The image features a stack of light-colored wooden planks, possibly birch or maple, arranged in a slightly irregular, stepped fashion. The planks are set against a solid, deep blue background. A semi-transparent blue rectangular box with a thin white border is centered in the upper half of the image. Inside this box, the title 'Strategic Thinking' is written in a white, elegant serif font. Below the title, a circular gold-colored badge contains the author's name 'Dennis Peacocke' in a white, italicized serif font.

Strategic Thinking

*Dennis
Peacocke*



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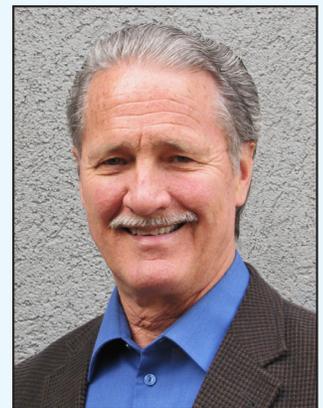
GoStrategic (Formerly Strategic Christian Services)

Founded in 1979 by Dennis Peacocke who serves as President, GoStrategic is a prophetic ministry committed to training and equipping leaders of every cultural sphere in discipling nations and transforming the world. GoStrategic operates internationally, educating Christians through our Business Leadership School and Strategic Life Training correspondence schools, events, educational products, networking, and consulting services. Our ministry headquarters are based in Santa Rosa, California, with affiliates and schools in Mexico, Central and South America, Europe, Asia, and New Zealand.

GoStrategic equips believers to be leaders in the communities where they live, work, and serve. We specialize in bridging the gap between spiritual truth and the practical implementation of those truths in confronting real-world problems. With over three decades of experience educating, modeling, and connecting like-minded individuals, we have seen first-hand the fruit of Christians applying Biblical principles to the most complex challenges. It is our sincere hope that the services we provide result in thousands of communities transformed as believers step in to rebuild, repair, and restore our world. To learn more, please visit our website: www.gostrategic.org

A former business owner, Dennis Peacocke is the founder and president of GoStrategic, a Christian leadership organization dedicated to demonstrating the relevance of Christianity to every area of contemporary life. He has authored four books: *On the Destiny of Nations*, *Winning the Battle for the Minds of Men*, *Doing Business God's Way*, and *The Emperor Has No Clothes*, as well as recorded numerous audio and video presentations.

Dennis and his wife Jan reside in Santa Rosa, California. They have three adult children and eleven grandchildren.

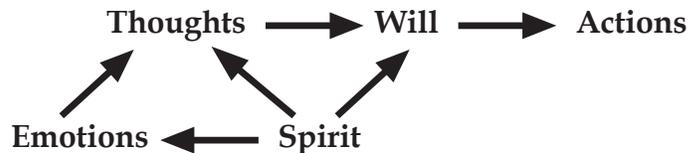


WHAT IS STRATEGIC THINKING, AND WHY DOES GOD THINK STRATEGICALLY?

PRESUPPOSITIONS

1. **“As a man thinks in his heart, so is he.”**
Proverbs 23:7

The force of life: You usually hit that for which you aim.



2. **The prophetic ministry is vitally tied to strategy.**
Matthew 5:13 Luke 14:14-15
3. **Man is created to reflect and emulate the way God thinks and to follow God’s goals.** Genesis 1:26-28
4. **Our life on earth is our training in managing/stewarding resources as we prepare to rule with Jesus over His things.**
Romans 8:17 Galatians 3:27-4:1 Revelation 2:26
5. **What we are tutored to steward** (In the time context of our generation – Acts 13:36):
 - a. Time
 - b. An obedient lifestyle and conscience
 - c. God-given relationships
 - d. Our bodies
 - e. Material resources
 - f. Skills and talents

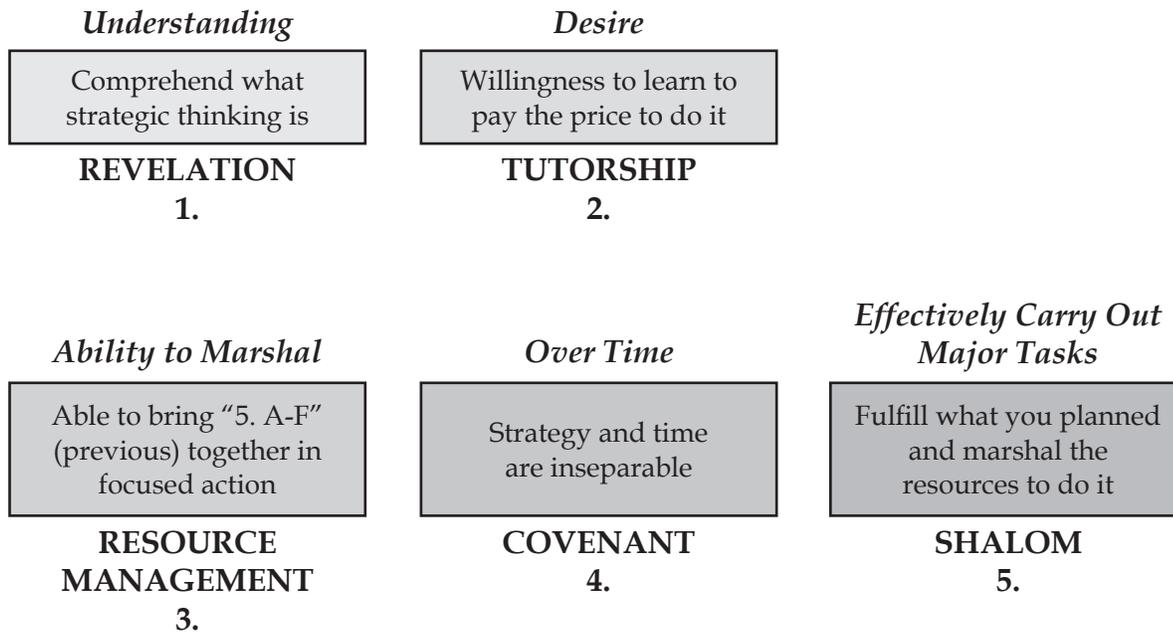
Our earthly purpose

- Personal ministry
- Family ministry
- Ecclesiastical ministry
- Commercial ministry
- Civil ministry

Many scriptures deal with stewardship.

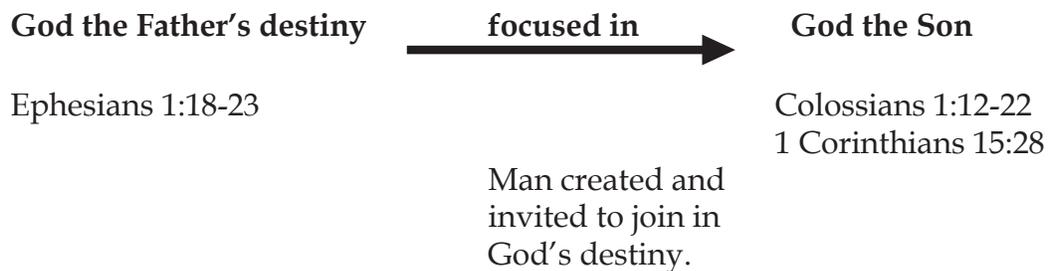
6. **A definition of strategic thinking:**

The understanding, desire, and ability to marshal and steward resources over time and effectively apply them to the carrying out of a major task.

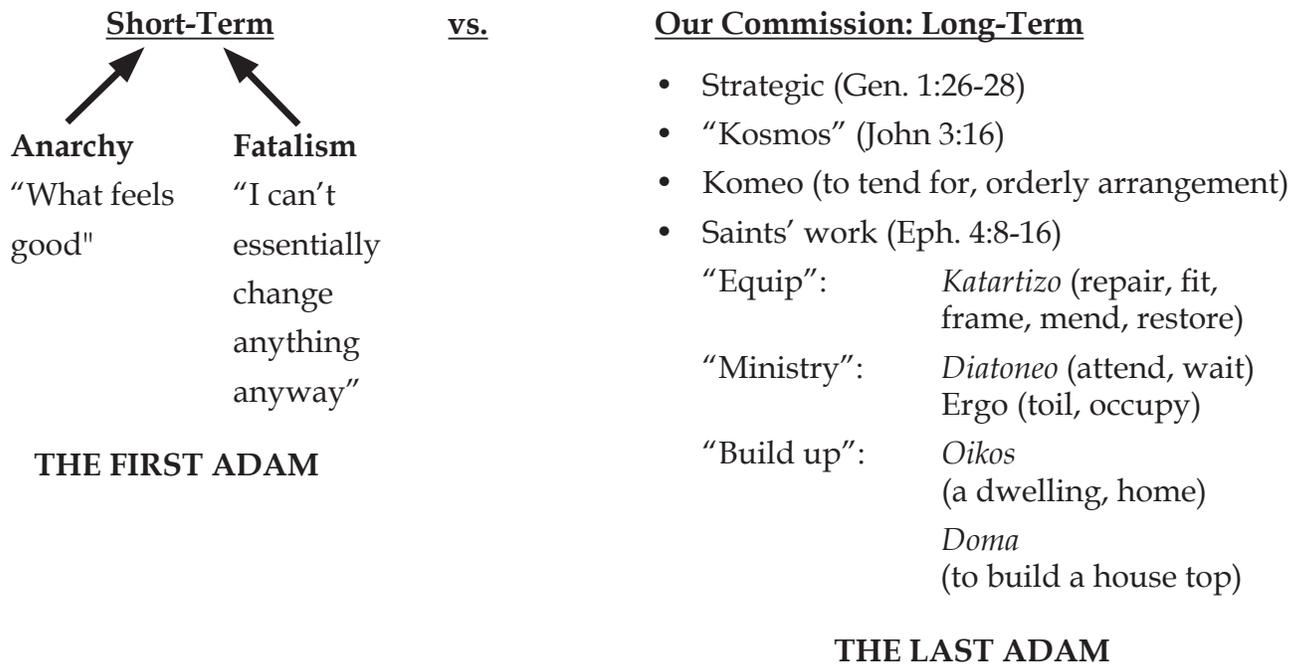


I. **God, the Strategic Thinker**

- A. God’s sovereignty comes from the combination of His power (infinite resources) and His strategic thinking (ability to plan).
- B. God sees, plans, and applies all His resources to a specific focus that He has for His own destiny.



- C. The well-thought-through planning of God (Acts. 2:23; Rev. 13:8)
- Doctrine of original intent –
1. Living by design vs. living with our “nose above the water line”
 2. The nature of fallen thinking (sin) (Genesis 3 account)



II. Four attributes of strategic thinking

- A. It produces design in all it touches – God the designer – "after its kind".
- B. It thinks from the whole to the part, and from the end, backwards.
- C. It builds a platform from which to work – focal point: God is Jesus.
- D. It relativizes all activity.
 1. How will this lead to the furtherance of the master plan or assignment?
 2. Will it matter in five, ten, or twenty years that I am doing this?

III. A rapid survey of institute topics

- A. How to evaluate resources for effective ministry dealing with:
 1. Strategic building principles
 2. Resource evaluation
 3. Principles of effective management
- B. The three phases of building and discipling people for work
 1. The mission phase
 2. Processing the vision and the team
 3. The emergence of the proprietorial spirit
- C. Why most ministries never go beyond one generation
 1. Principles of generational transfer
 2. Understanding the process of history in transference of ministry

- D. Why your view of history and society largely determines the success and scope of your ministry
1. Fitting your ministry into what God is doing
 2. Relating your ministry to the culture

HOW TO EVALUATE RESOURCES FOR EFFECTIVE MINISTRY

Part One: Strategic Building Principles and Your Ministry

I. The three major attributes of building in the will of God

- A. What is the Spirit of God saying to the Church now? (Rev. 22:11)
 - 1. Obedience as synchronization
 - 2. Hearing what God's direction-setting ministries are saying (Eph. 2:20 – apostles and prophets)
 - 3. Fitting your ministry/stewardship into that current move
- B. Have you discerned God's plan for yourself by realistically assessing the resources He has committed to you?
 - 1. "What is in your hand?" (Ex. 4:2)
 - 2. "Who is in your heart?" (Eph. 3:1)
 - 3. "To whom are you joined?" (Eph. 4:16)
 - 4. "What is your training?" (Sam. 17:34-37 – King David/"bear and lion")
- C. Do you have a proceeding word from God?
 - 1. The general proceeding words: Gen. 1:26-28; Matt. 28:18-20
 - 2. The "rhema" of God's Word to you:
 - a. Word oriented – what is the word message of "your vision" (Isa. 40:8)
 - b. Work oriented – "Gentiles... kings... rulers" (Acts 9:15)
 - c. Place oriented – "stay in Jerusalem" (Acts 1:6)

II. Discerning the nature of a movement (What God is doing now)

- A. As already seen, our work should fit into God's current work on the wall (Nehemiah).
- B. Attributes of a genuine move of God vs. man-centered interest
 - 1. It is centered in promoting the Kingdom of God. (Matt. 6:10; John 3:3,5)
 - 2. It is theologically centered in the cross and resurrection.
 - 3. It promotes Christian unity, the centrality of Christ, the place of the Word, and the mutual authority/responsibility of the biblical view of government (five spheres of government).

III. Conventional wisdom as to the basic elements of strategic thinking

A. There are variations on the common themes. Basically, strategic theory falls into military, business, and project (political) strategies. All apply to us as Jesus taught. (Luke 14:29-32)

B. Models of strategy

"Faith plus planning and proper management = success" (Heb. 11:1)

C.

Military

1. M = Mass
2. O = Objective
3. O = Offensive
4. S = Simplicity (kiss)
5. E = Economy of force
6. M = Maneuver
7. U = Unity of command
8. S = Surprise
9. S = Security

See appendix for details of military strategy

D.

Project (Political – Business)

- | | |
|--|--|
| <p>(what)</p> <p>(how)</p> <p>(who)</p> <p>(through)</p> <p>(with)</p> <p>(when)</p> <p>(why)</p> <p>(testing)</p> <p>(manage-
ment)</p> | <ol style="list-style-type: none"> 1. The purpose: biblical foundation/synchronization 2. The plan to achieve the purpose: method and measurable goals 3. The leadership: accountability, code of conduct 4. Recruitment: plans, issue-framing, jobs to do 5. Resources: inventory, assessment, situational analyses (Luke 14:26-33) 6. Time-lines: specific action plans, clear incremental goals 7. Evaluation: measurable goals, planning cycles 8. Recommitment: adaptability, excitement to commitment, adjustments ("veterans" vs. volunteers) 9. Executive functions: <ol style="list-style-type: none"> a. A unifier figure b. Financial manager c. Communication d. Administrator e. "Outside opinion" mechanism |
|--|--|

See appendix for "Pastoral Renewal" article on "Goals That Mobilize"

IV. General principles of action plans that fit into items of planning for III. D. 2-5 (see above)

A. The question of control and influence

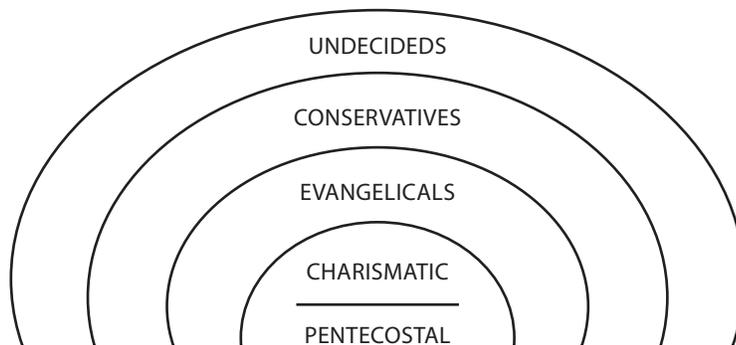
1. You can influence far more than you can control.
2. Control requires full administrative energy whereas influence requires little to no control since it deals with impact through the force of ideas or perceived power.
3. Proper strategic planning involves a clear evaluation of what portions of your strategy/goals require control, and what is better served by influence.

B. General issues of relational objectives and categorization

1. Choosing the right enemies usually means acquiring the right friends.
 2. Relational resources can be divided as follows:
 - a. Those committed to you
 - b. Allies
 - c. Neutrals who can be positively influenced
 - d. Opponents to be neutralized
 - e. Opponents who can be used to serve your purposes (ERA example)
 3. Tactics useful in relational/message planning
 - a. Frame your opponents into morally non-defensive positions.
 - b. Co-opt others' agendas so as to bring them into yours.
 - c. Tie all enemies together into a clearly definable group for negative public association.
- C. General issues of message mobilization
1. Message selection issues ("framing"): who controls the language controls the agenda.
 - a. Select language of high emotional energy for the widest possible audience (moral high ground – moral "fuel").
 - b. Determine how the message can be tailored and adopted to specifically relate to the committed allies, neutrals, and opponents.
 - c. Reduce complex ideas down to simple phrases and determine where and how to use them for theme/message recognition.
 2. Determine who your messengers are, and for what situations.
 - a. Rallying people
 - b. Unifying allies
 - c. Neutralizing critics
 - d. Specialization audiences: religious, business, political, social interest (a multi-front approach)
 - e. Mass communication
 - f. One-on-one (need for prioritization of people to influence)
 - g. Ability to use and co-opt other front groups
 - h. Who is allowed to use your name, and under what circumstances

3. Keep your communication goals clear:
 - a. To motivate current supports with specific, measurable action
 - b. To pull in new people
 - c. To create a positive image
 - d. To weaken opponents' defensible positions
4. Message/goal charts are helpful.

Message/Goal Chart for Dennis Peacocke's Seminar
"Recovering the Leadership of Your City"



- D. Some helpful general principles:
1. Tie projects into people or groups who are already doing something in the area.
 2. Bad decisions permitted to stand uncorrected will produce even more destructive results.
 3. The uncommitted masses do not shape history; it is the committed few.
 4. Play to your game, not to your opponent's.

HOW TO EVALUATE RESOURCES FOR EFFECTIVE MINISTRY

Part Two: Specific Resource Evaluation

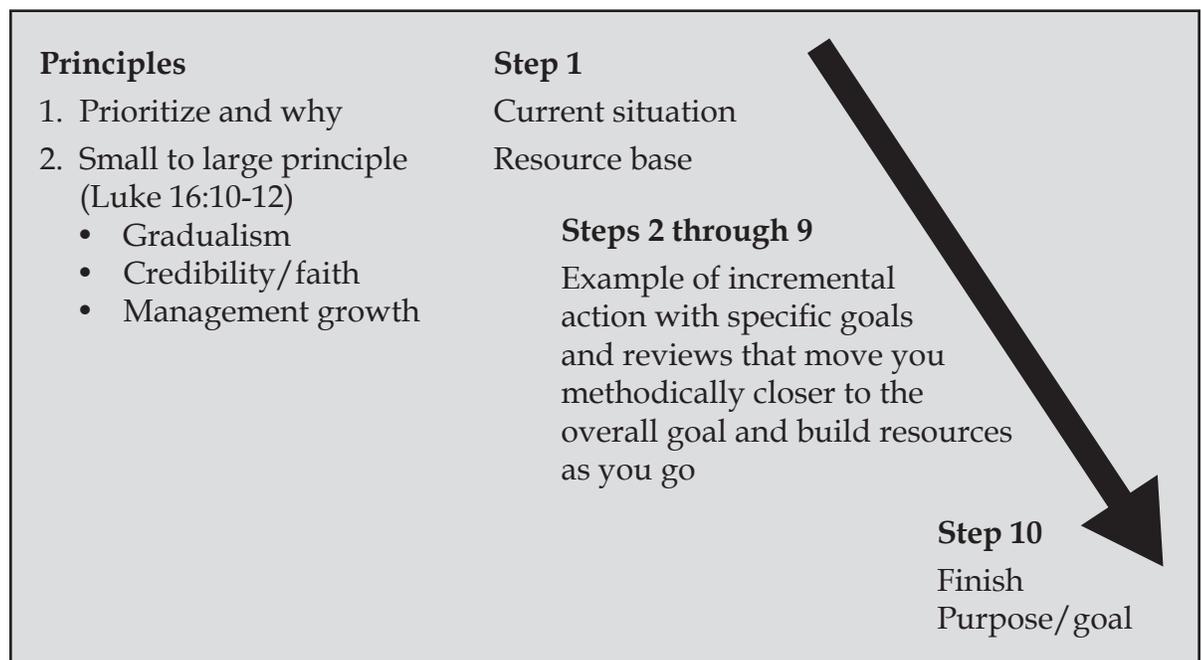
I. Correct resource evaluation as a key to ministry success (Luke 14:26-35)

A. There are three major parts to ministry success:

1. The vision
2. Resource evaluation: What is on hand, needed, and when
3. Tactical planning: Time line, resource procurement, and management

B. Time lines are usually conducted as follows:

DIAGRAM 1: TIME LINES



C. Resource procurement and management are essential to the success of any strategy:

1. What do we now have?
2. What do we need incrementally to get to the overall goal?
3. How will we procure these resources as we go?
4. Who will manage the process?

II. There are five basic resource components to be inventoried and the needs for overall completion surveyed and planned. (See Diagram 2 on following page) →

III. Miscellaneous observations/necessities on resource evaluation:

A. Revelational resources

1. Tenacity – flexibility issues (principle is pragmatism)
2. Living with “dead horses and box canyons” on the way
3. What resources/strategy can enemies put into the field against you
4. Contingency plan (“Plan B”)
5. Major vision must be apostolic/prophetic in origin and implementation (Eph. 2:20)

B. Relational resources

1. Back-up support to the leader(s): selfless, goal-oriented
2. Relational strength is the single most important delivery system

C. Communication resources

1. Tapping “moral fuel” (MADD, anger, justice, family, etc.)
2. Target audiences
3. Allies/neutrals/enemies identification
4. How do the “earth people” put the vision to work in front of their own houses?
5. Learn as much as you can about the people you want to motivate/change
6. Three mandatory communication resource assessments
 - a. *The single great issue:* championing God’s cause
 - b. *The clear difference:* good guys vs. the other bad guys
 - c. *The unifying factors:* tying others into the cause

D. Administrative resources

1. Do regular review/evaluation/course adjustment sessions
2. Example: (see Diagram 3 on following page)

DIAGRAM 2: RESOURCE COMPONENTS

<p>1. Revelational Resources</p> <ul style="list-style-type: none"> a. A vision is an idea in flesh b. Who carries the vision? c. Who has the base to carry it off? <ul style="list-style-type: none"> • Character • Family • Experience • Resources • Management skill 	<p>2. Relational Resources</p> <ul style="list-style-type: none"> a. Leadership schematic and base requirements b. Delivery system of government to masses (Deut. 18: Jethro) c. Number of people requirements d. Optional vs. provisional relationships (Luke 14:26) 	<p>3. Financial Resources</p> <ul style="list-style-type: none"> a. Money = labor and Product applied to Project = time b. Labor required (salary) c. Headquarters required (overhead) d. Product required e. Field requirements f. Time factor requirements g. Total needed procurement 	<p>4. Communication Resources</p> <ul style="list-style-type: none"> a. Internal communication: leaders to staff b. External communication: <ul style="list-style-type: none"> • Products/systems • Message/language strategy • Mobilization strategy • Management strategy— influence/control 	<p>5. Administrative Resources</p> <p>CEO Functions</p> <ul style="list-style-type: none"> a. Authority lines b. Accountability c. Review systems d. Accounting e. Procurement f. Distribution
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DIAGRAM 3: HOW DO WE KNOW IF WE'RE SUCCEEDING ?

<p>Goal</p>	<p>Grading Scale 1-10</p>	<p>Administrative Effectiveness</p>	<p>Structures to Accomplish the goal</p>	<p>Materials Used and Their Effectiveness</p>	<p>Communication Effectiveness</p>
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GENERAL RESOURCE MANAGEMENT PRINCIPLES

- I. General observations regarding resource management**
- A. "Time lines" (project phasing) are the most vital, difficult part of any mission.
1. "Time" character attributes
 - a. Patience (2 Cor. 12:12)
 - b. Whole-to-part thinking
 - c. Tenacity (to check and recheck)
 2. "Energy" character attributes
 - a. Singleness of heart (Ps. 86:11; James 1:6-8)
 3. "Expertise" character attributes
 - a. Humility to listen
 - b. Wisdom (how to apply the experts' knowledge, or not to)
- B. Power is guarded by problems: Management of your life so as to be able to endure the battle is your number one priority.
1. Problem-solvers become leaders.
 2. Problems teach us both what is important to God, the enemy, and us.
- II. Resource management principles of the five major components:**
- A. Revelational management
1. Following the instructions of the Holy Spirit is everything.
 2. Being around power reveals what is in people.
 3. Keep storms out of the boat – handle them first.
 4. Learn when to build/fight in or out of "uniform".
 - a. "In uniform"
 - Pick fights you can't win (faith/perception).
 - b. "Out of uniform"
 - Don't dig trenches.
 - Put key plans on paper.
 - Here it is sometimes permissible "to lose" but still accomplish your purpose.

5. Reconnaissance is vital: How clearly do you understand the obstacles-enemies' plans, vision, and knowledge of you?

B. Relational management of resources

1. Leadership issues must be settled before the battles.
2. Do not advance in the project beyond the revelation of your key leaders. (Matt. 16:13-18)
3. Have people play back their assignments to make sure communication is clear.
4. Proper spiritual atmosphere is imparted, not imposed.
5. Learn to work in situations and with people that are less than ideal.
6. Handle offended people carefully.

C. Financial resource management

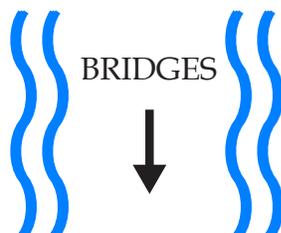
1. Money is time/energy in foldable form. As a rule, the more (or less) money, the quicker (longer) to project completion.
2. Financial planning (because it is "time," and God highly values time as a resource) is the critical management skill.
3. Experienced people must handle money issues. Experience means:
 - a. They are personally financially strong.
 - b. They are familiar with project cash flow management reports.
4. Fund raising must be a priority of communication for resource procurement
 - a. What you've done and how it got results
 - b. What you're doing
 - c. Immediate goals
 - d. Specific projects to donate to with specific amounts
 - e. A report back to donors on what their resources accomplished

D. Communication resource management

1. The organization/movement distinction must be clearly defined and maintained.

Organization

- Control
- Clear membership
- Way in/way out



Movement

- Influence
- Coalitions/cooperation

Methods of handling disputes

2. Leverage all communication tools, i.e., they do more than one job!
- E. Administrative resource management
1. Bad decisions left to stand will cause ever greater problems.
 2. All reporting forms or systems must be designed to tell you what is really important.
 - a. Accountability of work assignments on a regular basis.
 - b. Project planning with leaders (goals for one year, six months, three months, monthly).
 - c. Financial reviews of reliable figures by someone experienced with them.
 3. A simple solution to problem-solving evaluation
 - a. Whose problem is it?
 - b. Who or what is the source of the problem?
 - c. Diagram the problem out (if you can) to understand it
 - d. Who must do what to solve the problem?
 - e. What relational or vested interest issues must be solved?
 - f. From the problem diagram, line out the solution priority
 - g. How can you resolve any other potential problems by solving this problem (“Two birds with one stone”)?
-

Recommended reading: *The One Minute Manager*, K. Blanchard, Berkeley Books
(See Appendix C: The Structure of Harmony)

THE THREE PHASES OF MINISTRY BUILDING AND DISCIPLING PEOPLE FOR RESPONSIBILITY

Part One: The Vision and the Beginning

I. General observations

- A. God is not in a hurry – Jesus was a nine-month baby (Gal. 4:4 – “fullness of time”).
- B. Almost always everything takes longer than we think.
- C. Most of the easy, unimportant things have already been done.
- D. The more important the task, the harder it will be with commensurate spiritual warfare.
- E. Moving the Church to where it must go will encounter persecution and the gates of hell from within and without.
- F. Birthing a ministry is like all birth
 - 1. Painful/intense
 - 2. Messy
 - 3. More “real” than you planned
 - 4. The excitement of the birth is fuel to launch you into the raising of the child!

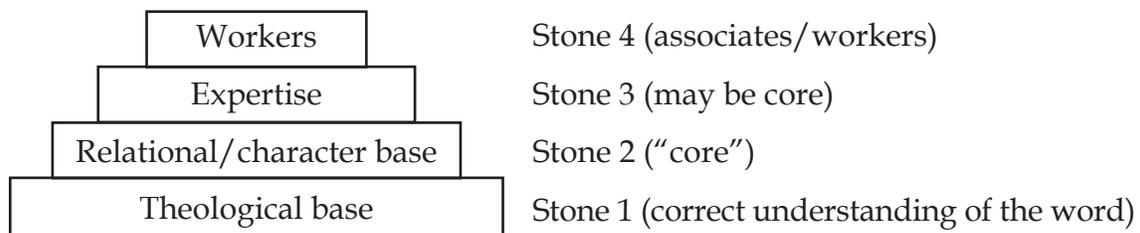
II. The clarity of the vision: Factoring in change and careful mess.

- A. No matter how clear it initially looks, it will change in some way.
 - 1. Through the process of experience (trial and error, people, etc.)
 - 2. Through the process of death and resurrection (same Jesus, looked different)
- B. We must anticipate at least five stages to relative completion.
 - Stage One: The excitement and energy of the birth
 - Stage Two: The cost of starting anything new
 - Stage Three: The cleansing of the first wavers
 - Stage Four: The training and doing in refinement
 - Stage Five: The achieving of the goals and possible new ministries
- C. All ministries have within them the seeds of their own destruction; the foundation of the ministry is, therefore, vital.
 - 1. It must be wisely laid.
 - 2. It must be level (high stories will make it fall over if crooked).
 - 3. It must be as spiritually clean (antiseptic) as possible at birth.

III. Who is called to the leadership core (most essential element of the foundation)

- A. A “visionary” is a person who is consumed with fleshing out a truth (a ministry)
- B. The visionary is usually the team leader
- C. An interesting example of a ministry team that God used to deliver Israel
 - 1. Moses Visionary/strategist
 - 2. Aaron The communicator
 - 3. Miriam The peoples’ touch point (music/worship)
 - 4. Joshua The bridge to the next generation
 - 5. Caleb The “common man’s” hero/example
 - 6. Jethro The wise counselor/structuringer
- D. Attributes to look for in team leaders
 - 1. Self-governing (the Kingdom – Luke 17:21; Matt. 11:13)
 - 2. Loyal (family base)
 - 3. Good steward (Luke 26:10-12)
 - 4. Honors their own word (Prov. 18:21; Psa. 15:4)
 - 5. Honors others (doesn’t crave the limelight)
 - 6. Faithful to their current calling
 - 7. Demonstrates care for the common man
- E. The issue of going beyond your current relational resources for the team

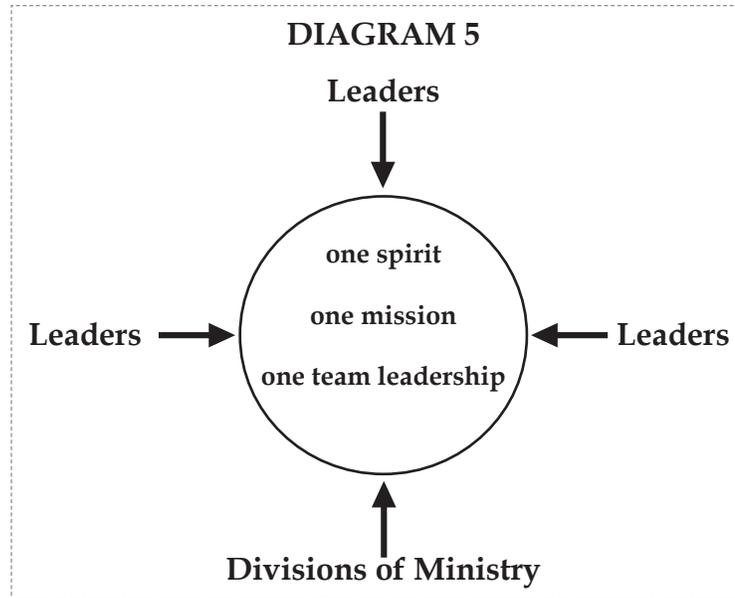
DIAGRAM 4



IV. The use of power/authority management during the birth process

- A. Power/authority must be consolidated during the first stage of building.
 - 1. Christ’s building model (which He observed of Father) is the classic example.
 - 2. Single headship in some form (senior pastor, elder, team leader) must precede and undergird team corporiety (example is the Godhead).
- B. Major responsibilities should not be delegated until:
 - 1. The delegator (authority) must clearly understand the job first.
 - 2. The delegator must have a usable report/accountability system in place.

- C. The spirit of the ministry (“climate”) is critical and is usually set at the ministry’s inception.
1. Cooperative or exploitive (using people as objects or drawing out their skills).
 2. Clear authority lines without being mechanical or non-relational.
 3. Secure leadership that encourages creative input.
 4. An identification of the core of the ministry that permits flexibility without losing focus, i.e., project leaders don’t start independent ministries from the core.



5. Running a good ministry leaders’ meeting is knowing what business belongs in the leaders’ meeting, and what should be done on another level.
- D. Putting out the vision in increments
1. It is sometimes wise to state the whole vision but downplay it and instead highlight the incremental steps.
 2. Example:
 - a. Goal: To start 100 family classes in California within six years.
 - b. Initial emphasis: To start three family classes in San Francisco the 1st year.
 - c. Tips: If you think the three San Francisco classes will take nine months, state one year as the goal.
 - If you get there early, your leadership and peoples’ faith grows!
 - If you’re late (one year), you’re still a leader whose word is honored.
 - If you put out one vision that is impossible to do in two years, break your necks and do it in 18 months, you’re still six months late, and loss of faith will follow!

THE THREE PHASES OF MINISTRY BUILDING AND PREPARATION

Part Two: Processing the Team Part Three: Producing Proprietors

I. Part Two: Processing the team

- A. As the “honeymoon” wears off, peoples’ character and motives become clearer.
- B. God will sort out “the team” for the ministry by allowing obstacles to try them (Ps. 105:16-19, Joseph as an example).
 1. Leadership errors that refine the leaders or disqualify them.
 2. Peoples’ reactions to leaders’ errors, ministry setbacks, tough times, and their own personal shortcomings.
- C. Being “tested by the Word of the Lord” makes us (team) or breaks us.
 1. Matthew 11:1-6, “scandalized by error” blows them out.
 - What gets dealt with in terms of expectations (what Jesus cut across in dealing with the Jewish religious community – John 11:48).
 - Personal opinions –
Disillusionment (“This is not what I thought it would be”)
 - Personal advantage –
Disenchantment (“I don’t think this outfit will make it”)
 - Personal convenience –
Disengagement (“I won’t get out of this what I deserve”)
 2. Hebrews 12:11-16, “a root of bitterness” pollutes them
 - What gets dealt with in terms of character flaws.
 - A reaction against the discipline required to call them up to being able to this job.
 - An inability to be trained by the circumstances (Heb. 12:11) so the training of God embitters rather than instructs.
 - The pain of watching people sell their birthright (Heb. 12:16) because of an inability to see the prize through the pain.

II. Part Three: The emergence of the proprietorial spirit

- A. A ministry is ready to multiply and be blessed when a “critical mass” has been attained.
 1. Relationally (proprietorial spirit)
 2. Organizationally (sufficient control and discipline of resources)

B. This “critical mass” is built on the spirit of proprietorship imbuing the core of the group.

C. Concepts surrounding the proprietorship issue

1. Steps to mature ministry

Discipline → Formation → Joint Heirs (Rom. 8:17)

2. **Hirelings** vs. **Proprietors**

Carries the part

Assignment mentality

Carries the whole

Looks for jobs needing to be done

Kingdom initiative (Matt. 11:13)

Diligence

Risk taker

Courage

Whole-heartedness

3. When the proprietorial spirit is properly imparted, it begins to leaven the whole, and mature volunteerism emerges where the workers feel identified with the ministry.

WHY MOST MINISTRIES NEVER GO BEYOND ONE GENERATION

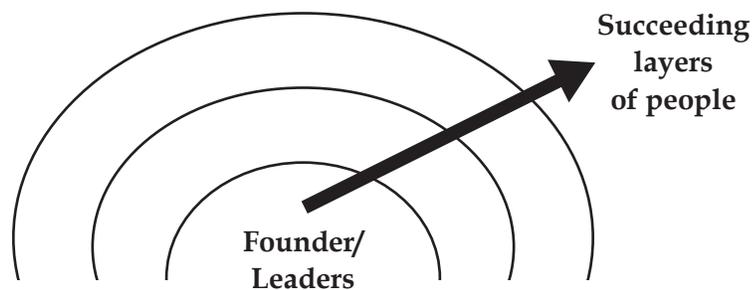
Text: Malachi 4:5-6; 2 Corinthians 12:14

I. Historical progress in God's work requires generational transfer

- A. Generational transfer is the building up and passing on of resources from one generation (either spiritually or naturally) to succeeding generations for the purposes of God.
- B. God's work is frequently identified biblically as the transmission of covenant faithfulness for three generations.
 - 1. God identifies Himself as the God of "Abraham, Isaac, and Jacob". (Acts 3:13)
 - 2. Our grandchildren are noted as the crown and testament of our work. (Pro. 13:22; 17:26)

II. Since ministry is personified in a person, transfer implies that the person's burden, resources, and commitment are passed on and out to succeeding layers or generations.

DIAGRAM 6



- A. Generational transfer implies that those who join you in a church ministry, family, or movement will fully imbibe of the founder's or leaders' ministry.
- B. Ultimately, ministry success is measured by the degree to which the life of the ministry is proprietorially assumed by the next generations.

III. Hindrances to this generational transfer can be as follows:

- A. Ignorance of this principle; hence, measuring success by what one man or group of leaders do in their administration of the ministry.
- B. A leader or leaders who refuse to share their responsibility and thereby create no new proprietors.
- C. A squandering of all available resources without accumulating new “seed corn”.
- D. Disillusion of the leader or the group leaders (covenantal failure).
- E. Spiritual or moral failure to produce. (Matt. 21:43)

IV. The following five principles are essential for generational transfer to occur:

- A. Corporiety
 - 1. God’s commanded blessing upon leadership unity. (Ps. 133)
 - 2. A visible example of unity for the benefit of those who observe and therefore believe in the ministry’s divine source. (John 17:21)
- B. Authority
 - 1. Clear lines of accountability and decision-making. (1 Cor. 11:1-3; Eph. 2:20, 4:8-11)
 - 2. Clear lines of entry into and out of the work. (John 3:3; Matt. 16:18), (excommunication – Rom. 16:17)
 - 3. The honoring of biblical lines of authority.
 - a. The place of the local church (all of the Epistles).
 - b. The place of the pastoral lines. (John 10:10)
 - c. The spirit of “holding the head”. (Col. 2:19)
 - d. The incorporation of emerging levels of leadership, i.e., properly handling “spiritual teenagers”.
- C. Commitment to modeling
 - 1. The rejection of intellectualization or “spiritualizing” of fruit – truth must be incarnated. (John 1:14)
 - 2. The clear recognition that the Kingdom of God changes matter.
- D. Effective equipping of the saints (Eph. 4:12-16)
 - 1. Leaders who serve by equipping and drawing out ministry and the destiny of those they lead (top down and bottom up).
 - 2. The communication and enabling of group members so that each committed

person clearly understands their role in bringing the vision of the ministry to pass.

3. The impacting and formation of people and ministry by all five ministry offices (Eph. 4:8-11, 1 Cor. 12) vs. the current incomplete situation.

E. The principle of “both/and” (Acts 1:8)

1. Localness (Neh. 4:13-14: Each man’s work fitting into the whole wall)
2. Globalness (Matt. 28:18-20: Thinking from the whole to the part)

WHY YOUR VIEW OF HISTORY AND SOCIETY LARGELY DETERMINES THE SUCCESS AND SCOPE OF YOUR MINISTRY

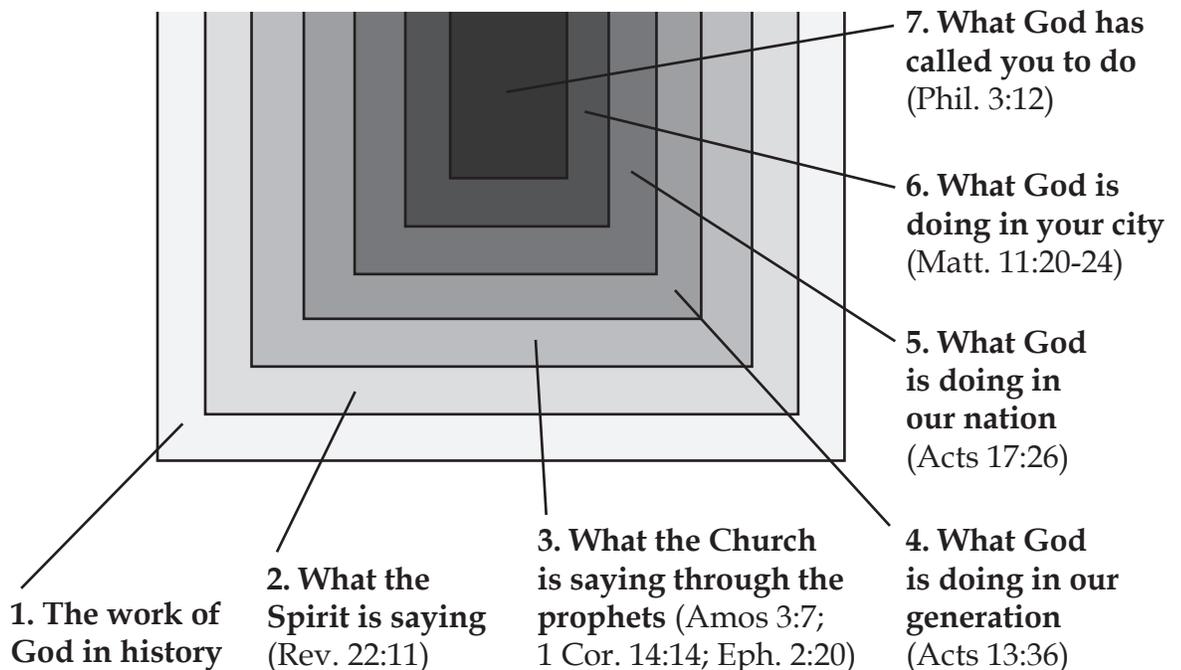
PREMISES

1. God is moving history for His purposes, and it is our job to find out what He is doing and fit our ministries into that purpose.
2. Our understanding and cooperating with His work largely determines what He can fully bless of our work.
 - There is a difference between His Word not returning void (Isa. 55:11) and His causing it to grow and multiply. (Acts 12:24)

I. Fitting our ministry into what God is doing: Historical Synchronization

- A. Matthew 11:29-30 guarantees a “rest” for those who find what God is doing and follow in His “wake”.
 1. Finding where the Ancient One is walking (Jer. 6:16)
 2. Example: Letting the energy of the wave carry you
- B. In fitting our work into God’s (entering His rest), He wants to “seat” us into a layered unit:

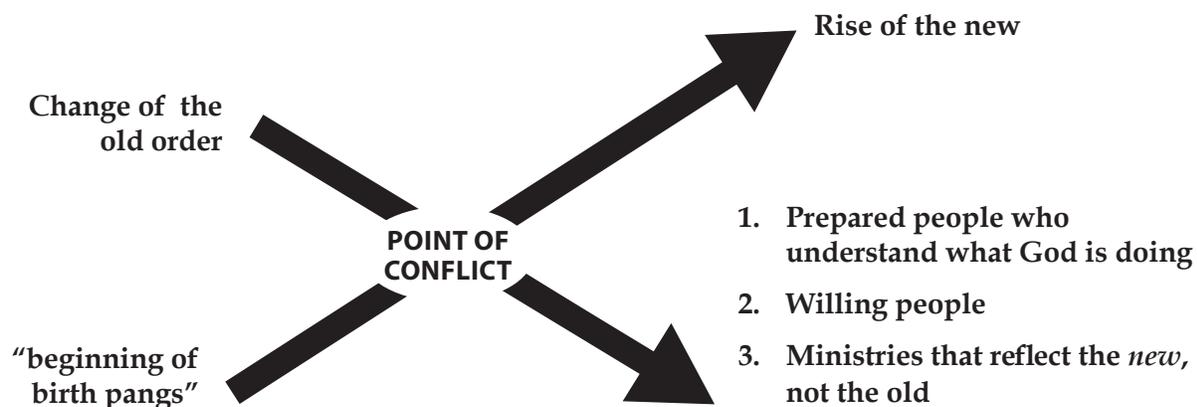
DIAGRAM 7



II. It is the responsibility of the prophetic ministries to follow God closely enough to discern when He is changing the way He “keeps house”.

- A. Unless we know what God is doing, we do not know what we should be doing. (1 Chron. 12:32)
- B. Examples of God’s servants discerning and responding to a shift in God’s house-keeping.
 1. John the Baptist (Mark 1:15)
 2. Jesus (John 12:24) (God is soon going to the Gentiles/ “I’ll go through Paul”)
 3. Peter (Acts 10:28-48) (Peter sees it happen)
 4. The saints discerning the work of the Lord’s return (Acts 3:21)
- C. The work of getting the Church to the crossroads on time.

DIAGRAM 8



III. Discerning the foundational changes in a culture affecting your ministry

- A. God’s people must always be on a war footing. (Gen. 3:15)
- B. That war continually is fought over two major issues:
 1. Which law base shall rule the earth (public policy).
 2. Which kingdom can and will most effectively serve the people (Satan’s or God’s).
- C. This conflict takes place as both kingdoms war over the overthrow of each other’s value base.
 1. God’s pledge to tear down the false. (Isa. 40:3-5; Amos 7:7-9; Jer. 1:10; 1 Pet. 4:17)

2. How will He do it
 - By plowing up the nations and giving needs and issues to our ministries. (Isa. 82:1; 94:16)
- D. As fishers of men, we must feed people on what they are looking for.
1. The classic example of Paul's witness to the non-Jewish (Acts 17:22-34)
 2. Proper fishing requires –
 - a. Knowledge of peoples' perceived interests and needs
 - b. Discernment from the Holy Spirit (Isa. 50:4)
 - c. Working with people God is working with – "I only work where I see Father working." (John 9:4; 5:19)

IV. Teaching and preparing people for ministry in the context of holism and proprietorship

- A. Our ministries and discipling of people must take place in the context of a whole view of man.

DIAGRAM 9

The numerator: **Personal life and challenges**

The denominator: **Historical/societal context in which we live and minister**

1. We live in a web of inter-relationships (environment)
 2. We must produce people and ministries that redemptively understand it and respond to it from the perspective of God's will and His Kingdom.
- B. Our ministries must lead men and women toward a proprietorial spirit in terms of God's people and work.
1. We are "heirs of the world" (Rom. 4:13; 8:17)
 2. The Church is the conduit of reality (Eph. 3:10)
 3. Our work and lives must press people to make God's destiny their destiny as He works in us to do His pleasure. (Phil. 2:12-13)
 4. The size of your work is not the issue (Argentina example of unity and pastoral care in the city).
 - The issue is that you're in the wave and producing proprietors.

APPENDIX A

PRINCIPLES OF WAR

1. GENERAL

The principles of war are fundamental truths governing the prosecution of war. Their proper application is essential to the exercise of command and to successful conduct of military operations. These principles are interrelated and, depending on the circumstances, may tend to reinforce one another or be in conflict. Consequently, the degree of application of any specific principle will vary with the situation.

2. PRINCIPLE OF THE OBJECTIVE

Every military operation must be directed toward a clearly defined, decisive, and attainable objective. The ultimate military objective of war is the defeat of the enemy's armed forces. The objective of each operation must contribute to this ultimate objective. Each intermediate objective must be such that its attainment will most directly, quickly, and economically contribute to the purpose of the operation. The selection of an objective is based upon consideration of the means available, the enemy, and the operational area. Every commander must understand and clearly define his objective and consider each contemplated action in light thereof.

3. PRINCIPLE OF THE OFFENSIVE

Offensive action is necessary to achieve decisive results and to maintain freedom of action. It permits the commander to exercise initiative and impose his will upon the enemy, to set the pace and determine the course of battle, to exploit enemy weaknesses and rapidly changing situations, and to meet unexpected developments. The defensive may be forced on the commander, but it should be deliberately adopted only as a temporary expedient while awaiting an opportunity for offensive action or for the purpose of economizing forces on a front where a decision is not sought. Even on the defensive, the commander seeks every opportunity to seize the initiative and achieve decisive results by offensive action.

4. PRINCIPLE OF MASS

Superior combat power must be concentrated at the critical time and place for a decisive purpose. Superiority results from the proper combination of the elements of combat power. Proper application of the principle of mass, in conjunction with the other principles of war, *may permit numerically inferior forces to achieve decisive combat superiority.*

5. PRINCIPLE OF ECONOMY OF FORCE

Minimum essential means must be employed at points other than that of the main effort. This principle is the reciprocal of the principle of mass. Economy of force does not imply husbanding, but the measured allocation of available combat power to the primary task as well as to supporting tasks such as limited attacks, defense, cover and deception, or

even retrograde action to insure sufficient combat power at the point of decision.

6. PRINCIPLE OF MANEUVER

Maneuver is an essential ingredient of combat power. It contributes materially in exploiting successes and in preserving freedom of action and reducing vulnerability. The object of maneuver is to dispose a force in a manner that places the enemy at a relative disadvantage and thus achieves results that would otherwise be more costly in men and material. Successful maneuver requires flexibility in organization, combat service support, and command and control. It is the antithesis of permanence of location and implies avoidance of stereotyped patterns of operation.

7. PRINCIPLE OF UNITY OF COMMAND

The decisive application of full combat power requires unity of command. Unity of command obtains unity of effort by the coordinated action of all forces toward a common goal. While coordination may be attained by cooperation, it is best achieved by vesting a single commander with the requisite authority.

8. PRINCIPLE OF SECURITY

Security is essential to the preservation of combat power. Security results from the measures taken by a command to protect itself from espionage, sabotage, annoyance, or surprise. It is a condition that results from the establishment and maintenance of protective measures that insure a state of inviolability from hostile acts or influences. Since risk is inherent in war, application of the principle of security does not imply undue caution and the avoidance of calculated risk. Security frequently is enhanced by bold seizure and retention of the initiative, which reduces the enemy's capability to interfere.

9. PRINCIPLE OF SURPRISE

Surprise can decisively shift the balance of combat power. By surprise, success out of proportion to the effort expended may be obtained. Surprise results from striking an enemy at a time, place, and in a manner for which he is unprepared. It is not essential that the enemy be taken unaware, but only that he becomes aware too late to react effectively. Factors contributing to surprise include speed, cover, and deception, application of unexpected combat power, effective intelligence, and counterintelligence (to include communication and electronic security), and variations in tactics and methods of operation.

10. PRINCIPLE OF SIMPLICITY

Simplicity contributes to successful operations. Direct, simple plans and clear, concise orders reduce misunderstanding and confusion. Other factors being equal, the simplest plan is preferred.

Extracted from FM 100-5 (September 1968), pp. 5-1 to 5-2

APPENDIX B

GOALS THAT MOBILIZE

PURPOSES OR GOALS

It is important for a pastor to distinguish between purposes and specific, achievable, measurable, and manageable goals. For instance, ask yourself if the following are purposes or goals:

1. To glorify God through our church
2. To be a mature Christian
3. To preach an effective sermon
4. To be a good husband and father
5. To be a better pastor

It might surprise you to know that none of the above are goals. They are all purposes. A purpose or aim is something for which we ultimately hope. It is not necessarily measurable in itself, but is a clear direction toward which we wish to move.

Our purpose statements often fall in the category of things we want to be. To be mature, to be a better ..., to be a good... – these are the ideals toward which we are striving, but it is our goals which help us determine how much progress, if any, we are making toward our “to be” purposes.

Below are examples of specific goals. I think you will readily see the difference between the purposes and these goals:

1. To share Christ with a non-believer twice a week
2. To spend 15 minutes in prayer each day
3. To tithe a minimum of 10 percent of my income
4. To have dinner with my family three evenings a week
5. To learn to fly an airplane by the end of summer

Now, of course, no one can guarantee, for example, that dinner three times a week with my family will make me a better husband and father. But it does give me a specific, tangible means of measuring this important purpose in my life. Therefore, all of the above are measurable goals.

COMMUNICATE AND MOBILIZE

It is especially important for pastors to determine specific goals with their staff and church leaders. If they remain in the realm of idealistic purposes of what they want to be, with no measurable goals, frustration and misunderstanding are certain to emerge. In addition, you very likely will be unable to arouse the interest and motivation of the congregation without specific goals.

It seems that God has so made us that we almost naturally respond with enthusiasm to something worthwhile, specific, and measurable to tackle. And that's because good goals are related to faith.

A goal is a statement about how we hope things are going to be at some time in the future. It is a statement of faith.

Any statement about tomorrow is a statement of faith. This is an important concept. Don't miss it. As the writer in Hebrews said, "Faith is the substance of things hoped for" (Heb. 11:1).

Goals have the power to lift our eyes from the mud below to the sky above. They are a statement about what could be, what should be, what can be.

Notice that goals are not statements about what will be. That is in God's hands. But they are statements about what we believe God wants us to do or to be, in light of His Word.

WELL -WRITTEN GOALS (Hab. 2:2)

Many are asking at this moment, "How do I start writing down goal statements?" I know what we want to be as a church, but how do we develop the goals that will help us measure our progress toward what we want to be?" Below are some statements that might help you.

Well-written goals are:

1. Stated in terms of end results
2. Achievable in a time span
3. Definite as to what is expected
4. Practical and feasible
5. Precisely stated in terms of quantities, where applicable
6. Limited to one important goal statement

Poorly written goals tend to be:

1. Stated in terms of process or activity
2. Are never fully achievable; no specific target dates
3. Ambiguous as to what is expected
4. Theoretical or idealistic
5. Too brief and indefinite, or too long and complex
6. Written with two or more goals per statement

Now it should be noted that there are different levels of goals. You can have a primary goal which, in order to be accomplished, demands secondary goals, which also may require support goals.

In addition, goals may cover different time periods. You may have immediate goals for this week, month, and year. Then you may have short-range goals for five years or more.

Another way of looking at the characteristics of good goals is to use the following items as a checklist of questions to ask for any goal statements you have developed:

1. Is this goal accomplishable: Do you believe you can do it (under God's leading)?
2. Does this goal have a date: Will you know when you want to do it?
3. Is this goal measurable: Will you know that it has, in fact, happened?
4. Does this goal have steps (a plan): Do you know how to reach it?
5. Is this goal claimed: Do you know who will be responsible for following the plan?
6. Is this goal supported: Do we have the financial resources to accomplish it?

THE ABC'S OF PRIORITIZING

Now after you have set your goals you may still have confusion and misunderstanding in the ranks if you do not prioritize them. Especially with limited manpower, time, and financial resources, it is important for us to determine the top items requiring our best efforts.

Here is a little prioritizing system that may help you sort out the most important items. It is simply called the ABC technique.

Start by making a list of all the goals that you have considered. The list doesn't have to be in any particular order, but it is sometimes helpful to put goals down in logical groups.

The result may be a very long list of goals. And there is nothing more frustrating or discouraging than to be presented with a long list of items and then be asked to rank them in value, say one through one hundred.

Besides, you are comparing each item with the other 99. And as soon as you have identified one goal as being number one, it automatically means that all the rest are less than one. And life doesn't work that way, does it?

There is no reason why we have to have one goal that is our top priority. We are more likely to have a number of goals, all of which we consider number one. So how do we handle such a long list?

There is a simple and effective way of sorting things out in terms of priorities. Instead of trying to assign each goal a ranking number, assign it a value, an "A," "B," or "C."

A – "must do" or very high value

B – "should do" or medium value

C – "can do" or very low value

You can use the ABC technique in one of two ways. The first way is to go down your list and decide which of these goals you consider to be "A" goals. If it's a "B" or "C," go right past it. Just mark the "A's."

Now go back to the list and decide which ones are "C" goals—low priority. The rest are automatically "B's."

A second way is to pause at each goal and decide whether you think it is an "A," "B," or "C."

It does not matter which of these methods you use. Some people find one easier than the other.

Now go back and examine your list. If you have a very long list, you may discover that you have too many "A" goals.

If so, then use the same ABC technique for all the "A's." Ask the ABC question not in terms of all your goals, but just of these "A" goals. Subdivide the "A" goals into "A-a," "A-b," "A-c." Remember, goals for which you have no priorities are useless.

GOALS AND LEADERSHIP

In conclusion, the setting of goals and the prioritizing of them can be one of the more exciting aspects of a pastor's work. After all, he is part of that team of local church leadership responsible for "equipping the saints for the work of ministry," and what better way to help equip people for ministry than to clarify for them the direction and importance of their ministries?

It isn't always easy to put flesh and bones on the exalted purposes which God has called us to in His Word. But developing achievable goals for these purposes and prioritizing them can be one of the most practical and measurable means of mobilizing believers to truly seek first His Kingdom and His righteousness.

Pastoral Renewal, October 1980, pp 28-29

APPENDIX C

THE STRUCTURE OF HARMONY

There are no “ideal” schools, marriages, or lives. To be harmonious is to be successful. There are two dimensions: spiritual or structural. If God were to reveal Himself to us anthropomorphically, we ought not be surprised that He would now require that we reveal Him to others anthropomorphically.

1. Every role must be defined formally from the head or top. The definition of any responsibility is no better than the definition of the function above it. The definition must include three elements:
 - a. Responsibility
 - b. Authority
 - c. Accountability
2. Know and accept the limits of your responsibility and authority
 - a. Accountability is a mechanism whereby I do not lose control of the sphere of authority delegated to those below me.
 - b. Provide for adequate job descriptions which might need to be redefined periodically.
3. Lines of authority should be clearly delineated, particularly when one person might be filling two or more roles where responsibility is divided.
 - a. It is not enough to take advantage of the good will of the individuals involved.
 - b. If this conflicting situation persists, so as to divide the roles, the result is tension.
4. Discipline yourself to do, to submit to, and to respond to first-hand evaluations. The knowledge that effectiveness will be justly evaluated will increase the desire to achieve excellence.
5. Affirm excellence: It must always be greater than criticism and correction.
6. Expectation must be clearly delineated: to be creative or not, to be uniform or not. Where possible, provide models.
7. Be absolutely loyal to one another. This is a structural requirement, not a spiritual one!
8. Design a clear procedure for accountability: It must never be unexpected.
9. Sacrifice must be as evenly distributed as possible.

These elements increase the probability of harmony.

