



**ACTION PLAN
FOR MINISTRY
WORKBOOK**

Fellowship of Companies for Christ International

The Action Plan

The Action Plan material contains four sections that outline both the 'why' and the 'how to' of ministry in your company. Each section contains a brief discussion of its purpose, its importance and how to teach the material. These sections are complete - a ready-tool for your use.

This teaching is based on understanding the reason for an action, then determining a specific application for your organization. Bruce Wilkinson often talks about the 'why' in his audio and videotapes. He states: "Your Company is a gift from God and you, as the owner are a steward of that gift." As steward, you have a unique platform for supporting salvation, sanctification and service activities.

Larry Burkett talks about specific 'how to' steps in his audio series 'God's Principles for Operating a Business.' Not all of his suggestions will apply directly to your company. But, we need specific steps to give credibility to our marketplace testimony. Therefore, we begin by gaining a clear understanding of your business purpose. Then, we progress to planning for execution of that purpose. Outlines and worksheets to facilitate the learning process follow.

Experience has shown that a Christ@Work member who applies these steps will move from vision to fulfillment, from theory to action. And action will lead to Kingdom fruit, the "gold, silver and precious stones" of I Corinthians 3:12.

In pursuit of Christ's eternal objectives, we equip and encourage Christian leaders to operate their businesses and conduct their personal lives according to Biblical principles



Transforming our world through Christ ... one company leader at a time!

The four sections are:

1. Developing My Purpose Statement.

Capturing the *Christ@Work* vision in a mission statement that is distinctive for the business owner and his marketplace environment.

2. Defining My Marketplace Mission Field.

Enumerating the mission field opportunities for each business owner.

3. Brainstorming My Mission Options.

A creative process that leads to ministry ideas consistent with God's plan for each business.

4. Establishing My Accountability Plan.

A simple accountability model to help the highest priority ministry ideas lead to fruit.

The Process:

As in most activities where spiritual growth occurs, the Action Plan for Ministry process can involve internal stress. *Christ@Work* members wrestle with the conflict between the world's values and God's direction on a day-to-day basis.

On the one hand, we have been trained by the world. business leaders thrive on the ability to move quickly, to make decisions uninhibited by structure. As a result planning, and the accountability for planned actions, is often ignored.

On the other hand, the Bible explicitly challenges us to trust God and to plan - to be accountable. God has a plan for Israel; Christ and Paul both had ministry plans. Seeking counsel, planning and accountability are clearly stated themes throughout the book of Proverbs.

For these reasons, the Action Plan for Ministry process frequently involves spiritual growth for the Christian business leader. The accompanying sections have been created to help you follow the biblical exhortation to plan, while giving room to customize those plans to your situation.

While these modules can be used separately, the best result comes from working through them in order. The material is intended for study in Local Leadership or CBA Groups. It can also be used by Area or City Directors in a group setting, one-on-one meeting, or by an individual studying on his own.



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Developing My Purpose Statement

Entrepreneurial ability appears to rely on instinct. It seems to work best as response to opportunity. Frequently, entrepreneurs have a reactive, fire-fighting style of management. Success, if it comes, is as much by guess and gut-feel as by planned, intentional activity.

This is a questionable style for Christian entrepreneurs who run a business set apart for God. We are not fulfilling a stewardship responsibility if we leave success to guesswork, particularly if we handle business ministry responsibilities in the same manner.

A non-biblical proverb says: "If you aim at nothing, you're sure to hit it." Biblical wisdom states the opposite: "The plans of the diligent lead surely to advantage, but everyone who is hasty comes surely to poverty" (Proverbs 21:5 LB).

To be good stewards, we need a target and a plan. The start of any business plan is a simple sentence or two that defines the target - the reason for the existence of the business. It's called the *Purpose* or *Mission Statement*. This statement should reflect the clearest articulation of God's purpose for that company, as seen by God's steward (the owner or operator). It should be clear, easily memorized and a personal reflection of the owner's vision.

If you have not written a mission statement for your business, we suggest that you try the following approach. On a worksheet, isolate the essential issues. At a minimum, you should include the following: identification of the product, the product users and the purpose of the business. Natural, effective ministry generally flows directly from the product or market environment in which the business functions.

Once you have listed the information, you should prayerfully use the data to discuss a mission statement with your management team. That team may be just you and your spouse, it may be you and some key Christian friends, or it may work best with key members of your company. We have included a 'how to' list to help you through this process.

The example of a completed statement reflects the very first planning activity for a recording studio. The company started with a policy of equipping only Christians. Additional ministry activities were brought into focus. One was to target Christian music groups. That decision alone gave a "reason for being" that energized the entire organization.

Another direct result of the process was expansion of the company witness beyond a testimony to non-Christian recording groups. By providing a spiritually supportive environment, the product of their 'ministry' could reach out through recordings to both Christians and non-Christians alike.



Preparing a Mission Statement

The Benefits of a Mission/Purpose Statement

1. A proactive, focused manager is a better steward of God's resources than a reactive entrepreneur.
2. The purpose statement gives a long-term view about the business that can be the start of an exciting action plan.
3. A long-range view helps all business (small, medium or large) avoid the pitfalls contained in many opportunistic business decisions.
4. Some uses of the purpose statement are:
 - It helps say no to activities that are not related to the business strategy.
 - It can bring consistent focus to the business direction.
 - It can be a judge for alternative courses of action.
 - It gives new employees an understanding of whether or not they want to be a part of this business.
 - It can be a guide for employee training.

Aspects of an Effective Mission/Purpose Statement

CLEAR

CONCISE

COMPLETE

PERSONAL

SHORT

EASY TO MEMORIZE

ANSWERS: WHY DOES THIS BUSINESS EXIST?

A Mission Statement Checklist

1. Pray
2. Complete the worksheet
3. Discuss the data with your ministry team
4. Write several draft statements based on the worksheet contents
5. Put it aside for a period (no longer than two weeks)
6. Select the best draft
7. Rewrite that one
8. Go with it
9. Review after six months and modify, if necessary



MISSION STATEMENT WORKSHEET

Sample:

MY PRODUCT OR SERVICE:

Sound Recordings

MY PRODUCT IS USED BY:

Musical Groups

THE PURPOSE OF MY BUSINESS IS:

To provide the facilities and environment that helps musicians relax and record their best music.

GOD'S PURPOSE IN MY BUSINESS IS MET BY:

The witness of our Christian staff to all musicians. A prayerful, affirming haven for Christian music groups.

I KNOW I AM FULFILLING GOD'S PURPOSE IN MY BUSINESS WHEN:

Clients/musicians are led to Christ.

More Christian groups use our facilities.

My Organization:

My product or service is:

My product is used by:

The purpose of my business is to:

God's purpose in my business is met by:

I know I am fulfilling God's purpose in my business when:



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Defining My Marketplace Mission Field

Businesses all have one thing in common. They all involve people. In fact, no business could function without people and interpersonal relationships. Once God helps us see that our business is a platform to showcase His glory, it follows that our business relationships represent a fertile mission field. And, as leader, we have influence in that field.

How big is the field? Start with your company.

First, count your employees. Count both full-time and part-time, multiplying by 3.5 to factor in their families. Don't overlook any independent sales agents or reps that sell for you, but are not hired. Multiply by the family factor.

Second, count the suppliers. We can't exist without suppliers. We rent from them, purchase from them, get our cars serviced, buy travel tickets, etc. Estimate the number of people with whom you have a direct contact, plus families. Don't miss the other vendors that quote a price for you but don't get the order. They, and their families, should be included in this number.

Third, count the customers. Add up the number of people that your company contacts this year as you sell, ship or otherwise meet their needs. In addition, some do not buy from you, even though you have made the sales contact. You also influence many through advertising using print, direct mail, radio or TV.

Finally you touch the lives of competitors and members in trade associations. If you are not competing with them, they may even refer business to you and vice versa. Perhaps you see them at shows or conventions or even serve on a board with them.

Add the number of people in each category. Many *Christ@Work* members are surprised at the large number of opportunities they have to influence lives at the site of your mission field.



John 4:35 " . . . look at the fields, for they are already white for harvest."

DEFINING AND MEASURING YOUR MISSION FIELD

(Show the total number of people in each case)

| | |
|--|---|
| <p style="text-align: center;">Employees</p> <ul style="list-style-type: none">- active employees and their families- past or retired employees and their families- people who apply to work for us | <p style="text-align: center;">Competitors & trade association contacts</p> <ul style="list-style-type: none">- we refer business to them or they to us- we see them at shows or conventions- we belong to organizations with them |
| <p style="text-align: center;">Vendors</p> <ul style="list-style-type: none">- those we buy from and their families- those we do not buy from and their families | <p style="text-align: center;">Others</p> <ul style="list-style-type: none">- our business neighbors and those who pass by- friends that we have because of business |
| <p style="text-align: center;">Customers</p> <ul style="list-style-type: none">- those who buy from us now and their families- those we solicit but are not able to sell- those who see our advertising, receive our literature | <p style="text-align: center;">Grand Total</p> |



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Brainstorming My Mission Options

As Christians, we have been charged by the Great Commission to make disciples of all nations, teaching them to observe all that *Jesus* has commanded us. We have learned that our mission field is comprised of the many people that we relate to in our business lives. The function of this section is to explore the several possible opportunities of reaching the business contacts God has given to us. We want to foster an environment in which His creativity can flow through us as we seek direction from Him.

To begin, we need to make sure that our personal witness is consistent with what we are trying to do. Tom Peters wrote in *Passion for Excellence*, "you are your enacted priorities, no more no less. The mundane, minute-to-minute decisions you make as you do your own job are the most powerful teachers you have." As God's ministers in the marketplace we need to "walk our talk", or our testimony will be painfully impaired.

Rather than copying the actions of others, we begin by doing those things that we are most comfortable doing. Because God has gifted us in both a natural and a spiritual way, what is perfect for us may be unsuitable for others. Our plans should flow naturally from our gifts and should fit with the gifts of our associates who join us in this ministry.

Finally, as we put ourselves in positions that will be conducive for missionary work, we need to focus on whom it is that woos and calls, convicts and converts. We are not the stars here, and it is not our responsibility to do it all.



The Process

Start the brainstorming process by exploring both your resources and the needs of the mission field. If you are like most participants, you will turn up a broad range of opportunity by the end of the process. The accompanying outline takes you through a checklist. We recommend that you write down the things that come to mind as you go through each item on the list.

Next, gather a group of Christians who share your vision. Go through the definition of your mission field and your understanding of its need and your resources. Together, prayerfully seek God's wisdom.

Your purpose is to allow God's creativity to flow freely through the group and to explore as many of the resulting ideas as you can. Be open to input from the group. Do not make any judgment as to the value of a given idea. At this point, there are no bad ideas; all are considered good when they are given. Avoid the "killer phrases" like "we tried that before" or "that's too expensive." Evaluation will come later. Right now we want ideas; lots of ideas.

Brainstorming works best if you focus your energies on one area at a time. Start with your employees and their families. Ask the group for ideas about steps of salvation, sanctification or service for your employees. Record the ideas until the pace slows down. At that point move on to vendors. Repeat the process until you go through the list of mission fields.

This is normally a very exciting process; let the excitement feed on itself. Keep a rapid tempo; do not let things bog down. When ideas stop, go on to the next group. You should produce twenty-five to fifty ideas without any difficulty.

When finished, praise the Lord. If done prayerfully and sincerely, your list will represent God's options for ministry in your company. Put the finished product aside for a few days. In the next section you'll see how to use this list in building your plan.



Brainstorming Checklist

1. Do an analysis of resources and needs.
2. Convene a group of 4-5 Christians who share the *Christ@Work* vision.
3. Review your definition of your mission field and your understanding of needs and resources.
4. Prayerfully ask God for wisdom and discernment in:
 - Salvation - introducing people to Christ
 - Sanctification - discipling those who already know Him
 - Service - sharing God's love
5. Focus search for ideas, exploring one mission area at a time:
 - Employees
 - Vendors
 - Customers
 - Competition
 - Other business associates
6. Put the ideas aside and praise the Lord.



Habakkuk 2:2 "Record the vision and inscribe it on tablets."

RESOURCES & NEEDS ANALYSIS FOR MY MINISTRY ACTION PLAN

1. Gifts & abilities

Owner & family

Management

Employees

2. Ministry needs we are aware of

Employees & families

Vendors

Customers

Competition

3. Obstacles to ministry we are aware of

Employees

Vendors

Customers

Competition

4. Highest priority opportunities

Employees

Vendors

Customers

Competition



Establishing My Accountability Plan

The list you produced in Section Three may be impressive, it may even be intimidating. However, not all of the items may be of God, or consistent with the gifts and resources He is calling you to commit to this work. This final step is to seek God's will, to set goals, to become accountable before the Lord and to expect to see fruit, Kingdom fruit.

We urge you to come before the Lord in whatever manner He has revealed as effective for you. A process that has been successful for others includes bathing yourself in prayer, soaking in the scripture that He leads you to use (suggested references are included in the accompanying material) and so abiding in Christ that His Will becomes your will.

Next, read over your list of ideas carefully several times. Note the idea that is most appealing to your spirit. Write it down. Go back and repeat that process until you have 3- 5 selected ideas. Put the rest of the list aside for a while.

Take this "short list" of ideas and analyze each on the basis of:

1. Cost in terms of dollars, people & time.
2. Potential risks & benefits.
3. Earliest possible start date.

Now, rank the ideas based on start date. Put together the sequential steps required to bring them to fruition. For each step, list the action, the person responsible for getting it done, the completion date and the cost of the action. Once this has been completed for each idea, review the list in terms of people and financial practicality. In most *Christ@Work* businesses, there are a limited number of people capable of handling specific tasks. Pray about the conflicts and adjust your priorities accordingly.

The resultant priorities and plans should be consistent with God's plans, the needs of your mission field and the gifts possessed by you and your associates.



Implement the Plan

As you get started, develop some clear goals that you hope to accomplish as a result of your actions. Next, establish some milestones for evaluating progress of your priorities. These should be measurable and tied to dates. Now, become accountable for implementing these ideas. You can do this either before the Lord, or with another trusted Christian friend if at all possible.

Whatever your intentions, you will likely find that things do not work out as planned. As you evaluate your actual progress you have the opportunity to make mid-course corrections. These refinements are important - and biblical. The proverb states, "The mind of a man plans his way, but the Lord directs his steps." Some of God's richest teaching comes through the process of leading his servants through a path of open and closed doors.

As this plan unfolds, look for fruit. God does not always give us immediate feedback, but He generally has ways of confirming that we are about the proper tasks.

Look for it.



Proverbs 16:3 "Commit your works to the Lord and your plans will be established"

PLANNING CHECKLIST

- 1. Review the list and mark the ideas that attract you.**
- 2. Analyze those 4 or 5 for:**
 - cost in dollars (people or time) and potential benefits**
 - potential risks**
 - earliest start date**
- 3. Rank the ideas based on start date.**
- 4. List the required steps, showing:**
 - the action**
 - the responsible person**
 - the completion date**
- 5. Establish the measurable results that you would like to achieve with each idea.**
- 6. Set up measurable milestones and the dates on which you plan to review your progress.**
- 7. Become accountable for the implementation.**
- 8. Make necessary mid-course corrections.**

Some Examples of Purpose Statements

Automation

"To be a witness for Christ in the recording industry by providing the facilities and staff which will stimulate the best work possible from all music groups, particularly Christian groups."

Newby Management Company

"Sharing the love of Christ while managing mobile home and RV parks with excellence."

Beitler McKee Optical

"To help people see a clear vision of God by providing timely, quality vision products and services to our customers within 200 miles."

Scalise and Associates

To serve God: By using the platform that Scalise and Associates presents to share the love and life of Jesus Christ in the marketplace.

To serve man: By supplying insurance products and services to the trucking industry with a heartbeat for Christlike excellence and professionalism."



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ACTION PLAN – SCRIPTURE SELECTIONS:

Developing My Purpose Statement

| | |
|-----------------|--|
| Proverbs 21:5 | "The plan of the diligent. . ." |
| Proverbs 15:22 | "Without consultation, plans. . ." |
| Proverbs 24:3-4 | "Any enterprise is built by . . ." |
| Proverbs 29:18 | "For no man can lay a foundation. . ." |

Defining My Marketplace Mission Field

| | |
|-------------------|--|
| Proverbs 27:23 | "Know well the condition of your. . ." |
| Matthew 5:16 | "Let your light so shine before men. . ." |
| Matthew 9:37-38 | "The harvest is plentiful, but . . ." |
| Matthew 28: 19-20 | "Go therefore and make disciples. . ." |
| I Peter 2:9 | "But you are. . . a royal priesthood. . ." |

Brainstorming My Mission Options

| | |
|---------------------|---|
| Proverbs 1:7 | "The fear of the Lord is the. . ." |
| Proverbs 3:5, 6 | "Trust in the Lord with all your. . ." |
| Proverbs 21:28 | "A false witness will perish. . ." |
| I Corinthians 9:23 | "And I do all things <i>for</i> the sake...." |
| I Corinthians 10:31 | "Whether you eat or drink. . ." |

Establishing My Accountability Plan

| | |
|----------------|--|
| Proverbs 16:3 | "Commit your works to the Lord. . ." |
| Proverbs 16:9 | "The mind of a man plans his ways. . ." |
| Proverbs 16:7 | "When a man's ways are pleasing. . ." |
| Proverbs 19:21 | "Many are the plans in a man's heart..." |

***“Commit your works
to the Lord”***



For information regarding *Christ@Work* and additional biblical teaching for a variety of business related subjects, contact the Administrative Service Center at the address below. These teaching series will continue to provide biblical teaching at even deeper levels with application techniques that have proven to work in the marketplace.

Christ@Work has many other resources for your use in small groups or individually within your company. We encourage every Christian Business Leader to become a member of the organization because membership encourages commitment to try to operate a company biblically, according to God's provision and grace.



A Member of the *Fellowship of Companies for Christ* Int'l and Crown Financial Ministries Family

**P O Box 270784
Oklahoma City, OK 73137-0784**

**Phone: 1-405-917-1681
Fax: 405-949-0005
WEB Page: www.FCCI.org**



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