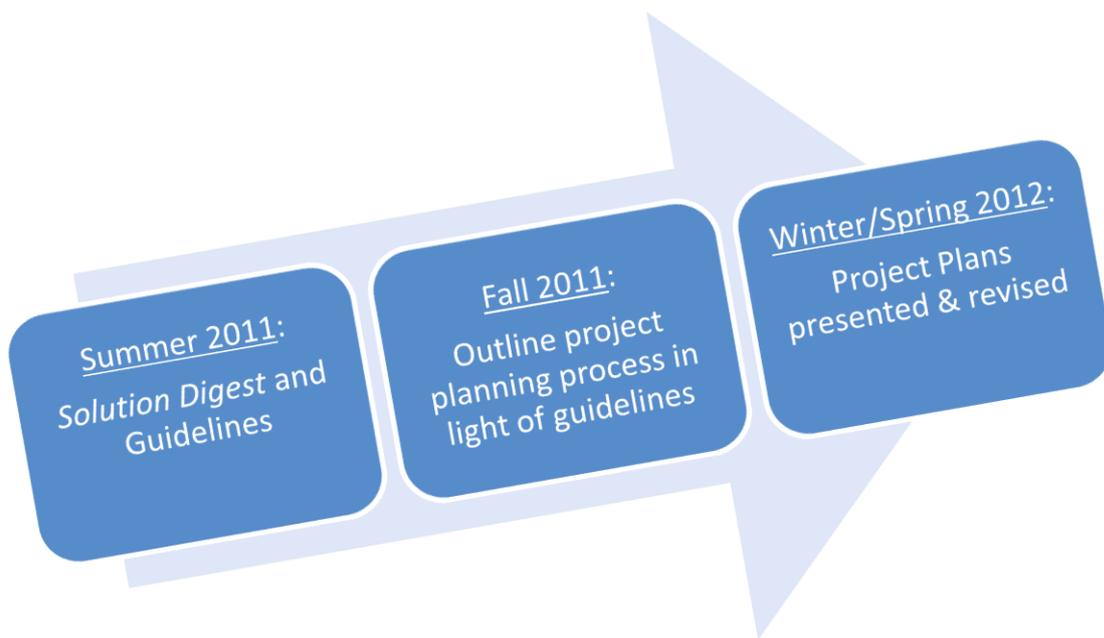


LEADING WELL IN THE MIDST OF CHANGE

***GLOBAL PROJECT PLANNING In Light of GLOBAL CURRENTS,
Whilst Holding Firmly to Our PURPOSE, VISION and VALUES***



Vision Forward

World Team Global

Presented September 2011

Our Task:

The world has changed and is continuing to change. We as leaders need to have the courage to lead our people well in prayerfully and strategically planning for future work in light of global currents. What we are asking is to take a bold approach to project planning as we look just a few years down the road.

The work of the Global QuickVIEW research team and the Solution Snapshots working groups, along with our own discussions at Black Rock Retreat, serve as backdrop to our work of planning during the coming months.

All of this work is distilled down into a number of guiding principles which will inform and direct our planning (area and international) in light of our purpose vision and values:

“This is the end of the world as we’ve known it. But it isn’t the end of the world. It is, in fact, the moment for people to think different and think big.”

*Kurt Andersen, in
RESET*



AREA & SENDING COUNTRY

G1: Emphasize reciprocal partnership building on all levels and at all stages

G2: Identify mercy ministries as elemental to our goal of church planting.

G3: Commit to keeping up with technical competencies for the purpose of using social media and other tools for multiplicative church planting.

G4: Identify and respond to global demands (e.g. English teachers). This includes harnessing the responses as bridges for relationships and sharing the Gospel, all as calculated steps within church planting.

G5: Expand our application of business as mission, and search for alternative funding strategies.

G6: Strategically target urban centers as both the object of church planting and a place to follow migratory peoples.

INTERNATIONAL

IG1: Consider utilizing a collaborative people group strategy, naming People Group Coordinators, for entry into a new People Group.

IG2: Facilitate cross-pollination between Areas and leaders for the enhancement of CP, training and partnership.

IG3: Create a new wing (division) of WT whose mission would have as its focus the goal of reaching the monoculture community throughout the world using the means available to it. Much of this might be “virtual” ministry.

One of the truths that all this research demonstrates is that many of our people are hungry for change; they realize that our call to multiply disciples and communities of believers must take different avenues if we are to fully engage our world.

This current planning document provides clear direction for your team as you begin this process. The resource document (sent separately) contains a number of reference materials of which you and your team need to avail yourselves [see “Resources”].

Our Schedule:

- ❖ *International Director outlines process for discussions and planning (Sept 2011)*
- ❖ *SCDs and ADs begin working with their teams (as well as WT-Global) to draft project plans that align with our purpose, vision and values and interact with the “guiding principles” in significant ways (Oct 2011)*
- ❖ *Early Drafts shared of International, Sending Country & Area project plans at Jan 2012 meeting. Feedback provided during and after these meetings.*
- ❖ *Final plans submitted to International Director for review (April 2012)*
- ❖ *Plans reviewed and budgets determined in light of our priorities identified in project plans (May 2012)*

What we are challenging you and your team to do is the following:

- ① Pull together your leadership team to draft an Area Project Plan (for 2012-15) that significantly interacts with the “guiding principles” we have distilled [see “Global Planning Process” & “Guiding Principles Expanded” below]
 - Without letting go of our purpose: to glorify God by working together to establish reproducing churches focusing on unreached peoples of the world; and
 - In living out our values: the Gospel; prayer and worship; interdependence; and developing and releasing leaders; and
 - Holding firmly to our vision: innovative teams multiplying disciples and communities of believers, bringing the Gospel within reach of lost people everywhere we go.
 - Recognizing that the “guiding principles” are WT Global’s expectations for your project planning. You must engage the world that is changing around us.

- ② Engage as many as feasible in this process through delegating tasks or using working groups, etc. Remember that our focus as leaders is to primarily implement vision and develop other leaders. This is a great opportunity for such discussion and development.

- ③ Present an initial draft, in electronic format, of your Area project plan at the January 2012 global leader meetings.
 - Follow the Project Planning Framework (Resource A).
 - Expect to receive (and to give to others) honest, critical feedback of your plans at this meeting, and significantly revise your plans for our May 2012 global leader meetings.

This is not an easy process that I am asking you to walk through, but I believe you have the capacity and skills to accomplish this work and boldly move World Team into a new adventure of faith. May God give us the wisdom and courage we will need!

GLOBAL PLANNING PROCESS¹

DISTINCTIVES THAT NEED TO CHARACTERIZE WT

The Gospel

We will need to facilitate a deep and ongoing proclamation of the gospel that permeates the organization and creates an increasingly intense humility and confidence in what God desires for His Church. The *regular sharing* of the gospel & its implications for our lives & ministries would create a forum for dialogue, discussion, and opportunities for ‘faith to express itself through love’ at each domain of the mission.

Envision

Vision casting will be a key leadership function. We must revisit the vision regularly, sharpen it and clarify it for our members. Put another way, we need to move our attention from operational leadership to organizational leadership. Organizational leadership has three primary functions: creating and clarifying the direction, aligning the organization and resources to that direction, and promoting the message of the direction.

Innovate

We will align World Team structures for the current global context in the light of our mandate. The global, regional, and local contexts are changing so rapidly that we must structure for a balance of maximum flexibility with necessary controls. The forms and functions of this innovation should be so aligned with the global direction as to facilitate and encourage decentralization as opposed to delegation.²

Multiply

Our task is to multiply disciples and communities of believers. Training and experience in multiplicative discipleship is essential. Unless a person has experienced or been mentored by one who has experienced the kind of multiplication that we are looking for, people will usually default back to their original church culture.

Expand

‘Apostolic’ implies that our ministries are seen as ‘start ups’, temporary, creative, innovative, and community-based; this stance emphasizes function over form. We should always be ‘looking up’ to discern the new opportunities to which God is calling us (John 4:35). This does not mean that we leave the ministries in which we are involved before there is maturity, but neither does it mean that we overstay our time inhibiting national believers from assuming responsibilities that they are capable of carrying out.

¹ Note: This should be familiar; it is the same process assigned for development of our 2008-2011 plans.

² Ed Walker commented in his paper presented to the International Director: “*Delegation* is giving a person or a team the authority and responsibility to implement a given plan with the possibility of some limited tactical planning. *Decentralization* is giving a person or team the authority and responsibility to do both the strategic planning and the implementation at the point of action in accord with the given ends and limitation of means established by policy.

GUIDING PRINCIPLES EXPANDED³

General Framework and Expanded

G1: Emphasize reciprocal partnership building on all levels and at all stages.

- a) Consider connecting with nationally operated organizations and/or national churches in other countries such as Nigeria, Brazil, and Korea to form multi-cultural teams that would be sent to a specified location of ministry where WT is working or desires to work in the near future.
- b) Contemplate a network of ethnic-specific churches that would send out workers or church-based teams. Aligned Chinese churches in NYC, LA, London or Hong Kong could have WT serve their church goals; being the 'arm' that handles missional specifics, facilitative of the church network's vision and mission.
- c) Reflect on aiding the national church leadership on existing fields to form mission-training centers and sending agencies of their own. Brazil, France, Papua and others are probably ready for this but may need to be challenged and walked alongside.

G2: Identify mercy ministries as elemental to our goal of church planting.

- a) Consider developing CP training for development workers. The younger generation has energy and passion for mercy ministries but they sometimes lack biblical foundations and may not know how to couple their mercy focus with church planting. Many Aussies and North Americans need a holistic approach on both sides of the spectrum.
- b) Think about cooperating with mercy ministries already functioning where we are church planting in Cambodia, Cameroon and Moldova. How can WT help them and vice versa? Recruit workers for our partner's mercy ministries (countering sex-slave trade) but then send through World Team to strengthen the partnership with local church-planting team(s).
- c) Contemplate several locations (African, Asian, and Central Asian) where short-term holistic teams can be sent for 6 weeks, 3-6 months and one-year service. These locations would be relatively constant, with WT ministering long-term addressing social needs and discipleship; intensely relational for church planting.

G3: Commit to keeping up with technical competencies for the purpose of using social media and other tools for multiplicative church planting.

- a) Think about offering technological internships to bring "Apple Guy" to an Area (or several fields) to help us get "up to date" and patch together field videos and other technologically-friendly resources to use for mobilization, partnership development, planning, evaluations and public meetings. Interaction with field staff would be steered toward mobilizing *other friends* of the tech intern....or of *her* to extended service.

³ These emanate from May 2011 Black Rock global leaders meeting and have been being shared in subsequent AD and SCD meetings.

- b) Consider creating the cyber team, gEEEk squad, (EquippingEngagedEvangelists) These cyber gurus, from Hong Kong, London and Lima could
 - a.) promote evangelism through the internet ,
 - b.) focus on peoples living in areas that WT is serving
 - c) survey new areas via online research,
 - d.) recommend the best online resources for seekers and new believers,
 - e.) connect seekers/believers with WT or other on-location fellowships,
 - f.) help WT teams with websites, blogs, and their outreach goals via the internet.
- c) Ponder the potential impact of a Technology Prophet. WTers “Sam & Sally” would be commissioned by international leadership to invest 50% of their time (from their active role on a CPing team in a major urban center) in the discovery and heralding among WT and all her partners the innovative ways and means that technology is being harnessed in Great Commission ministry. Of special focus would be two special messages to bring
 - a.) the use of technical competencies in CPing activity and
 - b.) the call to prayer for new tools to address specific felt needs in CPing ministry.

G4: Identify and respond to global demands (e.g. English teachers). This includes harnessing the responses as bridges for relationships and sharing the Gospel, all as calculated steps within church planting.

- a) Think about networking with existing TESL-equipping entities to seek TESL credentials for WT’s short-term and mid-term workers. Couple this with giving our WT experience in varying degrees of orientation to CPing for anyone studying TESL pedagogy with them.
- b) Consider deploying English-teaching (or business-seminar) teams to go to China, Sub-Saharan Africa, eastern Germany, etc. to poignantly deliver their skills but with the vision to plant churches. These would be credentialed professionals very intentionally living out their disciple-making faith.
- c) Contemplate joint small-business ventures (e.g. café, IT service) with enlightened nationals in places like Mozambique, Spain and Chile; yielding both monies and relationships for local ministries and missions.

G5: Expand our application of business as mission, and search for alternative funding strategies.

- a) Mull over mobilization efforts beyond traditional church planting positions. Seek career workers with expertise in Information Technology, Accounting, Organizational Management, Engineering, etc... to work professionally in other countries with the goal of church planting among indigenous peoples with whom they live and work. Don’t just think China and Central Asia; consider Paramaribo, Paris and Phnom Penh. And don’t just think of new recruits; how about current WTers dusting off their business-world credentials?
- b) Contemplate a WT initiative that intentionally networks with Christian businessmen (managers, owners, and CEOs) who already have companies in Istanbul, Jakarta or Monrovia where workers can be sent from existing WT sending offices and other partners. Go on the business conference circuit, seeking to help Christians there get mobilized for missions with WT, without moving from their business roles in Topeka or Tokyo.

- c) Ponder a series of WT affiliates in several countries that are for-profit missional consulting companies; say Turkey, Indonesia and Peru. The affiliates recruit businessmen who want to reach people in and through their local companies. They pay WT for consulting on how to do this because we provide the missional expertise, and the affiliates provide the manpower, local organization and the finances.

G6: Strategically target urban centers as both the object of church planting and a place to follow migratory peoples.

- a) Contemplate a “migratory peoples” initiative of WT whose sole focus is displaced people. Utilize social enterprise ideas from younger generations and recruit them to build their product base from migrated peoples – and again provide a kind of missional consulting to help them use their business for the advancement of the Gospel among Arabs in southern Europe, transmigrants in Indonesia and ethnic minorities to China’s mega-cities.
- b) Consider planting churches in North America among various people groups as a viable ministry, especially for WTers (and partners) with cross-cultural experience among these migrants. Create a way to associate with World Team without being a full-time/supported missionary, yet gaining encouragement, training, and networking; perhaps at regional conferences in Vancouver, Los Angeles, Chicago and Montreal.
- c) Deliberate about unfolding a combination of the other five (5) Guiding Principles to address the world’s fastest growing cities. Identify the hottest migration locations and place teams combining BAM elements, Mercy Ministry experts, English instructors and gEEEk squads, along with focused CPing facilitators. Guangzhou, Mexico City, Surat and others are experiencing massive migration, and development while becoming major social center powerhouses; should WT be ministering there?

International General Framework and Expanded

IG1: Consider utilizing a collaborative people group strategy, naming People Group Coordinators, for entry into a new People Group.

- a) Consider naming People Group Coordinators (PGC) for 2-4 new people groups. Such PGCs could facilitate the identification and research of new ministries among Turks, Indonesian Transmigrants and an Unengaged Unreached People Group. Later they would oversee the deployment and/or redeployment of teams emphasizing specific church planting strategies.
- b) Contemplate using People Group Coordinators who will work alongside existing WT field/area leadership to facilitate research and possible deployment and/or redeployment of teams to address opportunities in key migration centers like London, Vancouver and São Paulo. The PGCs could identify effective existing ministries and devise methods to complement such partners for effective church planting.
- c) Think about adjusting our traditional view of geographic “fields” by assigning People Group Coordinators to implement strategies for CPing regardless where the Uyghur, Fable or Vietnamese live. PGCs would benefit from WT’s past experience among these peoples but would not be stopped at existing geo-political boundaries that often effectively limit current ministries.

IG2: Facilitate cross-pollination between Areas and leaders for the enhancement of CP, training and partnership.

- a) Consider providing more face-to-face interaction between our indigenous partners and WTs team, field, and area leadership by hosting global or regional think-tanks about cultivating innovation, discipling Muslims, or facilitating others. Plus, administratively expect that every FD and AD will either attend a field/area conference or help perform a ministry audit outside of their area, at least once every 18 months.
- b) Ponder church-planting apprenticeships in each major Area as a step between RACE/Pre-field training and the frontline for most new workers. Fuel accountability and reflection by bringing WT church planters from other areas for short-term participation in such apprenticeships. Church planting is learned “on the ground,” not in a classroom. Many of our appointees know the classes and the textbooks but are desirous of on-location training.
- c) Contemplate developing online courses and webinars designed by WT church planters from different Areas, various foci and multiple experiences. Utilize other organizations and CPMovements who already provide valuable training. Such equipping envisions several levels;
 - 1) appointees preparing for the field; needing WT vision and values
 - 2) new field missionaries finishing language/culture training; focusing on forming teams, worldview and conflict resolution.
 - 3) church planters in the midst of ministry; learning more about leadership development, facilitative ministry and church multiplication.

Assure that regular encouragements toward these trainings are reaching all World Team workers and local partners.

IG3: Create a new wing (division) of WT whose mission would have as its focus the goal of reaching the monoculture community throughout the world using the means available to it. Much of this might be “virtual” ministry.

- a) Think about what younger “apple guys” could dream this up. Guidance would be available from more seasoned church planters in WT, but younger workers who think differently and utilize the newest communication tools should be given much latitude. Recruit a twenty-something leader and leadership team composed of 5-6 young adults with “exceptional” skills in the social media, internet development, etc. Link these guys with other entities who are doing this kind of thing well and let them get ideas and inspiration.
- b) Consider a team of cyber evangelists who would focus on this area of monoculture. Foster a network of “virtual” discipler, counselors, church planters, etc. who will respond to interested global young people who “connect” to the new social media system. Capture the imagination, passion and information technology skills of young adults from the global church to reach young adults (20-35) for Jesus Christ in developing countries (Philippines, India, Indonesia, China, Iran, etc.) through intensive use of social media. They will need to define “minimal” system boundaries and the group’s “soft connection” to WT.
- c) Seek to understand “felt needs” of national believers – resources that could be made accessible on the web. Look for new technology that could allow distribution in new ways. China is said to already have plenty materials, but could benefit from help with distribution and learning how to use these existing resources. Evangelistic ministries are having extraordinary success with evangelism via private messages/movies on smartphone into North Africa; what contribution might our WT church planting experience make? Some WTers are already mentoring national church planters online and across borders. How can we increase their number AND build more bridges to non-traditional, monoculture-focused, community catalyzers?