous decisions you have made. You either make decisions by thoughtful planning or on the spur of the moment. Planning and management with the guidance of the Lord permit you to make good decisions.

ESTABLISHES PRIORITIES FOR MINISTRY: Knowing God's purpose and plan helps you establish proper priorities for your life and ministry. Priorities are activities which are more important than other things you could choose to do. You have priorities in life whether you consciously determine them or not. You will establish priorities either by drifting into habits that become a way of life, through pressure of circumstances or others around you, or by a definite decision based on God's purposes. Luke 12:16-20 tells the story of a man with misplaced priorities. You will study this parable in more detail later in this course. This story illustrates that misplaced priorities are always followed by a penalty.

PERMITS YOU TO ACT RATHER THAN REACT: Many people are more occupied with reacting to urgent matters of the present instead of
planning for the future. This causes them to react rather than act with wisdom and purpose. Without a plan, you do not know what you are doing, why you are doing it, or how it is to be done. Because you have no purpose and plan, you have nothing to commit to, no way to evaluate your effectiveness for God, and you are easily persuaded to react by quitting in times of crisis. Planning transforms desire to demonstration and visions to reality. It helps you determine what needs to be done and how to do it in order to fulfill God's
purposes.

MAKES YOU ACCOUNTABLE: When you have a plan, people know their responsibilities. This makes them accountable to God, others, and themselves. To be accountable to someone means you have to answer to them for something they have given you to do. In the parable of the talents in Matthew 25:14-30 the servants were accountable for talents their master gave them. Their master had a plan, communicated it to his servants, and they were to fulfill it by investing the funds as they had been directed. You are accountable not only for knowing God's will for your life and

ministry, but also for doing it: And that servant, which knew His Lord's will, and prepared not himself, neither did according to His will, shall be beaten with many stripes. (Luke 12:47)

PERMITS EVALUATION: Planning permits evaluation to see if you are fulfilling God's purpose and plans. If you have no plan, how do you know if you are succeeding or failing? If you have no purpose, how will you know if you ever achieve it?

PERMITS WISE USE OF SPIRITUAL RESOURCES: Planning helps you manage spiritual resources properly and make wise use of funds, material possessions, people, spiritual gifts and callings for the work of God's Kingdom.

PREPARES YOU TO ENTER OPEN DOORS: God opens doors to His people: I have set before thee an open door, and no man can shut it. (Revelation 3:8) When God opens doors, you need to be ready to walk though them. This is not possible without advance preparation. Read the parable of the wise and foolish virgins in Matthew 25:1-13. God opens doors, but they do not stay open forever. They open and wait for your entry. Then they close, sometimes never to open again.

BRINGS YOUR WILL IN HARMONY WITH GOD'S WILL: The first question of the Apostle Paul after his conversion was, "What will you have me to do?" He was asking God, "What is your plan for my life and ministry?" When you bring your will in harmony with God's plans, you are successful. (See Mark 14:36 and Luke 5:11).

OPPOSITION TO PLANNING

As you apply the principles of "management by objectives" which you will learn in this course, you may face opposition from others. Here are some common reasons why people resist planning and management in ministry:

LACK OF KNOWLEDGE: Some people do not plan and manage wisely because they do not know how to do it. You will learn about management in this course. It will not only benefit your ministry but it will also equip you to help others in this area.

LACK OF PURPOSE: When people do not understand God's purpose and their specific purpose within God's plan, it is difficult to plan. You must first know your purpose if you are to make plans to fulfill it. In this course you will learn of the great purpose of God and your specific purpose in His plan. When you understand these, you will be able to communicate them to others and help them recognize their part in God's plan.

BELIEF THAT IT IS NOT SCRIPTURAL: Some people believe planning is not Biblical. But the Biblical record is filled with men and women who made plans under the direction of God. You can study further about this in the "For Further Study" section of this lesson. You will also learn in Chapter Two that God is a God of purpose and planning. He has used individuals, nations, Israel, Jesus, the Holy Spirit, and the Church in His

plan. His purpose was established from the beginning of time, and He is still working out His plan in the world today.

BELIEF THAT IT HINDERS THE HOLY SPIRIT: Some people believe planning and organization hinder the freedom of the Holy Spirit. This is not true. After the great outpouring of the Holy Spirit recorded in Acts 2, it is only a short time later that planning and organization under the direction of the Spirit begins (Acts 6).

The discipline of organized planning in ministry in no way restricts the freedom of the Holy Spirit. It makes you even more sensitive to the direction of the Lord because you make a conscious decision to seek His purpose and plans. Planning can be a form of worship, a time during which you reflect on God's purpose and plans and open your spirit to the guidance of the Holy Spirit. The Holy Spirit searches your heart and spirit, and because He has the mind of God, He reveals God's plans and purposes to you. When you pray, study God's Word, and plan under the inspiration of the Holy Spirit, planning is a spiritual activity. It does not hinder the working of the Holy Spirit.

One good example of this is the plan of Joshua at Ai in Joshua 8. Joshua had a plan (verse 4) but it did not hinder God's miraculous working (verse 18). Both natural planning and supernatural events worked together in harmony.

TRADITION: Anytime you try to do anything different, you will encounter opposition of those bound in tradition. They do not want to change. They have done things a certain way for many years and it has become a tradition. Jesus had this same problem with the Scribes and Pharisees. Sometimes you can lead these "traditional" people into positive change. Other times you may not be able to "put the new wine in old wineskins," as Jesus described it. Then it is necessary to raise up new believers who are willing to enter into God's plan.

It does not mean the people bound by tradition are not saved or a part of the Body of Christ. They are our brothers and sisters in the Lord, and we should love them and help them as much as they permit. But they have chosen to cling to traditions of men rather than moving ahead to accomplish new things under the direction of the Holy Spirit. Jesus and Paul both ministered in the temple and the synagogues as far as they were permitted. These were the "traditional" houses of worship at the time. But because of rejection due to tradition, they were forced to take their message to new believers who were more open to receive the message.

FEAR OF THE FUTURE: Planning deals with the future. Some people fear the future and do not like to think about it or plan for it. But you do not have to fear because God controls the future. He already knows the plans He has for you. All you are doing in planning is asking God to reveal His plans to you. For I know the plans I have for you. Says the Lord, they are plans for good and not for evil, to give you a future and a hope. (Jeremiah 29:11) The Living Bible

SLOTHFULNESS: Some people do not plan and organize because it takes time and it is hard work. They are slothful. Slothfulness is unconcern and laziness. The field [work] of the slothful is described in Proverbs 24:30-34. It does not bring forth spiritual harvest.

FEAR OF FAILURE: The unfaithful steward in Matthew 25:14-30 feared failure, so he did not even try to use what he had been given by his master. (See verse 25). The only time you ever really fail is when you stop trying. Thomas Edison, a great inventor in the United States, tried hundreds of methods which failed before he invented electricity. But Mr. Edison went on to become a great success because He did not stop trying. Eventually, he discovered electricity. The Biblical record is filled with stories of great men and women of God who failed, but went on to become successful for God because they did not stop trying. Actually, when you fail to plan, you are planning to fail!

SELF-TEST

1. Write the Key Verse from memory.

2. Explain "management by objectives."

3. List some reasons why management by objectives is important.

4. Summarize kinds of opposition to planning which you may face and explain how you will deal with it.

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. Here are some examples of planning in the Bible:

- In Genesis l-3, God planned all creation, made plans for man, and revealed His plan for salvation.
- Noah made plans to build the ark: Genesis 6.
- Abraham set objectives for his servant, Eleazar: Genesis 24.
- Joseph planned for the years of famine: Genesis 41.
- Moses was given a plan to deliver Israel from slavery: Exodus 3-6.
- The plan for the tabernacle was quite detailed: Exodus 24:12-40:38.

- In the book of Numbers, we see plans for numbering the people (1:1-54) and arrangement of the camp (2:1-34).

- Joshua made detailed plans to lead Israel to conquer and divide their promised land: Book of Joshua.

- In the book of Judges, we see numerous plans of deliverance which God executed.

- Ruth followed the plan of Naomi in regards to Boaz: Book of Ruth.

- David prepared to kill the giant: I Samuel 17.

- King Hezekiah prepared a plan to unify Israel. He also made plans to repair the temple and build a water system for Jerusalem: II Chronicles 28-31; II Kings 16-20.

- Nehemiah made plans to rebuild the wall: Book of Nehemiah.

- The Old Testament prophets revealed God's plans for the nations.

- Jesus: The Gospels are filled with statements made by Jesus about His purpose and plans to fulfill God's will for His life and ministry. Jesus also communicated this purpose and plans to His followers and to all believers in general.

- The Apostle Paul made plans: If he had no plans then the Holy Spirit could not have changed them as indicated in Acts 16:6-10.

- The book of Revelation reveals God's plans for the future.

2. Read about planning in the book of Proverbs. See 13:16; 14:8; 15:22; 16:3,9; 24:3-4; 29:18.

3. As this chapter stressed, the planning we are studying about is planning done under the inspiration of the Holy Spirit. It is not planning as the world plans. You do not look to worldly organizations for guidance. Note the warning about such worldly planning in this passage from the New International Version of the Bible: Woe to the obstinate children, declares the Lord, to those who carry out plans that are not mine, forming an alliance, but not by my Spirit, heaping sin upon sin; Who go down to Egypt without consulting me; who look for help to Pharaoh's protection, to Egypt's shade for refuge. (Isaiah 30:1-2)

4. Read the story of Elisha and the miracle of the multiplying oil recorded in II Kings 4:1-7. God multiplied the oil to fill all the vessels the woman had prepared. What if she had not prepared the vessels? The precious resource of oil would have been lost or perhaps God would not have even multiplied it because she was not prepared to receive it. Is it possible God would pour out more of His blessings upon our lives and ministries if we were prepared to receive it?

CHAPTER TWO

A GOD OF PURPOSE

OBJECTIVES:

Upon completion of this chapter you will be able to:

- Explain the divine purpose of God.
- Explain why it is important to understand God's purpose and plans.
- Identify the instruments through which God accomplishes His purpose and plans.
- Explain how the ministry of Jesus related to God's purpose and plans.
- Explain the ministry of the Holy Spirit as it relates to God's purpose and plans.
- Explain the ministry of the Church as it relates to God's purpose and plans.

KEY VERSES: Having made known unto us the mystery of His will, according to His good pleasure which He hath purposed in Himself; That in the dispensation of the fullness of times, He might gather together in one all things in Christ, both which are in Heaven, and which are on earth, even in Him. (Ephesians 1:9-10)

INTRODUCTION

God is a God of purpose and planning. He is a God of preparation. From the beginning of time as we now know it, God has prepared and worked to accomplish His purpose in the world. The instrument God uses to accomplish His purpose is people. He works through individuals, nations, and His spiritual body, the Church of the Lord Jesus Christ. God especially anoints and uses those who bring their own life purpose and ministry plans in harmony with His purpose and plans.

When you do not understand God's purpose, you are not in harmony with His plan. This is why many ministries fail. In this lesson you will learn the great purpose of God as you explore Biblical foundations of planning. You will then be able to identify your own purpose and make plans in harmony with those of God.

A GOD OF PREPARATION

God is a God of preparation. Study about this in the following references:

- God prepared the heavens, His own abode; His throne and His Kingdom: Psalms 103:19; Proverbs 8:27

- He prepared this world for mankind: Genesis l-3

- God can prepare and use anything for His purposes. In the book of Jonah alone, God prepared and used a fish, a gourd, and a worm: Jonah 1-4

- God prepared Jesus to be sacrificed for the sins of all mankind: Hebrews 5:10; Zephaniah 1:7

- Before Jesus came to minister, a man named John was sent to prepare the way before Him: Luke 1:76; 3:4

- God has prepared a beautiful eternal city for us to live in throughout eternity: Hebrews 11:16

- He has prepared a Kingdom of which we will be part: Matthew 25:34

- Jesus said He went to prepare a place for us: John 14:2-3

- We are told that eye has not seen and ear not heard what God has prepared for those who know and love Him: I Corinthians 2:9

- God has prepared judgment for the unbelievers: Proverbs 19:29

- Hell has been prepared for the devil and his angels: Matthew 25:41

- God is looking for a people prepared as a bride is prepared for her husband: Revelation 21:2

From the following references you will see that, throughout the Biblical record, God used prepared people to do His work:

- By faith, Noah prepared an ark: Hebrews 11:7

- Joseph, prepared by trial and affliction, saved the nations from famine: Genesis 41

- Moses, prepared by God on the backside of the desert, led an entire nation through the wilderness: Book of Exodus

- Esther prepared a banquet and saved an entire race of people: Esther 7

- Gideon prepared an army. David prepared for the building of the temple, even in the time of his trouble and affliction. Solomon prepared a temple, and Nehemiah prepared a wall.

- John the Baptist made ready a people prepared for the Lord: Luke 1:17

- In Judges and Chronicles there is an extensive record of many leaders who failed and did evil because they did not prepare their hearts properly before the Lord. (II Chronicles 12:14 is one example).

God uses prepared people. Because of this, we are commanded to be prepared:

- Prepare to meet thy God: Amos 4:12

- Prepare your hearts unto the Lord: I Samuel 7:3

- Have a prepared heart: II Chronicles 19:3

- Prepare your heart to seek the Lord: II Chronicles 27:6

- Be prepared yourself, and prepare others: Ezekiel 38:7

- Be prepared for every good work, ready for the Master's use: II Timothy 2:21

- Be a vessel prepared for His glory: Romans 9:23

God is a God of preparation. He works through prepared people. He is not looking for unorganized, unmotivated, unmobilized, defeated believers. He is looking for men and women who are prepared. Jesus told a parable about a servant who knew the Lord's will but did not prepare himself to fulfill it: And that servant, which knew his Lord's will, and prepared not himself, neither did according to His will, shall be beaten with many stripes. (Luke 12:47)

Why is God so concerned with preparation? Why does He use and anoint prepared people? What are we prepared for?

A GOD OF PURPOSE

All of God's preparations have been focused on His purpose. It is not a vague purpose or a "hoped for" purpose. He is working for a specific, settled purpose. The purpose of God is clearly communicated in His Word. Perhaps one of the best summaries of His purpose is given in the book of Ephesians. Here is God's "statement of purpose": According to the eternal purpose which He purposed in Christ Jesus our Lord...Having made known unto us the mystery of His will, according to His good pleasure which He hath purposed in Himself; That in the dispensation of the fullness of times, He might

gather together in one all things in Christ, both which are in Heaven, and which are on earth, even in Him. (Ephesians 3:11;1:9-10)

God wants to bring all men into right spiritual relationship with Himself: The Lord is not slack concerning His promise, as some men count slackness; but is longsuffering to us-ward, not willing that any should perish, but that all should come to repentance. (II Peter 3:9)

God's purpose is that all people experience forgiveness of sins through Jesus Christ, be brought into right relationship with Him, and become part of the Kingdom of God (John 3).

God prepares men and women and uses them to accomplish this purpose. God especially anoints and uses those who bring their own life purpose and ministry plans in harmony with His purpose and plans. If you do not understand God's purpose, your life and ministry will not be in harmony with His plan.

For example, when Jesus revealed to His disciples that He would suffer and die, Peter rebuked Him. Peter did not yet understand God's purpose. Because of this, He was not in harmony with God's plan. Jesus rebuked him and said: Get thee behind me, Satan; for thou savourest [understand] not the things that be of God, but the things that be of men. (Mark 8:33)

King David was a man who was in harmony with God's purpose: For David, after he had served his own generation by the will of God, fell on sleep, and was laid unto his fathers, and saw corruption. (Acts 13:36)

The Bible assures that God's purposes will be accomplished: The Lord of hosts hath sworn, saying, Surely as I have thought, so shall it come to pass; and as I have purposed, so shall it stand. (Isaiah 14:24)

This is the purpose that is purposed upon the whole earth: and this is the hand that is stretched out upon all the nations. For the Lord of hosts hath purposed and who shall disannul it? and his hand is stretched out, and who shall turn it back? (Isaiah 14:26-27)

A GOD OF PLANNING

God not only has an established purpose, He makes and implements plans to achieve that purpose. God uses individuals, nations, Jesus, The Holy Spirit, and the Church as part of His plan.

INDIVIDUALS:

From the beginning of time as we now know it, God has worked through individuals to accomplish His purpose. The Bible is filled with stories of how God used different men and women. In Old Testament times God raised up great leaders like Noah, Abraham,

Joseph, and Moses. He also anointed prophets, kings, and judges to accomplish His purposes. In New Testament times, God used individuals like John the Baptist, the disciples of Jesus, Paul, Timothy, Barnabas and many others. God even took sinful men who would not conform to His plan and reversed their evil plans to accomplish His purposes. God did not cause their sinful actions, but He worked through them and in spite of them to achieve His plan.

For example, God said of the wicked Pharaoh in Egypt: And in very deed for this cause have I raised thee up, for to shew in thee my power; and that my name may be declared throughout all the earth. (Exodus 9:16)

Life as well as ministry is tied to God's purpose. When purpose is completed, life on this earth ends: For David, after he had served his own generation by the will of God, fell on sleep, and was laid unto his fathers. (Acts 13:36)

NATIONS:

In Old Testament times God raised up the nation of Israel to accomplish His purpose and plan in the world. As a nation, the purpose of Israel was to reveal God's plan to the heathen nations of the world. Repeatedly, they failed in this responsibility. Because of this, judgment came upon Israel through the heathen nations which lived around them. God was so determined to accomplish His plan that He even worked through the evil acts of these sinful nations. God did not approve of their actions, but He worked through and in spite of them.

JESUS CHRIST:

For many years, part of God's plan remained a mystery. Early in history, God promised a Savior through which forgiveness from sin would be available to all mankind. The promise was first given to Adam and Eve after their sin in the Garden of Eden. God said: And I will put enmity between thee and the woman, and between thy seed and her seed; it shall bruise thy head, and thou shalt bruise his heel. (Genesis 3:15)

This was the beginning of many promises of a Savior. For a long time God did not reveal the details of how He would accomplish this plan. It was a great mystery. Later, in the time of the Old Testament prophets, God shared more details of His plan. In New Testament times, these details were fulfilled when God sent His only Son, the Lord Jesus Christ, to die for the sins of all mankind. No longer was God's plan a mystery. His plans and purpose were revealed openly in Jesus Christ: Having made known unto us the mystery of His will, according to His good pleasure which He hath purposed in Himself; That in the dispensation of the fullness of times, He might gather together in one all things in Christ, both which are in Heaven, and which are on earth, even in Him. (Ephesians 1:9-10)

From childhood, Jesus knew God's purpose was to provide salvation for all mankind and restore all men and nations into fellowship with Him. Jesus lived His life on earth to

accomplish God's purposes. Even as a child, Jesus was concerned not with His own plans and purposes, but with those of God the Father: And He said unto them, How is it that ye sought me? wist ye not that I must be about my Father's business? (Luke 2:49)

The life and ministry of Jesus focused on the purpose of God. Every plan, every decision, every act of ministry focused on that purpose: The Spirit of the Lord is upon me, because He hath anointed me to preach the Gospel to the poor, He hath sent me to heal the brokenhearted, to preach deliverance to the captives, and recovering of sight to the blind, to set at liberty them that are bruised. To preach the acceptable year of the Lord. (Luke 4:18-19)

This is one of several statements of purpose made by Jesus. The "For Further Study" section of this chapter lists other statements of purpose which He made about His own ministry. Jesus commissioned His followers, which includes all true believers, to fulfill God's purposes: Go ye therefore and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost; Teaching them to observe all things whatsoever I have commanded you; and lo, I am with you always, even unto the end of the world. (Matthew 28:19-20)

Turn to the "For Further Study" section of this lesson and study other statements of purpose Jesus made for His followers. These are important, because if you are a believer you are also a follower of Jesus.

THE HOLY SPIRIT:

The Holy Spirit is also part of God's plan. After Jesus returned to Heaven, a special power was given in an outpouring of the Holy Spirit described in Acts 4. This experience is called the baptism of the Holy Spirit. The power of the Holy Spirit was given to accomplish God's purpose in the world: But yet shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judaea, and in Samaria, and unto the uttermost part of the earth. (Acts 1:8)

The ministry of the Holy Spirit is so important in accomplishing God's purposes that an entire Harvestime International Institute course entitled "Ministry Of The Holy Spirit" is devoted to it. Another course offered by the Institute, "Power Principles," explains the importance of spiritual power in accomplishing God's plan of spiritual multiplication and spread of the Gospel.

In addition to power, the Holy Spirit provides guidance and direction to believers to enable them to fulfill God's purpose and plans. Because the Holy Spirit knows the will of God, and because He searches and understands the spirit of man, He serves as the link between you and God to help you achieve God's purpose and plans: And he that searcheth the hearts knoweth what is the mind of the Spirit, because he maketh intercession for the saints according to the will of God. (Romans 8:27)

The Holy Spirit works in partnership with you in accomplishing God's purpose and plans. As you speak God's Words, He anoints you and convicts unbelievers of sin, leading them to accept the Gospel. (See John 16:7-11).

THE CHURCH:

The power of the Holy Spirit was given to all born-again believers. All true believers are part of the Church, which is now the instrument through which God works to accomplish His purpose and plans: And to make all men see what is the fellowship of the mystery, which from the beginning of the world hath been hid in God, who created all things by Jesus Christ: To the intent [this means it is God's purpose] that now unto the principalities and powers in heavenly places might be known by the church the manifold wisdom of God [God's plan and purpose]. (Ephesians 3:9-10)

God works in the life of believers to accomplish His purposes: For it is God which worketh in you both to will and to do His good pleasure. (Philippians 2:13)

To "do His good pleasure" means He is working in you to accomplish His purpose and plan in your life. This includes salvation, infilling of the Holy Spirit, using you in ministry to others, and continuously conforming you to the image of His Son, Jesus Christ. He also works through your life to accomplish His purposes: Neither yield ye your members as instruments of unrighteousness unto sin: but yield yourselves unto God, as those that are alive from the dead, and your members as instruments of righteousness unto God. (Romans 6:13)

When you yield yourself to become "instruments of righteousness unto God" it means you bring your life and ministry in harmony with His purpose and plans. By doing this, you become instruments through which He can work: Now then, we are ambassadors for Christ. (II Corinthians 5:20)

We then, as workers together with Him. (II Corinthians 6:1)

If God does not work in and through you, all your work is in vain: Except the Lord build the house, they labor in vain that built it; except the Lord keep the city, the watchman waketh but in vain. (Psalms 127:1)

Your ministry will not succeed unless it is built upon the eternal purposes of God, rather than man: For if their purpose or activity is of human origin, it will fail. But if it is from God, you will not be able to stop these men. You will only find yourselves fighting against God. (Acts 5:38-39) New International Version

THE PURPOSE AND PLAN

From the beginning, God's purpose has not changed. He has had many varied plans related to this purpose, but His purpose remains the same. As you learned in this lesson, God has revealed His specific purpose in His written Word. He has also

revealed His general plan that the Church be the instrument through which He works to accomplish His purpose. But as a believer you must make specific, detailed plans if you are to accomplish His will. That is where planning and management by objectives fits in. You must discover your specific purpose within God's great purpose. Then you must make ministry plans in harmony with this purpose. In the next lesson you will start doing this as you learn how to formulate a Statement of Purpose.

SELF-TEST

1. Write the Key Verses from memory.

2. What is God's divine purpose?

3. Why is it important to understand God's purpose and plan?

4. Through what instruments does God work to accomplish His purpose and plans?

5. Summarize the ministry of Jesus in relation to God's purpose and plans.

6. Summarize the ministry of the Holy Spirit in relation to God's purpose and plans.

7. Explain the ministry of the Church in relation to God's purpose and plans.

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. Jesus had a clear understanding of His part in God's purpose and plans. Study further about this in the following references:

Matthew: 5:17; 8:3,7; 9:13; 10:34-35; 13:41-42; 15:24; 18:11,20; 19:28-29; 20:18-19,28; 21:13; 24:35; 25:31; 26:24,29,32,39,64;

Mark: 1:38; 2:17; 10:33-34,45; 14:21;

Luke: 2:49; 4:18-19,43; 5:32; 9:22,56; 11:49; 12:51; 13:32-33; 19:5,10; 22:37,69; 24:44,46-47;

John: 3:16-17; 4:34; 5:30,43; 6:37-40,51; 7:16,33; 8:26,29,49-50; 9:4, 38-39; 10:10,16-18; 12:24-27,32,46,49-50; 13:5; 14:2,16-18; 18:36; 16:12,22,25; 18:37;12:24-27; Study all of chapter 17 as it communicates much about His purpose.

2. Study more on the purpose for followers of Jesus.

Matthew: 7:33; 9:37-38; 10:7-8,38-39; 16:24-25; 28:18-20

Mark: 1:17; 16:15-18; 8:34-35

Luke: 5:10; 9:2; 10:2-9; 12:29; 14:26-27,33; 22:29; 24:46-49

John: 4:35; 6:27; 15:16; 20:21

Acts: 1:4-5,8

3. Study more about "purpose" in general in the following references: Ezra 4:5; Psalms 17:3; Proverbs 15:22; Ecclesiastes 3:1,17; 8:6; Isaiah 14:24-27; 23:9; 46:11; Jeremiah 4:28; Daniel 1:8; Acts 11:23; 19:21; 20:3; 26:13; Romans 8:28; 9:11,17; II Corinthians 9:7; Ephesians 1:4-11; 3:11; Colossians 4:8; II Timothy 1:9; 3:10; I John 3:8

4. David served God's purposes in His generation (Acts 13:36). What is God's purpose for you in your generation?

CHAPTER THREE

PURPOSE

OBJECTIVES:

Upon completion of this chapter you will be able to:

- Define the term "statement of purpose."
- Explain the importance of purpose.
- Explain the difference between purpose and objectives.
- Explain the difference between a Statement of Purpose and a Doctrinal Statement.
- Write a Statement of Purpose.
- List ways purpose can be communicated to others.

KEY VERSES: Live purposefully and worthily and accurately... Making the very most of the time--buying up each opportunity--because the days are evil. (Ephesians 5:15-16) The Amplified Bible

INTRODUCTION

In the last lesson you learned that God is a God of purpose who is continuously making and implementing plans to accomplish His purpose. God anoints and uses those who understand His purpose and are willing to be part of His plan. To become part of God's plan, your life and ministry must be in harmony with His purpose. You must live and minister with the same sense of purpose that directed the life and ministry of Jesus. This lesson will help you formulate a Statement of Purpose that is in harmony with the purpose and plans of God.

A STATEMENT OF PURPOSE

A Statement of Purpose is a statement of reason for being. It expresses your understanding of God's specific task for you. It is a statement of vision and faith. For a ministry, organization, or church, a Statement of Purpose identifies why you exist as a corporate body. It explains the specific reason for your ministry as a group. For an individual, a "statement of purpose" identifies your own personal part in God's plan. A Statement of Purpose is not a Doctrinal Statement. A Doctrinal Statement tells what your ministry believes doctrinally. It is important to have a Doctrinal Statement, but it is not the same as a Statement of Purpose. (For an example of a Doctrinal Statement see the Appendix of this manual).

Purpose is also different from objectives. Purpose is a statement of why a ministry exists. Objectives are statements of plans the ministry will implement in order to fulfill the purpose. Objectives are what you do. Purpose is why you are. You will learn more about objectives in the next lesson on planning.

Purpose is not the same as programs of the church. Programs are outreaches organized to implement plans which relate to purpose. A Statement of Purpose identifies the specific reason why your ministry exists. It summarizes specifically what position of ministry you are filling in the Body of Christ.

The Bible is filled with examples of men and women of God who knew their specific purpose in God's plan. We will consider just one of these individuals, the Apostle Paul. Paul had a definite sense of purpose which he knew and communicated to others. He wrote Timothy: But thou has fully known my doctrine, manner of life, purpose. (II Timothy 3:10)

His life goal was to fulfill that purpose: Not that I claim to have accomplished all this nor to have perfection already; but I keep going on trying to grasp that purpose for which Christ Jesus grasped me. (Philippians 3:12) Phillips Translation

Paul's purpose was communicated to Him by God: He is a chosen vessel unto me, to bear my name before the Gentiles, and kings, and the children of Israel. (Acts 9:15)

You learned in the last chapter that God's general purpose is to bring all men and women into the knowledge and fullness of the Lord Jesus Christ. Paul's purpose of ministry was in harmony with God's purpose and plans. If Paul had written out his "statement of purpose" it would have been as follows:

"My purpose of ministry is to bear the name of the Lord Jesus Christ to:

- The Gentiles (nations other than Israel)
- Kings (leaders)
- The nation of Israel (Jews)"

THE IMPORTANCE OF PURPOSE

A Statement of Purpose is very important because purpose...

PROVIDES DIRECTION:

A vision is a clear mental image of what you are to achieve. The Bible states: Where there is no vision, the people perish. (Proverbs 29:18)

God has given the general vision in His Word, but you must also have specific vision. You must have a clear knowledge of exactly what your ministry is called of God to accomplish. You must minister with a clearly defined vision. When God establishes a vision, He does not change His mind as men do. When men and organizations stray from the vision God has given them, they experience confusion, problems, and failure.

PROMOTES A BIBLICAL WORLD VIEW

Purpose promotes a Biblical world view because you analyze the environment in which you are ministering in order to determine your purpose. As you do this, you become aware of the spiritual needs of the community, nation, and world in which you minister. For example, Paul analyzed the spiritual condition of the city of Athens. His heart was stirred, and because he knew and understood his purpose of ministry, he shared the Gospel with the residents of this Gentile city. (See Acts 17:16-34).

Purpose is always related to need. Recognizing need fosters a Biblical world view. You begin to see the world as God sees it.

PERMITS PLANNING:

Purpose permits planning. When you know your purpose, you can make plans to accomplish that vision. Uncertain purpose results in uncertain plans. You achieve a work for God not by just desiring it or even by just being busy working. Work can miss the goal if you do not have a specific vision. There are many good works you can do. You can be busy constantly for God, but what is the specific ministry He has given you to accomplish? This is what He will hold you responsible for. It is more important that you do the one thing God has called you to do, and do it well, than to accomplish many things. Jesus emphasized this priority of purpose to Martha when He said... Martha, Martha thou are careful and troubled about many things. (Luke 10:41)

Purpose is the basis for setting priorities. If your priorities are in harmony with the priorities of God's Kingdom, everything you need to accomplish the ministry will be provided: But seek ye first the kingdom of God, and His righteousness; and all these things shall be added unto you. (Matthew 6:33)

Finances, people, material items...whatever you need for effective ministry...will be provided if God's Kingdom is your priority in purpose.

Every ministry has priorities. If you do not set priorities in harmony with God's Word, then they will develop either by drifting into them by habit or because of pressures of people, needs, or crises. You will let the world set your priorities instead of having them set by God.

Purpose permits planning for effective ministry. It is the basis for selecting and implementing plans and budgeting finances. It provides focus and keeps you from being distracted by ministry to which God has not called you nor equipped you to fulfill. Because time is short before the Lord's return, because the need is great and the days are evil, you need to live purposefully: Live purposefully and worthily and accurately... Making the very most of the time--buying up each opportunity--because the days are evil. (Ephesians 5:15-16) The Amplified Bible

Paul's plans, all of his travels and ministry, related specifically to the purpose to which he had been called. He did not spend time doing good works. He devoted his life to the work to which he had been ordained by God.

ELIMINATES CONFUSION:

Where there is no clearly defined purpose, confusion exists. There is no unity in thought or action. Misunderstanding and conflict often result. In the Old Testament, leaders of Israel used a trumpet to assemble people to battle. The trumpet must sound a loud and clear signal, or God's army would be in confusion (Numbers 10:9 and I Corinthians 14:8). Clear purpose is like the sound of the battle trumpet. It calls God's people to action. But the leader who calls others to the front lines of spiritual battle must have clear purpose.

PERMITS EVALUATION:

If you know the purpose of your ministry, you can evaluate to see if you are fulfilling God's plan. Because Paul knew and understood his purpose, he could evaluate his ministry and say: I was not disobedient to the Heavenly vision. (Acts 26:19) You will learn more about evaluation later in this course.

ENABLES MINISTRY WITH AUTHORITY AND ANOINTING:

Because you know your specific purpose and it is in harmony with God's purpose, He will anoint your ministry. You can minister with power and authority because you know exactly what God has called you to do.

FORMULATING A STATEMENT OF PURPOSE

Now you will formulate a Statement of Purpose for ministry that is in harmony with God's purpose and plans. You need a personal Statement of Purpose which answers this question: "How does my personal ministry fit in with God's purpose and plans?" You also need a corporate Statement of Purpose which answers this question: "How does the organization, fellowship, or church of which I am a part fit into God's plan?" (If your organization or church already has a written Statement of Purpose, review it by using the guide provided in the "For Further Study" section of this lesson).

You must write out the "statement of purpose": And the Lord answered me, and said, Write the vision, and make it plain upon tables, that he may run that readeth it. (Habakkuk 2:2)

The reason you must write it down is...

1. To make it plain: If you just have a vague idea of purpose in your head, it is not clear. Writing down a "statement of purpose" makes you clarify exactly what God has called you to do.

2. So it can be communicated to others: People can be motivated to "run" with the vision and accomplish it when they can read and understand it. Here are steps for formulating a Statement of Purpose for ministry:

PRAY: You must communicate with God in order to find your specific purpose in ministry. Ask Him to guide you as you analyze your environment and study His Word.

ANALYZE THE ENVIRONMENT:

To be effective, your purpose must not only relate to God's purpose but it must relate to the environment in which you minister. Your purpose must relate to the needs of the people to whom God has called you to minister. Environmental analysis is a study of the people and geographic area in which you are ministering. It is of such importance that an entire course is offered by Harvestime International Institute on this subject.

If you are studying the Institute courses in their suggested order, you have already completed the course on "Environmental Analysis." Review the information you gathered during your analysis and use it as you write your Statement of Purpose. If you have not studied the course, "Environmental Analysis," it is suggested that you do so before writing a Statement of Purpose for ministry.

Briefly summarized, "environmental analysis" helps you understand the people to whom you are ministering, their spiritual condition, their needs, and the social, cultural, and geographic environment in which they live. With this knowledge, you are more effective in communicating the Gospel.

Purpose and plans must never be made on the basis of a good idea or program. They must relate to spiritual needs, just as God's stated purpose relates to the needs of a sinful world. Many ministries fail because although they offer a unique outreach, it is not related to the environment in which they are serving. It is also important to analyze the environment because you live in a constantly changing world. If you are to meet the spiritual challenge of such change, then you must understand the environment.

Most important, environmental analysis reveals the negative spiritual forces working against the people in a particular area. You can then pray, bind, and deal with these spiritual forces.

Environmental analysis also includes analysis of your own spiritual strengths and weaknesses. Each individual and each ministry has spiritual strengths and gifts which make them uniquely adapted to particular ministries. Each individual and ministry also have weaknesses, which in the natural may affect their ability to fulfill their ministries.

It is not negative thinking to consider your weaknesses. Self- evaluation prevents failure. If Israel had prayed and evaluated their situation at Ai, they would not have been defeated. God would have revealed the problem and they could have dealt with it before going into battle with the enemy. (See Joshua 7).

But you do not succeed by dwelling on your weaknesses. You succeed by emphasizing your strengths and using them for God's glory. At the same time, you must recognize that your weaknesses provide an opportunity for God's power to be demonstrated. When evaluating your weaknesses, consider this: And He said unto me, My grace is sufficient for thee: for my strength is made perfect in weakness. Most gladly therefore will I rather glory in my infirmities, that the power of Christ may rest upon me. (II Corinthians 12:9)

When evaluating your strengths, consider this: For I say through the grace given unto me, to every man that is among you, not to think of himself more highly than he ought to think; but to think soberly, according as God hath dealt to every man the measure of faith. (Romans 12:3)

STUDY SCRIPTURAL STATEMENTS OF PURPOSE:

Your Statement of Purpose must be Biblical. This means it must be in harmony with the general purpose of God which was discussed in Chapter Two.

Here are some other verses to review to help you further understand Biblical purpose. As you study these passages, write down some key thoughts and words that will help you write your own Statement of Purpose:

a) Isaiah 1:1-20

b) Matthew 7:33; 9:37-38; 10:7-8,38-39; 16:24-25; 28:18-20

c) Mark 1:17; 8:34-35; 11:25-26; 16:15-18

d) Luke 4:16-19; 5:10; 9:2; 10:2-9; 12:29; 14:26-27; 22:29; 24:46-49

e) John 2:21; 4:35; 6:27; 15:16; 20:21-22

f) Acts 1:1-14; 2:42-47; 12:5,12; 14:27

g) Romans 10:13-15

h) I Corinthians 13

i) II Corinthians 4:3-4

j) Ephesians 1:21; 2:1-9,19-22; 4:14-16; 5:25

k) Colossians 1:2,18; 4:5-6; 3:12-16

l) I Thessalonians 2:12

m) I Timothy 6:17-19

n) Titus 2:14; 3:1,8,14

o) Hebrews 9:12; 10:25

p) James 1:17-27

q) I Peter 2:1-12

WRITE THE STATEMENT OF PURPOSE:

If you have followed these steps of prayer, environmental analysis, and study of God's purposes as revealed in His Word, you are ready to write your own Statement of Purpose. Complete this sentence: "The purpose of my personal ministry is...

What specific Scriptures did you study that support your Statement of Purpose? List the references:

Now write a Statement of Purpose for the corporate ministry in which you are involved (i.e., your church, religious organization, denomination, mission, etc.). "The purpose of this ministry is...

What specific Scriptures did you study that support the Statement of Purpose for this organization? List the references:

EVALUATE THE STATEMENT OF PURPOSE:

Evaluate the statement you have written:

1. Is it in harmony with God's general purpose as revealed in the Bible? Is it Biblical? Did you identify specific Scriptures to support your purpose?

2. Is the Statement of Purpose written clearly so that it is easily understood?

3. Does the Statement of Purpose relate to the environment in which you are ministering? Does it meet existing spiritual needs?

4. Does it state why the ministry exists rather than discussing specific programs, services, or outreaches?

5. Does it provide unlimited possibilities in future ministry? If not, it is too limited. Here is a statement that is too limited: "The purpose of Harvestime International Network is to train 100 laymen as Christian leaders." When we have trained the 100 leaders, our purpose is fulfilled. We have no vision for future ministry. We have limited our purpose and it is too narrow.

6. Is it specific? If the statement is too general, you will not know if you are adequately fulfilling it. Here is a Statement of Purpose that is too general: "The purpose of Harvestime International Network is to train Christian laymen." This statement is not specific enough to permit evaluation to see if the ministry is achieving its purpose. Train them in what? For what purpose? Why? What does the training emphasize?

Now turn to the "For Further Study" section of this lesson and read the Statement of Purpose for Harvestime International Network which we have adopted. This statement is more specific and it is unlimited. Because it is more detailed, we can evaluate to see if we are accomplishing our purpose. If your "statements of purpose" are not Scriptural, unclear, do not focus on need, are too limited or too general, then rewrite them.

UNITED IN PURPOSE

With God's guidance, leaders must establish a corporate purpose for the entire ministry, church, or organization. This purpose must be communicated to each department or outreach of the church or organization. Each individual within each department or outreach must understand the purpose. The purpose must be communicated throughout the entire local body of believers. Each person must know the purpose in order to unite in ministry to achieve it. When everyone knows the purpose, everyone can implement plans to reach the purpose. Everyone works together in unity to accomplish their part in God's purpose and plans. A vision that can be clearly communicated is the critical thing in mobilizing men and money for achieving the work of the Lord. Here are some ways to communicate the purpose throughout the entire fellowship of believers:

1. Write out the Statement of Purpose and give each person a copy of it.

2. Teach or preach on the purpose at least once a year.

3. Discuss the purpose often in both formal planning sessions and informal meetings.

4. Be sure all leaders in the ministry review the purpose together often. This will keep the vision fresh in their minds.

SELF-TEST

1. Write the Key Verses from memory.

2. What is a Statement of Purpose?

3. Why is a Statement of Purpose important?

4. What is the difference between purpose and objectives?

5. What is the difference between a Statement of Purpose and a Doctrinal Statement?

6. List four ways purpose can be communicated throughout an entire fellowship of believers.

7. As part of your study of this lesson did you write a Statement of Purpose for your own personal ministry? Did you write a Statement of Purpose for the church or Christian organization of which you are a part?

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. If your ministry already has a Statement of Purpose, review it by answering these questions:

a) Is the Statement of Purpose written clearly so that it is easily understood?

b) When was it written?

c) Does the Statement of Purpose actually reflect what the ministry is presently doing?

d) Is it Biblical?

e) How has the ministry succeeded in fulfilling its purpose?

f) How has the ministry failed in fulfilling its purpose?

g) Why has it failed? What can be done to correct failures?

h) Has the purpose been adequately communicated throughout the local fellowship?

To determine this, consider these questions:

a) Have your leaders studied it within the last two years?

b) Has a sermon been preached on it during the past year?

c) Has the Statement of Purpose been printed and distributed to members of the fellowship?

d) Ask several members to tell you the purpose of the ministry. Are they able to do so?

e) If your ministry has plans, programs, budgets, and objectives are they related to your purpose statement? Does the Statement of Purpose relate to the environment in which you are ministering? Does it meet existing spiritual needs?

f) Does it state why the ministry exists rather than discussing specific programs, services, or outreaches?

g) Does it provide unlimited possibilities in future ministry, or is it too limited?

h) Is it specific? If the statement is too general, you will not know if you are adequately fulfilling it.

i) Does the purpose need to be rewritten? If so, follow the guidelines given in this lesson in the section entitled "Formulating A Statement Of Purpose."

2. Acts 13:35 indicates that King David served the purposes of God in his life and ministry. Study David's life in I and II Samuel and answer these questions:

- How did David discover his purpose?
- What did he do to fulfill God's purpose?
- If David had written a statement of purpose, what would it have been?
- If David had written a list of objectives to fulfill his purpose, what would they have been?

3. Here is the Statement of Purpose of Harvestime International Network:

HARVESTIME INTERNATIONAL NETWORK

Statement Of Purpose

It was upon the spiritual harvest fields of the world that Jesus Christ constantly focused the attention of His disciples: Say not ye, There are yet four months, and then cometh harvest? Behold, I say unto you, Lift up your eyes, and look on the fields; for they are white already to harvest. (John 4:35)

The challenge given by our Lord is for laborers, men and women who know how to reap the spiritual harvest fields of the world for the Kingdom of God. It is to this purpose that Harvestime International Network is dedicated, to recruit, train, motivate, and mobilize a network of international harvesters capable of:

l. Intercession for international spiritual harvest: The harvest truly is plenteous, but the laborers are few; Pray ye therefore the Lord of the harvest, that He will send forth laborers into His harvest. (Matthew 9:37-38)

2. Articulation of the principles of spiritual harvest: And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also. (II Timothy 2:2)

3. Demonstration of the principles of spiritual harvest: And my speech and my preaching was not with enticing words of man's wisdom, but in demonstration of the Spirit and of power: that your faith should not stand in the wisdom of men, but in the power of God. (I Corinthians 2:4-5)

4. Communication of the urgency of the mandate for worldwide spiritual harvest: The harvest is past, the summer is ended, and we are not saved. (Jeremiah 8:20)

5. Mobilization of members of the Body of Christ to reap their appointed fields in worldwide, end-time harvest: He reserveth unto us the appointed weeks of the harvest. (Jeremiah 5:24)

CHAPTER FOUR

PLANNING

OBJECTIVES:

Upon completion of this chapter you will be able to:

- Define the word "objective."
- Explain the difference between purpose and objectives.
- Identify two basic kinds of objectives.
- Discuss the importance of objectives.
- Explain the difference between long-range and short-range objectives.
- Explain how to select objectives.
- Write personal ministry objectives.
- Write objectives for corporate ministry.
- Evaluate objectives you have written.

KEY VERSE: And that servant, which knew his Lord's will, and prepared not himself, neither did according to His will, shall be beaten with many stripes. (Luke 12:47)

INTRODUCTION

The last two lessons concerned the importance of purpose in ministry. But you can talk about purpose and vision forever and never get around to fulfilling the vision. It is not enough to know God's purpose for your ministry, you must prepare yourself to fulfill it: And that servant, which knew his Lord's will, and prepared not himself, neither did according to His will, shall be beaten with many stripes. (Luke 12:47)

You prepare to accomplish God's purpose for your ministry by wise planning. Planning is the subject of this and the following two lessons. In this chapter you will learn how to plan. Chapter Five explains how to implement plans and Chapter Six explains how to evaluate them.

OBJECTIVES

An "objective" is an aim or end of action. It is a goal or intent to be reached. It is a plan. When you set "objectives" for ministry you make organized plans to accomplish God's purposes. You plan whether you consciously decide to do so or not. Each day you do certain tasks. This is your plan for the day, whether or not you have consciously thought it through.

Planning by setting objectives is just an organized way of doing what you already do. It helps provide focus and direction for each day. It brings your activities in harmony with your purpose of ministry. Planning is a way of obeying the Lord and accomplishing His purposes for your life and ministry.

Objectives are not sacred commands. They are commitments you make to the future. They do not determine your future, but are only a means to organize God's people to do God's work.

PURPOSE AND OBJECTIVES

There is a difference between purpose and objectives. You have learned that purpose is basically spiritual vision. It is knowing your specific reason for ministry...your part in God's plan.

Objectives are steps you take to fulfill the purpose God has given you. They are plans for accomplishing purpose. Purposes and visions are not fulfilled just because they exist. You must take action to make them happen. Purpose inspires you, but objectives push you forward to accomplish the vision. Purpose is like faith. Objectives are like works. Purpose without plans are unproductive, just as faith without works is dead. Your purpose in God's plan is great enough that it will take your lifetime to fulfill. Plans are just little steps along the way towards fulfilling the vision God has given you. Here is a diagram that will help you understand this:

Our Specific Purpose	**God's Great Purpose**
Objectives	Reaching the world

Look carefully at the diagram. It shows how objectives help you accomplish your purpose which is part of God's purpose. If each part of the Body of Christ accomplishes their specific purpose, then God's great purpose of reaching the world with the Gospel will be fulfilled.

THE OBJECTIVES OF PAUL

Let's review Paul's "statement of purpose" which you studied in Chapter Three. He said: "My purpose of ministry is to bear the name of the Lord Jesus Christ to:

1. The gentiles (nations other than Israel)

2. Kings (leaders)

3. The nation of Israel." (Acts 9:15)

Here are Paul's objectives, the plan God gave him for accomplishing his purpose:

"I will minister and witness to:

...open their eyes.

...turn them from darkness to light.

...turn them from the power of Satan to God.

...lead them to forgiveness of sins.

...lead them into their spiritual inheritance" (See Acts 26:15-18)

TYPES OF OBJECTIVES

There are two basic types of objectives:

Personal Objectives: These are the plans you make to accomplish your own ministry purpose.

Group Objectives: These are plans you make with others to accomplish the purpose of your corporate fellowship, church, denomination, organization, etc.

STATEMENTS OF FAITH

Because objectives are statements of what you want to do in the future, they are statements of faith made in harmony with God's will: Now faith is the substance of things hoped for, the evidence of things not seen. (Hebrews 11:1)

You do not make your own selfish plans. You make plans to fulfill God's purposes. You are always open to His direction. Whereas ye know not what shall be on the morrow. For what is your life? It is even a vapour, that appeareth for a little time, and then vanisheth away. For that ye ought to say, If the Lord will, we shall live, and do this, or that. (James 4:14-15)

Because objectives are statements of faith, they involve risk. You must step out in faith and begin to act. Because God knows the future, He can give you wisdom in making plans.

IMPORTANCE OF OBJECTIVES

Objectives permit you to accomplish God's specific purpose for your ministry. A major reason for having objectives is to help get things done that need to be done in order to fulfill your purpose. Having a plan helps you make things happen rather than just letting things happen. Plans permit you to act with purpose rather than react in urgent frenzy. Objectives provide direction. Because objectives identify what is to be done, everyone knows the plan. There is a sense of direction and commitment towards a common goal. Confusion is eliminated. Direction is difficult if you do not know where you are going. Objectives provide knowledge of where you are going. Because you are planning ahead, you can anticipate problems and work out solutions before the problems occur. You can engage in offensive spiritual warfare rather than defensive.

Planning helps people find their place of ministry in the Body of Christ. Because objectives identify who will do what, each person in the ministry knows his specific task. You can mobilize the entire fellowship of believers in united purpose and plans.

Objectives permit evaluation of ministry. You can examine your plans and see if they are fulfilling God's purpose for your ministry. You will learn more about this in Chapter Six. Objectives prevent you from drifting in ministry. If you do not have objectives you can spend a lifetime and then suddenly realize, "I did not achieve God's purpose." You have drifted along with no plans or organization, no evaluation of ministry, and you fail.

Planning helps you identify your motives. Motives are your reasons for doing something. You will find yourself examining your objectives and motives in every area of ministry. You will start asking "What are my objectives in preaching this sermon?" "What are my objectives in having this business meeting?" "What are my objectives in teaching this lesson?" "What are my objectives in counseling this person, writing this letter, etc.?" You begin to evaluate every activity in terms of how it relates to your purpose of ministry.

SELECTING OBJECTIVES

Objectives should come through prayer, guidance of the Holy Spirit, study of God's Word, and from understanding your specific purpose within God's plan. Planning is not a substitute for prayer and Bible study. Planning should result from prayer and Bible study. Planning should also relate to purpose.

You learned in the last lesson how an environmental analysis reveals spiritual needs of the people and area in which you are ministering. You learned how ministry purpose must be related to these needs as well as God's purpose.

Prayer, Bible study, and knowledge of purpose are very important to planning. Without these, you will plan with human reasoning. Your ways are not God's way: For my thoughts are not your thoughts, neither are your ways my ways, saith the Lord. For as the heavens are higher than the earth, so are my ways higher than your ways, and my thoughts than your thoughts. (Isaiah 55:8-9)

The error of the rich young man's plans in Luke 12:16-20 was that he "thought within himself." He made plans without God's guidance. God already knows the plans He has for you. Your responsibility is to understand and act upon His plans: For I know the plans I have for you, says the Lord, plans for welfare and not for evil, to give you a future and a hope. (Jeremiah 29:11, The Living Bible)

Because you select objectives, planning involves making decisions. You will decide to do some things and decide not to do others. You will set priorities. Priorities are things that are more important than others. The "For Further Study" section study of Luke 12:16-20 illustrates the importance of setting proper priorities. You may need to review principles of Biblical decision making which are given in the Harvestime International Institute courses entitled "Biblical Management Principles" and "Knowing God's Voice." These will help you in decision making in the planning process.

SETTING OBJECTIVES

Here are some guidelines to help you set objectives for ministry:

OBJECTIVES MUST BE WRITTEN: Write the vision and make it plain, that he may run that readeth it. (Habakkuk 2:2) If you write objectives down, it is easier to remember, implement and evaluate your plans. This is what David did as he planned the temple under the inspiration of God. David said: All this the Lord made me understand in writing by His hand upon me, all the details of the pattern. (I Chronicles 28:19)

OBJECTIVES MUST RELATE TO PURPOSE: This is a very important part of planning. If you make plans that do not relate to your ministry purpose, you will be doing good works but not the work God has for you. If all of your objectives relate to your purpose, then they will all relate one to another and work together in a general plan of ministry. Every plan you make will be in harmony with your purpose. If your purpose is in harmony with God's purpose and the plans you make are in harmony with your purpose, then your objectives will be Biblical.

OBJECTIVES MUST BE CLEARLY STATED: If objectives are not written clearly, no one will understand them. Write each objective clearly. Have one goal for each objective. Make it easy to understand the plan. Remember that Habakkuk 2:2 indicates only visions which are understood will motivate people.

OBJECTIVES MUST BE BALANCED: Plans must be balanced between faith and reality. If they are too unrealistic, they cannot be achieved. But at the same time, do not be limited by your resources, natural thinking, personnel, or finances. Set unlimited

plans of faith. Remember... With men, it is impossible, but not with God; for with God all things are possible. (Mark 10:27)

OBJECTIVES MUST BE DEFINITE: Plans must be definite. This means they must answer the following questions:

- What are we going to do? State specifically what you will do.

- How are we going to do it? State exactly what action steps and methods you will take to achieve the plan.

- When are we going to do it? Schedule a starting date, a completion date, and times for reviewing the progress of the plan.

- Who is going to do it: Who will do what specific tasks to make this plan work? How many people will be needed? Who has the spiritual gifts to do this effectively? How will the people involved work together?

- What is it going to cost? Estimate what it will cost to accomplish the objective. When you do this you are creating a budget, an estimate of the cost to fulfill the plan. If you budget ministry funds on the basis of objectives, and your objectives are in harmony with your purpose, then you will always be using ministry funds to fulfill your purpose. Otherwise, you may not use funds wisely. The Harvestime International Institute course entitled "Biblical Management Principles" identifies Scriptural principles of finance that will assist you in properly using ministry funds. (An example of a budget is given in the Appendix of this manual).

OBJECTIVES MUST BE MEASURABLE: This means they must be written so you can evaluate whether or not you accomplished the plan. You will learn more about evaluation in Chapter Six. An objective should state exactly what you intend to happen as a result of what you are doing. This makes it easy to evaluate and determine if you have fulfilled your objectives. You cannot measure results of ministry without some prior standards against which to judge them.

OBJECTIVES MUST BE ORGANIZED BY PRIORITY: You will set several objectives for ministry, so you must organize them by priority. Which plans will you complete first? Which objectives are necessary to complete before you can fulfill other related plans? For example, you must evangelize a village before you can establish a church for those converted.

INCLUDE BOTH LONG-TERM AND SHORT-TERM OBJECTIVES: Planning is a process that takes time. Because of this, you should plan as far in advance as possible. Planning relates to the future. There are two types of future:

Immediate future: The next few days, weeks, and months are the immediate future. You should make "short-range" plans for this period of time. These are plans you will work on right now.

Distant future: The distant future is next year and the following years. You should set "long-range" plans for the distant future. These are future plans for which you can begin to prepare and pray for now. You will actually work on them later. For effective ministry, you should make both short range and long range plans. When you do this you will know what you are to do now and exactly what you will do in the future. The Bible teaches that we are to "occupy until He comes." This means we are to plan and implement plans for the Kingdom of God, both now and in the future, until Jesus returns and takes us to Heaven.

PLANNING IS A PROCESS

Plans should be flexible and open to change. Planning is a process directed by the Holy Spirit. Always be open to new guidance in planning. The Apostle Paul made plans to go to Asia at a certain time, but the Holy Spirit revealed it was not the proper time. Paul adjusted his plan and went at a later date (Acts 16:6).

After you make a plan, changes may occur in the environment or your ministry. A better plan may be revealed. Problems may make revision of the original plan necessary. This is why planning must be flexible. You must be open to changing plans as needed and as God leads you to do so. You will need to revise objectives and create new objectives because:

a) The environment in which you minister will change and you will have to adjust your plans. For example, if a large group of refugees move into your area you may need to adjust your plans to include ministry to them.

b) You will complete plans and need new ones. For example, you may reach the goal of establishing a new church in a certain village. Now what will you do?

c) The Holy Spirit may direct you to change plans.

d) You realize the plans you made are not fulfilling God's purposes in your life and ministry. You will need to revise them.

SAMPLE OBJECTIVES

In the "For Further Study" section of this lesson there are some sample objectives for you to study. Both correct and incorrect examples are included. Turn now to these examples and study them before proceeding with the rest of this lesson. The examples will help you understand what you have studied to this point.

WRITING YOUR PERSONAL OBJECTIVES

1. Turn back to Chapter Three and review the Statement of Purpose which you wrote for your personal ministry.

2. Write at least three short-range objectives for your own personal ministry.

3. Write at least three long-range objectives for your own personal ministry.

WRITING MINISTRY OBJECTIVES

1. Turn back to Chapter Three and review the Statement of Purpose which you wrote for your church, fellowship, or organization.

2. Write at least three short-range ministry objectives for the corporate ministry in which you are involved. You may want to meet with other leaders in your fellowship to formulate these group objectives.

3. Write at least three long-range ministry objectives for the corporate ministry in which you are involved. You may want to meet with other leaders in your fellowship to formulate these group objectives. Use the worksheet for setting objectives provided in the "For Further Study" section of this lesson to write your plans.

EVALUATING OBJECTIVES

Evaluate the objectives you have written using the following checklist:

1. Are your objectives clear, brief, and easily understood?

2. Does each objective state just one goal?

3. Does each objective set definite plans:

- What is to be done?
- How? (action steps and methods)
- When? (starting, completion, and progress check dates)
- By Whom?
- Cost?

4. Is each objective measurable? Can you evaluate it to see if you actually achieved the plan?

5. Have you set short-range as well as long-range plans?

6. Are your objectives related to your ministry purpose?

7. Are your personal objectives in harmony with the objectives of the corporate ministry in which you are involved (i.e., your church fellowship, denomination, organization, etc.)?

8. Are you willing to pay the price in terms of finances, time, and sacrifice to make this plan work?

9. Can you ask God's help in reaching this objective? You can as long as it is in harmony with His general purpose and your specific purpose in His plan.

SELF-TEST

1. Write the Key Verse from memory.

2. Define the word "objective."

3. What is the difference between purpose and objectives?

4. Identify two basic kinds of objectives.

5. Why are objectives important?

6. Explain the difference between long-range and short-range objectives.

7. How do you select objectives?

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. Sample objectives to study: For an example, we will consider a plan of a church in the large city of Los Angeles, California, in the United States of America. This church believes that its purpose is to reach Los Angeles with the Gospel.

Here is an example of an objective they wrote that is not correct: "We will evangelize the city of Los Angeles."

This is not a measurable objective. How will they know if they have accomplished the plan? Who is going to do it? How? By when? What is the cost? How will they start? The objective is too general. It is not clearly written and does not define exactly what is to be done.

Here is an example of a correct objective: "We will evangelize the Spanish speaking community within a five mile radius of our church. We will start working on this objective January l, 2000. We will complete this project December 31, 2000. We will hold a meeting the first Wednesday of each month to evaluate our progress.

We will know we have accomplished this objective when we have:

a) Reached every Spanish-speaking home in the five mile radius with a Gospel witness.

b) Established a Spanish-speaking church composed of at least 100 new converts from this witness.

c) Trained converts to continue the process of evangelism in this area.

These are the people responsible for this objective: Joe Smith will direct and coordinate the project under the direction of our pastor. We will divide the five-mile area into blocks and appoint block chairmen who will be responsible for each block. The blocks will be determined on the basis of geography of the area. Each block chairman will visit each home in their block and present the Gospel. They will record the names and addresses of new converts. They will leave behind a Gospel tract in each home they visit. They will give each new convert a Gospel of John. They will follow up each new convert and make them part of the new church. Joe Smith will train these converts and select leaders for the new church. When the leaders are trained and established, we will set a similar objective for another area of Los Angeles. Eventually, we will evangelize the entire city.

This is what it will cost to implement this plan:

Budget:

$_____ Gospel tracts.

$_____ Gospel of John booklets.

$_____ Map to mark off the block areas.

$_____ Name and address cards to record the names of new converts.

$_____ Advertise the opening of the new church in the local newspaper.

$_____ Send a personal invitation by mail to the converts to attend the first service. (The services will be conducted in a home to eliminate costs for a meeting place).

$_____ Training materials to disciple the new converts.

This will help us fulfill our unique purpose in God's plan of reaching Los Angeles with the Gospel. By reaching the Spanish speaking people within a five-mile radius of our church, we are fulfilling a part of His purpose for our church. This is a plan we can repeat over and over in other areas of Los Angeles until we have evangelized the entire city."

2. Read Proverbs 1:2-6. This passage states the purpose for the book of Proverbs. It explains why it is written. The remainder of the book is filled with objectives to accomplish the purpose.

3. Here are some objectives God stated for Israel when they were in Egyptian bondage. In Exodus 6:2-8 He said:

- I will bring you out from under the yoke of the Egyptians.
- I will free you from being slaves to them.
- I will redeem you with an outstretched arm and with mighty acts of judgment.
- I will take you as my own people.
- I will be your God.
- I will bring you to the land I swore with uplifted hand [sign of an oath].
- I will give it to you as a possession.

What a wonderful plan! Moses clearly communicated God's plan to the people, but the people refused to accept it (Exodus 6:9). Sometimes you may have a wonderful, God-given plan and you will still face opposition from people. Just remember: God's purposes and plans will not fail. God accomplished His objectives for Israel, even though He had to raise up a new generation to do it!

4. Select a Christian organization with which you are familiar. From its actions, what do you think is its purpose? What do you think some of its objectives might be?

5. If you knew you could not fail, what three ministry objectives would you set? After you list these, pray about them. Do not fear failure. Could God want you to try to accomplish these plans?

6. The importance of priorities is illustrated in the parable of the rich man in Luke 12:16-20. The rich man...

- Provided for self and not for others. His priority was a self-centered life instead of a Kingdom centered life.

- Made provision for his body but nothing for his soul. His priority was the flesh rather than the spirit.

- Provided for this life instead of eternity. How do your priorities relate to eternity? What caused his error in priorities? He reasoned "within himself" (Luke 12:17). He did not plan with God's purpose and priorities in mind. Misplaced priorities are always followed by penalties (verse 20).

7. Use the following worksheet to help you set objectives for your ministry.

WORKSHEET FOR SETTING OBJECTIVES

State what you will do: I (we) will...

I (we) will start working on this objective... Date:_____

I (we) will complete this objective by... Date:_____

I (we) will check on our progress on the following dates:

Date:_____

Date:_____

Date:_____

I (we) will know I have accomplished this objective because:

These are the people responsible for this objective:

This is what each person will do:

This objective will help us fulfill our unique purpose in God's plan because:

This is what it will cost to accomplish this plan: Prepare your budget on a separate sheet of paper. A sample budget is provided in the Appendix of this manual.

CHAPTER FIVE

PEOPLE AND PROCEDURES: IMPLEMENTING THE PLAN

OBJECTIVES:

Upon completion of this chapter you will be able to:

- Define "procedures."
- Discuss the following steps of implementing a plan:
- Selecting
- Communicating
- Delegating
- Training
- Organizing
- Scheduling
- Budgeting
- Decision making
- Reviewing
- Evaluating
- Explain the parables of the wineskins and garments.

KEY VERSE: Now therefore perform the doing of it; that as there was a readiness to will, so there may be a performance also out of that which ye have. (II Corinthians 8:11)

INTRODUCTION

In previous lessons you identified the purpose for your ministry and learned how to make plans. But planning is not enough. Just as faith without works is dead, planning without action accomplishes nothing. In this lesson you will learn how to implement your plans. To implement a plan means to put it into action. You do this through proper procedures and faithful people.

PEOPLE AND PROCEDURES

Procedures are the steps you take to implement a plan. Procedures are the methods, projects, or work a leader does to accomplish plans. People are the instruments God uses in the work of the ministry throughout the world. Proper procedures and faithful people are both necessary if a plan is to succeed.

IMPLEMENTING A PLAN

If you are to successfully implement a plan, you must first have a clear understanding of it. This is why you should write out your plans as discussed in Chapter Four. Remember that the plan should include:

a) A statement of exactly what is to be done.

b) A description of how you are going to do it [procedures, action steps].

c) Who is going to do it [the people involved].

d) When you are going to do it [starting and completion dates, dates for reviewing progress].

e) A budget [what it will cost].

To implement the plan, there are some basic responsibilities of the leader. These include:

SELECTING:

During His earthly ministry, Jesus selected disciples to assist Him in ministry. Here are some guidelines for selecting people for the work of the ministry:

1. Faithful Men And Women: Select faithful men and women. The faithful are those who have accepted the Gospel and whose lives have shown true repentance and change. Choose those who are called to the unique purpose of your specific ministry. If a person does not have a burden for the specific ministry in which you are engaged, they will soon lose their enthusiasm and commitment to help.

God has a specific plan for each person, and if they are not ministering where God wants them they will not be effective. The purpose of the ministry must become their individual purpose. Select those who are full of the Holy Ghost and have a good reputation (Acts 6:8). Those who serve in leadership positions should meet the Biblical qualifications for spiritual leaders given in Titus 1:5-9 and I Timothy 3:1-13.

2. Spiritual Gifts: Select people whose spiritual gifts equip them to fulfill the specific task you are asking them to do. This is how people were selected for tasks in New Testament times. For examples, those with the gift of teaching may not be effective as an evangelist. Those with the gift of an evangelist might fail as a pastor.

3. Skills And Abilities: In addition to spiritual gifts, people have special skills and abilities God has given them or they have developed through education and training. Think about the tasks that need to be done and select people whose skills and abilities are suited for that particular work of the ministry. For example, when Moses received the plans for the tabernacle from God, he selected men who had the skills to do the task. (See Exodus 35:30-34). Always remember however, it is easier to take a spiritual man and train him in the skills he needs than to take a worldly man and develop faithfulness.

4. Ministry Experience: Evaluate past ministry experience. If a person has served successfully in a similar position, his ministry and anointing in that position have been proven.

5. Strengths And Weaknesses: Evaluate a person's spiritual strengths and weaknesses. What strengths make him a likely candidate to fill this position? What weaknesses may create problems and how will you handle these if they arise?

COMMUNICATING:

Plans must be clearly communicated. The more information people have about a plan, the easier it will be for them to fulfill their responsibilities. The importance of communication is clearly illustrated in the Biblical account of the tower of Babel. Read this story in Genesis 11:1-9. People must know:

1. The General Plan: They must understand the general plan and how it fits into God's purpose and the unique purpose of the organization.

2. The Details Of The Plan: These include details such as other people involved, budget, time schedules, action steps, and how the plan will be evaluated to determine if it has been accomplished.

3. Their Specific Responsibility In The Plan: People must know exactly what they are personally responsible to do, by when, and what funds, equipment, and personnel is available to help them do it. Communication should also motivate people for the work of the ministry. When you motivate people, you communicate challenge and inspiration for getting the job done. You develop proper motives or reasons for doing the work of the ministry. Remember: Reliable communication permits progress. (Proverbs 13:17) The Living Bible

DELEGATING:

After communicating the plan, you must delegate responsibility for the work that needs to be done. "Delegation" is giving responsibility and authority to others for the work of the ministry. When you delegate you give another person responsibility for a specific job, the authority to accomplish it, and accountability [an obligation] to get the job done correctly.

One of the greatest Biblical examples of delegation is found in a plan made by Jethro and implemented by Moses. Read about it in Exodus 18:13-27. Moses was very tired from doing all the work himself. Jethro taught him how to delegate responsibility and authority to others to accomplish the work of the ministry. The men to whom Moses delegated responsibility were accountable to him for their work.

A leader only should be concerned with major decisions, the most important parts of the plan, and the supervising of those working on it. Delegate to others the details and routine work necessary to accomplish the plan.

When you delegate responsibility to someone, you must also give him the authority to do the job. This means you release the control or power he needs and provide the necessary resources.

To establish authority and responsibility, it is helpful to write out the specific tasks you are delegating to a person. This is sometimes called a "job description" or "ministry description." (See the Appendix of this manual for sample ministry descriptions). When you specifically define a person's responsibilities, this makes him accountable. This means he knows what is required of him. He knows you will check to see if he has completed his task and done it correctly. To summarize, delegation involves giving others...

- Responsibility: To perform the work of the ministry.
- Authority: To get the job done.
- Accountability: An obligation to accomplish the task properly.

Delegation is important because:

- It frees the leader for more important tasks. (See Exodus 18:13-27 and Acts 6:3-4).
- It gives other people experience and training in ministry.
- It follows God's pattern for "body ministry" in the Church with each person using his spiritual gift for the work of the ministry.
- It raises up new leaders.

TRAINING:

Some people to whom you have delegated tasks will already have the necessary skills to accomplish their task. Others will need to be trained. The type of training needed will vary depending on the task to be done and the skills of the person involved. Some people will need more training than others because of their limited education and experience. Some tasks are more difficult than others and require more instruction.

Training for the work of the ministry should be a continuous process. You should constantly be developing the knowledge, skills, and spiritual maturity of those working with you in ministry.

ORGANIZING:

The people you have trained must be organized in order to work together in ministry. Organization is the outward evidence of a shared purpose. Any time two people agree to work on a common purpose, an organization exists. Organizing is the process of building a team of people to accomplish the work of the ministry. Organizing establishes structure to accomplish a plan. Organizing answers the questions, "who is responsible to do what?"

Without organization, confusion exists. This results in unhappiness, murmuring, and important tasks being ignored. For an example of this, read about the problem in Jerusalem Church in Acts 6:1-7 and how the disciples organized to solve it. Do not pattern your organization after others. Let the organization develop out of need and your individual plan and purpose. Organization in the early Church developed this way. It was not the organization that brought the ministry into existence. It was the ministry that brought the organization into existence as it was needed. The story in Acts 6:1-7 illustrates this.

God the Father, Jesus Christ, and the Holy Spirit have an organization. Each one has specific responsibilities and ministries which are described in the Bible.

One of the greatest natural examples of organization is the human body. God used this natural example to illustrate the spiritual organization of the Church. The Church is called the "Body of Christ" of which Jesus is the Head. Being "head of the Church" is one of the ministry responsibilities of Jesus.

When you organize with Jesus as your head, you work together as a Body of believers to accomplish spiritual purposes and plans.

Sometimes it helps to draw a diagram which explains the organizational structure you establish. Such a picture is called an "organizational chart." The "For Further Study" section of this lesson contains some sample charts.

Organizing includes developing a cooperative spirit between those involved in the plan. It includes mobilizing them to accomplish the work of the ministry and establishing good relationships between them.

Remember that in any Scriptural organization, no one is greater than another person. We are all members of the same Body of Christ working together to accomplish God's purposes. (See Ephesians 1:22-23; 4:15-16; Colossians 1:18; I Corinthians 12).

SCHEDULING:

When you originally made your plan, you set the dates on which you would begin, review, and complete it. Now you must schedule other details which are part of the plan. For example, in the last chapter an example was given regarding reaching the Spanish speaking community in a five mile radius around a church by a certain date. Dates were set to begin, review, and complete the project.

If you were actually working on this plan, you would now need to schedule specific dates and times for going house-to-house to share the Gospel. Dates must also be set for advertising and conducting the first church service. Establishing such schedules help you use your time wisely. You must use time wisely because you have a limited amount of time in which to accomplish the work of the Kingdom: I must work the works of Him that sent me, while it is day: the night cometh, when no man can work. (John 9:4)

See then that ye walk circumspectly, not as fools, but as wise, Redeeming the time, because the days are evil. (Ephesians 5:15-16)

When you use your time wisely, you set priorities. This means you choose to do some things and eliminate others. Successful leaders learn to say "no" to things that are not in harmony with their purpose and objectives. Evaluate everything you do on the basis of the specific purpose for which God has called you. Make that calling a priority. Do not be diverted by other things, no matter how good or needful they might be. As in the parable of the servants with their talents, God will hold you responsible for the specific ministry He has given you to do. You can get busy doing a lot of good and needful things for God and miss the specific purpose for which He has raised you up in ministry.

You need a calendar in order to schedule properly. Scheduling should include both weekly and daily planning:

1. Weekly Planning:

At the beginning of each week, make a weekly plan. Pray about the forthcoming week and ask God to lead you in scheduling specific projects for each day. Answer these questions:

1) What must be done that week? This is a list of the most urgent things that need to be done. These are things that will result in major problems or delays if they are not accomplished that week.

2) What should be done? This is a list of the things that are next in importance. You can work on them once you have completed the urgent duties on the list that must be done.

3) What could be done if you have time? These are items that could be continued over to another week without creating problems.

Now review these lists to determine which items you can delegate to others. Delegate these, and this will free you to accomplish the tasks that only you can do.

2. Daily Planning:

At the beginning of each day, ask God to reveal to you what He wants you to do that day. Review the list of tasks you made for the week. Ask God to show you which ones should be done that day. Write these down and arrange them by priority.

Answer the same questions as in weekly planning: What must be done that day? What should be done if you finish these urgent tasks? What could be done if you have time? What can you delegate to others?

Be sure to schedule personal time with the Lord for prayer and Bible study each day. This is important because...

Reverence for God adds hours to each day. (Proverbs 10:27 The Living Bible)

In everything you do, put God first, and He will direct you and crown your efforts with success. (Proverbs 3:6 The Living Bible)

Like the Apostle Paul, in planning, always be open to a change by the Holy Spirit. Also, always remember that people are the reason for which ministry exists. Do not neglect people for the sake of a plan or accomplishing a list of tasks you need to do. At the same time, be careful that others do not divert you from your task with many things that will consume your time and energy. Diversion, even to good works, is a tool of the enemy to keep you from accomplishing God's plan.

Read Nehemiah 6:10-12. A "prophet of God" tried to divert Nehemiah from his work by calling a meeting at the house of God. Sounds spiritual, doesn't it? The prophet even tried to convince Nehemiah that it was safer for him in the house of God and that he might be killed if he did not come. But Nehemiah recognized God had not sent this prophet. He did not attend the meeting. God had told him to work on the wall, and that is just what he did!

3. Other Time Units:

You may find it helpful to make schedules for other time blocks. For example, a teacher in a Christian school might need to plan by quarters of the year or by school semesters. It is also wise to make an annual ministry plan. Ask God to help you set goals for the year in harmony with His purpose. Identifying your annual goals will permit you to set specific plans each week of the year.

When several people are working together on a plan, each one needs to have a calendar which shows the schedule for details of the plan. This will help each one remember what needs to be done by when.

BUDGETING:

During the planning stage you made a budget indicating the amount of money you planned to spend. As you implement the plan, use this budget to guide you in spending funds. An easy way to keep tract of the money you are spending is to keep a simple financial record which lists the item, the amount of money originally budgeted for it, the actual amount spent, and the funds remaining. Here is an example to follow:

Plan: To obtain a Bible for each new believer in our church fellowship.

Financial Record			
Item	Amount budgeted for item	Amount spent to date	Amount remaining for item
Bibles	$300.00	$200.00	$100.00

You may find you need to readjust the original budget. Some items may cost more than you planned, others may cost less.

DECISION MAKING:

As any plan is put into action, the leader must make many decisions related to it. The Scriptural process for decision making is described in the Harvestime International Institute courses, "Biblical Management Principles" and "Knowing God's Voice." Refer to these for help in making good decisions.

REVIEWING:

After you implement a plan, you must review it to see how it is progressing. Meet with those working on the plan...

a) To be sure the people are fulfilling their assigned responsibilities.

b) To make sure people have the necessary funds, equipment, and supplies to get their jobs done.

c) To see that the plan is proceeding on schedule.

d) To keep within the budget.

e) To revise the plan when necessary.

f) To coordinate parts of the plan and the work between the people involved.

g) To solve problems in the plan or problems between people involved in the plan.

EVALUATING:

Evaluating is a process of carefully examining a plan to determine its value in achieving the purpose of ministry. In the next lesson you will learn how to evaluate plans.

NEW WINE AND OLD WINESKINS

When Jesus began His ministry, He met much opposition. Some people did not accept the new teachings even though they were based on Old Testament truths. Others did not accept the miracles He performed. When some men were called to discipleship, they refused to follow. Many of the religious leaders were bound by tradition and refused to change.

Satan always opposes God's purpose and plans. Whenever you implement a new plan of ministry in harmony with Gods purpose, you will face opposition. Jesus gave two examples of this. He said: No man putteth a piece of new cloth unto an old garment, for that which is put in to fill it up taketh from the garment and the rent is made worse. Neither do men put new wine into old bottles: else the bottles break, and the wine runneth out, and the bottles perish; but they put new wine into new bottles, and both are preserved. (Matthew 9:16,17)

By these examples, Jesus indicated it is sometimes impossible for existing, traditional religious structures of men to accept new plans and revelations. Jesus found this true in His own ministry, as did the Apostle Paul. You will also find it true. You will experience opposition from both without and within existing religious organizations.

When you encounter such opposition, follow the patterns set by Jesus and Paul. They both worked within the existing religious structure as far as possible. They attended synagogue services regularly and ministered as they were permitted. They did not destroy the old religious structures. They let them continue to exist. But they did not let tradition or opposition, even from religious leaders, hinder the new things God was doing.

When rejected by the traditional structure, both Jesus and Paul took their ministry outside the synagogue. They raised up "new wineskins." These new believers were eager to receive the new revelation and new organizational structures [the first Church]. They were able to contain the "new wine." To put it another way, spiritually speaking, it is possible to "raise the dead"… and God does do this on occasion. But it is far easier to bring a new child into the world!

SELF-TEST

1. Write the Key Verse from memory.

2. What is a procedure?

3. What do the parables about new wineskins and new garments reveal about how to deal with opposition to God's plans and purposes?

4. On a separate piece of paper, write a brief description of each of the following responsibilities of implementing a plan:

- Selecting
- Communicating
- Delegating
- Training
- Organizing
- Scheduling
- Budgeting
- Decision making
- Reviewing
- Evaluating

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. Here is a sample organization chart. This one is prepared for the plan described in Chapter Four and in this lesson for reaching the Spanish speaking community near a specific church. Other sample organizational charts are provided in the Appendix of this manual.

<table>
<tr><td colspan="4">The Lord Jesus Christ</td></tr>
<tr><td colspan="4">Pastor</td></tr>
<tr><td colspan="4">Joe Smith

(Director)</td></tr>
<tr><td>Block

Chairman</td><td>Block

Chairman</td><td>Block

Chairman</td><td>Block

Chairman</td></tr>
</table>

Joe Smith, director of the plan, serves in this position under the leadership of the Pastor of the church. Four chairmen have been appointed, each with the responsibility of a one-mile block of streets around the Church. Joe Smith directs these chairmen in fulfilling the plan which includes house-to-house visitation sharing the Gospel, leaving a Gospel tract at each home, and giving a Gospel of John to each new convert.

2. Remember that in any organization, no one is "greater" than another person. We are all members of the same Body of Christ working together to accomplish God's purposes. (See Ephesians 1:22-23; 4:15-16; Colossians 1:18; and I Corinthians 12).

3. Did you know that the Bible establishes an organizational structure for the management of the Christian home? Here is how the organization looks on a chart:

God
The Husband
The Wife
Children

The husband is the head of the house. The wife is his help-mate. The children are to be in submission to both father and mother.

4. Here is an organizational chart for the plan of Moses in Exodus 18:13-27:

God
Moses
Rulers of Thousands
Rulers of Hundreds
Rulers of Fifties
Rulers of Tens

The "rulers of thousands" were over 100 men. These 100 men each directed 50 men who each led a small group of ten. The 50 leaders who were "rulers of tens" went to the "rulers of fifty" with their problems. The "rulers of fifty" reported to the "rulers of hundreds," and the "rulers of hundreds" took important decisions to the "rulers of thousands." Only the most important matters went from the "ruler of thousands" to Moses for decision.

5. When Moses assumed leadership of Israel, God gave him four main responsibilities (Exodus 18:19-21):

a) First, to bring the problems of the people to God.

b) Second, to teach them the way they should walk [provide spiritual direction].

c) Third, to train them in the work they were to do.

d) Fourth, to select able leaders to help him bear the burden of leadership [to delegate responsibilities to others].

6. Now that you have seen some sample organization charts, prepare a chart for a plan you have implemented in your ministry.

7. Here are some common barriers to communication. You may have to overcome some of these to properly communicate a plan to others:

- Different language
- Difficult vocabulary
- Omitting necessary information
- Fear
- Prejudice
- Inattention
- Unclear message
- Ignorance
- Tradition
- Poor education
- Stubbornness

8. Here is the Living Bible translation of a passage on the importance of completing plans. Paul sent this message to believers at Corinth: I want to suggest that you finish what you started to do...for you were not only the first to propose this idea, but the first to begin doing something about it. Having started...so enthusiastically, you should carry this project through to completion just as gladly, giving whatever you can out of whatever you have. Let your enthusiastic idea at the start be equaled by your realistic action now. (II Corinthians 8:10-11)

9. One of the most detailed plans given and implemented in Bible times was the plan for the building of the tabernacle. As you study the following references, think about what you have learned concerning Biblical management by objectives:

- Establishing the purpose: Exodus 25:8

- Formulating the plan: Exodus 25-31
- Implementing the plan:

  a) Selecting: Exodus 35:30-35; 36:2

  b) Communicating: Exodus 35

  c) Delegating: Exodus 36:1-3

  d) Training: Exodus 35:34

  e) Organizing: Exodus 36-40

  f) Scheduling: Exodus 36-40

  g) Budgeting: Exodus 35; 36:5-7

  h) Decision making: Exodus 36:6-7

  i) Reviewing: Exodus 39:43

  j) Evaluating the plan: Exodus 39:43; 40:33-35

CHAPTER SIX

PERFECTING: EVALUATING THE PLAN

OBJECTIVES:

Upon completion of this chapter you will be able to:

- Define "evaluation."
- Discuss why evaluation is important.
- Establish an evaluation procedure.
- Evaluate plans you have implemented.
- Identify reasons why plans fail.

- Use the results of your evaluation to improve existing plans and make new plans.

KEY VERSE: For I say, through the grace given unto me, to every man that is among you, not to think of himself more highly than he ought to think; but to think soberly, according as God hath dealt to every man the measure of faith. (Romans 12:3)

INTRODUCTION

In Chapter Four you learned to set objectives and plan in harmony with God's purpose and plans. In Chapter Five you learned how to implement plans. This lesson explains how to evaluate plans to determine whether or not you achieved your objectives.

EVALUATION

When you evaluate something you examine it carefully and consider its value. Evaluation is the process of examining plans to determine their value in achieving the purpose of your ministry. Objectives state what you plan to do. Evaluation determines if you accomplished those objectives. Even God evaluated His work. In Genesis 1, He examined all He had created and declared, "It is good."

THE IMPORTANCE OF EVALUATION

Evaluation makes you accountable to God, to those with whom and to whom you minister, and to your own self. From the beginning of time, God has held man accountable for fulfilling His plans. Adam and Eve had certain responsibilities in the Garden for which God held them accountable. The Bible indicates you are to "think soberly," to evaluate your own life and ministry. For I say, through the grace given unto me, to every man that is among you, not to think of himself more highly than he ought to think; but to think soberly, according as God hath dealt to every man the measure of faith. (Romans 12:3)

The Apostle Paul said: That ye may approve things that are excellent; that ye may be sincere and without offence till the day of Christ. (Philippians 1:10)

The fact that you are accountable to God for your ministry is illustrated by the parable of the talents in Matthew 25:14-30. The Bible also teaches that you have responsibilities for those to whom you minister: Feed the flock of God which is among you, taking the oversight thereof, not by constraint, but willingly; not for filthy lucre, but of a ready mind; Neither as being lords over God's heritage, but being ensamples to the flock. (I Peter 5:2-3)

The Bible also teaches that you are accountable to those with whom you minister. You work together just like the human body: And the eye cannot say unto the hand, I have no need of thee: nor again the head to the feet, I have no need of you. (I Corinthians 12:21)

When you stand before God on judgment day, your work will be evaluated to determine its value: Now if any man build upon this foundation gold, silver, precious stones, wood, hay stubble; Every man's work shall be made manifest: for the day shall declare it, because it shall be revealed by fire; and the fire shall try every man's work of what sort it is. (I Corinthians 3:12-13)

God has perfect plans, but He works through imperfect people to accomplish His plans. Because you are imperfect, you must continually evaluate your ministry. Evaluation is important because it helps you determine if you are properly fulfilling God's plans and purpose. Evaluation permits you to learn from your successes and failures, revise existing plans, and make new plans. If you are really doing God's work, then it is worth doing with excellence.

THE EVALUATION PROCEDURE

When you learned how to set objectives you wrote them in a way that they could be measured or evaluated to see if you had achieved them. You also included dates for checking on the progress of the plan. An evaluation procedure is a method for evaluating your plans. Here are the steps for establishing an evaluation procedure:

1. Write objectives so they are measurable and you will be able to tell that you have fulfilled them.

2. Establish dates to check on the progress of the plan.

3. Pray before you begin evaluation. Ask God to show you weaknesses that need correction and give you guidance in additional plans you may need to make.

4. Evaluate to see if the plan is proceeding on schedule and accomplishing the intended goal.

If it is, proceed as you originally planned.

If it is not, you may need to...

a) Revise the objective: Rewrite parts of it or eliminate it and write a new plan. Because you do not know the total future plan of God, you must be open to change. Revisions are part of the faith-stretching process of planning.

b) Make a change in people working on this objective: You may need more or less people or to replace those who have lost interest.

c) Change the completion date: You may need more time to accomplish the plan than originally thought. You may need to set more evaluation dates to check on its progress.

d) Change the methods: The objective may be good, but your methods in accomplishing it may not be working.

e) Readjust the budget: If costs are different than originally planned, you will need to readjust the budget.

5. When you have completed a plan, evaluate it to answer these questions:

a) Did you reach the goal? Did you finish what you started? Were you diverted by the enemy? Do not evaluate on the basis of what activities took place. Evaluate on the basis of result: Did the activities which were part of the plan achieve the desired result?

b) Did it really contribute to the fulfillment of your purpose as you thought it would?

c) Where did you fail, why, and how? What were the reasons for failure? Remember, do not be discouraged by your weaknesses but use them as opportunities for God's power to be revealed.

d) Where did you succeed, why, and how? What were the reasons for success?

e) What could you have done differently? Different methods? Different people? Different plan?

f) Were the people involved used effectively in ministry? Were their tasks suited to their spiritual gifts? Did they grasp the purpose and were they motivated to complete the plan?

g) Could you use this same plan again? Ask the Lord to guide you in this decision. Some plans can be used again, but sometimes God has a new plan.

h) What can you learn from this that will help you in making new plans?

WHY PLANS FAIL

God's plans are always perfect, but because He works through imperfect instruments [people], plans sometimes fail. For example:

- The garden of Eden was God's plan for man. But man failed.

- God's plan for Israel was that they bear witness of Him to heathen nations, but they failed.

- God's plan for King Saul, Samson, and others failed because they were imperfect human instruments.

Failure is always because of man's unwillingness to work in harmony with God.

Here are some common reasons why plans fail:

1. Lack Of Vision: People did not understand the purpose or vision of which the plan was a part.

2. Lack Of Training: People were not trained for the tasks they were asked to do as part of the plan. God always prepares people for the task they are to do. Leaders should follow this example.

3. Improper Use Of Spiritual Gifts: People were misplaced in the plan. For example, you had someone with the gift of evangelizing trying to do the work of a pastor.

4. Unwilling To Pay The Price: People and/or leadership would not commit the prayer, time, effort, and money necessary to fulfill the plan.

5. Lack Of Prayer: The plan was made without the guidance of the Lord.

6. Unclear Plans: The objectives were not stated properly.

7. Lack Of Communication: The plan was not clearly communicated to those involved.

8. Lack Of Evaluation: No one checked to see how things were going, so when difficulties arose the plan fell apart. The completion date came and no one was ready. Because there was no evaluation, there was a failure to deal with problems.

9. Fear: Of criticism, failure, or man.

10. Doubt: Of the ability of God to work through you.

11. Procrastination: This means delaying things, waiting for a better time, for a better opportunity, putting things off until another day, etc.

12. Making Excuses: Justifying failure instead of correcting it.

13. Slothfulness: Which is laziness, lack of concern, sloppy work.

14. Selfishness: You must give of yourself to achieve goals. You cannot be greedy or selfish. You must have a generous, giving spirit.

15. Lack Of Unity: People did "their own thing" instead of working together for the plan and purpose of God.

16. Disobedience: People did not obey those in authority.

17. Failure To Revise Plans: The plan was not adjusted and the people would not change as needed. Just because something has been done that way in the past does not mean it is presently effective in God's plan.

18. Failure To Learn From Experience: Mistakes are repeated when you do not evaluate and learn from experience.

19. Inattention To Detail: A plan often involves many details. If these are not mproperly coordinated, the plan will fail.

20. Refusing To Provide Humble Service: You are called to serve others. When you forget this and become proud, plans fail.

21. Attitude Problems Towards Planning: These are evident in the following comments:

a) "We have always done it that way."

b) "We do not like to plan."

c) "Planning is not Scriptural."

d) "This has worked all right for the last 40 years."

e) "Planning is not spiritual."

f) "We move forward in faith; we do not need to plan."

g) "We do not have time to plan."

h) "I do not see why we should change after all this time."

22. Lack Of Proper Leadership: To implement the plan.

23. Lack Of Funds.

24. Lack Of Workers: To fulfill the plan.

25. Failure To Be Honest In Evaluation.

26. Spiritual Attack Of The Enemy! Satan will try to frustrate your purpose. (See Ezra 4:1-5).

27. Murmuring: Whenever you begin a plan or a work for God, it passes through certain predictable stages. For example, in the early Church:

- Acts I: God chose certain men.

- Acts 2: He gave those men a ministry.
- Acts 3: There was multiplication.
- Acts 4: The movement known as the church emerged.
- Acts 5: Murmuring arose from the people.

The same pattern is found in the book of Nehemiah:

- Nehemiah l: God chose a man.
- Nehemiah l-2: He gave the man a ministry.
- Nehemiah 2-3: The work force multiplied.
- Nehemiah 2-4: The plan was instituted.
- Nehemiah 5: Murmuring arose from the people.

When ministries and plans reach the murmuring stage, the problem must be dealt with or the plan can be seriously affected. Nehemiah dealt with the murmuring by prayer and better organization (Nehemiah 5).

The apostles dealt with the murmuring by prayer and better organization (Acts 6).

The murmuring of the Israelites was never totally resolved. Because of this, God's plan was delayed until a new generation was raised up.

USING THE RESULTS OF EVALUATION

You use what you learn by evaluation in several ways:

1. Evaluation points out weaknesses in objectives. You revise and improve existing plans to correct these weaknesses.

2. You make new plans as old ones are completed.

3. You learn from your successes. You may be directed by God to repeat a successful plan.

4. You learn from your mistakes. You discover why you failed and make plans to improve so that you won't repeat the same mistakes.

A CONTINUING CYCLE

Planning is a continuing cycle. You make plans, implement them, evaluate them, and then make more plans.

If you are to be effective in ministry, you will continue this cycle until your purpose is fulfilled and you have completed your life work.

SELF-TEST

1. Write the Key Verse from memory.

2. Define "evaluation."

3. Why is evaluation important?

4. Discuss the steps for establishing an evaluation procedure.

5. List at least five common reasons why plans fail.

6. Identify four ways you can use the results of evaluation.

7. Evaluate some plans you have implemented. Use the results of your evaluation to improve existing plans and make new plans.

(Answers to tests are provided at the conclusion of the final chapter in this manual.)

FOR FURTHER STUDY

1. Study John 17. In this prayer, Jesus evaluates His own earthly ministry.

2. In the Old Testament, a man named Nehemiah had a God-given purpose to rebuild the walls of Jerusalem. He conducted an environmental analysis, set objectives, and implemented the plan. As he progressed, he evaluated the progress and dealt with problems such as lack of unity, loss of strength and vision, and attacks of the enemy. The true test of spiritual leadership is whether or not it results in accomplishing its objective. In the case of Nehemiah, the record stands: "And so the wall was finished" (Nehemiah 6:15).

3. A study of King Hezekiah illustrates management by objectives. It includes environmental analysis, planning, implementing plans, and evaluation. First read the story of Hezekiah in II Kings 16-20 and II Chronicles 28-32.

The Environment: Hezekiah descended from an evil king named Ahag. The kingdoms of Judah and Israel were divided and rivals. Judah was the smallest of the twelve tribes but was the spiritual leadership of all twelve. The other eleven tribes had accepted the

religions of heathen nations around them. Hezekiah was king of Judah. Judah's chief enemy, Assyria, was the largest world power at the time and were heathens involved in demon worship.

Strengths Of Hezekiah:

1. Bold and honest before God and men.

2. A man under authority and of authority.

3. Compassionate.

4. Believed and knew how to pray.

5. Kept his word.

6. Placed a high value upon personal holiness.

Weaknesses Of Hezekiah:

1. Surrounded and outnumbered by the enemy.

2. Subject to pride.

3. Politically ambitious.

Hezekiah's Purpose: Uniting Israel as one nation under the one true God.

His Objectives:

1. Repair the temple.

2. Restore godly rulership.

3. Restore service to the house of the Lord.

4. Reinstate the Passover.

5. Build a water system for the city of Jerusalem.

6. Conquer strongholds of Satan to reclaim the land that was originally given by God to Israel.

His Plan:

Here is the plan he implemented to accomplish the objectives:

1. He organized the priests and Levites to repair the Temple and cleanse it.

2. He set a godly example for rulers by following all King David had previously done.

3. He encouraged the Levites and other workers while rebuilding the temple.

4. He called the first Passover in 260 years.

5. He called the faithful throughout Israel to attend the Passover.

6. He supplied the provisions from his own table.

7. He requested pardon for God's people.

8.He exhorted the army by the power of the Holy Spirit and through preaching God's Word.

9. He used the wealth of the royal storehouse to finance the building of the water system in Jerusalem.

Evaluation: Hezekiah accomplished his objectives. He had the wisdom to humble himself before the Lord and repent for his pride and political ambition. He repented from secret alliances with the enemies of God, although his sinful actions brought a curse on future generations (II Kings 20:16-18). Overall, Hezekiah earned the reputation of being one of the three greatest kings of Israel.

APPENDICES

INTRODUCTION

This appendix provides additional material to assist you in using "Management By Objectives" in ministry. As you learned in this course, the greatest example of organization is the human body. God used it to illustrate the ministry of His earthly Body--the Church--of which Jesus is the Head. In the natural body, a skeleton must develop to support the multiplication of cells. The same is true in the spiritual world. As the Body of Christ multiplies, structure to support such growth is important.

Because the Church is the instrument through which God is now working in this world to spread the Gospel of the Kingdom, the materials in this Appendix focus on Church organization. It presents a basic structure to help you organize the spiritual resources resulting from multiplication.

You need not use everything in this Appendix. You can adapt these materials depending on the size and location of your church. Smaller churches do not need as much organization as larger churches. A church in a remote village does not need as much organization as one in a big city.

Remember what you learned in this course: Let organization emerge because of need for it. Do not let it limit or control the ministry and do not pattern your structure after others. Good organization will not necessarily make you successful. It is the anointing and blessing of God upon a work which does this. But organization will help you use the resources God gives you to benefit the Kingdom of God.

You may also want to obtain the following courses offered by Harvestime International Institute which will assist you in the local Church:

1. The Visualizing Module: This module contains one course, "Strategies For Spiritual Harvest," which will help you develop spiritual vision in the congregation.

2. The Deputizing Module: This module consists of seven courses which will help you disciple new converts. The courses include "Foundations Of Faith," "Kingdom Living," "Spiritual Strategies: A Manual Of Spiritual Warfare," "Ministry Of The Holy Spirit," "Knowing God's Voice," "Creative Bible Study Methods," and "Basic Bible Survey."

3. The Multiplying Module: The three courses in this module will help you multiply by developing a Biblical world view, teaching, preaching, and using Scriptural power principles. You will also learn church growth principles and how to expand to plant new churches. The four courses in this module are "Biblical World View," "Teaching Tactics," "Multiplication Methodologies," and "Power Principles."

4. The Organizing Module: This module, of which this course, "Management By Objectives," is a part, will help you organize the spiritual force which you have multiplied. The module teaches you how to lead, select and train leaders, analyze the environment, plan, implement plans, and evaluate the work of the ministry. Two other courses in this module are, "Biblical Management Principles" and "Environmental Analysis."

5. The Mobilizing Module: This module consists of one course, "Mobilization Methodologies," which will help you mobilize the entire congregation for the work of the ministry.

6. The Evangelizing Module: This module which consists of one course entitled "Leaven-Like Evangelism," provides Scriptural keys to effective evangelism. It also emphasizes the role of healing and deliverance in evangelism and church planting as a natural result of evangelization.

APPENDIX ONE

DOCTRINAL STATEMENT

You learned in this course that a Doctrinal Statement is not the same as a Statement of Purpose. A Statement of Purpose tells why a specific ministry exists. A Doctrinal Statement is a statement of faith which explains what the church believes. It explains to others your doctrinal position and provides a standard of faith by which to evaluate the content of your teaching, preaching, and ministry. Here is an example to follow:

HARVESTIME INTERNATIONAL NETWORK

Doctrinal Statement: The purpose and objectives of Harvestime International Network focus on the spiritual principles of harvest revealed in God's Word. The Doctrinal position of the organization is also centered on this great vision:

THE WORD OF GOD

The Seed: The seed Is the Word of God. (Luke 8:11) The Scriptures of the Old and New Testaments are the true Word of God, the foundation of Christian faith, understanding, life and ministry. The Scriptures are without error and are not to be added to, taken from, or changed by tradition or supposed revelation: Forever, O Lord, thy Word is settled in Heaven. (Psalms 119:89)

THE TRIUNE GOD

The Lord of the Harvest: Pray ye therefore the Lord of the Harvest. (Matthew 9:38)

The Godhead consists of God the Father, God the Son Jesus Christ, and God the Holy Spirit: For there are three that bear record in Heaven, the Father, the Word and the Holy Ghost: and these three are one. (I John 5:8)

GOD THE FATHER: There is but one God, unlimited, eternal and perfect, Creator of Heaven and earth: For thus saith the Lord that created the heavens; God Himself that formed the earth and made it; He hath established it, He created it not in vain; He formed it to be inhabited; I am the Lord, and there is none else. (Isaiah 45:18)

GOD THE SON, JESUS CHRIST: Jesus Christ was supernaturally conceived by the Holy Spirit and born of the virgin Mary. He was the perfect sacrifice for the sin of all mankind through His death and the shedding of His blood. He arose from the dead in His own glorified body, appeared to many, ascended into Heaven, and will return to earth in power and glory. He is now the Head of His Body, the Church, victor over all the powers of darkness, and is at the right hand of God making intercession for believers: Wherefore God also hath highly exalted Him, and given Him a name which is above every name: That at the name of Jesus every knee should bow, of things in Heaven, and things in earth, and things under the earth; And that every tongue should confess that Jesus Christ is Lord, to the glory of God the Father. (Philippians 2:9-11)

GOD THE HOLY SPIRIT: The Holy Spirit inspired the Word of God, anointed Jesus Christ for His ministry, filled the Church with Pentecostal power, and will transform the

mortal bodies of believers in the glory of resurrection. The Holy Spirit convicts the world of sin, righteousness and judgment, unites man to Jesus Christ in faith, brings about the new birth, and dwells within the believer. The Baptism of the Holy Spirit is available to all who believe in Jesus Christ and will be evidenced by the ability to be a powerful witness of our resurrected Lord as well as the confirming sign of Acts 2:4: But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judaea, and in Samaria, and unto the uttermost part of the earth. (Acts 1:8)

The gifts of the Spirit are available to the believer through the ministry of the Holy Spirit, who bestows them on every man as He will: But all these worketh that one and the selfsame Spirit, dividing to every man severally as He will. (I Corinthians 12:11)

The Holy Spirit also makes possible the fruit of the Spirit, enabling the believer to grow in sanctification: But the fruit of the Spirit is love, joy, peace, longsuffering, gentleness, goodness, faith, meekness, temperance. (Galatians 5:22-23)

MAN

The Sower: Behold there went out a sower to sow. (Mark 4:3)

Man was created by God in the image and likeness of God. Through the original sin of Adam and Eve, all men became sinful in nature. Man is totally incapable of returning to God in himself, and is lost without hope apart from the salvation of Jesus Christ: And so it is written, The first man Adam was made a living soul; the last Adam was made a quickening spirit. Howbeit that was not first which is spiritual, but that which is natural; and afterward that which is spiritual. The first man is of the earth, earthy; the second man is the Lord from Heaven. (I Corinthians 15:45-47)

SALVATION

The Harvest: But he that received seed into the good ground is he that heareth the Word, and understandeth it; which also beareth fruit. (Matthew 13:23)

Salvation is the gift of God through grace and faith in Jesus Christ. There is no name except that of Jesus Christ by which mankind may be saved. By turning from sin, bringing forth the fruit of repentance, and trusting in Christ and His death for the sins of all, man is born again to eternal life by the Holy Spirit. Through this redemptive act comes forgiveness of sin, liberation from bondage of the world, and freedom in the Spirit of God.

For it is by free grace (God's unmerited favor) that you are saved (delivered from judgment and made partakers of Christ's salvation) through (your) faith. And this (salvation) is not of yourselves--of your own doing, it came not through your own striving--but it is the gift of God; Not because of works (not of the fulfillment of the Law's demands), lest any man should boast.—It is not the result of what anyone can possibly

do, so no one can pride himself in it or take glory to himself. (Ephesians 2:8-9 The Amplified Bible)

THE CHURCH

The Laborers: Pray ye therefore the Lord of the harvest that He will send forth laborers into His harvest. (Matthew 9:38)

The Church is the Body and Bride of Christ. The primary mission of the Church is to teach all nations and to make disciples, taking the Gospel of the Kingdom to all men and nations with confirming signs: And He said to them, Go into all the world and preach and publish openly the good news (the
Gospel) to every creature (of the whole human race). He who believes-- (that is,) who adheres to and trusts in and relies on the Gospel and Him Whom it sets forth--and is baptized will be saved (from the penalty of eternal death); but he who does not believe--who does not adhere to and trust in and rely on the Gospel and Him Whom it sets forth--will be condemned. And these attesting signs will accompany those who believe: In My name they will drive out demons; they will speak in new languages; they will pick up serpents, and (even) if they drink anything deadly, it will not hurt them; they will lay their hands on the sick, and they will get well (Mark 16:15-18 The Amplified Bible)

THE CONSUMMATION

The Final Harvest: Thrust in thy sickle, and reap: for the time is come for thee to reap; for the harvest of the earth is ripe. (Revelation 14:15)

The consummation [the end] of all things includes the visible and glorious return of Jesus Christ, the resurrection of the dead, and the translation of those alive in Christ unto the judgment of the just and the unjust. Satan with his hosts and all men outside Christ will be separated from the presence of God to endure eternal punishment while the redeemed will be in the presence of God for eternity: But I would not have you to be ignorant, brethren, concerning them which are asleep, that ye sorrow not, even as others which have no hope. For if we believe that Jesus died and rose again, even so them also which sleep in Jesus will God bring with Him. For this we say unto you by the word of the Lord, that we which are alive and remain unto the coming of the Lord shall not prevent them which are asleep. For the Lord Himself shall descend from Heaven with a shout, with the voice of an archangel, and with the trump of God: and the dead in Christ shall rise first; Then we which are alive and remain shall be caught up together with them in the clouds to meet the Lord in the air. (II Thessalonians 4:13-17)

And I saw the dead, small and great, stand before God; and the books were opened: and another book was opened, which is the book of life: and the dead were judged out of those things which were written in the books, according to their works. (Revelation 20:12)

APPENDIX TWO

STATEMENT OF PURPOSE

In this course you learned how to write a Statement of Purpose. The Statement of Purpose of Harvestime International Network was given in Chapter Three as an example. Here are some other examples to review. These statements written by various churches explain their unique purpose in God's plan.

SAN FRANCISCO CHRISTIAN CENTER: STATEMENT OF PURPOSE

The purpose of the San Francisco Christian Center is to glorify God and...

1. To communicate divine truth through public proclamation.

2. To disciple a community of believers who understand the Scriptures; whose spiritual maturity is reflected by the life and character of Christ; and who are committed to evangelism.

3. To inspire and encourage men and women to discover, to develop, and use their gifts for the ministry of the Kingdom of God.

4. To evangelize the unconverted to a saving knowledge of Jesus Christ (locally and abroad).

5. To serve mankind by providing for the physical, social and mental needs.

LOCAL CHRISTIAN FELLOWSHIP: STATEMENT OF PURPOSE

Local Christian Fellowship purposes to be an expression of the body of Christ (the Church). We want to be submitted to the Lord Jesus Christ in all things, patterned after the New Testament church order, and dedicated, through the power of the Holy Spirit:

1. To evangelize the unconverted to a saving faith in Jesus Christ.

2. To apply the healing Gospel of Jesus Christ to all kinds of social and personal sins, diseases, and disorders.

3. To reproduce the life and character of the risen Christ.

4. To disciple members producing in them wholeness and maturity.

5. To develop spiritual leaders who can multiply themselves and meet the needs of others.

6. To adore and glorify God in the liberty of the Holy Spirit through public and private worship.

7. To experience and express love between God and man, and man and man.

8. To promote unity and harmony in the Body.

9. To discover, nurture, and commission people whom the Holy Spirit has called to minister.

FIRST FOURSQUARE CHURCH: STATEMENT OF PURPOSE

The purpose of the First Foursquare Church is to raise up a people of faith to release in the earth the glory of the Kingdom of God by being an example of the ministry of Jesus Christ.

We will depend upon the power of the Holy Spirit and use every resource through a Christ-centered ministry focused on:

1. Worship: To raise up a people to worship the living God, glorify His Son, Jesus Christ, and honor the Holy Spirit.

2. The Word: To effectively preach and teach the Word of God and create an environment in which the grace of God may be experienced.

3. Training For Ministry: To train a people who recognize their individual and corporate callings in Christ. To help them discover, develop, and dedicate their potential for ministry.

4. Prayer And Fasting: To maintain a discipline in prayer and fasting in the individual and corporate life which is consistent with God's Word. Interceding to overthrow all of Hell's powers which dominate any of the affairs of mankind...personally, locally, nationally or internationally.

5. Evangelism And Outreach: To motivate believers to love mankind and be committed to the Great Commission; to equip every age group to effectively share the Word of God and their personal testimony; to invest time, talent, and facilities to meet human needs in the community.

6. Unity Of Believers: To function within the global fellowship of believers in Christ Jesus.

7. Finances: To encourage believers to be faithful stewards and use every God-given resource to advance our purposes.

APPENDIX THREE

GENERAL ORGANIZATION

This section contains information on general church organization:

LEGAL DOCUMENTS:

The church is not a business. It is a ministry. But because of government regulations, churches must do things in a business-like manner. When you start a new church, find out what is required legally by the government in your area. This will vary from nation to nation and even in different states, provinces, counties, or cities within a nation. Some nations have no requirements. Other nations have strict regulations.

1. Is it required to register the church with the government?

2. Do you need government permits or approval to operate as a church?

3. Are there regulations that limit where you can conduct church meetings?

4. Do you need to complete application forms so the church will not have to pay taxes on its property?

5. Are you required to file an annual report with the government?

6. Do you need a written Constitution or By-laws for the church? (If so, the government or your denomination will tell you what must be included in these).

As far as is possible, meet all government requirements. But if a government forbids evangelism or churches, you cannot let this stop you. You may need to operate "underground" without approval. (See Acts 4:16-20; 5:29).

MEMBERSHIP REQUIREMENTS:

When a person is truly born again, he becomes part of the Church which is the Body of Christ throughout the world.

But some groups of believers choose to have official membership requirements for the local church. This is a decision you will have to make. Will the Church be:

1. A fellowship, where all true born-again believers are a part: There is no official application for membership.

OR WILL IT...

2. Have official membership: Where believers must apply for membership in the local group. Churches who have set membership requirements have included some or all of the following requirements:

a) Born-again experience.

b) Water baptism.

c) Baptism in the Holy Spirit.

d) Agreement with the Doctrinal Statement and Statement of Purpose of the local church.

e) Pledge to support the local church with attendance, talents, tithes, and offerings.

BUDGET: In this course you learned how to make a budget for each plan you make. In addition to budgets for individual plans, you will need a general budget to operate the church. When you first start a church, the items you will need money for first may include the following:

a) Support for the pastor.

b) Rent for the church building.

c) Utilities (light, heat, water, where applicable).

d) Educational materials (Bibles, tracks, training materials).

e) Equipment (musical instruments, pulpit, seats, etc.)

f) As the church grows, you may have other needs. (See the items listed on the financial report which follows).

It is a good idea to let members of the church know how funds are being spent. On the following page is an example of a simple financial report which you can use to prepare a monthly report:

Name Of Church Or Organization

Financial Report

Month_____ Year_____

Prepared By: _____

(signature of person preparing the report)

Starting Balance: $_____

(List the amount of money you had at the beginning of the month).

Receipts:

(List the amount for each way funds were raised).

l. $_____Offerings

2. $_____Book and tape sales

3. $_____Fund raising events

4. $_____Other

5. $_____Total Amount Received (add lines 1-4).

Page Two Of Financial Report:

Expenses: (List the total for each way funds were spent. Here are some categories in which you may need to spend funds).

1. $_____Office Supplies

2. $_____Cleaning, janitorial supplies

3. $_____Curriculum materials (tracts, Bibles, training courses)

4. $_____Audio-Visual materials (tapes, films, music, etc.)

5. $_____Missions

6. $_____Salaries

7. $_____Rent

8. $_____Utilities

9. $_____Postage

10. $_____Loan payments

11. $_____Special offerings for guest speakers

12. $_____Publicity

13. $_____Insurance on church property

14. $_____Printing

15. $_____Other

16. $_____Total Amount Spent (add lines 1-15).

Balance Remaining: $_____

Here is how to figure the remaining balance of funds:

1. Write down the beginning balance.

2. Add the total amount of receipts to it.

3. From this sum, subtract the total amount spent.

4. This gives the balance of funds remaining.

CONDUCTING MEETINGS:

Effective ministry involves many different kinds of meetings to plan, organize, solve problems, and evaluate. There is no way we can discuss every type of meeting you may need to conduct, but here are some general guidelines for any type of a planning or business meeting:

1. Have a specific purpose for the meeting: Why is it necessary to meet? What is your purpose? What do you need to accomplish? Here are some common purposes for business meetings:

a) Make plans.

b) Solve problems.

c) Make decisions which are needed.

d) Evaluate plans.

e) Inform people of events or things they need to know.

f) Organize a special event.

g) Discuss budgets.

h) Conduct routine business.

i) Handle church discipline.

2. Make an agenda for the meeting: List the items you will discuss in order of importance. Always include time for prayer to seek God's guidance.

3. Make a list of everything you need to have at the meeting. This might include pencils, paper, reports, displays, samples, etc. Assemble all items prior to the meeting.

4. Set a date, time, and place for the meeting.

5. Notify the people you want to attend the meeting. Give them the date, time, place, and purpose of the meeting. Let each person know if they are to bring anything, for example, a presentation, report, progress summary, etc.

6. Start and conclude the meeting on time.

7. Have a chairman assigned to lead the meeting.

8. Have a method for speaking: Will people raise their hands and be called on by the leader? Will there be open discussion?

9. Have a method for making decisions. Will you pray until you get a consensus of all? Will the pastor or other spiritual leader make the decision after hearing from all concerned parties?

10. Stick to the agenda. Do not get distracted by other discussions.

11. Take notes on the decisions made at the meeting, especially on items of who is to do what by when. After the meeting, rewrite these notes in organized form and give a copy to each person who attended the meeting. This will help them remember the tasks they are to accomplish.

INTRODUCTORY PACKETS:

If possible and where finances permit, you may want to assemble a packet of printed material which introduces your Church to visitors and members of the community. Include a statement like this:

"This packet is designed to introduce to you (name) church. We trust this information will help you find your place of ministry and fellowship in this congregation. To you who are not an active part of a church, we invite you to unite with us in fellowship and ministry for the Kingdom of God."

Be sure to include in the packet a copy of the Statement of Purpose and the Doctrinal Statement so people will know why you exist and what you believe. You may also want to include information on the pastors and the various programs which the church offers. Here is a nice statement to include:

To all who mourn and need comfort; to all who are weary and need rest; to all who are friendless and need friendship; to all who are lonely and want companionship; to all who sin and need a Savior; and to "whosoever will" this church opens wide its doors and in the name of the Lord Jesus Christ says to you, "Welcome."

VISITORS:

Follow-up all visitors who attend your church services. Your purpose is to win them to the Lord and make them functioning members of the church. Have each visitor fill out a card with information that permits future contact and ministry. On the following page is a sample registration card:

Sample Registration Card:
Name: _____
Address: _____
_____
Name and ages of children
_____
_____
_____
_____
__ I attend _____Church in _____
__ I do not have a home church
__ Please pray for this request:
_____
_____
__ I would appreciate a contact from the pastor. The best to visit or call is: Day _____ Time _____
__ I am interested in becoming a part of this Church fellowship.

APPENDIX FOUR

ORGANIZING PEOPLE FOR MINISTRY

You learned in this course that it is necessary to organize people and delegate responsibilities if you are to successfully fulfill ministry plans. One way to organize people is by writing descriptions of the tasks or ministries which they are being delegated. A ministry description should include:

1. The ministry title.

2. The purpose for the position: Write a Statement of Purpose as to why this position of ministry exists.

3. The responsibilities of the ministry. Answer these questions:

- What are my responsibilities?
- What authority do I have?
- To whom do I look for direction (who supervises me)?
- Who looks to me for direction (who do I supervise)?

4. The relationships of this position. Who is the person responsible to: Who gives him instructions? Who evaluates his work?

5. Qualifications needed for the person who is to fill the ministry position. We have included some sample descriptions of specific tasks for various leadership positions that may be needed in a church. The duties listed here are general. You must complete each ministry description to include details unique to the needs of your church. You will also want to include spiritual, educational, and other qualifications you feel are necessary and a Statement of Purpose for each position.

In a small church, with few leaders, many of these positions can be combined. For example, the elders could also do the work of deacons and ushers. The assistant pastor could also be the educational director. In large churches, new positions will develop. For example, there may be such a great need for personal counseling, you may need a ministry position of "Director Of Counseling." Here are some sample ministry descriptions:

LEADERSHIP POSITIONS:

Pastor: The pastor must be called and chosen of God to lead the Church. All other ministry positions in the local church are under his leadership. His duties include:

1. Assuming long term, personal care for the spiritual welfare of a group of believers.

2. Organizing and supervising the total church ministry.

3. Leading in planning, implementing plans, and evaluating plans.

4. Providing spiritual leadership in worship, prayer, teaching, preaching, giving, evangelizing, fellowship, and other similar spiritual functions of the church body.

5. Mobilizing and equipping members for the work of the ministry.

6. Performing or delegating duties such as counseling, visitation, weddings, funerals, communion etc.

7. Enforcing church discipline.

Assistant Pastor: Large churches may need an assistant pastor. An assistant pastor should have the same spiritual calling as a pastor.

The assistant pastor assists the pastor in every area as needed and requested. He may have specific duties assigned to \him by the pastor. For example, the pastor may give him all the counseling responsibilities or ask him to do all of the visitation. In general, his duty is to assist the pastor in:

1. Caring for all members of the fellowship.

2. Organizing and supervising the total church ministry.

3. Planning, implementing plans, and evaluating plans.

4. Providing spiritual leadership in worship, prayer, teaching, preaching, giving, evangelizing, fellowship, and other functions of the church body.

5. Mobilizing and equipping members for the work of the ministry.

6. Performing or delegating duties such as counseling, visitation, weddings, funerals, etc.

7. Enforcing church discipline.

Apostles: An apostle is one who has a special ability to develop new churches in different places and cultures and to oversee a number of churches as a supervisor. Apostle means "a delegate, one sent with full power and authority to act for another."

The apostle has a special authority or ability to extend the Gospel throughout the world by developing organized bodies of believers. Modern terms used by the church for an apostle are missionary and church planter.

Prophets: There are two prophetic gifts. One is the special gift of being a prophet. The other is the speaking gift of prophecy. In general, prophecy refers "to speaking under the special inspiration of God. It is the special ability to receive and communicate an immediate message of God to His people through a divinely anointed utterance."

Teachers: Teachers are believers who have the special ability of communicating the Word of God effectively in such a way that others learn and apply what is taught.

Evangelists: An Evangelist has a special ability to share the Gospel with non-believers in a way that men and women respond and become responsible members of the Body of Christ. The meaning of the word "evangelist" is "one who brings good news."

SERVING MINISTRIES:

The following positions serve the apostles, prophets, evangelists, pastors, and teachers in their ministry in the Church:

Elders: Elders are leaders who assist the pastor in the spiritual leadership of the Church. Elders should be appointed by the Pastor. Some churches call them "under-shepherds" or "cell group leaders." You can read about elders in the Bible in the following passages: Titus 11:6; Colossians 1:25; I Timothy 3:1-7; 4:5-6; 5:17; Acts 14:23; 20:17,28-32; I Peter 5:1-4; James 5:14.

Elders are especially important when a church grows too large for the pastor to give personal attention to each member. Each elder can take responsibility for a small group in the church body. Here is a diagram of a church organized with six elders. Each elder has a small group of ten people for which he cares:

Pastor					
Elder 1	Elder 2	Elder 3	Elder 4	Elder 5	Elder 6
ooooo ooooo	ooooo ooooo	ooooo ooooo	ooooo ooooo	ooooo ooooo	ooooo ooooo

The duties of elders include:

1. All matters pertaining to the spiritual welfare of the congregation.

2. Encouraging the pastor in the work of the ministry.

3. Praying regularly for the pastor and the church.

4. Helping the pastor in difficult problems of the ministry.

5. Taking spiritual oversight of small groups within the church as designated by the pastor: Meeting regularly with his group, leading them in spiritual growth and development of spiritual gifts, providing personal counsel, and visiting in their homes.

6. Advising the pastor of deaths, serious problems, or illness in the congregation which need his attention.

7. Assisting the pastor in decisions of business and practical concerns.

8. Assisting in church discipline.

Deacons: Deacons are people who do practical work in the church. (See Acts 6:1-7). They can be chosen by the people but must be approved by the pastor. You can read about deacons in the Bible in the following passages: I Timothy 3:8-13; Philippians 1:1; Acts 6:1-7

Their duties might include:

1. Caring for physical and material needs of members.

2. Preparing and serving communion.

3. Organizing work teams to accomplish practical tasks related to the ministry of the church.

4. Providing transportation to and from church services for the elderly or physically handicapped.

5. Providing emergency food and shelter.

Prayer Chairman: Duties may include:

1. Organizing special times of emphasis on prayer. For example, conferences or seminars on prayer.

2. Organizing and conducting regular prayer meetings.

3. Receiving special prayer requests from members of the congregation and keeping them before the Lord.

4. Enlisting intercessors for the work of the ministry. (Every believer should pray, but intercessors are those specifically called to intercessory prayer as a ministry).

Christian Education Director: Duties may include:

1. Organizing a program of Christian education, discipleship, and training for the entire church. It is best to organize on the basis of age, as learning ability varies by age. Here are some possible divisions:

a) Nursery (care for infants during services)

b) Children (organized by age or grade in school)

c) Youth/Teenagers

d) Single young adults

e) Married young adults

f) College age

g) Middle aged/couples

h) Elderly

i) Home group leaders

2. Enlisting and training leaders for each age group. (The Harvestime International Institute course, "Teaching Tactics," will assist in training teachers).

3. Supervising teachers in their duties. This would include:

-Training class members for the work of the ministry.

-Praying for each member of the class.

-Caring for class members (visiting when absent, sick, counseling, ministering to physical and material needs).

-Providing opportunities for fellowship.

4. Planning a program of study for each age group.

5. Establishing a program of training and discipleship for new converts.

6. As funds and availability permit, obtaining items to assist in the educational program such as printed materials, visual aids, art materials, etc.

Director Of Evangelism And Missions: Duties might include:

1.Organizing and supervising evangelistic outreaches in the local church, including follow-up of visitors and new converts.

2. Organizing and supervising city-wide, national, and international evangelistic outreaches.

3. Training and motivating the church membership for missions and evangelism.

4. Conducting missions seminars and conferences.

5. Maintaining contact with missionaries supported by the church.

6. Scheduling missionaries and evangelists to speak at the church.

7. Raising funds for missions and evangelism.

Director Of Men's Ministries: Duties would include planning, organizing, and directing special ministries for the men of the church. These might include:

1. Conducting regular meetings of prayer, Bible study, training, and fellowship for men.

2. Involving men in the ministry of the church, including praying, studying, giving, ministering, and witnessing.

3. Conducting special meetings for men such as retreats, conferences, seminars, etc.

4. Counseling men with needs.

Director Of Women's Ministries: Duties would include planning, organizing, and directing special ministries for the women of the church. These might include:

1. Conducting regular meetings of prayer, Bible study, training, and fellowship for women.

2. Involving women in the ministry of the church, including praying, studying, giving, ministering, and witnessing.

3. Conducting special meetings for women such as retreats, conferences, seminars, etc.

4. Counseling women with needs.

Music Director: Duties might include:

1. Planning congregational music for all services.

2. Organizing choirs. These could include children, adult, and youth choirs. The music director could select and train a leader for each choir, or lead them himself.

3. Planning special music (solos, duets, etc.).

4. Organizing and directing musicians (piano, organist, bands or orchestras).

5. Organizing and directing special concerts and musical programs.

6. Supervising song leaders.

7. Planning and directing music for weddings and funerals to be held in the church.

8. Care of music related items such as choir robes, instruments, music, etc.

Church Secretary: Duties might include:

1. Written correspondence.

2. Sending follow up letters to all visitors.

3. Supervising the church office, phones, visitors, etc.

4. Keeping church records (attendance, visitors, membership, etc.).

5. Ordering supplies.

6. Supervising volunteers who assist in the church office (those who might file, type, prepare mailings, etc.).

7. Preparing special reports.

8. Keeping the church calendar on which is recorded all meetings and events.

9. Maintaining office equipment and supplies in good order.

10. Taking notes at business meetings.

Financial Director: Duties may include:

1. Counting, recording, and preparing receipts for offerings. (Always have at least two people present when offerings are counted. This will help assure honesty).

2. Maintaining financial records (i.e. a savings account, checking account, special accounts such as for building funds, missions, etc.).

3. Keeping bank records.

4. Making purchases and paying bills under the direction of the pastor. (You will need to decide who else in the church besides the pastor has the authority to make purchases on behalf of the church).

5. Planning and directing special fund raising projects.

6. Preparing monthly and annual financial reports.

7. Proposing and monitoring budgets.

8. Promoting tithing and giving.

Director Of Property Maintenance: Duties might include:

1. Supervising regular cleaning and care of church buildings and property.

2. Supervising repairs on buildings and property.

3. Opening and closing facilities before and after meetings.

4. Supervising heaters, air conditioning, water, lights, etc.

5. Ordering and maintaining inventory of cleaning supplies and repair materials.

6. Supervising custodial staff.

7. Supervising volunteer work days on church facilities.

Audio-Visual Director: Where a church has access to and funds for audio-visual equipment, someone should be in charge of these resources. Duties might include supervising resources such as:

1. A church library.

2. Audio-visual equipment and supplies such as sound systems, projectors, tape recorders, films, film strips, etc.

3. A tape or video cassette ministry.

4. Ordering and maintaining inventory of audio-visual materials.

Ushers: Duties may include:

1. Welcoming people as they arrive for services.

2. Collecting and distributing materials as requested during a service.

3. Collecting the offering and assisting the financial director in counting it.

4. Distributing and collecting visitors' cards.

5. Seating people during services.

6. Taking care of noise or disturbances during services.

7. Checking the environment (heating, lights, problems in walkways, etc.). Report these to the Director Of Property Maintenance.

8. Checking songbooks and supplies in church benches.

9. Checking platform setup (chairs for pastors, speaker, water, anointing oil, hymnals, etc.).

10. Taking attendance (if records are kept).

11. Assisting in prayer lines.

12. Serving (or assisting the elders as they serve) communion.

Publicity Chairman: Duties might include publicizing church programs within the fellowship and the community through:

1. Newsletters.

2. Newspaper articles and advertisements.

3. Posters and flyers.

4. Radio and television.

5. Verbal announcements during services.

6. Church bulletin.

7. Bulletin board displays.

Special Committees: A committee is a small group of people (no more than 20) organized for a specific purpose. For example, you may organize a committee to plan a missions conference for the Church. Or you may organize a committee to plan a city-wide crusade or locate a new church building. There is no way we can discuss every

kind of committee you may need to organize for various ministries of the church, but here are general guidelines for committees:

1. Any committee within a local church should always be in submission to the pastor. God sets the pastor as the leader in the local Church. Committees are formed to assist him in the work of the ministry, not control or dictate to him.

2. Each member of the committee should know the purpose of the committee: Why are they being organized as a committee? What is the purpose? What are they to accomplish?

3. Have only the persons needed as members of a committee.

4. Committee members should know the limits of their responsibility. They must have authority to do their task within these limits.

5. Meet only as often as really necessary. Make sure each meeting is well organized (see the guidelines on meetings in this section). Each member should be present, on time, and prepared. He should take notes on things he is assigned to do and ask questions about anything he must know to do his task.

6. Each committee should have a chairman. The chairman is responsible for organizing the committee, scheduling and conducting meetings, and reporting back to the pastor on progress or problems.

7. Each committee member should have a task assigned to him and know exactly what he is to do.

8. After a committee meeting each member should:

- Carry out their assignments.
- Pass on to others working with them any decisions or information they need to know.
- Keep confidential anything which occurred that was requested be kept as such.

9. The committee should be disbanded when their purpose is fulfilled and their job is finished.

SELECTING PEOPLE FOR THE WORK OF THE MINISTRY:

Here are some suggestions for selecting people to do various tasks:

1. Make a list of the tasks which need to be done.

2. Make a list of people who might be able to do each task you have identified. Base your selection on the spiritual gifts evident in their lives.

3. Pray over this list for the Lord to guide you in the selection process.

4. Evaluate each person in terms of:

- Spiritual experience
- Strengths
- Weaknesses
- Education
- Experience
- Spiritual gifts
- Biblical standards for leaders

5. Select a person for each task area.

6. Write a ministry description for each position.

7. Recruit the person and delegate the tasks. Make sure each person has a written description of their responsibilities. Use the ministry position descriptions in this section to help you write these.

8. Provide the necessary training to equip each person to fulfill his position.

APPENDIX FIVE

PLANNING

SAMPLE PLANS:

This course explained planning methods in detail. Use Chapter Four to assist you in making plans, Chapter Five in implementing, and Chapter Six for evaluating. Here are some areas in which a church should make plans:

- Evangelism
- Worship

- Giving
- Prayer
- Training/discipleship
- Special ministry outreaches
- Fellowship

Here are some examples of objectives sets by some churches. The details of each plan (who will do what, dates, cost, etc.) are not included. Only the main objectives are just briefly listed to give you an idea of types of plans some churches have made:

1. To increase average attendance 20% at worship services in each of the next five years.

2. To increase membership by 50% over the next five years.

3. To grow to an average worship attendance of 300 within five years and then divide and start a second church.

4. To begin three new small groups in the next year.

5. To increase Sunday School attendance by 15% in the next year.

6. To increase giving to the church program by 1% per year until an average of 10% of each household income is reached.

7. To train five new small group leaders in the next year.

8. To increase the part of our budget given to missions to 40% within five years.

9. To train ten new Sunday school teachers in the next year.

10. To purchase our own facilities within ten years.

11. To plan at least six fellowship events next year.

12. To organize a men's fellowship group within the next year.

13. To add ten new households to the congregation in the next year.

14. To organize an evangelism support group within the next year.

PLANNING A MINISTRY EVENT:

There is no way we can discuss every type of event you may need to plan in ministry. You may need to conduct conferences, seminars, revivals, and crusades. But here are some general guidelines for planning any type of a ministry event:

1. Establish the purpose of the ministry event: What is the purpose of the seminar, conference, revival, crusade, etc? As you have learned, purpose guides planning.

2. Set the dates and times of the event.

3. Select a location. The things to consider in selecting a facility are:

- Size: It must be adequate for the number of people you expect to attend.

- Features: It must have the features you require for the event. For example, if you plan to meet as a large group and then break down in several small groups, you need a facility with one large meeting room and several smaller rooms. If you are going to cook and serve meals, you will need a facility with a kitchen.

-Location: It must be easily reached by public transportation and located as close as possible to the people you want to attend.

-Cost: You must be able to afford it.

4. Form a committee and delegate responsibilities for:

- General Coordination: The coordinator will supervise all others in their duties and coordinate all parts of the event.

- Scheduling: The schedule should include:

l. Everything that needs to be done before the event: Who will do it, and by when?

2. The schedule of the actual event: What will happen at what times on the actual day of the event?

3. Any follow-up items that need to be done after the event.

- Budget: To set the budget for the event, raise funds, pay bills, take offerings during the events, and get offerings or honorariums to guest speakers.

- Facility Setup: These are some items you might need to set up in the facility: Chairs, a platform, tables, offering containers, microphones, instruments, pulpit, audio-visual equipment, supplies for counseling and registration.

- Registration: Will you register people? If so, what materials will be given out at the time of registration? How will you handle registration lines? Will there be a cost to

register? Will you need name badges? What forms will you need? What personnel will be required?

- Publicity: How will you advertise your event? Select someone to handle publicity such as special mailings, telephone notification, radio, television, newspapers, posters, flyers, announcements in local churches, etc.

- Counseling: Have someone train counselors to assist people with spiritual needs. These counselors should know how to lead someone to Christ, how to pray for the sick, and how to minister deliverance. They should be equipped with Bibles, tracts, and name and address cards on which they record information about those who seek spiritual help. These cards will enable you to follow up these people after the ministry event.

- Guest Speakers: Will you have guest speakers for this event? If so, you need someone in charge of this area to contact and invite them, get schedules and information to them, provide transportation and accommodations if needed, and minister to their personal needs during the event.

- Music: Select a music chairman to obtain the needed instruments and musicians, direct the choir, plan special music, and lead the congregational singing.

- Nursery: Will you provide care for babies or young children during the event? If so, you will need someone to set up the facility and select people to care for the children.

- Sales: If you plan to sell Bibles, Christian books or tapes, food, etc. during the event, you will need someone in charge of this area.

- Ushers: Have someone in charge of ushers who will seat people, distribute and collect materials, collect offerings, and solve problems and disturbances during meetings.

- Sound: If you are planning a large event, you will need a good sound system. You need someone who is knowledgeable in this area and has the proper equipment.

- Audio Or Visual Taping: Do you plan to make audio or video tapes of this event? If so, you need someone to schedule personnel to do the taping, reproduce copies, obtain the needed supplies and equipment.

- Participants: You need someone to coordinate participants. For example, to plan transportation, food or lodging if needed and to help people with practical problems, questions, etc., during the event.

- Follow-up: Always select a person to handle the follow-up to the event. This would include collecting materials that belong to you, cleaning the facility, taking down equipment, thanking those who assisted you, etc.

Planning Worksheets

On the next two pages you will find worksheets, "Daily Planning" and "Monthly Planning." Reproduce these forms to assist you in daily and monthly planning.

Daily Planning: Write the date at the top of the page and plan using the columns provided.

Monthly Planning: Write name of the month in the place indicated. Write the dates in the squares. Then make your plan for each week of the month.

Daily Planning		
Date: _____		
Letters to Write:		**Phone Calls to Make:**
_____		_____
_____		_____
Appointments		**Things To Do:**
6:30am	_____	_____
7:00	_____	
7:30	_____	_____
8:00	_____	
8:30	_____	_____
9:00	_____	
9:30	_____	**Things To Plan:**
10:00	_____	
10:30	_____	_____
11:00	_____	
11:30	_____	_____
12:00	_____	
12:30pm	_____	_____
1:00	_____	
1:30	_____	**Things to Obtain:**
2:00	_____	
2:30	_____	_____
3:00	_____	
3:30	_____	_____
4:00	_____	
4:30	_____	_____
5:00	_____	
5:30	_____	**People To See:**

6:00	_____	
6:30	_____	_____
7:00	_____	
7:30	_____	_____
8:00	_____	

Monthly Planning							
Month: _____							
Sun	**Mon**	**Tues**	**Weds**	**Thur**	**Fri**	**Sat**	**Sun**
_____							
_____							
_____							
_____							
_____							

ANSWERS TO SELF-TEST

CHAPTER ONE:

1. Let all things be done decently and in order. (I Corinthians 14:40)

2. Management by objectives is stewardship of ministry through planning and organization.

3. Compare your list to that discussed in Chapter One.

4. Compare your discussion to that given in Chapter One.

CHAPTER TWO:

1. Having made known unto us the mystery of His will, according to His good pleasure which He hath purposed in Himself; That in the dispensation of the fullness of times, He might gather together in one all things in Christ, both which are in Heaven, and which are on earth, even in Him. (Ephesians 1:9-10)

2. God's purpose is that all people experience forgiveness of sins through Jesus Christ, be brought into right relationship with Him, and become part of the Kingdom of God. See Ephesians 3:11 and 1:9-10; and John 3.

3. If you do not understand God's purpose, your life and ministry will not harmonize with it.

4. God uses individuals, nations, Jesus, the Holy Spirit, and the Church as instruments to accomplish His purpose and plans.

5.Compare your summary to the discussion in Chapter Two.

6. Compare your summary to the discussion in Chapter Two.

7. Compare your summary to the discussion in Chapter Two.

CHAPTER THREE:

1. Live purposefully and worthily and accurately...Making the very most of the time--buying up each opportunity--because the days are evil. (Ephesians 5:15-16) The Amplified Bible

2. A Statement of Purpose identifies the specific reason why your ministry exists. It summarizes specifically what position of ministry you are filling in the Body of Christ.

3. Review the list of reasons given in Chapter Three.

4. Purpose is a statement of why a ministry exists. Objectives are the statements of plans the ministry will execute in order to fulfill the purpose.

5. A Doctrinal Statement states what you believe doctrinally. A Statement of Purpose explains your specific part in God's plan.

6. Compare your list to that provided in Chapter Three.

7. If you did not write a Statement of Purpose for your own personal ministry and the organization or church with which you are involved, do so before proceeding to the next lesson.

CHAPTER FOUR:

1. And that servant, which knew his Lord's will, and prepared not himself, neither did according to His will, shall be beaten with many stripes. (Luke 12:47)

2. An "objective" is an aim or end of action, it is a goal or intent to be reached. It is a plan. When you set "objectives" for ministry you make organized plans to accomplish God's purposes.

3. Purpose is basically spiritual vision. It is knowing your specific reason for ministry; your part in God's plan. Objectives are steps you can take to fulfill the purpose God has given you. They are plans for accomplishing purpose.

4. The two basic kinds of objectives are personal and group objectives.

5. Compare your discussion to that in Chapter Four.

6. Long-range objectives are plans for the distant future. Short-range objectives are plans for the immediate future.

7. You select objectives through prayer, guidance of the Holy Spirit, study of God's Word, and from understanding your specific purpose within God's plan.

CHAPTER FIVE:

1. Now therefore perform the doing of it; that as there was a readiness to will, so there may be a performance also out of that which ye have. (II Corinthians 8:11)

2. Procedures are the steps you take to implement a plan. They are the methods or work a leader does to accomplish plans.

3. By these parables, Jesus indicated it is sometimes impossible for existing traditional religious structures of men to accept new plans and revelations.

4. Compare your summaries to the discussion of each of these responsibilities of management given in this lesson.

CHAPTER SIX:

1. For I say, through the grace given unto me, to every man that is among you, not to think of himself more highly than he ought to think; but to think soberly, according as God hath dealt to every man the measure of faith. (Romans 12:3)

2. When you evaluate something you examine it carefully to determine its value. Evaluation is the process of examining plans to determine their value in achieving purpose. Objectives state what you plan to do. Evaluation determines if you accomplished what was expected.

3. Evaluation makes you accountable to God, to those with whom and to whom you minister, and to your own self. Evaluation permits you to learn from your successes and failures, revise plans, and make new plans.

4. Compare your discussion to that given in Chapter Six.

5. Compare your list to that given in Chapter Six.

6. You use what you learn in evaluation to: Revise and improve existing plans; Make new plans as old ones are completed; Learn from your successes; Learn from your mistakes.

7. If you did not evaluate a plan and use the results of your evaluation, please do so.