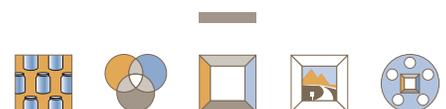
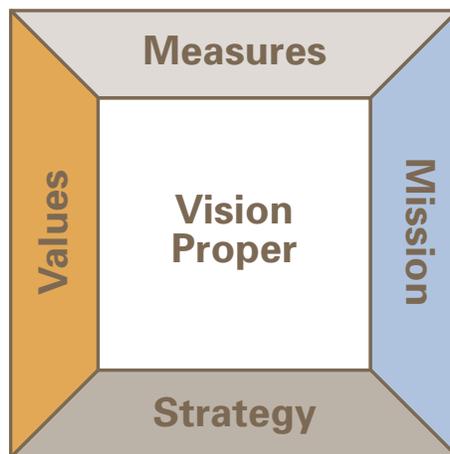
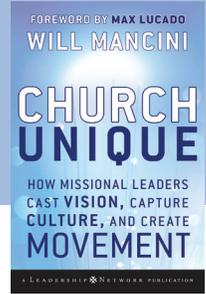


Vision Frame Overview

The Five Irreducible Questions of Leadership

Frame Component	Icon	Irreducible Question of Leadership	Missional Reorientation
Mission		What are we doing?	^m Mandate
Values		Why are we doing it?	^m Motives
Strategy		How are we doing it?	^m Map
Measures		When are we successful?	^m Marks
Vision Proper		Where is God taking us?	^m Mountaintop + Milestones



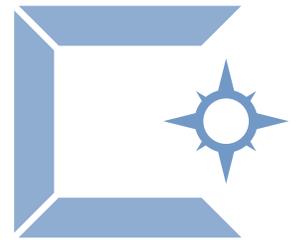


Vision Frame Overview

Mission

Mission Defined

The mission is the **guiding compass** of the church. The mission answers the question, “What are we ultimately supposed to be doing?” It makes the overall direction of the church unquestionable and points everyone in that direction. The mission is also like a golden thread that weaves through every activity of the church. Therefore, it brings greater meaning to the most menial functions of ministry.



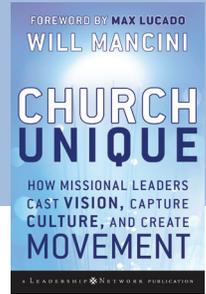
**Mission Icon
as a Compass**

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

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

Mission Reminders

- Aim for clear, concise, compelling, catalytic and contextual
- Remind people that the church exists for those outside of it
- Reflect your Kingdom Concept
- Don’t think “billboard marketing” but “military mission” its internal, not external language
- Promote “be the church” not “go to church”
- Create the big world of ministry with the best, few words (words create worlds)

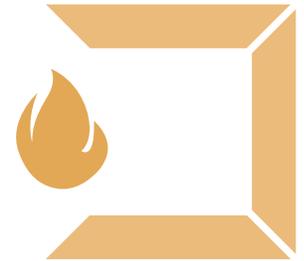


Vision Frame Overview

Values

Values Defined

Values are the **motivational flame** of the church. They are the shared convictions that guide your actions and reveal your strengths. Values answer, “Why do we do what we do at our church?” They are springboards for daily action and filters for decision-making. Values represent the conscience of the organization. They distinguish your philosophy of ministry and shape your culture and ethos.

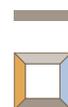


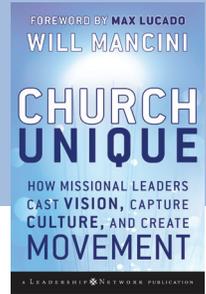
**Values Icon
as a Flame**

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

Values Reminders

- Anchor your values in reality (actual vs. aspirational is 3:1)
- Consider not “what we do” but “what characterizes everything we do”
- Remember “a river without banks is just a large puddle”
- Avoid ideas of individual spiritual growth and think “organizational glue”
- Do the organizational “checkbook test” - prove the value with church finances
- Capture uniqueness and personality, be distinct
- Think essence not event
- Articulate at four levels: name, definition, “demonstrated by” statements and scriptural support





Vision Frame Overview

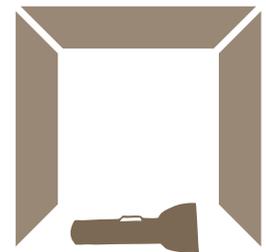
Strategy

Strategy Defined

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

The strategy is like a container that holds all of your church activities into one meaningful whole. Without this picture individuals within the church will forget how each component fits into the mission. They will be lost in a programmatic soup of good but random activity.

Think of strategy as a pattern of participation. It reveals places and rhythms of being involved. It is the church’s operational logic. It shows how every major environment (time and place at church) is a part of a discipleship pathway. Strategy is the missional map or “**where Joe goes**” at the church.

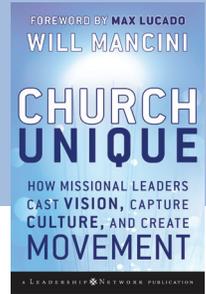


**Strategy Icon
as a Flashlight**

Strategy Reminders

- The strategy defines your unique church model
- Without strategy programs are not “vertically related” to the mission
- Without strategy programs are not “horizontally related” to one another
- In most churches, 50% of worshipers do nothing other than worship
- The two greatest barriers to involvement are, “I don’t know how” and “No one invited me.” Clear strategy removes these barriers.
- Generally speaking, churches with fewer higher quality ministries have better results
- Strive for simplicity with strategy- good programs are enemy to great programs
- Over-programmed churches should chart a 1-3 year alignment journey
- The vision team should be able to draw the strategy on a napkin
- Use a visual strategy icon in all church communications





Vision Frame Overview

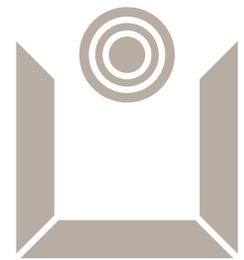
Mission Measures

Mission Measures Defined

Mission measures are the attributes or characteristics of an individual's life that reflect the achievement of the mission. The measures answer the question, "When are we successful?" Measures are visualized as hitting the **bull's eye**. Ideally, everything in the church is designed around hitting the same target.

The mission measures are also called missional life-marks. Think of them as your church's portrait of a disciple. It provides the standard by which the mission can be measured with respect to an individual's development through the ministry of the church.

Leaders at every level should know the measures because every ministry environment and all teaching content is designed to help shape these outcomes in the lives of our people. Measures are "**what Joe becomes**" at the church.

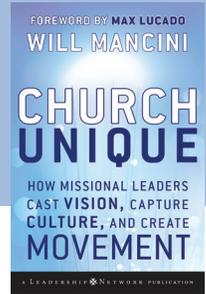


Mission Measures Icon as a Bull's Eye

Mission Measures Reminders

- Without measures you will only measure your means; that is, the numbers of people in your ministry environments
- Measures validate true mission success, not just attendance and giving which may or may not reflect the accomplishment of the mission
- Measures provide a shared vocabulary for vision-casting the life of following Jesus
- Measures are the "quality control" in the church
- Measures push us to think beyond information only environments
- Measures provide a basis for tweaking ministry environments for better results
- The first step of measures development is articulation; after that there are varying degrees of assessment and evaluation
- To capture measures, think judicial validation via testimony not scientific method
- Measures are strengthened by codified questions, self assessments, and surveys
- We never measure spirituality comprehensively but we can track true progress meaningfully
- Integrating measures takes years of development; don't get overwhelmed in the short term





Vision Frame Overview

Vision Proper

Vision Proper Defined

Vision proper is the living language that illustrates and anticipates God's better future. Using our symbols we describe Vision Proper as the next hill to take.

It is important to keep the distinction between mission and vision proper clear. Mission is simply like a compass; it informs about direction. Vision Proper is not a compass, but a travel brochure; it inspires as a picture of the future that no one can see yet.



Vision Proper Icon as the Next Hill to Take

Vision Proper does things that no other part of the Vision Frame can do. For example, Vision Proper will call forth heroic sacrifice, foster amazing collaboration, or create significant risk-taking.

Think of vision proper as "what Joe sees."

The importance of Vision Proper has been largely lost due to the overuse and popularity of the "vision statement." In our process we will be trained on how to think of vision as living language. We will use the spider diagram to review the six compelling elements or "colors" one needs to use to paint a picture with words. Vision dripping is more important than vision casting. Although the pulpit is a central place of vision casting, the hope is that the vision will be "dripped" by the staff, leaders and members on a daily basis.