

# Strategic Planning and Worship Enrichment

National Conference on Worship, Music and the Arts

June 13-16, 2017

Joel J. Gawrisch



# Outline

- Story
- Tools, Examples, & Practice
  - *SWOT*
  - *Core Values*
  - *Vision*
  - *Annual Plan*
- Implementing the Plan
  - *Meeting best practices*
  - *Meeting proposal*
- Want some help?
  - *Resources*

# From the start...

- Nothing new under the sun...some familiarity
- Enhancing worship is part of your congregational vision
- You are in a position to influence the worship vision and execution of the congregation
- Commission on Congregational Counseling
  - Self-Assessment and Adjustment Program
  - School of Strategic Planning
  - Surveys & Demographic Studies
- Work session: Potentially a plan and proposed budget for 2018



## Analysis:

Examine the worship ministry your congregation is doing today.

- [SWOT on worship](#)
- Evaluate current goals
- “Hot Wash” (debrief) events
- [Core Values](#)

## Vision:

Outline what you pray worship will become in the future.

- [Worship vision in 3-5 years](#) – What do you sustain and enhance given your Core Values
- Note: Hard Work! (2-3 people)

## Annual Plan:

Identify specific goals to achieve your worship vision, putting them to a calendar.

- [Goals for the year](#)

## Implementation:

Determine specific steps to achieve your goals, providing accountability.

- [Month by month steps to accomplish goal](#)
- [Meeting framework](#)



We haven't been on a vacation for a while. We're burned out. Our family is running around; need time together. What would be meaningful to our family and give us the needed rest?



Sun, no distractions, be together, more than a few days, not busy touring



Let's go on a quiet restful, week long vacation with the family and no electronics each year. We will not break the bank – modest vacation

In March 2018, we'll go to the Caribbean for a week with the family.



Month by month plan  
July – research on options  
Aug – decide on resort and buy airline tickets  
Sept - buy seasonal clothes on discount  
Oct – block out vacation at work  
etc.

Whiteboard with the plan on the kitchen wall.  
Every Saturday check progress & determine what everyone needs to do that week and when to get it done.  
....do until leave on vacation...then have fun!



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# SWOT

HELPFUL  
to ministry

HARMFUL  
to ministry



INTERNAL  
attributes of the congregation

EXTERNAL  
attributes of the community

## Strengths

- Desire for liturgical worship (church year, liturgy, etc.)
- Appreciation for music & enhancement
- Talented musicians/organists/pianist
- Desire for excellence in all aspects of worship
- Worship folder investment
- Youth involvement in worship (deliberate)

## Weaknesses

- Like to keep things the same even if not guest friendly
- Short term commitment takes priority over long term planning
- Strong involvement at area churches / schools drains resources and impacts availability
- Need for flexibility is a drain on limited resources (e.g. organ/piano playing schedule)

## Opportunities

- Older community that (according to demographics study) lends itself to traditional worship (church similar to how they grew up)
- Sister congregations close by to partner and share resources

## Threats

- We do not know the community
- Evangelical Free Church at community center (“no building” model)

# Worship SWOT *(Handout p. 2)*



HELPFUL  
to ministry

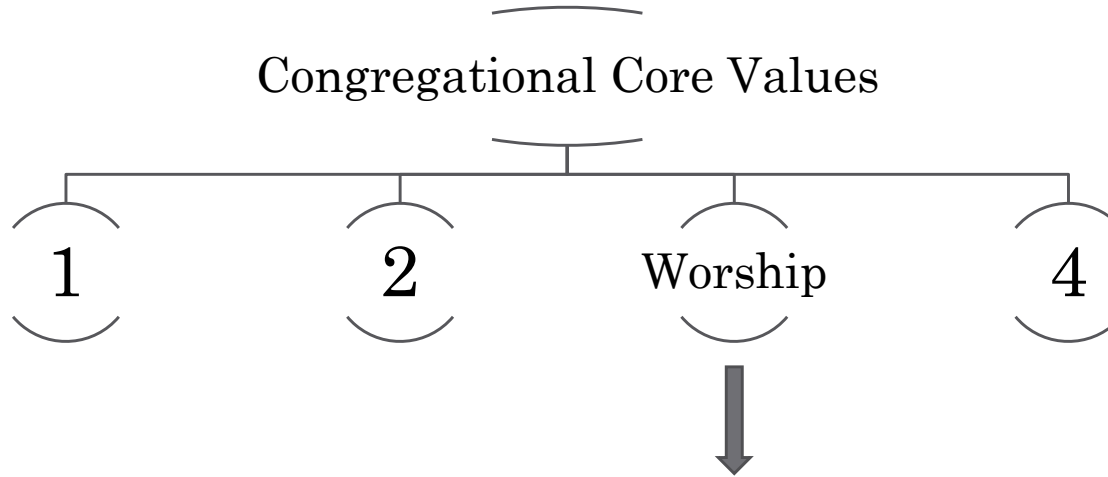
HARMFUL  
to ministry

<p><b>INTERNAL</b> attributes of the congregation</p>	<p>Strengths</p>	<p>Weaknesses</p>
<p><b>EXTERNAL</b> attributes of the community</p>	<p>Opportunities</p>	<p>Threats</p>





# Core Values



What is “core” to worship at your home church?

- Fundamental and positive qualities that are undeniable about your worship
- Something that would be almost impossible to suppress even if you wanted to do so



# Worship Core Values

## *Worship*

We value public worship that best shares the gospel of Jesus Christ in both God's Word and the Sacraments of Baptism and Holy Communion. We value praising our Lord through prayer and musical gifts of singing and instruments.\*

- All aspects of worship have strong emphasis on Christ and means of grace
- Stewards of talent in congregation across ages
- Liturgical & musical variety within liturgical framework

*\*Developed through Commission on Congregational Counseling Resources*



# Worship Core Value Practice *(Handout p. 3)*

In 5 minutes, make a quick list of things that define worship at your home church.

(Fundamental and positive qualities that are undeniable about your worship; something that would be almost impossible to suppress even if you wanted to do so)

Now, narrow the list to 2-3 things that are at the core?

- 1.
- 2.
- 3.



# Vision for Worship

How to carry out worship in the future; serves as a summary and outline of how worship is carried out in future (aligned to core values)

1. Pick a future date ( 3, 5, 10 years)
2. Questions to ask yourself:
  - *Strengths*: How can we build upon our strengths in worship? Are there themes or categories emerging?
  - *Size*: What is the potential impact on congregational size by enhancing/expanding worship?
  - *Mindset*: How does the congregational mindset towards worship now, compare to what the future mindset will be or will need to be? (Core values)
  - *Doers*: How will you, through people (staff & volunteers), support worship?

# Worship Vision



## Continue/Sustain

### Worship

- Focus on means of grace
- Liturgical worship (church year, liturgical variety, etc)
- Enhance worship with music
- Make use of talented musicians/organists/pianists
- Worship environment
- Worship folder excellence
- Involve youth in worship
- Make use of “occasional” choir
- Continue worship events which include: Blue Christmas, Children’s Christmas, Advent by Candlelight, Seder dinner, Triduum
- Connection to small group ministry
- Worship education notes and classes
- Support worship with visuals
- Investing in best instruments we can afford (grand piano)



## Enhance/Expand

### Broaden Worship Experience

- Accoutrements: Crown of thorns, Advent wreath, Pascal candle
- Guest musicians: variety and excellence
- Musical variety within liturgical framework
- Outdoor Worship

### Music Coordination

- Monthly meetings and organist responsibilities (short term)
- Called/paid music coordinator (long term)

### Worship Education

- Liturgical choir
- Implement new hymnal
- Design curriculum

### Child-engaging Worship

- Children’s sermons
- Next Sunday theme and readings
- Sing-a-longs for the week

### Guest-welcoming

- Welcoming worship Bible study
- Consistent worship calendar & times
- Path for guests (coming & going)
- Expand seating and the parking lot (Property)

# Worship Vision *(Handout p. 4)*



**Continue/Sustain**

**Enhance/Expand**

*Worship*



# Annual Plan



- What are you going to do this year (1 year plan)
- Law of diminishing returns

## Narrow the focus

<b>Number of goals in addition to what you sustain</b>	<b>2-3</b>	<b>4-10</b>	<b>11-20</b>
<b>Goals achieved with excellence</b>	<b>2-3</b>	<b>1-2</b>	<b>0</b>

- Quick hits vs projects



# Narrow the Focus



## Continue/Sustain

### Worship

- Focus on means of grace
- Liturgical worship (church year, liturgical variety, etc)
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# Annual Plan *(Narrow the Focus)*

Go Back to Worship Vision Practice

*(Handout p. 5)*

1. Does everything on the “sustain side” stay on the list for the current year?
2. If larger events/projects → pick 2 or 3 for the year
3. If smaller items, you can have an additional 1 or 2 for the year



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# Goals for Selected Items to put in Annual Plan



- Framework for goals



From X to Y by when

Check that goal is SMART:

- Specific
- Measureable
- Attainable
- Relevant
- Time-based



# Example Goals for Selected Items in the Annual Plan



## Goals

1. From 3 guest musicians a year to 5 by the end of 2018
2. Establish monthly worship meeting and documented responsibilities for organists by December 2017 (For use in 2018 and beyond)
3. Implement next Sunday theme and readings into service folder every Sunday by February 1, 2018
4. Conduct *Welcoming Worship* Bible study starting in April 2018
5. Develop and implement annual calendar with underlying “rule” to build in consistency to foster guest welcoming environment. (develop by December 2017 and implement by June 2018)

# Practice Writing Goals for Selected Items in the Annual Plan *(Handout p. 5)*



Goals (From X to Y by when)

1.

2.

3.

Check that goal is SMART:

- Specific
- Measureable
- Attainable
- Relevant
- Time-based



Next step is putting goals  
into a calendar

# Annual Plan (Goals) Put to a Calendar



MINISTRY PLANNING SCORECARD									
AREA OF MINISTRY: WORSHIP									
CHAIRMAN: JON									
BUDGET: \$1200									
SUSTAIN					EXPAND/ENHANCE				
Month	Ongoing Items/Events	Status	Accountable	Annual cost	Month	Items	Status	Accountable	Annual cost
Jan					Jan	Broaden Worship Experience: Expand from 5 guest musicians a year to 10 by the end of 2018			
Feb					Feb				
Mar	Event: Seder dinner Event: Triduum				Mar	Child-engaged Sunday morning: Implement next Sunday theme and readings into service folder every Sunday by Mar 2017			
Apr					Apr				
May					May				
Jun	Annual church year calendar				Jun	Music Coordination: Establish monthly worship meeting and documented responsibilities for organists by June 2017			
Jul	Put SS singing schedule together				Jul	Guest welcoming: Conduct Welcoming worship Bible study starting in July 2018 Guest welcoming: Develop annual calendar with underlying "rule" to build in consistency to foster guest welcoming environment.			
Aug	"Occasional" choir schedule				Aug				
Sep					Sep				
Oct					Oct				
Nov					Nov				
Dec	Event: Blue Christmas Event: Children's Christmas Service				Dec	Guest welcoming: Implement annual calendar with underlying "rule" to build in consistency to foster guest welcoming environment.			



# Annual Plan (Goals Put to a Calendar)

(Handout pp. 6&7)



MINISTRY PLANNING SCORECARD									
AREA OF MINISTRY: <i>WORSHIP</i>									
CHAIRMAN:									
BUDGET:									
SUSTAIN				EXPAND/ENHANCE					
Month	Ongoing Items/Events	Status	Accountable	Annual cost	Month	Items	Status	Accountable	Annual cost
Jan					Jan				
Feb					Feb				
Mar					Mar				
Apr					Apr				
May					May				
Jun					Jun				
Jul					Jul				
Aug					Aug				
Sep					Sep				
Oct					Oct				
Nov					Nov				
Dec					Dec				

Next step is creating action plan to accomplish each goal

# Action Plan



## ACTION PLAN WORKSHEET

AREA OF MINISTRY: WORSHIP

GOAL: Seder Meal

ACCOUNTABLE: Joel

COMPLETION DATE: May 1

BUDGET: \$600

Month	Steps	Person	Status	Due date	Notes/ Comments	Date updated
Jan 1	Ask Karen to Coordinate	Joel	X	15		12
Feb 2	Verify supplies available and needed	Karen	X	1		1
Feb 3	Research Catering costs; recommendation	Karen	X	15		14
Feb 4	Recruit Volunteers	Jill	X	28		Mar 3
Mar 5	Promotion: Communication Plan	Mark	X	1		
Mar 6	Grocery Shopping	Karen	X	28		
Mar 7	Pick up catering	Dave		29		
Mar 8	Setup	Joel		29		
Mar 9	Hold Event	Joel		29		
Mar 10	Clean up	Dave		29		
Apr 13	Reimbursements	Don		15		

# Action Plan Practice *(Handout p. 8)*



## ACTION PLAN WORKSHEET

AREA OF MINISTRY: *WORSHIP*

GOAL:

ACCOUNTABLE:

COMPLETION DATE:

BUDGET:

Month	Steps	Person	Status	Due date	Notes/Comments	Date updated
	1					
	2					
	3					
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					
	12					
	13					



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## Determine if a meeting is needed:

- Can input be collected via email?
- Are discussions needed to help make a decision?
- Are there various views that need to be reconciled?



## Determine your meeting objectives:

- Having clear objectives will help you accomplish what you have planned



## Identify the right participants for the meeting:

- Who needs to be at the meeting to help you accomplish your objectives (essential only)?



## Determine the pre-work that is needed:

- Give people enough time to get the pre-work and pre-reads done.



## Set the appropriate meeting length:

- End early if all objectives are met



## Most Important tip!

### Keep a clear action registry that captures owners of actions and timelines:

- Appoint someone who will capture notes and action items, and whose role it is to put deadlines and owners against each task.
- Be clear who this person is.
- For recurrent meetings, review the register at the end of every meeting.
- For one-time meetings, set up a deadline reminder in the summary email



## Communicate the discussion and outcomes to those who not there

- Don't forget those whom you've decided not to invite to the meeting, but would still need to know what decisions were made

# Worship Committee Meeting



## Meeting Objective:

The objective of the **Worship Committee Meeting** is to **make decisions to execute on the ministry plan for worship, share learnings, and align on cascading messages**

## Objectives:

Make decisions on worship plan (Scorecard)

Share learnings

Align on cascading messages

## Agenda:

Agenda Item	
1	Opening devotion
2	Open action review
3	Worship Scorecard
4	Hot Wash Sharing
5	New actions review
6	Cascading messages
7	Rate the meeting

Meeting Duration  
(75 minutes)

## Meeting pre-work\* (inputs):

- Update Action Plan worksheet
- Update Ministry Plan Scorecard items
- Update action register
- Complete assigned actions
- If you cannot access the files, call chairman with updates

\* Pre-work still needed when cannot attend

**Working Space**  
Files stored: (Google Docs)

## In-meeting expectations:

- We will NOT cover green items
- Make decisions & align on actions for red and yellow items
- Ask WDWBW – who's doing what by when?
- Ask what are the cascading messages (if needed)



**Meeting Participants**  
Facilitator - Chairman  
Owner – Chairman

Attendees: Pastors, elders, organists, directors

8-10 people is MAX



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# Resources

## Commission on Congregational Counseling

- Self-Assessment and Adjustment Program
- School of Strategic Planning

## Books

- *Three Big Questions Every Frantic Family Should Ask*
- *Five Dysfunctions of a Team* both from Patrick Lencioni
- *Traction* from EOS – Entrepreneurial Operating System

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