

Vision Proper helps us answer the question

Where is God taking us?



Reflect

Receive

Mission and Vision Differentiated

MISSION	VISION
Compass	Travel Brochure
Define what we do	Describes where we're going
Doing	Seeing
State in One Breath	State of Breathlessness
Directs Energy	Creates Energy
Integrates Activity	Encourages Risk Taking
Biblical Example: Exodus 3	Biblical Example: Deuteronomy 8:7-10

Six Common Vision Planning Problems

1.

2.

3.

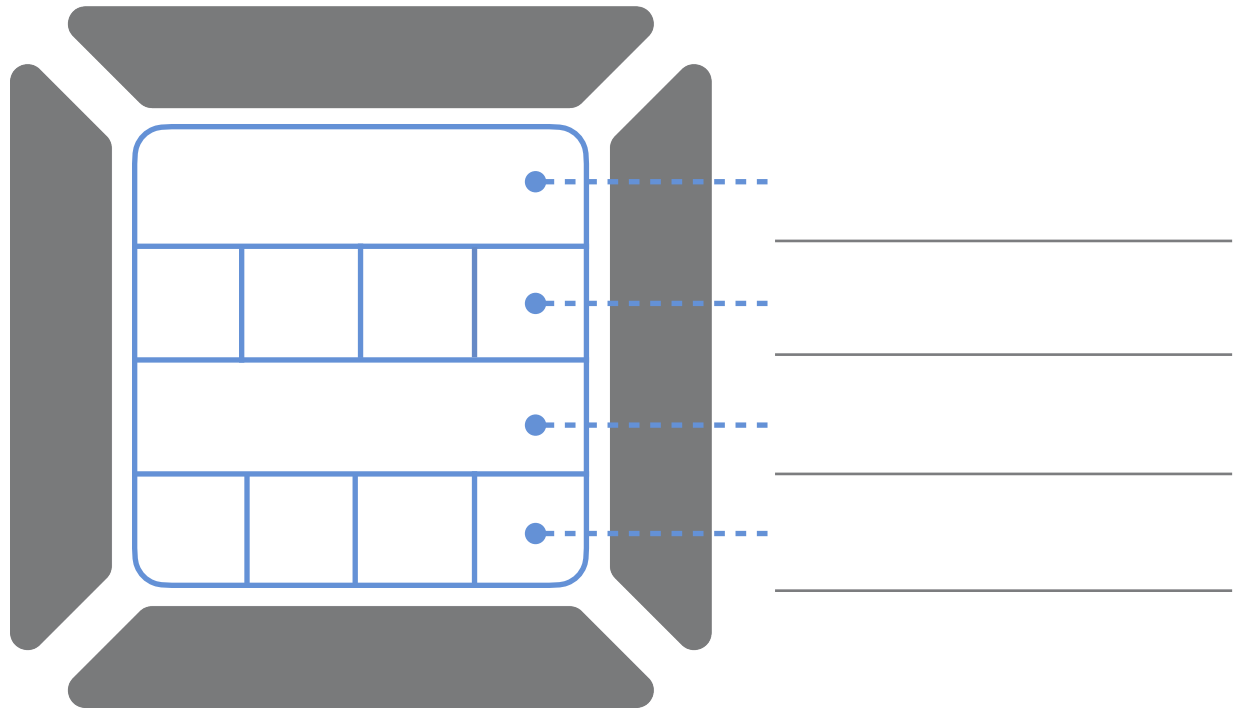
4.

5.

6.

Horizon Storyline Overview

From God Dreams by Will Mancini and Warren Bird



*The Horizon Storyline provides
the right amount of _____ content in the
right amount of _____ in the future
for the whole the _____ team.*

Horizon Storyline Definitions

Beyond-the-Horizon Vision (5–20 years) - Our Shared Dream

The beyond-the-horizon vision is a vivid picture of a church's future five to twenty years away depending on the life stage and context of the church. It is an aspirational sense of destination and clarifies the church's ultimate contribution for the given time frame. It should build from a singular idea that can be stated as both a sentence and a vivid description narrative. It is primarily qualitative and will have a compelling character that feels almost unbelievable to the listener. The primary benefits include:

- *Shapes the shared destiny of the whole congregation.*
- *Creates deeper meaning for individuals.*
- *Cultivates heroic sacrifice among people.*
- *Guides the development of long-term strategy (background).*

Background Vision (3-years) - Our Strategic Initiatives

The background vision contains four ideas, primarily qualitative, that clarify the four most strategic emphases in the next three years in order to fulfill the beyond-the-horizon vision. Each emphasis can be stated in one or two sentences. The background vision is not designed to inspire, but to clarify. As such, the background vision:

- *Creates a broad-level road map to approach the future.*
- *Directs long-term allocation of church resources.*
- *Limits blind spots that would inhibit progress.*
- *Provides context for short-range goal setting (mid-ground).*

Midground Vision (1-year) - Our Milestone Goal

The midground vision is a single emphasis stated as both a qualitative and quantitative goal in the next year. That means the midground or one-year vision should be both an inspiring picture and a measurable number. They accompany each other. Like the beyond-the-horizon vision, the mid-ground vision is designed to inspire people and stretch their thinking of what might be possible. It can be stated in one sentence and adapted regularly for communication every day.

The mid-ground vision:

- *Generates excitement for what God is doing in the next year.*
- *Focuses the attention, prayers, and resources of the church in a dramatic way.*
- *Reveals progress for celebration (or recalibration).*
- *Highlights one shared priority for all ministry areas.*
- *Cuts through the complexity of life and ministry in with one focus.*

Foreground Vision (90-days) - Our Action Initiatives

The foreground vision contains up to four specific initiatives that must be started within ninety days, as needed. The foreground initiatives are typically led by cross-functional staff teams or may be carried by individual ministry departments. Most initiatives support the midground vision directly or indirectly. Think of these as the four most important next steps in order to complete the single, midground vision. The foreground vision:

- *Clarifies weekly action steps and daily priorities for leaders.*
- *Sequences short-term projects, tasks, and goals.*
- *Activates the unique gifts and abilities within the body.*
- *Provides regular, positive accountability for individuals and teams.*

The Beyond the Horizon Vision - 3 Parts

1. A Vivid Description:

The vision description provides living language that paints a picture of a better tomorrow. Think of it as a charging bank that leaders can come back to reenergize the shared picture of the future.

As living language, it is never static because vision is always evolving. As you reach certain mountains in front of you today you'll gain a new perspective about the better future ahead of you tomorrow. Think of this charting station as connecting you to a cloud in the sky full of phrases, ideas, metaphors, and stories that stores vision vocabulary. This paragraph is not meant simply to be read but a place that your growing cadre of visionaries can come back to in order to communicate the picture of the future.

“

A vision should never be designed to be merely read. What would have happened to Martin Luther King Jr.'s *'I Have a Dream'* speech if he made it a PowerPoint presentation or decided just to send out flyers? People do not follow your compelling page dumps; they follow you! Vision transfers through people not paper.

—Will Mancini & Warren Bird, *God Dreams*

”

2. A Summary Sentence:

The summary statement is a single sentence that articulates the timeframe, scope and focus of the vision. Don't think of this as a vision statement, but as a single sentence that is understood best in the context of the living language of your shared vision.

3. A Tag Line:

A vision tagline is a punchy, memorable handle that is used to stir emotion. It summarizes your vision briefly in 1-6 words and used a short handle. It's a campaign slogan. By itself, it merely sounds like a bumper sticker but when supported with a vivid description of the future; it becomes a mantra pulling you into your better tomorrow.

Tag lines are best created only once you have landed with clarity of where specifically God is calling you. Paint the picture of the future first and then determine how to distill it to a marketing slogan.

Examples of Vision Taglines:

- Elizabeth Baptist Church: *Raising Leaders who Raise the Bar*
- City Hope Church: *Extend the Tent*
- Faith Baptist Church: *Lift Your Eyes*
- Calvary Church: *150x: Generation to Generations*

Discerning Beyond the Horizon: Begin with Prayer

Vision is not about pushing your way into the future but rather being pulled by the Spirit of God into where He is wanting to take you. This means that prayer is not an afterthought but must be the starting ground to answer the question: ***Where is God taking us?***

Over the next 30+ days, take concentrated time individually (and in triplets) and collectively to seek the face of God. Sit with the Lord and dream about the future. Consider enlisting leaders and intercessors from your congregation to join you in this season of prayer. You may want to send them the questions below and then have them send back to you what they are perceiving from the Lord.

As you sit before the Lord, review your **Kingdom Concept** and meditate on your **Signature Scripture**. *Let the Lord stir your heart and awaken your imagination to what He is wanting to do among you and through your congregation.*

Ask the Lord...

- What do you want to do fresh in me?
- What do you want to do fresh in our congregation?
- Where, among who or for what in our local community are you wanting us to join you?
- What do You want? And, what will it take for You, Lord, to get what You want?

Capture Your Prayers

Focus the Dream

Over the next 5-7 years, as we develop and deploy disciples of Jesus who are becoming...

...we envision collectively bringing greater gospel impact to a particular...

People

an age group or specific people group you will prioritize to reach.

Examples of a particular people:

families, young professionals, first responders, new-Americans, fathers, single parents, unreached peoples, collegians de-churched, empty-nesters, black business owners, etc.

Problem / Pain

a particular pain, injustice, or problem you feel called to engage; a mantle of hope you feel called to carry

Examples of a particular pain:

unactivated callings, broken-marriages, addiction, foster care, lack of kingdom-leaders, illiteracy, generational poverty, religious veneer, racial / economic divisions, etc.

Place

a specific geographic location--local or regional--you want to bring gospel-saturation to.

Examples of a particular place:

a portion of a city, a county, school(s), dying-churches, homes, retirement communities, blighted neighborhood, an institution, home, etc.

STEP 1

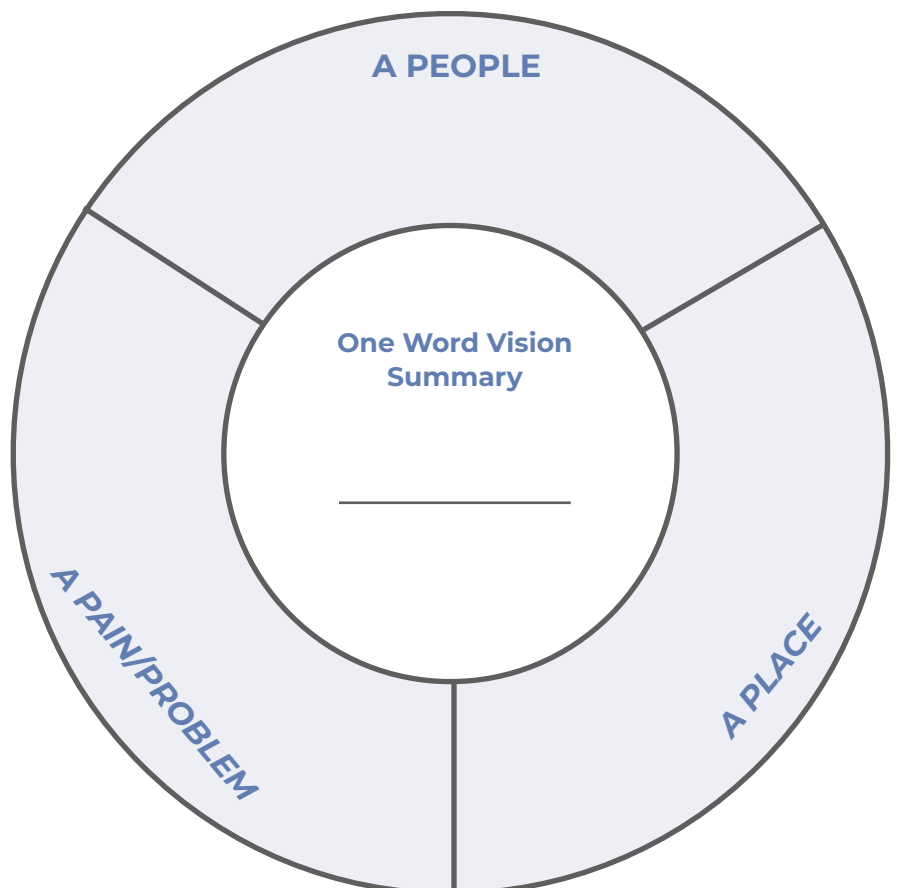
Using 1-3, force rank what you believe must be the leading focus of your vision in this next chapter.

STEP 2

Name the particular people, place or pain for whatever you chose as #1 and #2.

STEP 3

Be ready to provide your best apologetic for why.



Focus the Dream (cont'd)

One Word Vision Summary

In one word, how would you describe the type of dream God is inviting you into? *(Circle one or add your own.)*

- Restoration
 - Freedom
 - Unification
 - Revitalization
 - *Renwal*
 - *Reaching*
 - *Awakening*
 - *Expansion*
 - *Engagement*
 - *Rebuilding*
 - *Saturation*
 - *Resourcing*
 - *Replication*
 - *Multiplication*
 - *Amplification*
 - *Healing*
- *Other:* _____

Time Frame

How far out into the future does your vision stretch?

Scope

Do you imagine 10s, 100s, 1000s?
Is is a 1x, 2x, 10x vision?

Vision Focusing Statement

Based on the chart on the previous page, complete the following Vision Focusing Statement. This is merely a “thinking step” that begins to narrow the focus and guide vision development.

As we are consistently developing and deploying our Dream Disciples,

by _____ we imagine
[time frame]

[scope] + [people, problem or pain] + [one-word summary]

Paint a Picture

Throughout the Biblical narrative, we find a plethora of metaphors the Holy Spirit uses to paint a picture of God's better future. As you consider the vision God is stirring in your heart, choose a metaphor that describes the step you're taking. Circle one below or write your own.

- A river to cross (Josh. 3)
- A mountain to climb (Ex. 19; Heb. 12)
- A city to build (Jer. 29)
- A garden to cultivate (Gen. 1-2)
- A tent to expand (Isa. 54:1-3)
- A people to free (Ex. 3)
- A family to create (Gen. 12)
- An investment to make (Matt. 25:14-30)
- A seed to cast (Luk. 8:4-8)
- A pattern to replicate (1 Cor. 4:11-17)
- A people to deploy (Jn. 20)
- A baton to pass (2 Tim. 2:2)
- A table to open (Mk 2:13-17)
- A land to saturate (Hab. 2:14)
- A house to build (Jn 14)
- A foundation to lay (Matt. 7:24-27)
- A problem to overcome (1 Jn. 5:1-5)
- A race to run (Heb. 12:1-3)
- A battle to engage (1 Sam. 17)
- An institution to restore (Matt. 5)
- A wound to heal (Mk. 5:12-16)
- A people to empower (Lk. 6)
- A way of life to replicate (1 Cori. 4:11-13)
- A darkness to dispel (Jn. 8:12-33)
- A vineyard to grow (Jn. 15)
- A boundary to cross (Mk. 5:1-20)
- A people (or bar) to raise (1 Cor. 3:2-6)
- A house to build (1 Peter 2:4-6)
- An injustice to right (Amos 5)
- A love to embody (1 Cor. 12-13)

Space to Draw

Vivid Vision Description Scaffolding

Image or Metaphor

Metaphor Driven Word Bank

Vision Focusing Statement

By _____ we envision...

Dream Markers: *(5-7 bullet points of what will be qualitatively and/or quantitatively different.)*

Making Vision Move

Vision moves through people not paper. Use this *Catalytic Conversation* template to draft the key ingredients to be included in your vision's vivid description. This template is merely meant to get you started. Once you pull the pieces together, make it come alive by weaving the imagery of your selected metaphor through it in order to create a compelling picture of the future.

We have been... *[common ground statement]*

But currently... *[problem statement]*

Imagine if by _____, we... *[better future statement]*

We must act now because... *[urgency statement]*

Could it even be possible that we could see... *[think big statement]*

For, we know God deeply cares about *[heart of God statement]*

Catalytic Conversation Example

We have been... a church that has, by God's grace, effectively reached people—growing from 800 to 3,000 over the last 20 years.

But currently... our city is growing at a rapid rate and so is the unchurched and done-with-church population in our community.

Imagine if by January 2038, **we...** have moved from being a “reaching” church to a “sending” church where every follower of Christ takes part in extending the tent by planting a gospel stake in their relational sphere of influence. We see this “tent-extending” becoming an all-play experience resulting in a growing family of churches, residency programs, everyday missionaries and resources.

We must act now because... we've been plateaued for the three years. On average, it currently takes 100 people for us to reach one person for Christ annually. We've not even begun to touch our collective kingdom potential.

Could it even be possible that we could see... that over the next decade, scores of new churches and hubs of hope bringing the sheltering presence of Jesus to across our three county region and among our global partners?

For, we know God deeply cares about... His people being sent just as the He sent His Son (John 20:21) so that together their joy may be made full (John 15:11; Luke 10:21).

Vivid Description Examples

Example #1

Church: Faith Baptist Church, Washington, IA

Metaphor: Springs of Life

Summary: *In the next five years, we dream of being a Faith family who is overflowing the life-giving love that Jesus is freely pouring into the relational pools of influence –resulting in 1% of the souls in Washington being satisfied through faith in Christ.*

So many in our community find themselves unfulfilled as they drink from empty wells that consistently come up dry. They long for living water but find themselves in an increasingly parched land barren of meaning, clarity and hope.

Imagine the strength of the current of the gospel that will flow as it becomes more and more normal for each of us to be able to name those we're investing with gospel intentionality. What if rather than asking *what's next*, the people of Faith are known for asking *who's next* as disciple-making becomes a way of life rather than an event. We'll be a church in Washington not only known for our gospel teaching but for its gospel training.

The unending spring of the gospel will be sustaining spring that will motivate and propel our relational investment into our parched mission field. Together, we see dozens of disciple-making friendships strengthening one another to live with Jesus and for Jesus in all of life—starting in our families.

We've hoped too long that people will see the church as the well to which to come. But the church was never meant to be only a place but rather a people that saturate every place with the living water of the gospel. Just as Jesus challenged his disciples to **LIFT UP THEIR EYES AND SEE** (John 4:35), so we will lift our eyes to see those to whom the Spirit is sending us.

Vivid Description Examples

Example #2

Taken from God Dreams by Will Mancini and Warren Bird

Church: Cuyahoga Valley Church, Cleveland, Ohio

Metaphor: Rebuilding the Ruins

Summary: *In the next five years we will pursue the radical transformation of Slavic Village, one of America's hardest-hit foreclosure markets, through a kaleidoscope of missional initiatives with the dream of a complete renovation of an entire neighborhood block.*

God is graciously allowing us to participate in His work to see a city block in a decaying community restored. Our city-block restoration vision is guided by our mission of daily inviting people to new life in Christ. We are motivated by the message of Isaiah 61:4: "They shall build up the ancient ruins; they shall raise up the former devastations; they shall repair the ruined cities, the devastations of many generations."

We have adopted an urban area just north of us, Slavic Village, as a community where we want to focus our resources for restoration. In the words of Acts 1:8, it's our Judea. Why Slavic Village? According to RealtyTrac's latest report, Cleveland's 44105 zip code, Slavic Village, was the hardest-hit community for foreclosures in the entire United States.

We will seek a holistic approach toward restoration in Slavic Village and issue a full-court press of ministry partnerships, church planting, missional engagement, and community enrichment from tutoring kids to job training for parents to fruit-and-veg-table giveaways for all. We collaborate with many others and mobilize our people to bring stability and hope for the future for hundreds of families in the name of Christ.

Vivid Description Examples

Example #3

Taken from God Dreams by Will Mancini and Warren Bird

Church: Newbreak Church, San Diego, California

Metaphor: Waves of transformation

Summary: *In the next decade we will raise up hundreds of guides who will in turn take thousands of people on the journey of a lifetime. Not a vacation but a transforming adventure: a biblically fueled, Spirit-inspired, and relationally charged leadership-development journey. The adventure will focus on Jesus and our twelve marks of becoming a person of kingdom impact.*

Why leadership development and why now? By God's grace, thousands of men and women call Newbreak home. We now have multiple campuses—strategic mission posts spread throughout our region.

But San Diego County is a place with hundreds of unique community identities. From refugees on the run to displaced transplants to an always mobilizing military, our corner of California is dying from spiritual starvation, and it's increasingly adrift on a sea with no rudder.

Therefore our leadership development itinerary will not stop until thousands of people become agents of bold, gospel-motivated change, serving their surrounding communities with authentic love. We imagine dads enjoying their children, marriages welded together, and coworkers radically concerned for one another. We see neighborhoods turned upside down by the unexplainable kindness of Newbreakers. We envision hundreds of small groups as life rafts pulling people from an ocean of crowded loneliness. We see dozens of beachheads in our city's niche neighborhoods, with platoons of skilled and loving Newbreakers moving in to start new gospel communities and empower new causes.

The impact of each new location or plant will be measured by positive community transformation. And we won't stop until we blanket our city with an ever-growing network of churches that are *connecting people with God through authentic relationships to serve communities.*

What's the Newbreak vision when you boil it all down? It's a wave of leadership development that brings a wave of community transformation that brings a larger wave of leadership development that brings an even bigger wave of community transformation.

There's nothing like watching a swell build from the vantage point of the cliffs in Ocean Beach. That's what we see as we look at communities from a development perspective. Can you see it?

What we do through Newbreak in our lifetime will have ripple effects, from here to the farthest points in the world. Let's make some waves!



Background Horizon - Where are we today?

Four Helpful Lists by Tom Paterson

What's Working?	What's Broken?	What's Confused?	What's Missing?

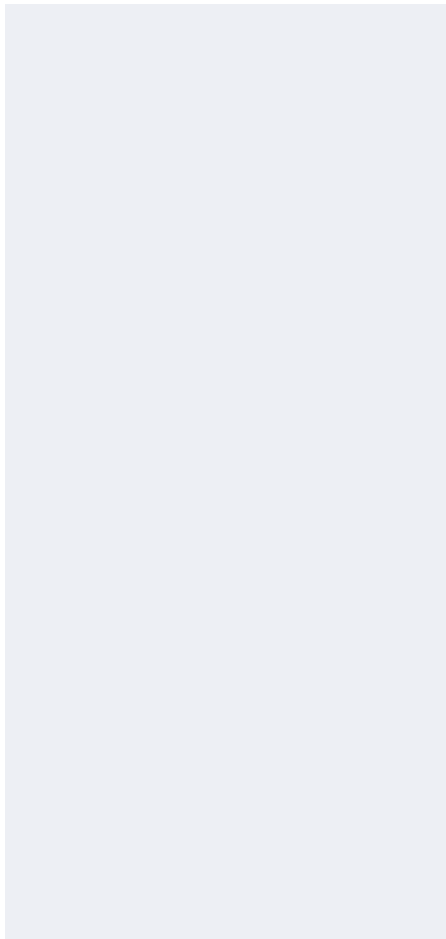
Current Quantitative Realities			
Average monthly worship engagement = _____	Annual budget = _____		
Average engagement in primary pathway vehicles = _____	Percentage of budget to payroll = _____		
Average monthly youth engagement = _____	Giving trend last 3-5 years = _____		
Average monthly children engagement = _____	Number of possible giving units = _____		
Number of volunteers (oversee things & tasks) = _____	Percentage of active giving units = _____		
Number of leaders (oversee people & decisions) = _____	Average age of congregation = _____		
Number of coaches (Leaders of leaders) = _____	Average annual baptisms/new Christ-followers = _____		
Number of new leaders needed if grow by 20% = _____	Number of locations = _____		
Full Time Equivalent Staff to congregation ratio = _____			

1.		2.	
3.		4.	

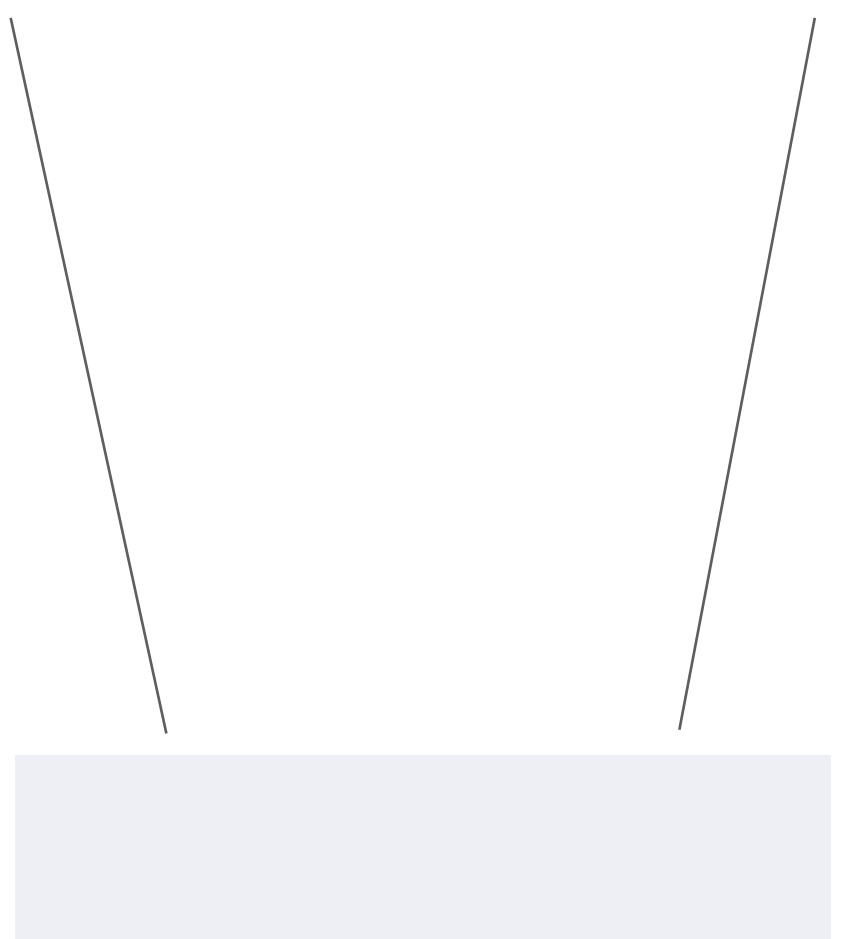
MidGround Horizon: 1-Year Milestone

The midground horizon is a single emphasis stated as a one-year goal.

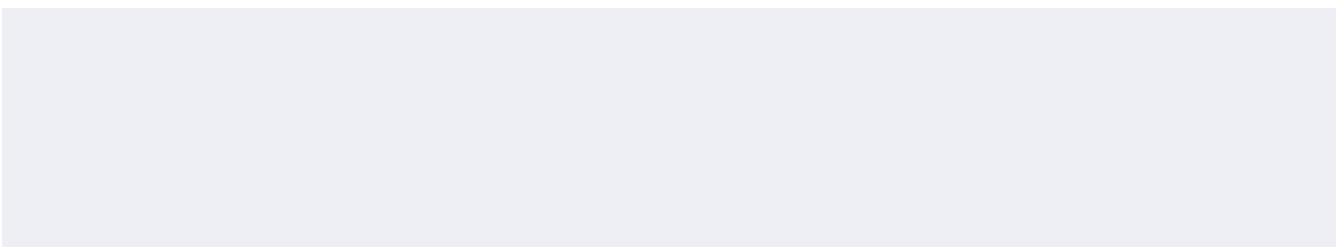
Emphasis Brainstorm



1-year Goal Brainstorms



Mid-ground Horizon - Final



☐ Specific ☐ Measurable ☐ Attainable ☐ Relevant ☐ Time-based

Midground Horizon Filtering Questions

Use the following filtering questions to assess your Midground milestone drafts. Allow the questions to help you to zero in on a particular draft or refine the draft for a single, compelling goal.

1. Which one these milestones gets you personally excited?
2. Which milestone sparked an immediate positive response from the future team?
3. Which milestone could create the most energy for the most of the people in our church?
4. Which milestone would be a first big step toward our Beyond-the-Horizon Vision and Background Vision?
5. Which milestone seems most in step with what we've been sensing the Spirit saying to us recently?
6. Which milestone moves us toward an inspiring step of faith and risk-taking posture without sounding absurd?
7. A year from now, which milestone would we most regret that we hadn't taken?
8. Which milestone will keep us engaged even after the first six months—and beyond a sermon series?
9. Which goal can we see translating creatively into all of our teams/ ministry areas?
10. Which goal could provide our congregation with a deep abiding sense of accomplishment and really get us excited to engage another goal?

Foreground Horizon - 90-Day Action Initiatives

Three Types of Foreground Action Initiatives				
<i>Foreground Initiative Type</i>	<i># of Smaller Action Steps</i>	<i>Who is responsible?</i>	<i>Level of Complexity</i>	<i>When is it Reviewed?</i>
<i>Cross-Functional Emphasis</i>	<i>Many (5-15)</i>	<i>A Team</i>	<i>High</i>	<i>Direct Report or Leadership Team</i>
<i>Ministry Area Subgoal</i>	<i>Some (3-8)</i>	<i>A team or Individual</i>	<i>Variable</i>	<i>Direct Report or Leadership Team</i>
<i>All-Staff or All-Leader Driver</i>	<i>One</i>	<i>Individual</i>	<i>Low</i>	<i>Peer-to-Peer in Team Meetings</i>

	ACTION INITIATIVE	TYPE	LEADER & TEAM
1.			
2.			
3.			
4.			

Horizon Storyline Template

BEYOND-THE-HORIZON: <i>Our Shared Dream</i>			
BACKGROUND HORIZON: <i>Our 3-Year Strategic Objectives</i>			
MIDGROUND HORIZON: <i>Our 1-Year Goal</i>			
FOREGROUND HORIZON: <i>Our 90-Day Action Initiatives</i>			

Wrap Up

Taking Away

Leaving Behind

Next Steps: