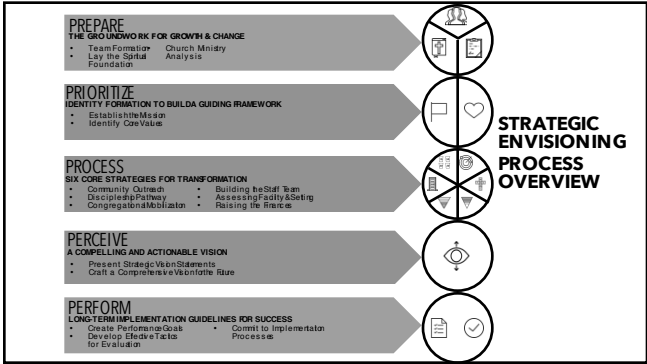


Implementation

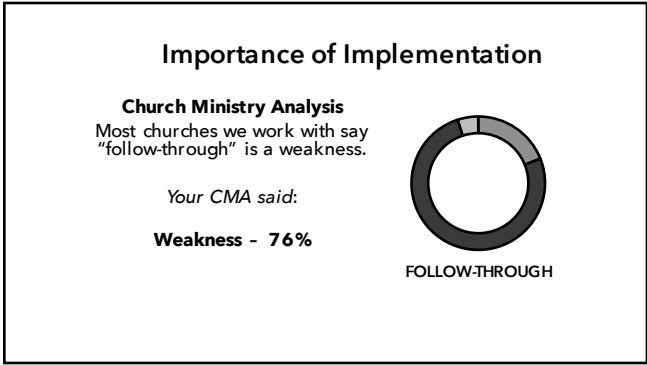
Accomplishing the Strategy



Importance of Implementation

The Experts

"Implementation is the **greatest problem** in the strategizing process."



Importance of Implementation

WHAT?

"... surveys indicate that **nine out of ten organizations** fail to properly implement the strategies they formulated."

Robert S. Kaplan and David P. Norton, *The Strategy-Focused Organization*, Harvard Business School Press, 2000.



What happens when we don't focus on Implementation?

1. Wasted time (42+ hours?)!
2. Wasted money!
3. Overwhelming complacency.
4. "Business as usual" (plateau/decline?).
5. Won't get a second chance!
6. Kingdom opportunity lost?

What gets in the way?

IMPLEMENTATION BARRIERS

1. People barriers.
2. Other barriers.

Practice of Implementation

IMPLEMENTATION BARRIERS Common People Barriers

- __1. The pastor(s)?
- __2. The elders?
- __3. Staff person(s)?
- __4. Congregant(s)?
- __5. Patriarch/matriarch?
- __6. Family/families?

Practice of Implementation

BE AWARE OF AND ADDRESS THE PEOPLE BARRIERS

1. Push ahead - don't give in!
2. Respect but openly disagree with them.
3. Confront and correct them when necessary.
4. Never tolerate sinful behavior.
5. Expose them to reality.

Practice of Implementation

IMPLEMENTATION BARRIERS

Other Barriers

- __1. Pride in the church's past
- __2. Contentment with the status quo
- __3. Disconnect with outside world
- __4. Comfort
- __5. Inward focus
- __6. Pessimism
- __7. Self-focus
- __8. Anger
- __9. Complacency

Practice of Implementation

IMPLEMENTATION BARRIERS

Other Barriers Cont'd

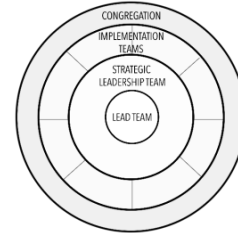
- __10. Committees
- __11. Distrust of leadership
- __12. Stress of change
- __13. Sacred cows
- __14. Negative emotions
- __15. Vested interests
- __16. Poor communication
- __17. Policies
- __18. Traditions

The "Who" of Implementation

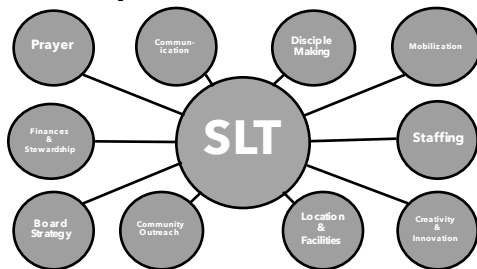
Who's Primarily Responsible?

1. The Elders
2. The Senior Pastor (future hire)*
3. The Implementation Teams (in partnership with Staff)
4. The Congregation
5. The Consultant

The "Who" of Strategic Envisioning



Implementation Teams



The Implementation Process

1. Review strategic objectives.
2. Recruit Implementation Teams.
3. Create deadlines.
4. Remember the Vision.

STEP 1: Review the strategic objectives & goals.

1. Look over all the 10-12 **ministry objectives** on the **Implementation Worksheet**
2. Determine which objectives you wish to pursue (10, all 12, etc.)?
3. Review the **goals** (action steps) under each objective.

STEP 2: Recruit IT leaders and IT teams to implement strategies.

1. **The Lead Team** will select and recruit from the SLT the leaders of each Implementation Team (IT)—don't ask for volunteers!
2. These IT leaders, in turn, will select and recruit their **IT (2 to 6 people) from the SLT and congregation** who'll implement each objective and its goals.

STEP 2:
Recruit IT leaders and IT teams to implement strategies.

3. Determine who on each IT will pursue which goals.
- Once you have the IT team members, **each team will divvy up** the goals among its IT team members (each does his/her part).
 - Encourage them to work on goals that reflect their **interest, passion and giftedness.**

STEP 3:
Create deadlines for strategic goals.

Decide when these goals/action steps should be accomplished.

- Prioritize them (chronological order).
- Give priority to "short-term wins."

STEP 4:
Don't forget the Vision.

1. There's a danger that we become so focused on the goals that we forget the big picture - **the vision of it all.**
2. This is **usually the pastors' job, and must be owned by the Lead Team in the short-term.** They are the team **cheerleaders and vision casters.**

"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the immensity of the sea."

Antoine de Saint-Exupery

Best Practices for Implementation

1. **Resource the process.**
2. **Communicate wins.**
3. **Establish Monthly Implementation Reviews (MIR's).**
4. **Create a Master File.**
5. **Meet with the consultant.**

Best Practices for Implementation

1. **Determine** if any **resources** are needed to accomplish these goals.
 - Knowledge gap
 - Financial resources
 - Leadership and/or manpower

Best Practices for Implementation

2. Communicate accomplishments to the Implementation Teams and congregation.

- Take a few minutes at each monthly meeting to update the **IT's**.
- Take a minute each Sunday to update the **congregation**.

Best Practices for Implementation

3. Establish MIRs (monthly implementation reviews).

- The team leaders will meet once a month.
 - We will do MIR's as a part of our monthly meetings, but they need to continue once the on-site visits have concluded.
- This meeting is a high priority.
- The Senior Pastor/Lead Team reports to the Elders and Congregation monthly on all the team's progress

Best Practices for Implementation

The **primary purpose** of the MIR's is **accountability**.

- What's expected is what gets done.
- People will accomplish that for which they have to "go public."

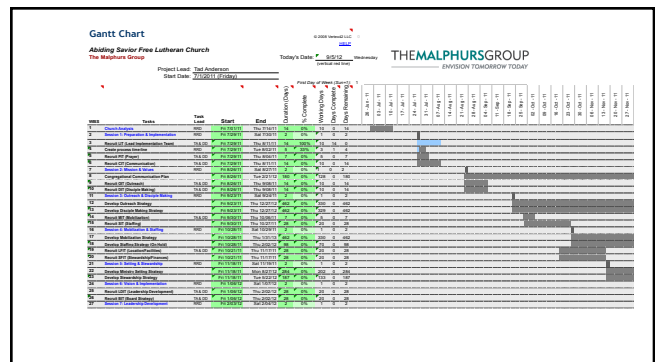
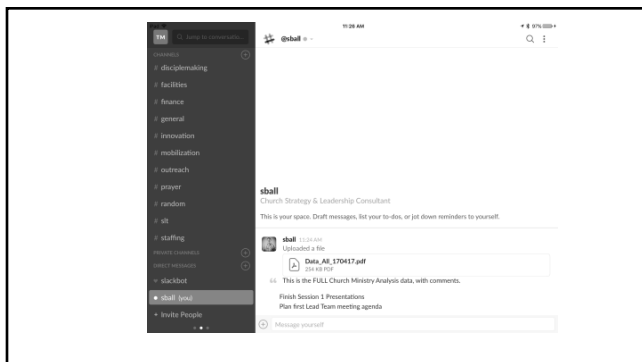
Other purposes of the MR's:

- **Monitor progress** - on schedule?
- **Address problems** - difficulties?
- **Celebrate accomplishments**.
- **Encourage** and motivate the leaders.

Best Practices for Implementation

4. Lay the groundwork for collaboration.

- Create a central, electronic file (Dropbox, Google Drive, etc) and/or use a cloud-based collaboration tool (Workplace, Slack, Basecamp, Asana, etc.)
- Put all projects/goals, etc. under its appropriate strategic planning heading.
- Make it accessible to the team leaders and team members.



Best Practices for Implementation

5. Meet with the consultant.

- Meet with the consultant in the following intervals:
1, 2, 3, 6, 9 months after the last visit (**accountability**).
- Report progress, road blocks and problems.

How do we check progress?

- Pastors and staff integrate the strategic plan into their every day decisions (E.g., how will this idea affect our mission and vision?)
- The degree to which it impacts the ongoing behavior of the entire church (e.g. there's a growing openness to try new things.)
- The implementation team feels ownership of the plan in general and their objective in particular (e.g., they go the extra mile.)

What Remains?

WORK THE PLAN

Question:
Now that you've planned the work, where do you go from here?

Answer:
What remains is to work the plan!

Questions?