

Evaluation

How Are You Doing?

Evaluation

"Evaluation is the breakfast food of champions."

- Ken Blanchard

Importance of Evaluation

1. Reveals how the ministry is doing.
2. Leads to ministry improvement.
3. Prioritizes ministry accomplishment/performance

Importance of Evaluation

- Prioritizes ministry **performance**.
- "What gets evaluated gets done!"
 - "Inspect what you expect!"
 - "What you measure is what you get!"
 - If you measure disciples, you'll get disciples!

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4. **Encourages ministry affirmation**

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1. Reveals how the ministry is doing.
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4. Encourages ministry affirmation
5. **Contributes to leadership development.**

Importance of Evaluation

Leadership Development

- This is most important - staff are to be leaders who develop leaders.
- Each staff person should have a unique, personal leadership development plan.
- Evaluation walks hand-in-hand with leadership development.
- Evaluation is an important part of one's growth and development as a leader.

Theology of Evaluation

Does the Bible Address Evaluation?

Does it have to address evaluation before we can do it?

Theology of Evaluation

Does the Bible Address Evaluation?

1. God evaluates 7 of his churches in Rev. 2-3.
2. Luke regularly gives progress reports throughout Acts (Ac. 2:41, 47; 4:4; 5:14; 6:1; etc.)
3. The list of character qualifications in 1 Tim. 3:1-13 and Tit. 1:5-9 implies evaluation.

Theology of Evaluation

Does the Bible Address Evaluation?

- Paul encourages self-evaluation in 1 Co. 11:28 and 2 Co. 10:12-13.
- How can a church know if it's accomplishing its God-given mission if it doesn't evaluate?

Theology of Evaluation

- Scripture teaches that the church is a body that is made up of different parts such as an eye, ear, nose, etc. (1 Cor. 3:9; 12:12-31).
- Thus, the church is a system made up of various subsystems all of which in some way affects the whole. If one part is unhealthy, it affects the whole.
- Therefore, it's essential that we evaluate to see where we're weak.

Kinds of Evaluation

Informal Evaluation

Outsiders/Newcomers (already) ask (themselves):

- Were the people open, friendly, inviting?
- Are they my kind of people?
- Was it a pleasant experience?
- Are these people for real?
- Did I understand what was going on? Was it for me or for the "insiders?"
- Did I meet God there?
- Did I learn something about God?

Kinds of Evaluation

Informal Evaluation [cont'd]

- Do I want to come back?
- Are these people kidding themselves?
- Would I want to be identified with this church?
- Are these people living in the wrong century?
- Is this church too big? (Will I be able to build relations with other people?)
- Do these people really care about me?

Analysis

Informal Evaluation

What do you hear people asking around here?

(Be in-tune with and create informal opportunities for guest feedback)

Kinds of Evaluation

FORMAL EVALUATION

Since ministry evaluation takes place on an informal level, why not move it to a formal level so that we can benefit from it rather than be a victim of it?

Liabilities of Evaluation

- Don't overdo it ("overkill").
- Remember - people may fear evaluation.
- Start off "evaluation lite"- ramp up over time.
- Can discourage those who don't do well.
- Can create a culture of criticism.
- People don't like to evaluate others.

Goals for Evaluation

1. Mission alignment
2. Values alignment
3. Vision advancement
 - a) 3/5/10-year vision in mind (3-5, ideal)
 - b) Yearly vision goals
 - c) Vision goals tied to performance benchmarks

Vision Breakdown

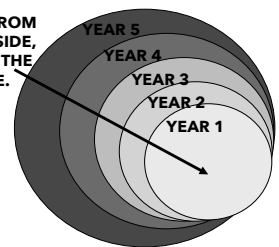
VISION* IMPACT

- Clear
- Compelling
- Defined
- Specific

DREAM FROM THE OUTSIDE, PLAN TO THE INSIDE.

VISION YEAR-BY-YEAR

- Break vision down into specific yearly goals
- Start focused, and broaden scope as you gain momentum
- Could focus area-by-area, or from smaller numbers to larger numbers



**Vision Breakdown:
Example**

VISION

We believe that the Church is God's only plan for reaching a lost world with His redemptive grace. Therefore, we see our church being a "city on a hill" that "cannot" be hidden!

We envision a church that is known broadly in our community by the love that we show, and known intimately by community members as a place where their lives were transformed.

We envision a church that is fast-growing—quickly needing to add seats through addition (more room, more services) and multiplication (more campuses, more church plants). We do not seek to grow our "brand" but to grow the Kingdom.

We envision a church that empowers believers, new and old to grow deeper through a defined pathway.

(ETC...)*

**Vision Breakdown:
Example**

5 YEAR VISION SUMMARY

GROWING THE KINGDOM

- Two at-capacity worship services
- One campus or church plant launched
- Minimum of 50% of non-transfer growth

GROWING DEEP

- Streamlined growth opportunities (de-cluttered schedule)
- 60% of average Sunday attendance in ABF or Small Group

GROWING LEADERS

- Fully deployed Leadership Pipeline system
- Fully staffed at "Ministry Coach" level
- 60% of average Sunday attendance serving in ministries

GROWING OUR FINANCES

- Pay-off Mortgage while fully funding new campus
- Maintain 2017-level of support for foreign missions
- Increase ministry spending to 25% of overall budget

**Vision Breakdown:
Example**

YEAR 1

GROWING THE KINGDOM

- +25% average worship attendance YOY
- 25 baptisms

GROWING DEEP

- Streamline curriculum selection
- Discontinue groups consistently averaging under 5 (SG) or under 15 (ABF)

GROWING LEADERS

- Communicate & train leaders in Pipeline strategy
- Evaluate and deploy leaders via core competencies

GROWING FINANCES

- Adjust budget to increase ministry spending to 12% of overall budget (+7% YOY)
- Campaign to pay cash for recommended facility improvements

**Align with Your Identity
(Mission + Values)**

1. Look at everything your ministry is doing right now.
2. Ask: Is it in alignment with our Mission? (Yes/No? How?)

Create a Mission Matrix

YOUTH PROGRAMS	LOVING COMMUNITY	BUILDING BELIEVERS	SHARING CHRIST
JR. HIGH BIBLE STUDY		X	
WEDNESDAY YOUTH GROUP	X		X
YOUTH FALL RETREAT	X	X	
YOUTH LOCK-IN			

**Align with Your Identity
(Mission + Values)**

1. Look at everything your ministry is doing right now.
2. Ask: Is it in alignment with our Mission? (Yes/No? How?)
3. Ask: Is it in alignment with our Values? (Yes/No? How?)

Conduct a Values Alignment Analysis

YOUTH GROUP PROGRAM	We value Bible instruction	We value Spiritual Community	We value Worship	We value Evangelism	We value Service	We value Generosity	PROGRAM AVERAGE
JR. HIGH BIBLE STUDY	3	4	2	2	3	3	3.17
WED. YOUTH GROUP	4	4	3	4	2	3	3.17
YOUTH LOCK-IN	3	4	2	4	3	3	3.33
VALUE AVG.	3.33	4	2.33	3.33	2.33	3	

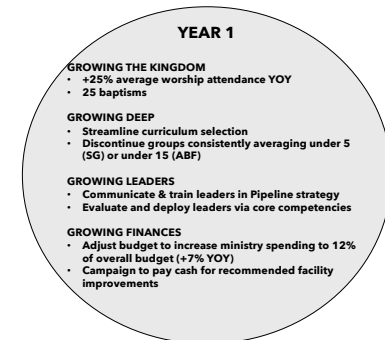
Align with Your Identity (Mission + Values)

4. Ask: What do we need to eliminate that isn't in alignment?
5. Ask: What do we need to change in order to be more in alignment?
6. Ask: What will it cost to run *this* ministry, the new one that's in alignment with our Identity.

Align with Your Vision

1. Ask: Where is your church going in 2018?

Vision Breakdown Example



Align with Your Vision

1. Ask: Where is your church going in 2018?
2. Ask: What role can my ministry play in achieving our goals?
3. Ask: What do we need to eliminate that takes away from our Vision objectives?
4. Ask: What do we need to change in order to be more in alignment with our Vision objectives?
5. Ask: What will it cost to run *this* ministry, the new one that's in alignment with our Vision.

Process of Evaluation

Question: How often will you evaluate your ministries?

- Weekly
- Quarterly
- Annually
- **Combination of the above**

Process of Evaluation

Question: How often will you evaluate your ministries?

Weekly	Staff meetings: What is our tactical objective <i>right now</i> ?
Quarterly	Elder reviews: Are we <i>on pace</i> to hit our annual goals?
Annually	Zero-Based Budgeting: How can we fund our ministry to hit <i>next year's</i> goals?

Process of Evaluation

Question: What will be done with the results?

OPTIONS

- Do nothing?
- Implement change?

Questions?