

How to Operate an Effective
**MISSIONS
LEADERSHIP
TEAM**
In Your Church



DAVID MAYS

How to Operate an Effective
**MISSIONS
LEADERSHIP
TEAM**
In Your Church

David Mays

ACMC

Advancing Churches in Missions Commitment

How to Operate an Effective Missions
Leadership Team in Your Church

David Mays

www.davidmays.org

copyright © 1996 by David Mays and ACMC, Inc.

updated © 2004 by David Mays and ACMC, Inc.

Cover and book design: Jenny Long

Published by:



ACMC, Inc.

4201 North Peachtree Rd., Suite 300

Atlanta, GA 30341

www.acmc.org



Contents

Foreword	v
Introduction	1
Know Your Task	3
Recruit	7
Learn and Grow	13
Have Fun	21
Model Missions	25
Divide and Conquer	29
Play by the Rules	35
Plan	41
Make Heroes	47
Do It Well	51
Press On	55

Foreword

Missions is a big job. Someone has said that doing missions in the local church is like running the global marketing division of a multinational business. It is extraordinarily complex. The burden for mastering this complexity falls on the missions leaders. A church's effectiveness in missions is often limited by their performance. It is important but not enough to love Christ and have a passion for missions. Knowledge plus skills in leadership, organization, planning, and communication are required.

This book is intended to help church leaders develop the skills and structures they need to lead their churches in missions. It may be most profitable to study it a chapter at a time, in the regular missions meetings. If the missions team will work through the exercises and incorporate what they learn as they proceed, it may take a long time to get through the book, but it will result in a more effective team. And under the leadership of an effective team, it is difficult to overestimate what God may accomplish in the world through an individual church. The potential is enormous!

May God give you guidance and perseverance as you seek to know and do His will.

David Mays

Introduction

Tim Winter had been at Wildcat Creek Community Church about a year before he was asked to serve on the missions committee. He was uncertain whether to accept. He hadn't seen much evidence of missions at Wildcat. His former church had a very active and progressive missions ministry team, and he wasn't sure he wanted to go back to a "committee." Tim wrote on his daily prayer list, "Should I serve on the missions committee?"

Traditionally, many churches have relied on a women's ministry or a lay missions committee to keep missions alive in the church. However, committees have fallen on hard times. The word "committee" conjures up images of long discussions resulting in little action. Someone said a committee is a group that consumes hours producing minutes.

A team, on the other hand, implies teamwork, everyone contributing, cooperation, enthusiasm, a common cause, relationships, and achievement.

The differences are more than semantic. Ministry teams are doing ministry rather than deciding what can and can't be done. This is highly significant for missions because of the expanding possibilities for lay persons. Today, people are personally involved in missions in ways that are limited only by their vision, creativity and energy.

A team implies teamwork, everyone contributing, cooperation, enthusiasm, relationships, a common cause and achievement.

continued on next page

continued from page 1

This handbook will help you become more committed and effective in leading your church in missions. You may want to consider one section at each of your regular meetings or take a special two-hour meeting to go through the whole book. Another alternative is to ask your ACMC regional consultant to guide you through it and offer advice personalized for your church.

Know Your Task

With some hesitation, Tim agreed to serve on the missions committee at Wildcat Creek. Prior to the first meeting, he asked the chairman, “What does the missions committee do?” “We just do the missions business,” was the answer. This seemed a little vague to Tim but he hoped to find out more at his first meeting.

The missions leadership group in your church probably does whatever their predecessors did. The most common tasks are:

1. distribution of the missions budget (particularly in independent churches) and/or
2. planning an annual missions event (particularly in affiliated churches).

However, there are many opportunities for a missions team.

The effective missions team will want to do as much as possible to serve the church in missions while limiting themselves to what they can do well.

After the first meeting, Tim felt the job would be simplified if they had clear boundaries based on a well thought out definition of missions. Missions had become a catch-all for a wide variety of church involvements including the

The effective missions team will want to do as much as possible to serve the church in missions while limiting themselves to what they can do well.

continued on next page

continued from page 3


denominational seminary and retirement home, benevolence, social ministries, community services, local evangelism and cross-cultural ministries. Further, no one seemed to know the purpose of some of the overseas ministries supported by the church.


Because Tim had experience on an effective missions team, he made a list of possible missions responsibilities for their committee. The committee agreed that in their next meeting, they would decide which of these jobs they would assume and they would try to define missions so as to provide limits to their task.

Tim's list is shown on the following pages:



Areas of Responsibility for the Missions Leadership Team

- Provide leadership for missions in the church.
 - Assist church leaders in obeying the Great Commission.
 - Develop the team structure and qualifications.
 - Recruit, orient, and educate the team.
 - Define the boundaries for the missions ministry.
 - Develop and follow appropriate policies and procedures for the missions ministry.
 - Develop missions priorities and strategies for the church.
 - Set goals, make plans and carry out the plans.
 - Develop prayer support for missionaries and projects, for peoples and nations, and for the poor and persecuted church.
- 

- 
- See that church missionaries are cared for, supported, assisted and pastored.
 - Educate the congregation regarding the biblical mandate, the historical progress, and the heroes of missions.
 - Keep the congregation informed of the church's missions ministry, significant missions progress and trends, and the needs of the world.
 - Plan and conduct missions promotion, education and awareness events.
 - Develop and administer the missions budget.
 - Assist church leaders in developing missions stewardship.
 - Equip and enable individuals to find personal involvement in missions.
 - Plan and conduct missions trips.
 - Recruit and help prepare and guide missionary candidates from the congregation.
 - Solicit, screen, evaluate, approve, organize, conduct and help fund missions projects.
 - Develop and maintain relationships with denomination or independent mission organizations and supported missionaries serving under those organizations.

Primary Areas of Responsibility for Our Missions Leadership Team

Team Worksheet

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Our Definition of Missions

Recruit

At the second meeting Tim attended, the group spent some time discussing a working definition of missions and then began to consider the areas of responsibility they would undertake. Although they had not been working in several of these areas, each one seemed important. It was difficult to eliminate any of them from their charter.

After awhile one member exclaimed, “We just don’t have enough people and time to do all these things. We need more people.”

“As you probably know,” said the chairman, “this committee is made up of the chairmen of several other departments. This is prescribed by our church constitution. And because we are doing most of the work for the other committees, we just don’t have enough time to carry out these tasks too.”

“Couldn’t we add additional people?” asked Tim.

“No one has volunteered. Everyone is busy and the Christian Education Director is having trouble getting enough teachers. There just aren’t enough people,” commented Sara.

The chairman had an idea. “Volunteers may not be the best way. Let’s pray about this,” he said. “This is God’s work and surely God will provide people with the right qualities to do this task.”

“Volunteers may not be the best way. This is God’s work and surely God will provide people with the right qualities to do this task.”

continued on next page

continued from page 7

“I recall my eligible bachelor friend, Craig. He was preparing for the pastorate and his elders thought he should get married. Whenever they asked him about getting married, Craig replied, ‘I’m praying about it.’ Finally one of the exasperated elders retorted, ‘Craig, the Bible says ‘watch and pray!’ I believe that’s what we should do, watch and pray.’”

“Further, I wonder if we should move from being a committee making decisions, to becoming a team where each member has a task to do. Then we could get more done without just a few becoming greatly overloaded.”

“If we were to add people, what kinds of people or qualities or capabilities would we like to have?” asked Tim. After reviewing again the list of responsibility areas, the team listed the qualities shown on page 10.

“May I offer an experience?” asked Tim. “A couple of years ago when I wanted someone to co-teach an adult elective missions class, I prayed God would show me whom I should ask. I prayed daily for several weeks, and jotted down names of people who came to mind that I thought would do a good job.”

“One evening at church, I went into an empty room looking for something and Duane was in the room. As we talked, I remembered that he was on my list as one of the possibilities. Was Duane the one I should ask? I thought about it a little more while we talked and then asked him. He was eager to help teach the class and he has continued on in missions leadership since.”

“That’s encouraging,” responded the chairman. “Will each of you put this request on your daily prayer list and then jot down the names of people God brings to mind? Let’s watch and see how God directs. We will approach the individuals we agree on and ask them to serve.”


“One more thing,” Tim added. “I believe we should describe in advance what role we expect them to play. Let’s write out what we expect them to do and approximately how long it will take. And let’s ask them to commit for a specific length of time.”

As the missions team prayed, they became convinced that certain individuals had some special skills the team needed. Surprisingly some of these individuals were not already highly involved in church programs; two were quite young, only in their twenties; and a few were pretty new to the church.

Following the Lord's leading, team members approached these people to do specific jobs in the church. Thankfully, several agreed.



Desirable Qualities for Missions Team Members

- Healthy, growing spiritual life
 - Strong commitment to God, the church, and prayer
 - Concern for lost people
 - Cooperative spirit, good working relationships
 - Flexibility, open to change
 - Positive and optimistic
 - Representative of our congregation, not ‘strangers’
 - Hunger for learning
 - Pray-ers
 - Dependable, faithful to follow through
 - Leadership and organization skills
 - Strategic thinker
 - Communications skills
 - Creativity
 - Graphics and design skills
 - Understanding of finances
 - Time to carry out the responsibilities
 - An understanding of missions
 - Teaching or training skills
- 



Expectations of Team Members

- Meet twice a month with the team or task groups
- Continue to learn about missions
- Attend a missions training event annually
- Lead one responsibility area
- Commit to two years
- Carry a global perspective into other areas of ministry

The Top Ten Qualities We Must Have On Our Missions Leadership Team

Team Worksheet

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Our List of Expectations for Team Members

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Learn and Grow

In subsequent meetings, the implications of some of the team's new responsibilities occupied much of the business time. It gradually became clear to everyone that there was a great deal the team didn't know.

Midway through one meeting, the chairman interrupted. "Friends," he said, "let's admit that we are operating in the dark in a number of these ministry areas. We just don't have all the information we need. God can't guide us on the basis of facts we don't know. Frankly, I think we need to embark on a learning process. Let's list some of the things we need to know and then explore where we can get the information."

The team listed several areas and then they began to talk about resources.

Tim had received most of his missions education as it related to the local church through ACMC and he advocated the church become ACMC members. The rest of the group wanted more information, however, and they agreed to have an ACMC representative come to the church to serve as a sounding board for their new ministry agenda and to explain how ACMC could help their church.

**God can't guide us
on the basis of facts
we don't know.**

Following the representative's visit, several of the team attended a regional conference and two went with the chairman to the ACMC national conference where they saw excellent models of several areas

continued on next page

continued from page 13

of ministry and made contacts with individuals doing in other churches what they were trying to do.

Through APMC membership, they received several useful resources. One was the APMC quarterly *Mobilizer* which focused on various ministry topics of interest to them.

Besides APMC, they sent some young people to the Urbana Student Missions Conference and enrolled those who were available in the course called *Perspectives on the World Christian Movement*.

Following the list of learning areas are two lists of resources they began to use on their own and in special group meetings for developing their knowledge about missions, the local church and the world.



Learning Areas for the Missions Leadership Team

- What the Bible says about missions
- Geography
- Mission agencies and organizations
- Mission movements and alliances
- Missions acronyms
- Missions history
- Missions strategies, tasks, and careers
- Mission fields and strategies of our denomination
- The missionaries we send and support
- Cultures, cultural differences, and ministering cross culturally
- Countries and peoples
- International events in the news
- Missions progress, status, and needs in the world
- How to help someone become a missionary
- Missions education, training, and prayer resources
- Your church's philosophy and policies
- American church culture in relation to communicating missions

World Christian Discipleship Tools and How to Use Them

Bedtime Praying. Take 5 minutes before going to sleep.

Global Prayer Digest (daily prayer guide for unreached peoples),
The Frontier Fellowship Movement, www.global-prayer-digest.org
Mission Frontiers (bi-monthly bulletin),
U.S. Center for World Mission, www.uscwm.org
Operation World, Patrick Johnstone, ed., (fascinating prayer guide
to the nations)

Amazing True Stories. These will grab you and not let go.

Bruchko, Bruce Olson
Near the Far Bamboo, Martin St. Kilda
Discover the Source, Neil Anderson
Peace Child, Don Richardson

Personal Study. Use for foundational study.

From Jerusalem to Irian Jaya, Ruth Tucker
Eternity in Their Hearts, Don Richardson
Let the Nations Be Glad, John Piper
Mission in the Old Testament, Walter Kaiser
Six Dangerous Questions, Paul Borthwick

Bible Study or Devotional. Use as a preparation resource.

Missions, God's Heart for the World, Paul Borthwick
Until the Whole World Knows, Alicia Britt Chole,
www.onewholeworld.com
Operation World, Patrick Johnstone, ed.
Witnesses to All the World, Jim and Carol Plueddemann



Small Group Study. Use as a study guide.

God's Heart for the Nations, Jeff Lewis, Caleb Project

How to Be a World Class Christian, Paul Borthwick

The Great Commission, Rose Dowsett, Monarch Books

Unveiled: God's Heart for His People Bible Study, Bob Sjogren,

(video curriculum) UnveilinGlory, www.unveilinglory.org

Global Progress. Use to see what's going on in the world.

Exploring World Mission, Bryant Myers

Missions in the Third Millennium, Stan Guthrie

The Next Christendom – The Coming of Global Christianity,

Phillip Jenkins

Operation World, Patrick Johnstone, ed.

World Christian Data Base, Center for the Study of Global Christianity

www.globalchristianity.org

Finding Your Niche. Use to find your role.

Becoming a World Changing Family, Donna Thomas

How to be a World Class Christian, Paul Borthwick

How to Get Your Congregation Involved in Missions, David Mays,

ACMC

Run with the Vision, Bob Sjogren and Bill and Amy Stearns

Order most resources from ACMC, 1-800-798-ACMC, www.acmc.org

Introductory Resources for Orientation of Missions Leadership Teams

Biblical Basis

“Thread of Promise”, 15-min. video, InterVarsity

“Destination 2000”, Bob Sjogren, 1st video, 25-min., APMC

History

“Four Men, Three Eras”, 25-min., Lesson 5, Video 2, *Vision for the Nations*, U.S. Center for World Mission

Cultures

“God So Loved the World”, 15-min. video, InterVarsity

“Cross-Cultural Training”, session #4 by Duane Elmer, *Go Prepared*, video-based curriculum for short term missions preparation by Teams Commissioned for Christ International, Inc.

Evaluation

“How Mobilized is Your Church for Missions?”, Self-Evaluation Profile, APMC

Strategy

“A Biblical Strategy”, *Global Access Planner*, Bruce Camp, Module, II pp. 14-16, APMC

Status of World Evangelization

Exploring World Mission, Bryant Myers, World Vision Resources
Introduction to *Operation World*, Patrick Johnstone

The Remaining Task

Final Frontiers, video, Frontier Media Productions, William Carey Library

“The Final Frontier”, 17-min., Part 5 video of *Generation*, Mars Hill Productions

“The 10/40 Window, Getting to the Core of the Core”, 7p. pamphlet by AD2000 and Beyond Movement

God at Work

“Word Like a River”, video, Wycliffe Bible Translators

“E-TAAOW”, video, New Tribes Mission

Prayer

“Prayer, The Work of Missions”, 55-min. video by John Piper, APMC

My Missions Learning Plan

Personal Worksheet

I will use the following tools regularly
(daily or weekly):

1. _____
2. _____
3. _____

I will read and watch the following books and videos in the next
six months:

1. _____
2. _____
3. _____

I will meet with the following people to learn from them:

1. _____
2. _____
3. _____

I will be involved in the following study:

1. _____

I will also:

1. _____
2. _____

Have Fun

As the missions team began to expand their knowledge base and work in new areas, they found there were new decisions to make and new directions to take. As they discussed these things, some vocal members tended to dominate the discussions and make most of the decisions.

“When the buzz is happening, I know the work is getting done.”

Other members of the team were less confrontive and let the others decide. However, they were not entirely comfortable with the situation. There seemed to be hidden agendas, unexplained emotions, perhaps some harbored resentment, and less than positive exchanges. A lot was getting done, but things just weren't “clicking.”

Tim talked to his friend, Brad, from another church. Brad said their missions team were all great friends. They were frequently in touch for social reasons and the wives were often on the phone. “When the buzz is happening, I know the work is getting done,” quoted Brad.

Tim also talked to Carol, one of his contacts through ACMC. Carol reported that they had begun praying for one another and for their agenda at the beginning of each meeting. Carol said that when they prayed over the agenda, the discussions seemed to take a lot less time.

One of the team members had been reading materials on small group dynamics, and pointed out that they needed to build community.

continued on next page

continued from page 21

Someone quoted Carl George.

“When the group focuses on doing and deciding and fails to blend in loving and learning, its people’s behavior will fall apart. They’ll radiate everything but care.” (Preparing Your Church for the Future, p. 93)

Another had read Roberta Hestenes.

“If we leaders of the church don’t know how to be the church to each other as we do church business, where will we ever be the church?” (Leadership, Summer Quarter, 1989, pp. 46-52)

Let’s have a potluck suggested Sara. After that the team began to find other excuses to get together. Within a few months, the team was enjoying being together, praying for one another, and working together much better.

Others were beginning to notice. “This missions team is a fun group,” exclaimed one of the elders. Before long, there were some discreet inquiries about what the missions team did and how one could become part of the team.

Building Community on the Missions Leadership Team

- Study together.
- Pray together as a team.
- Pray for one another regularly.
- Be vulnerable; share what God is teaching you.
- Get together informally for fun and fellowship.
- Take a ministry trip together.
- Attend an ACMC conference together.
- Visit a mission organization headquarters.
- Take a tour of a needy area in your city.
- Serve together on a non-missions church event.
- Conduct your meetings in a home.
- Enjoy refreshments or a meal before, after, or during a meeting.
- Add levity to the discussion, minutes and agenda.
- Share recipes, household repair projects, and ball games.
- Do something spontaneous and special for a team member.

Building Community on the Missions Leadership Team Team Worksheet

Prayer

Leader Date

To assure we have good prayer time together we will

_____	_____	_____
_____	_____	_____
_____	_____	_____

Growth

To assure that we learn together we will

_____	_____	_____
_____	_____	_____
_____	_____	_____

Relationships

To assure that we grow to know one another well we will

_____	_____	_____
_____	_____	_____
_____	_____	_____

Fellowship

To assure we have fun and fellowship we will

_____	_____	_____
_____	_____	_____
_____	_____	_____

Model Missions

Tim was delighted with the progress made by the missions team. The members were caring for each other, having fun, and building community. They were learning more about missions and taking on new areas of responsibility. But there was something missing and Tim couldn't put his finger on it.

Modeling
+ Relationship
+ Teaching
= INFLUENCE

Talking on the phone one evening with Dan, it clicked. Dan, one of the elders, was becoming more strongly convinced of the priority of missions for the church. He asked Tim how they could have more influence individually on their friends and acquaintances in other leadership positions in the congregation.

As Tim pondered the question, he realized that they, the team, needed to become good models. They could be personal examples of what they wanted the leaders and the congregation to become.

Further, Tim realized, they might be able to identify others who were good missions models who could be brought into contact with other church ministries.

Tim remembered the formula for having influence on people. "Influence = modeling + relationship + teaching." When one is a good example, the relationship allows others to be close enough to see the model. And explaining at appropriate times helps them to understand why you are like you are.

continued on next page

continued from page 25

At the next missions meeting, Tim introduced the idea of being missions models. The team discussed some elements of being a good missions model for the church and who they knew that were good models. They prayed together and each one committed to take a specific personal step forward in missions commitment.

They also agreed to watch and pray for opportunities to connect other good models to church groups.

Model Missions for Your Church

Put Christ ahead of the task.

Commit first to know and worship Him. Worship is primary.
Make God your number one priority. Wrap your life around his desires.

Develop a loving Christian community within the team.

Care for each other.
Spend time together in fun and fellowship.
Learn to disagree agreeably.

Commit to missions as your priority church responsibility.

Support the entire church program but avoid over-involvement.
Do one thing well.

Spend significant effort in prayer.

Pray for one another, the church and the pastor.
Pray for the church's missionaries.
Pray for countries and peoples.
Pray for God to expand your church's vision.

Become involved in the lives of non-Christians.

Make friends with neighbors. Find ways to do things with them.
Start a neighborhood Bible study.
Develop friendships with internationals at work, the bank, the donut shop.

Take an interest in people in other parts of the world.

Watch the international news and pray for the people featured.
Read missions newsletters and magazines.
Maintain contact with a missionary.

Support your pastor.

Pray for him, for his family, his dreams, and his leadership.
Pray for his relationship to God, the church, and the world.
Encourage him at every opportunity.

Alter your lifestyle in view of God's global priority.

Reduce extraneous involvements. Simplify your life.
Spend less time and resources on yourself.
Spend more effort and resources on others.
Give generously and wisely to Kingdom causes.

Model Missions Personal Worksheet

Steps I will take to put Christ first in my life:

Date Start

_____	_____
_____	_____
_____	_____

Specific things I am going to do in missions:

_____	_____
_____	_____
_____	_____

Specific things I will pray about:

_____	_____
_____	_____
_____	_____

Specific steps I will take to get involved with non-Christians:

_____	_____
_____	_____
_____	_____

Specific steps I will take to alter my lifestyle:

_____	_____
_____	_____
_____	_____

Divide and Conquer

The missions team was meeting monthly to conduct business. Part of each business meeting was to pray for one another, the church and the world. Most meetings included some educational experience. And, of course, there was the business. Even though the team enjoyed being together, the meetings were getting way too long.

It was the chairman who came up with the solution to this problem.

“I’ve been thinking,” he said. “The company I work for is an international corporation. We have a global marketing plan. In a very real way, that’s what we’re doing as a missions team. We’re doing our part to see that Jesus is known by every people group on earth. That’s global marketing. It’s difficult to run a global marketing operation on one meeting a month!”

“We’ve got to divide and conquer,” he said.

Everyone wanted to know what he was getting at.

“We have lots of meetings at work where I’m a manager,” he said. “But we don’t do all the work in the meetings. We divide up the work and assign it to individuals. They recruit the help they need and

get the work done between meetings. At the next meeting each one reports on progress and we decide on the next steps. At most meetings, each person comes to the meeting with a proposal for his next steps.”

It’s difficult to run a global marketing operation on one meeting a month.

continued on next page

continued from page 29

“That’s what we need to do here. We can’t have everyone responsible for everything. Let’s divide up the work and each one take charge of one area of responsibility. If you need help for your area, recruit helpers or a task group. Each team member can meet with his helpers or sub-group or task force as needed to get the work done and report at each meeting.”

After some discussion, the missions areas were divided up. Some individuals inherited a lot of ongoing work. Others were responsible for areas we really didn’t have off the ground yet. In a few cases two or even three were assigned to one area. Everyone dived in with enthusiasm.

Responsibility Assignments

Team Worksheet

Responsibility area _____
Primary person _____
Person helping _____
Persons to approach _____

Responsibility area _____
Primary person _____
Person helping _____
Persons to approach _____

Responsibility area _____
Primary person _____
Person helping _____
Persons to approach _____

Resources for Leadership Subgroups

Adopt A People

Adopt a People, brochure, Stan Yoder, Missionary Church, Ft. Wayne, IN
Adoption, Bruce Camp*

Candidate Nurture and Training

Equipping for Ministry, Dan Bacon, OMF
Friend Raising, Betty Barnett, YWAM
It's My Turn, Kingdom Building Ministries
On Being a Missionary, Thomas Hale, William Carey Library
People Raising, Bill Dillon, Moody
Preparation programs from individual churches
Send Me, William Taylor and Steve Hoke, William Carey Library*

Committee Operation

Cultivating a Missions-Active Church, APMC*

How to Operate An Effective Missions Leadership Team, David Mays, APMC*

Missions in the 21st Century, Tom Telford, Harold Shaw Publishers

Today's All Star Missions Churches, Tom Telford, Baker

Education

God's Heart for the Nations, Jeff Lewis, Caleb Project

Unveiled, (video curriculum), Bob Sjogren, www.unveilinglory.org

Reach Around the World, 52 Global Awareness Activities for Christian Youth,
Bob and Sandy Friesen, Victor

Six Dangerous Questions, Paul Borthwick, InterVarsity Press

Vision for the Nations, (13-week video-based curriculum) U.S.Center for
World Mission

Witnesses to All the World, inductive Bible Study, Jim and Carol Plueddemann*

World Trek - 52 Missions Experiences for Kids, World Friends Press

Evaluation

How Mobilized is Your Church for Missions? (Self Evaluation Profile), APMC*

Finances

Your Church Can Excel in Global Giving, Donald Jensen

Church Missions Policy Handbook, APMC*

*Call 1-800-798-APMC

Planning, Strategy and Vision

Building Global Vision, David Mays*

Global Access Planner, Bruce Camp, (participant's manual and leader's guide)
ACMC*

Magnify Your Vision for the Small Church, John Rowell*

Missions in the Third Millennium, Stan Guthrie, Paternoster

Changing the Mind of Missions, James Engel and William Dyrness,
InterVarsity Press

Loving the Church – Blessing the Nations, George Miley, Gabriel

Policy

Church Missions Policy Handbook, ACMC*

Missions Policies on disk, ACMC*

Missions policies from individual churches

Prayer and Support

Homefront Handbook, Woodrow Kroll*

Operation World, Patrick Johnstone*

“Prayer, the Work of Missions,” videotape, John Piper, ACMC*

Serving as Senders, Neal Pirolo*

Touch the World Through Prayer, Wesley Duewel*

Window on the World, Daphne Spraggett with Jill Johnstone, Paternoster

The Reentry Team, Neal Pirolo, Emmaus Road

Short Term

Short Term Mission Workbook, Tim Dearborn, InterVarsity Press

Prepare Your Heart, Cindy Judge, Campfire Resources,
www.campfireresources.com

Essential Guide to the Short-Term Mission Trip, David Forward, Moody

“Go Prepared,” video curriculum, Teams Commissioned for Christ Intl.

Through the Eyes of Christ, Donna Thomas, www.cvministries.org

Guide to Short Term Missions, H. Leon Green, Gabriel

Sending Out Servants, ACMC*

Successful Mission Teams, Martha VanCise, New Hope

Play by the Rules

At one meeting, someone observed, “Have you noticed how we seem to be making some of the same kinds of decisions over and over?”

“Yes,” responded another, “and it seems to take just as long every time.”

Tim spoke up. “A number of churches have a missions policy. I wonder if we could draw up principles for making such decisions. Then when the same issue comes up again, we could refer to the rules rather than thinking each one through from the beginning.”

“I can see some other advantages,” said the chairman. “Having some policies would help us make some unpopular decisions about how to spend missions money. There are times when we are reluctant to make the right decision because we know how people will feel. If we have a policy, we can let the policy decide.”

“Besides that,” someone continued, “we can write down those qualities and expectations we desire for missions team members. We could also include some of the procedures we have been following for getting the work done. Then there would be an ongoing plan for those who follow us.”

As they talked, the group noted several reasons for having a missions policy.

“It seems to me,” said the chairman, “that we need someone to research and draft the policy. Tim, I think you’re just the person.”

There are times when we are reluctant to make the right decision because we know how people will feel. If we have a policy, we can let the policy decide.

continued on next page

continued from page 35

Tim agreed. He first talked to the APMC regional consultant who recommended the APMC Missions Policy Handbook, told him of some churches that had good policies and offered a few words of advice.

Tim obtained the Policy Handbook and requested policies from the churches. Then he contacted the leading churches in their denomination and asked for their missions policies. After a few weeks, Tim was ready to begin.

He very much appreciated the suggestions of the APMC regional director shown on the following pages.



Benefits of a Missions Policy

- Provides a basis for strategy and direction
- Outlines the scope of missions in your church
- Builds confidence and cohesion in the missions ministry
- Defines responsibilities for the church and missionaries
- Gives a structure for long range planning
- Provides for thoughtful evaluation of critical issues
- Tells church leaders, the congregation, and current and prospective missionaries what to expect
- Provides continuity as the missions leadership changes
- Keeps their responsibilities before the missions team
- Simplifies the process for evaluating financial requests and helps administer missions funds in an open, fair manner
- Avoids making support decisions based on charisma and personal whim
- Helps prevent inconsistency and misunderstanding in making support decisions that may be unpopular
- Saves time in making the same kinds of decisions

Tips for Developing a Missions Policy

- Look at missions policies of other churches. Select one you like for style.
- Recruit one good writer to help. Work in drafts and don't make your document too complicated and involved at first.
- Start with the church's purpose, vision and values. Make the purpose and definition sections fit your church.
- Distribute drafts of each section to all interested parties for their review. Seek input from church leaders, missionaries, the denomination mission board and other sources. Get leadership approval one section at a time.
- Allow for plenty of time – the process is as important as the product.
- Emphasize developing missions leaders in your church and perhaps helping other churches in missions.

Components of a Missions Policy

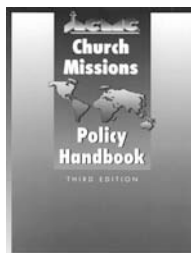
- The Biblical basis and definition of missions
- Team structure, organization, roles and responsibilities
- Finances
- Priorities or strategies
- Mission trips
- Your obligation to supported missionaries and their responsibilities to you.
- Your relationship to other churches, the denomination, missions agencies, national churches and national workers

Developing Policy Team Worksheet

Action:	Person	Due	Done
obtain Missions Policy Handbook	_____	_____	<input type="checkbox"/>
obtain sample policies	_____	_____	<input type="checkbox"/>
assign person to draft	_____	_____	<input type="checkbox"/>
 Purpose Section:			
drafted	_____	_____	<input type="checkbox"/>
reviewed by team	_____	_____	<input type="checkbox"/>
revised	_____	_____	<input type="checkbox"/>
submitted to church leaders	_____	_____	<input type="checkbox"/>
approved and finalized	_____	_____	<input type="checkbox"/>
printed and distributed	_____	_____	<input type="checkbox"/>
 Organization Section:			
drafted	_____	_____	<input type="checkbox"/>
reviewed by team	_____	_____	<input type="checkbox"/>
revised	_____	_____	<input type="checkbox"/>
submitted to church leaders	_____	_____	<input type="checkbox"/>
approved and finalized	_____	_____	<input type="checkbox"/>
printed and distributed	_____	_____	<input type="checkbox"/>
 Responsibilities Section:			
drafted	_____	_____	<input type="checkbox"/>
reviewed by team	_____	_____	<input type="checkbox"/>
revised	_____	_____	<input type="checkbox"/>
submitted to church leaders	_____	_____	<input type="checkbox"/>
approved and finalized	_____	_____	<input type="checkbox"/>
printed and distributed	_____	_____	<input type="checkbox"/>
 Financial Section:			
drafted	_____	_____	<input type="checkbox"/>
reviewed by team	_____	_____	<input type="checkbox"/>
revised	_____	_____	<input type="checkbox"/>
submitted to church leaders	_____	_____	<input type="checkbox"/>
approved and finalized	_____	_____	<input type="checkbox"/>
printed and distributed	_____	_____	<input type="checkbox"/>
 Other Sections:			
drafted	_____	_____	<input type="checkbox"/>
reviewed by team	_____	_____	<input type="checkbox"/>
revised	_____	_____	<input type="checkbox"/>
submitted to church leaders	_____	_____	<input type="checkbox"/>
approved and finalized	_____	_____	<input type="checkbox"/>
printed and distributed	_____	_____	<input type="checkbox"/>

Church Missions Policy Handbook

A primary resource for preparing missions guidelines and procedures in your church. Technical, detailed, specific...this is the road map for your missions operation.



Sample Missions Policies on Diskette

Policies that you can copy and modify as appropriate for your own church missions policy.

Plan

By the end of the year, the missions team was delighted with their work. They were best of friends. Meetings were going smoothly and the few disagreements they had were not disagreeable. A lot of work was getting done and quite a few new people had taken on responsibilities for missions, some doing a one-time thing, some periodically, and several on an ongoing basis.

As they began to look toward the new year, the chairman quizzed, “I believe the Lord has helped us to accomplish a great deal in this past year, more than I would ever have believed. What do you think is in store for us next year?”

After several creative proposals from various members, it was agreed to schedule an all-day meeting for prayer and planning. In the meantime, the missions chairman began scouting for planning tools to use with the team.

He decided that in the meeting prior to the planning session, the group would work through the APMC self-evaluation profile, *How Missions Minded is Your Church?*, to ascertain where they were weak and where they were strong in missions. In addition, they asked themselves the questions shown on page 43.

**SMART
Goals**

**Specific
Measurable
Accountable
Reachable
Timed**

continued on next page

continued from page 41

They began their day of planning with an extended time of prayer and worship. Then they divided into subgroups according to their areas of missions responsibilities and each group wrote one long term goal (more than one year) and one short term goal (less than one year). Some groups wrote several goals.

The chairman helped each group write “*SMART*” goals: Their “*SMART*” goals were:

Specific – so there was only one thing per goal,

Measurable – so they would know when it was completed,

Accountable – so they would know who was responsible to get it done,

Reachable – so they could actually achieve it,

Timed – so they knew when they were supposed to complete it.

He then took all their goals and rewrote them in similar format and reissued them to all the groups for their approval before the end of the week.

After the planning session the missions team worked faithfully on their annual goals and reported on their progress at the regular meetings.

Recently the team discovered the *ACMC Global Access Planner*. They immediately scheduled a missions advisor to come this Fall and guide them through it for strategic missions planning for their church.

Evaluating Missions in the Local Church

Leadership Involvement

Do the pastor, staff, elders, and other church leaders take the lead through direction setting, personal involvement, and enthusiasm?

Heart

Is the congregation winning people to Christ at home consistent with their desire for missionaries to win people to Christ elsewhere?

Planning

Does the church set goals, carry them out and evaluate progress for internal mobilization and external deployment of missionaries?

Strategy

Does the church have a direction or focus for its missions work?

Congruence

Does the church support mission work consistent with the values and philosophy of the church's own work?

Missions Leadership Team

Is the missions leadership team organized and effective?

Integration

Does missions permeate the age groups, interest levels, programs, and calendar of the church?

Congregation Participation

Does a large portion of the congregation participate regularly by giving, praying, serving, teaching, and/or ministering?

Finances

Is church funding for missions a large percentage of the church budget, provided for by a large percentage of the congregation well representing all adult age categories?

Relevance

Is the church in touch with modern realities with regard to its missions work, missions image, communication methods, and partnering and networking?

Missions Planning Team Worksheet

The areas where we need to work are:

Responsibility area _____

Goal _____

Person responsible _____

To be completed by _____

Responsibility area _____

Goal _____

Person responsible _____

To be completed by _____

Responsibility area _____

Goal _____

Person responsible _____

To be completed by _____

Responsibility area _____

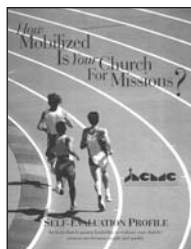
Goal _____

Person responsible _____

To be completed by _____

How Mobilized is Your Church for Missions?

This self-evaluation profile is a report card for measuring your church's missions involvement in ten key areas. See what you are doing well and where you want to improve. One missions pastor said this is the most significant missions resource their church has used. Get copies for staff, elders, stakeholders and each member of the missions leadership team.



Global Access Planner

This goal-setting consultation will help you prepare a solid five-year plan with specific and measurable objectives. The first section provides an overview of the world, a Biblical strategy for world evangelism, an analysis of our changing society and a description of three missions paradigms. The second section provides a format for setting goals and action plans based on your priorities.

Make Heroes

One evening the chairman said confidentially to Tim, “I know our pastor pretty well and I know he has a heart for the world, but somehow I feel like his heart should be more visible to the congregation. What do you think?”

Tim had been thinking much the same thing. “Maybe we need to look for ways to help him,” replied Tim. “What if we began to look for things to give him to read to keep the world in front of him?”

“Yes, and maybe we could ask him to have something each week on missions from the pulpit,” responded the chairman.

“We could type up a prayer request for a missionary, a country, or an international news item for him to include in the morning prayer on Sunday.”

“How do you think we can go about helping him without offending or threatening him?” asked Tim.

“I’ll tell you what I do with my boss at work. I do everything I can to make him look good. I try to make him the hero.”

“How do you do that,” asked Tim.

“Whenever he does something I like, I applaud. I may be his biggest fan. If our department does something well, I make sure he gets the
continued on next page

The team found that helping their pastor reach his goals was one of the best investments they ever made in missions.

continued from page 47

credit for it. He thinks we're terrific. And it's partly because we make him look great."

"Well, I think that would work with our pastor. And with our other church leaders too. Let's begin looking for ways to get on our pastor's team. That's even more important than having him on our team!"

Over the next several months the missions team individually prayed for the pastor, his family and his plans. As several got to know him better, his dreams for the church became more clear to them.

Reaching the world was definitely part of those dreams and their support for him built their credibility and status with the church leaders. The team found that helping their pastor reach his goals was one of the best investments they ever made in missions.

They drew up a list of commitments for the team so that church leaders knew what to expect of them. And it was a good reminder for them too.



Operational Commitments for the Missions Team

- We will honor and submit to our church leaders.
- We will be guided by the vision and values of our church, and we will support its objectives.
- We will seek to be winsome, positive encouragers and educators.
- We will pray faithfully for the church, its leaders, its ministries and its outreach.
- We commit to personal growth in missions.
- We will love each other, even when we disagree.
- We will try to keep things simple and understandable.
- We will be strategic.
- We will give priority to spiritual needs and opportunities.
- We will focus on people to be reached and results for the Kingdom, rather than on raising money or numbers of missionaries supported or sent.
- We will avoid becoming a “catch-all” for non-missions ministries and projects.
- We will cooperate with our denomination, other churches, organizations, missionaries, and national churches.
- We will educate and involve our congregation.

Our Commitments

Team Worksheet

We will:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Helping our pastor:

Specific action steps:

Person

- _____
- _____
- _____
- _____

Do It Well

“Have you noticed,” asked Tim, “that the turnout for missions events is never as good as for potlucks, concerts, and other activities?”

“I have,” responded the chairman, “and I think I have a clue as to why.”

“What’s the secret?” asked Tim.

“Do you remember the women’s retreat last year?”

“Do I?” exclaimed Tim. “They must have promoted that for three months!”

“And it was well done, wasn’t it?” asked the chairman.

“Well done isn’t the word for it. It was spectacular,” responded Tim. “There were full-color posters all over the church, ladies in color coordinated outfits with glossy folders of invitations each week in the foyer, special-covered boxes in Sunday school classes for scholarship funds for those who couldn’t afford it. I remember, my wife even got a full-color invitation, hand printed with purple calligraphy.”

“That’s what I mean,” replied the chairman. “Maybe our missions promotion just isn’t quite up to par. I suspect that over time our mediocre communications have given missions a poor image. People tend to think things are important if they look important.”

People tend to think things are important if they look important.

continued on next page

continued from page 51

“Well, that’s not the only thing that could be improved,” Tim replied thoughtfully. “Seems like I’m always short on preparation for the Sunday ‘moment-for-missions.’ I end up reading a portion out of *Operation World*. That sure could be improved.

“And let’s not mention our missions bulletin board. It looks like it was put up when the church was built.”

“Let’s talk about this with our team,” suggested the chairman.

At the next meeting they concluded that what they were doing would have looked better in the 50’s. They agreed to investigate how good promotion is done by studying TV, magazines, the mall, sports events, and youth activities. They began to look for ways to upgrade the image of missions.

Not surprisingly, it was the young people who had the best new ideas.

Raising the Image of Missions

Make it visual.

People have no time to read. They see it on the run.

People are moved by their emotions.

Use bold graphics, bright colors.

Make it lively, interactive, *short*, action-packed.

Make it top quality.

People expect quality. Mediocrity turns them off.

Make it interesting, fascinating, compelling.

Tell it often.

People are bombarded with signals. Repetition is required.

Tell the message for seven weeks in seven different ways.

It is impossible to over-communicate.

Be transparent.

Avoid hype. People are skeptical.

Invite input.

People want to be leaders. They want to help make decisions.

Personalize.

Relate to individuals. Look for connections to their interests.

Give them bite-sized opportunities where they can make a difference.

Help individuals find their role, their niche.

Respect their time.

Get to the point; expect people to get bored quickly.

Stay within your time.

Appeal to significance.

Avoid motivating by guilt or shame.

Challenge! Point to experience, joy, fulfillment, results.

Be enthusiastic, positive, up-beat (God is winning!)

Improving the Image of Missions Team Worksheet

The areas where we most need to work are:

1. _____
2. _____
3. _____
4. _____

Specific action steps:	Person	Due	Done
• _____	_____	_____	<input type="checkbox"/>
• _____	_____	_____	<input type="checkbox"/>
• _____	_____	_____	<input type="checkbox"/>
• _____	_____	_____	<input type="checkbox"/>
• _____	_____	_____	<input type="checkbox"/>
• _____	_____	_____	<input type="checkbox"/>

Press On

Tim was thankful to the Lord for how He had brought together their missions team and equipped them to serve their church and the Kingdom.

At the same time, Tim's hopes for how God might use their church in the world were still growing. And he was discovering some attitudes that would hinder the church from reaching its global potential.

He could picture a church where everyone considered themselves part of God's great global plan.

Tim recognized that the great task of the church is reaching the world for Christ. However, missions was viewed as just one of the church's ministries - an important ministry, but just one on the list. So only a few were carrying the load and many were uninvolved.

As Tim heard his pastor talk about missions it seemed more of a burden than an inner drive, more of an "ought to" than a "want to."

Tim began to think that if their pastor had a very good missions experience in a spiritually needy culture, God might use that to grab his heart and give him a burning desire.

Tim hoped that church leaders would then begin to see their purpose in a global context and to search for ways to make a significant impact on a global scale.

He could picture a church where everyone considered themselves part of God's great global plan.

continued on next page

continued from page 55

Tim wished with all his heart that the pastors and elders would invest several weeks seeking God's global vision for their church. He believed a clear vision from God would permeate every church ministry and age group. It would provide the impetus to make personal involvement in local and global evangelism an expectation for every member.

Tim decided that he would commit to a threefold personal role:

1. He would make the church's global vision a matter of daily prayer.
2. He would be the best personal encourager he could be to the pastor and church leaders.
3. He would work in a positive way to use every reasonable opportunity to build global perspective.

Let's pray that Tim's hopes will be realized in your church and others across this country.

ACMC helps churches mobilize their resources for effective involvement in world evangelization.

A network of churches

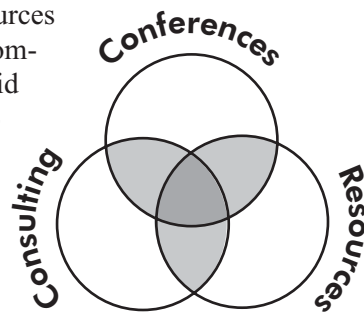
Other churches have insights into the challenges your church may be facing in supporting world evangelism. Without interaction it is easy to feel that your church is alone in its difficulties. ACMC (Advancing Churches in Missions Commitment) is a movement of churches learning from each other. ACMC conferences allow you to connect and build relationships with others who also have a yearning for reaching the world with the Gospel of Jesus Christ. Draw upon the knowledge and experience of others – their successes and failures – as the foundation for your church’s vision and plan for missions ministry.

A place to turn for help in solving problems and developing your missions ministry

ACMC staff have been chosen for their proven experience in helping local churches in missions, allowing us to consult churches with first-hand experience to bring the most appropriate advice for your missions ministry. We equip both denominational and non-denominational churches to educate their people for the Great Commission, challenge congregations to maximize their participation and show missions committees how to manage their resources as good stewards for sustained commitment. In a way, it can be said that we’ve done the research to make it easier for churches to get the results.

A source of information for the missions-minded

Keep up to date with current trends, issues and news through ACMC periodicals, and find relevant, thought-provoking books, video and audio tapes, many of which are only available through ACMC.



Tell me more about ACMC.

I want to know about:

- ACMC conferences, workshops and seminars in my area
- Missions-oriented books, videos and audio cassettes available through ACMC
- How my church can get involved in the ACMC network
- Missions consulting for my church

name

position/title

address

city

state

zip

phone

fax

e-mail



Advancing Churches in Missions Commitment

4201 North Peachtree Rd., Suite 300
Atlanta, GA 30341
www.acmc.org



If your church's missions leadership team is overloaded, understaffed, misunderstood and generally in a bind, this APMC book can reveal simple steps to get up and running smoothly.

In *How to Operate an Effective Missions Leadership Team in Your Church*, David Mays covers all the bases in one easy-to-use book.



APMC
4201 North Peachtree Rd., Suite 300
Atlanta, GA 30341
(www.apmc.org)