



Goals, Metrics, and Alignment

Turnaround Pastors, Inc.



Goals

Goal oriented people perform at a higher level in a number of domains...



TURN AROUND

Goals

Problem:

- Focus on easy tasks at the expense of important tasks
- Hasty decisions
- Less likely to reconsider unwise decision
- Authoritarian impulse
- Close-mindedness
- Preference for conflict over cooperation



Metrics

Suggestions

1. LEAD rather than LAG measures
2. S.M.A.R.T. Goals + Stretch Goals
3. Accountability Culture

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LAG and LEAD measures

- Suggested resource

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

The 4 Disciplines of Execution



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Metrics

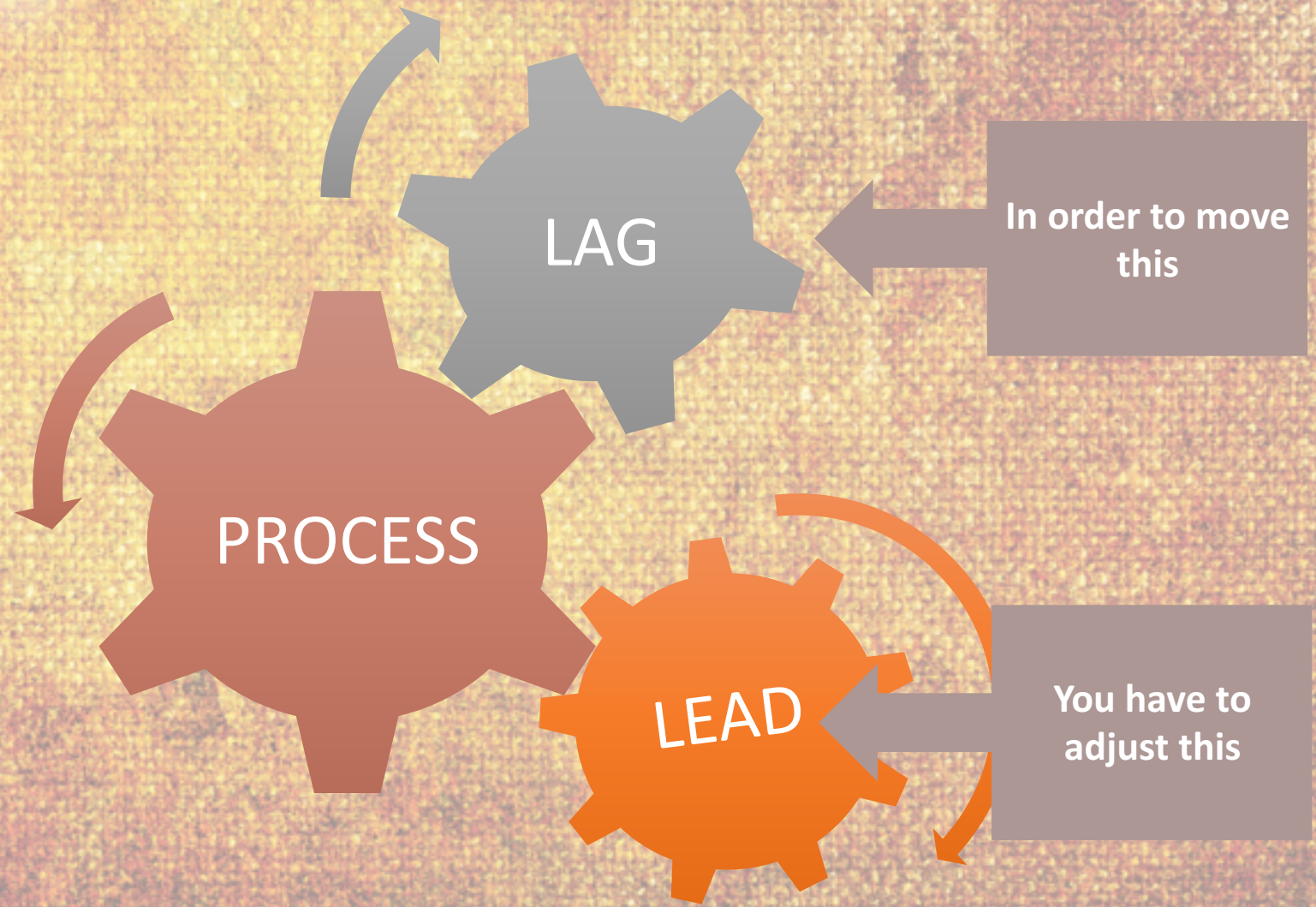
LAG and LEAD measures

- LAG measures indicate you've already achieved a goal
- LEAD measures indicate if you're *likely* to achieve a goal

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Metrics





TURN AROUND

Metrics

LAG

- Increase average monthly attendance 3% by 12/31 next year

LEAD

- Increase visitor retention from 4% to 10%.

(Increases avg monthly attendance by 2%)



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Metrics

LAG

- Reduce “back door” losses from 15 per year to 5 per year by 12/31 next year

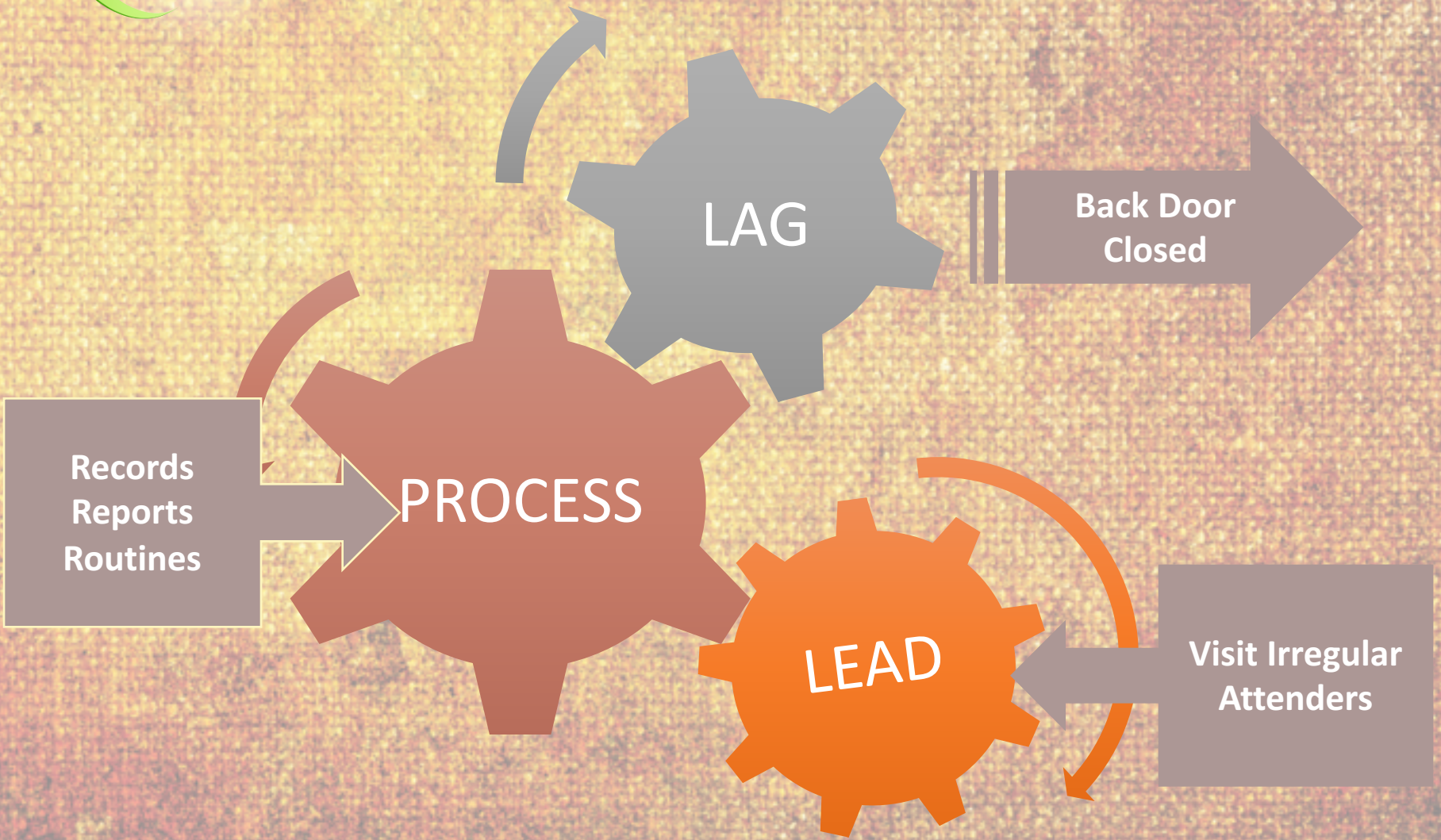
LEAD

- We will visit every family that falls into the “preparing to leave” category

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Metrics



TURN AROUND

Metrics





Goals

S.M.A.R.T.

	Item	Detail
S	Specific	
M	Measurable	
A	Actionable	
R	Realistic	
T	Timeline	



Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	
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R	Realistic	
T	Timeline	

TURN AROUND

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	<ul style="list-style-type: none">• How much?• How many?
A	Actionable	
R	Realistic	
T	Timeline	

TURN AROUND

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• <u>What</u> will they do?• <u>Where</u> will they do it?
M	Measurable	<ul style="list-style-type: none">• How <u>much</u>?• How <u>many</u>?• <u>Soft</u> measurements?
A	Actionable	<ul style="list-style-type: none">• <u>How</u> can this be done?• How <u>realistic</u> is this based on other constraints?
R	Realistic	
T	Timeline	

TURN AROUND

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
M	Measurable	<ul style="list-style-type: none">• How much?• How many?
A	Actionable	<ul style="list-style-type: none">• How can this be done?• How realistic is this based on other constraints?
R	Realistic	<ul style="list-style-type: none">• Are you willing to do this?• Are you able to do this?• Is this the right time?• Does this match our other efforts?
T	Timeline	

TURN AROUND

Goals

S.M.A.R.T.

	Item	Detail
S	Specific	<ul style="list-style-type: none">• Who is involved?• What will they do?• Where will they do it?
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A	Actionable	<ul style="list-style-type: none">• How can this be done?• How realistic is this based on other constraints?
R	Realistic	<ul style="list-style-type: none">• Are you willing to do this?• Are you able to do this?• Is this the right time?• Does this match our other efforts?
T	Timeline	<ul style="list-style-type: none">• When will it be done?• What can I do next week?• Next month?• Six months?



Goals

Stretch and SMART Goals





Alignment

A church is aligned for effective, efficient ministry when...

... everything the church does ...

... works in concern to fulfill the vision, in order to accomplish the mission.

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Alignment

Signs of misalignment

- People only discuss their “own stuff” at meetings
- Plans and resource allocation are unrelated to vision
- Vision statement not in ministry promotional materials
- Ministry leaders and their teams can’t explain how their events and activities advance the vision
- Squabbles for resources
- Doctrinal inconsistencies among ministries
- Ministries collect their own offerings and support their own projects



Alignment

When leaders and staff are aligned they:

- Champion the church's vision
- Infect their team with the vision
- Organized schedules around the vision
- Designed activities to dovetail with the vision
- Allocate resources to support the vision
- Evaluate themselves, their team, and program for alignment

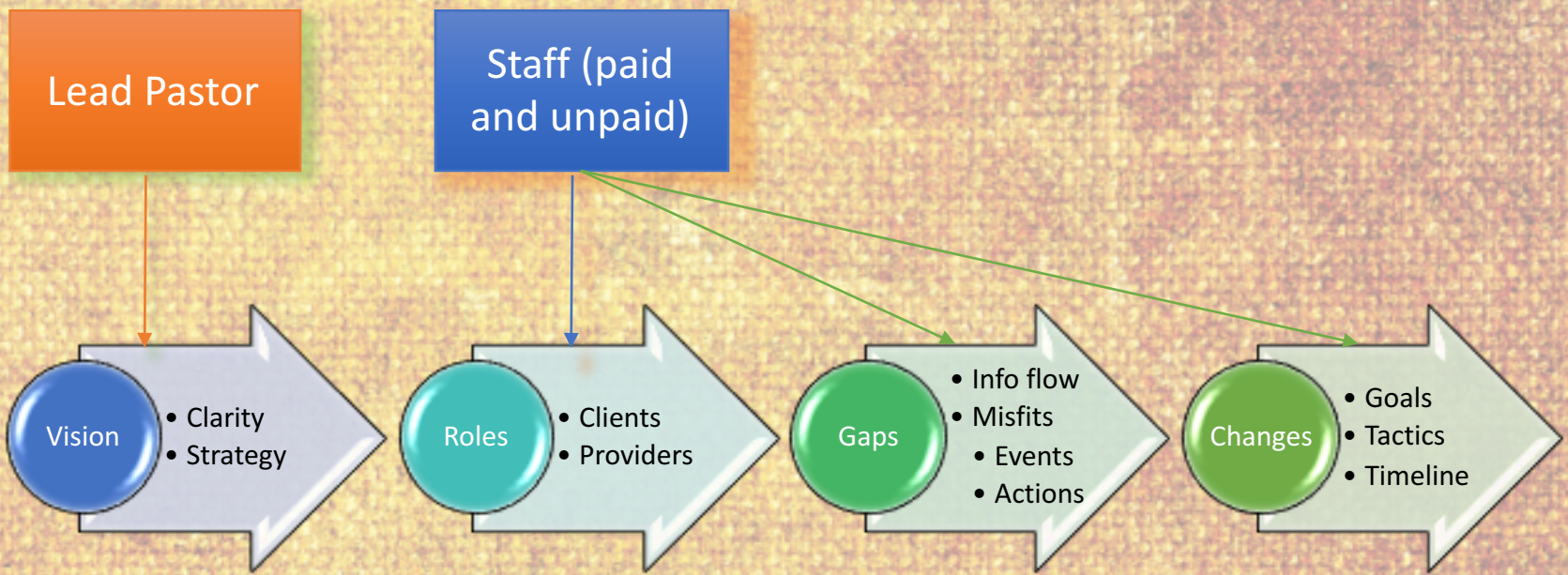
When ministry leaders and staff are aligned, everything else eventually is aligned.

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TURN AROUND

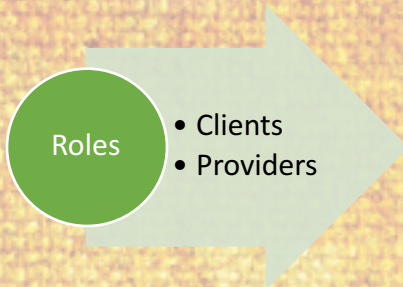
Alignment



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Alignment

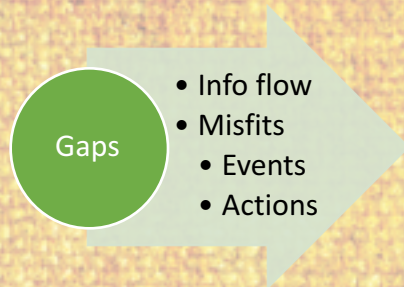


- Clients
 - *Who* does this ministry serve (vertically and laterally)?
 - Who do we follow and need to report to?
 - Who do we cooperate with and need to inform?
 - Who do we serve and need to lead?
- Providers
 - *Who* does this ministry rely on for resources and help?
 - How do we stay in tune with them?

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Alignment



- Information flow
 - Who are we failing to give the right information, in the right form, at the right time?
 - Who are we failing to query for information we need?
- Misfits
 - Where are we misaligned with the mission and vision?
 - Are we working the Four Alignment Questions?

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Alignment



- Changes
 - What *new* goals do we need to adopt to align ourselves with the mission and vision?
 - What tactics can we adopt to make appropriate mid-course corrections?
 - How do these changes alter our timeline, and how will that affect other ministries/departments/staff?

4 Alignment Questions

Planning

1. “Why do we think that doing _____ will help accomplish our vision?”
2. “Where’s the evidence that having done _____ helped us accomplish our mission and vision?”
3. “Why do we think that spending this money, in this way, at this time, will help accomplish our vision?”
4. “Where’s the evidence that having spent that money helped accomplish our vision?”

Budgeting



Alignment

Develop measurements

Outreach

Outreach events build connections with unbelievers

Unbelievers are invited to our church

Evangelism

Unbelievers turn to faith in Jesus

New believers baptized on a regular basis

Spiritual Formation

People conduct a regular prayer life

Everyone is in a small group

Believers govern their lives by the Bible

Reproduction

People know how to share the gospel

Everyone prays for opportunity, boldness, and fruitfulness

Everyone shares the gospel



Alignment

Audit Events

	Outreach	Evangelism	Spiritual Formation	Reproduction
Vacation Bible	✓			
Holiday Services	✓			
Rescue Mission				
Food Bank	✓	✓		
Special Needs Day	✓			
Church Picnic				
Youth Missions Trip			✓	
Alpha		✓		
.....				



Alignment

Audit Ministries

	Outreach	Evangelism	Spiritual Formation	Reproduction
Worship				
Small Groups				
Youth				
Women's				
Men's				
Missions				
Outreach				
Prayer				
Children				



Alignment

Audit Staff

	Outreach	Evangelism	Spiritual Formation	Reproduction
Lead Pastor				
Associate Pastor				
Youth Pastor				
Worship Leader				
Board Chairman				
Small Group Leader				
Admin / Secretarial				
Men's Leader				
Children's Leader				



Goals, Metrics and Alignment

- Step 1: Set LAG goal
 - Major objective to achieve
 - Be sure it's SMART
- Step 2: Identify LEAD goals for the team
 - Team brainstorming and evaluation
 - Will be adjusted thru the year
- Step 3: Assign objectives to team members



Goals, Metrics and Alignment

- LAG Goal:
 - Increase visitor retention from 4% to 10%
- LEAD Goals:
 - All visitors will be greeted in the parking lot
 - All visitors will be greeted by 3 people in the auditorium
 - All visitors are invited to a Small Group by Mon. evening
- Team Objectives:
 - Hospitality will recruit and train parking lot greeters
 - Admin will send visitor contact info to S.G. Coordinator
 - Associate pastor will train congregants how to welcome



Goals, Metrics and Alignment

W.I.G. Meeting

- A very short and weekly (no excuses) meeting
- Focused only on objectives
- Agenda
 - Report: Each team member's past week's achievements
 - Review: Each team member evaluates their performance and identifies what they learned
 - Plan: New commitments by each team member for the week