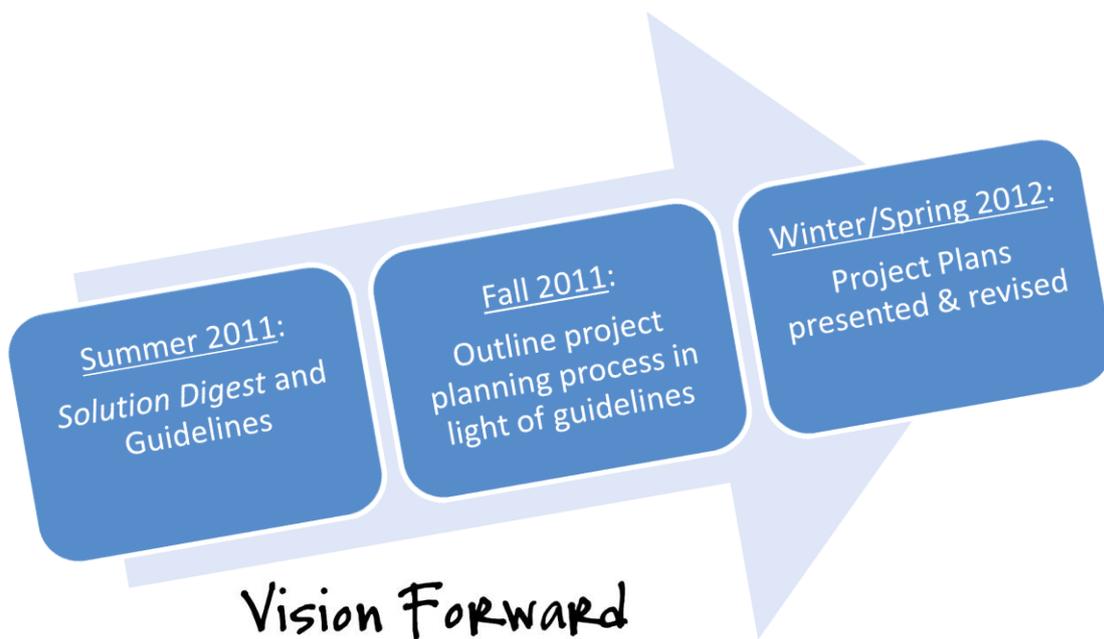# LEADING WELL IN THE MIDST OF CHANGE

RESOURCES SUPPLEMENT

This document is meant to serve as key reference tool for your project planning. You will find summaries of several pieces of research as well as the <u>Solution Snapshots</u> suggested by various working groups

Summer 2011: *Solution Digest and Guidelines*

Fall 2011: *Outline project planning process in light of guidelines*

Winter/Spring 2012: *Project Plans presented & revised*

Vision Forward

World Team Global

Presented September 2011

PROJECT PLANNING FRAMEWORK

The object of this outline is to encourage you to 'tell the story' of the outworking of the global vision in your Area with specific precision so that leaders will be able to align their field ministries and teamwork with that larger direction.

AREA [THREE-YEAR] PROJECT PLAN

Section	Description
Executive Summary	One page summary of the project plan
Background & Critical Issues	Provide necessary background context (cultures, opportunities and obstacles, ministries in one's Area) and define major issues facing the Area in accomplishing its purpose and vision
World Team's Purpose, Global Vision, and Guiding Principles	
Area's Vision and Objectives	Define Area's vision and objectives and share how they align with WT global vision and objectives.
Area Tasks	Present tasks for each objective (i.e. how the Area will address the objective) and necessary strategies.
Schedule/Resources	Create a schedule for completion of action steps and determine who is responsible for task.
Cost Summary	Present any costs related to each task.
Mobilization Strategy	Brainstorm the Area's strategies for mobilizing human, financial and prayer resources to address the Area's needs. This may need to be in a separate document.
Appendices A. Cost Detail B. Other related documents	A. Present details of costs noted in the *Cost Summary* section B. (TBD)

SUMMARY of Global Currents
Per **Global *Quick*VIEW**

GLOBALIZATION AND WORLD CULTURE

Glocalized World Culture

- Growing universality of cultural values
- Visible "rise in radicalism" in the world
- Radical Islam will intensify, become more lethal, be challenging to control, and remain a security threat

Religion

- Globalization has produced a distinct awareness of diverse religious beliefs, leading many to doubt the existence of any version of absolute
- Truth with tolerance the new absolute
- Spirituality will increase while religion declines.

Global Youth Culture

- Speak different languages, but lifestyle aspirations, values, fads, fashions and music are globalized
- Connected, communicating, content-centric, computerized, community oriented, always clicking.
- Many in the developing world will be disenchanted with traditional institutions and religious practice; being susceptible to ideologues, militias, radicalization & crime.

> *"It is our hope that this research will cause each reader to considering these projections and the possible outcomes and then to ask; what strategic decisions and actions should we take today in the light of what the future is likely to be?" (GQV research team)*

MIGRATION AND PEOPLES

Facets of Migration

- Higher numbers of international migration are relocations to neighboring countries with 60% staying within their own region.
- The urbanization that is now taking place is unprecedented and will increase exponentially with the increase in world population.
- Europe will need 16 million replacement immigrants by 2025 to remain competitive in the job market.

Effects of Global Migration

- Crime and illegal substance use may rise
- Developing countries suffer 'brain drain' as the best & brightest choose to immigrate
- Lessening loyalty to a nation while devotion to causes & religious beliefs is on rise.
- Disconnected from family and familiar structure.

MUTUALITY AND PARTNERSHIP

Global South Church and Numbers

- By 2025 there will be 2.6 billion Christians; 633 million in Africa, 640 million in Latin America & 460 million in Asia with 70% of Christians non western
- Church leaders rising up in great number and fervor to partner in taking on the task of evangelism and church planting.
- Millions of new believers and the staggering number of missionaries being sent

Thinking Differently

- No longer can the West design the future exclusively; the shifts in thinking, the rapidly changing context, and the intercultural dynamic demand broadening our ideas and forging mutual partnerships instead of the typically-led Western format.

MERCY AND INJUSTICE

The Dire Situation

- Global poverty continues due to; increase global population and natural disasters, lack of local resources and the tyrannical acts of social injustice
- Major human issues facing the global community are slavery, inadequate access to water, lack of basic sanitation, children's basic needs & undernourished people

Facts and Concerns Looking towards 2020

- Increase global ageing, haves vs. have nots, negative effect of biotechnology advancements, impoverished adult illiteracy rates, AIDS orphans, impact of 2nd AIDS wave, condition of women, natural disasters, environment refugees, food shortages and high prices and global pandemic
- Instability among families, communities and government

A Humanitarian Generation

- Global awareness of poverty is at its highest peak since 1700
- Generations "Y" and "C" are focused on humanitarian relief and to them social justice has become a "global imperative."

MAJOR SHIFTS IN ECONOMIC & GEO-POLITICAL POWER

The Decline of the United States as a Superpower

- Digression in the area of economics, influence, and military capabilities; revealing shifts in power from West to East
- US will remain an important player; its "relative power position" will have "eroded."

Rapid Rise of China & India

- By mid-century, China should have overtaken the U.S. as No. 1 economy
- By then, China and India could account for half of global output."

Expected Changes Looking towards 2020

- Democracy seems to be declining.
- Political Islam will continue to be a major force with terrorism a continued threat
- Major shifts in the world economic order with the global power becoming more balanced as Russia, Brazil and Mexico join the world's ten largest economies.

SUMMARY of Global Currents
Per The Meeting of the Waters by Fritz Kling

MUTUALITY: *Mutuality between followers of Jesus Christ is a reflection of the social nature of the triune God Himself. The biblical metaphor of the body of Christ points to the unity of all believers in their diverse functions, their need for one other, and their love and respect for one another. This relationship is expressed through self sacrifice, giving of self to one another, and the biblical concept of agape.*

MONOCULTURE: *A prevailing culture marked by homogeneity, where we see the surface cultures of all countries becoming more and more similar under the influence of ideas, marketing, images, new information, technologies and social networking coming from outside people's borders. This "culture" is exterior, not necessarily representative of the deep culture of the culture and world view of a people (ex. veneer). The impact of monoculture is greater among youth.*

MIGRATION: *People everywhere are on the move, to meet economic needs, flee repression or combat, seek freedom or asylum, enjoy tourism, etc. While in the past Christian missionaries reached diverse people groups by ships or planes or trains, now everywhere in the world is more diverse. Because of this, it is almost impossible to talk about migration without considering mutuality and monoculture.*

MERCY: *Younger people of faith around the world increasingly demonstrate their piety and their love for others by serving–by feeding the hungry, addressing AIDS, rescuing girls sold into slavery, saving the earth, etc.*

MACHINES: *The importance of technology is not news to anyone, but its impact on Christian communities around the world has its surprises. Studies on technology and evangelism abound, so I highlight examples of how technology is radically changing disaster relief efforts.*

MEMORY: *In the shadow of so many game-changing trends, every country, region and village has its own "backstory" — those historical features, clues and codes that may be unseen but affect everything in those societies.*

MEDIATION: *Many people say that the world is "flattening," and that we're all coming closer together. But the internet and available media are actually providing more opportunities, tools, and points for polarization and division. Who will mediate, and how?*

SOLUTION SNAPSHOTS SUMMARY

Compilation of input from various WT task forces and leader groups; Spring 2011

Mutuality

- Seek to join Global South partners in their vision and projects in which there is mission alignment. (LC)
- Actively and honestly build relationships with national and other entities, in line with our vision, that would allow us to participate collaboratively in seeing disciples and communities of believers multiplied (WM)
- Emphasize reciprocal partnership building on all levels and at all stages with national leaders that result in two-way exchange of resources, ideas and ownership. (4.5) (LC)
- Partner with humanitarian organization(s) to develop contacts, credibility and status among a people group (3.4)
- Once the nationals take over ministry leadership, they can become partners with the missionaries in further church planting ministries. (4.5)
- Partner with local ministries that already exist as we enter new, or reassess existing, ministries (4.5)
- Build our 'partnership' with mission organizations in other cultures as that of learners rather than partners. (WM)
- In a country with strong presence of the "Church", we must not just work under their leadership but we must work to propagate their movement. (WM)
- Help established mission organizations in other countries by using World Team's expertise in mobilizing and sending out workers (3.4)

Monoculture

- Create a new wing (division) of World Team 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. (LC)
- A new feeder organization needs to be created that will cultivate younger people's interest into embracing World Team's ethos and will be designed by younger people meeting the desires of the younger generation. (3.4)
- 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 using the internet, social networks and business as missions (WM)

Migration

- Utilizing a collaborative people group strategy, naming People Group Coordinators for each people group, who facilitate the identification, research, and deployment and/or redeployment of teams emphasizing emerging top migration centers. (LC)
- Ride global currents by training people in some of our well-established fields to ride the migration current to other places (4.5)
- Strategically target urban centers as both the object of church planting and a source of resources for church planting (4.5)
- As migration continues, local church bodies must embrace this as a mission field at their doorstep. (WM)

- Relocating our "western" missionaries working in the east to be deployed in western churches who are in need of help due to immigration.(WM)
- Mobilize people who have lived in several places throughout their life. (4.5)

Mercy
- Identify mercy ministries as elemental to our goal of church planting (4.5); partner with humanitarian organization(s) to develop contacts, credibility and status among a people group (3.4)**;** and explore possibilities for mercy ministries within the communities where we already work (4.5)
- Recruit people to live in Monastic Communities among the UPG urban poor. These people will commit themselves to poverty, simplicity and service among the poor. (3.4)
- Rise up a pool of 50 on-call, non missionary workers to be on a Disaster Response Team.(3.4)

Machines
- Create a global virtual network based on dialogue and knowledge of the strengths of each region (4.5); provide a forum for exchanging strategies that work, e.g. global conferences on themes (4.5); and begin to reciprocally encourage/share/equip one another and fields in innovative areas of ministry opportunities and church planting. (3.4)
- Commit to keeping up with technical competencies (4.5)
- Machines can now be used to enhance and enlighten what is happening throughout the world among World Team constituents. (3.4)

Others (miscellaneous ideas shared; not necessarily fitting into above categories)
- Develop partnership that allow for increased bi-vocational ministry, Business-As- Mission strategies, partnerships with schools, urban churches, sporting programs and businesses.(3.4)
- Area leaders, with the assistance of office staff, should periodically review all policies and procedures and keep only those that are essential for existence and reasonable operation. (3.4)
- Pursue higher level of multi-national participation in mission leadership [next ID from non North American members or partners (LC)] (4.5) with some fields being lead by under 40 age people as well as non North Americans by 2020. Change on-field team structure/dynamics to include non-native English speaking members, indigenous leadership, and long and short-term team members. (3.4) (4.5)
- Create a way to effectively send missionaries at less than half the cost of current members in existing countries. (WM); and strengthen our presence in each global region to enable us to establish mobilization in every region for neighboring regions and even beyond. (WM)
- Agencies must be flexible and responsive; increasingly tangible and nebulous; highly relational and collaborative; low key, maybe low budget, but instantly and locally strategic (WM); and need rapid response teams and high degrees of collaboration will need more experienced mentors and consultants than directors and leaders (WM)
- Change the church planting philosophy for missionaries to the role as facilitators of church planting/disciple-makers with national believer trained to start churches and foster multiplication. (4.5)
- Establish a training center that will produce missionaries of the caliber needed for ministry in this new global context. (WM)
- Create decentralized network of hubs for mutualizing resources, not as a collection of "sending countries" (4.5)

- Identify and respond to global demands (example – English Teachers) and use them as bridges for building relationship and sharing the Gospel (4.5)
- Consider sending fully or part-time employed workers to be part of traditional church planting teams (4.5) (WM)
- Incorporate more mid-term workers to fill essential roles (4.5)
- The field teams and area directors in conjunction with indigenous church leadership/ partnership should be consulted and included in all philosophical decisions. (3.4)
- Mobilizers should enthusiastically recruit for every World Team field unless otherwise stated by the Area leader. (3.4)
- Mobilize people who have lived in several places throughout their life. (4.5)
- Consider sending fully or part-time employed workers to be part of traditional church planting teams (4.5) (WM)
- Younger leaders should be chosen to fill all leadership positions within the mission right now. (3.4)
- Pursue a higher level of multi-national participation in mission leadership (4.5)
- Seek candidates for the next ID from non-North American members or partners. (LC)
- By 2020 at least two fields in every area are led by an FD under age 40 and at least two fields in every area are led by an FD who is not North-American.
- Expand Church Link by educating and influencing our churches about missions and the need for a focus on church planting (3.4)
- Change on-field team structure/dynamics to include non-native English speaking members, indigenous leadership, and long and short-term team members. (3.4) (4.5)
- Many UPG's placing a high emphasis on speaking English. Focus these types of ministries where workers can begin to reach UPG's now in English. (3.4)
- Identify and respond to global demands (example – English Teachers) and use them as bridges for building relationship and sharing the Gospel (4.5)
- Expand our application of business as mission to open fields (4.5)
- Intentionally recruit and send from anywhere we are to everywhere (CL)
- Area leaders, with the assistance of office staff, should periodically review all policies and procedures and keep only those that are essential for existence and reasonable operation. (3.4)
- The field teams and area directors in conjunction with indigenous church leadership/ partnership should be consulted and included in all philosophical decisions. (3.4)

Solutions sources include; Working Group 3.4, Working Group 4.5, (3) May 2011 Leadership Conference Working Groups (LC) and (5) Mission "Wisemen" (WM)