

# Strategic and Visionary Leadership

## EXECUTIVE SUMMARY

Vision is important. It shows what we want to attain. Vision without strategy is dead. With a lack of strategic leadership we will never come close to living the vision. Understanding visionary and strategic strengths, weaknesses, opportunities, and threats within House of Glory is essential to the church's overall success. Therefore, it can be concluded that the Strategic/Visionary Leadership issues within HOG are either:

1. Foundational – what drives us and how we define ourselves
2. Structural – how effective are the mechanisms and systems that operate within the House (departments, groups, ministries, programs, etc)

Because of this, at a high level, the following are measures that leaders in HOG needs to continually reflect upon. Our ability to accurately address them, and effectively communicate them to the church as a whole will go a long way towards furthering the strategic vision of the church.

- Is clarity of vision, purpose, mission, responsibilities, and expectations apparent from the pastor to the newest congregant?
- Is there an established path through which people can be encouraged to make a commitment to the vision of the house?
- Is there an inadequate sense of ownership (across the church)?
- Is there a perpetuating lack of understanding, expectations, and execution of tasks and responsibilities at a granular level?
- Is there an effective 360-degree feedback process that works?
- Does the inability to tap into (or stir up) peoples' internal motivations exist? Understanding that everyone has something that pushes them?
- If anyone in House of Glory is asked, "What does your church offer?" Can we appropriately answer the question?
- Are we as a church comfortable with the fact that people are going to leave if they want to leave, for whatever reason?
- Do we as a church realize that the effecting of the vision is not only work of one person (or a handful), but a shared experience?

It is critical that throughout the leadership pecking order in House of Glory (Pastorate, departmental, or ministerial, etc) issues of a strategic, visionary, and/or executable nature be approached without presumptions or pre-suppositions. It is critical that though hierarchy is recognized and enforced, people still continue to have a sense that their opinions matter and they too are part of a system that works, and not a hindrance or set back. It is important for leaders and others to realize that there is a path to improvement, and that there is help available along the way. It is important that leaders ensure that their group or department members continue to be improved through training. It is important that people do not feel criticized or condemned for not knowing, but instead, a process of retooling should be effected and a very functional house.

## RECOMMENDATION

The following is the recommendation for the Visionary/Strategic Leadership group. These recommendations can be applied from a short-term to long term basis.

	Recommendation	Goal	Execution Path	Range (short-, mid-, long-term)
	<b>Visionary Leadership</b> <i>Things that all leaders within House of Glory should do</i>			
V1	HOG mission statement should be formalized, which describes to an extent the path to accomplishing the Vision.	To build a solid church foundation	Received from the Pastor	All
V2	HOG should have established core values that every member of HOG knows, and intimately understands	To build a solid church foundation	Received from the Pastor	All
V3	Communication of the vision, mission and core values to the whole church by the pastor	To effectively communicate what we offer	When all this has been ratified by the pastor, it can be effected as follows: <ul style="list-style-type: none"> <li>- Pastor takes time in 3 designated church service to do a back-to-back deep dive on: <ul style="list-style-type: none"> <li>o The vision</li> <li>o The mission</li> <li>o The core values</li> </ul> </li> <li>- Back to back because hopefully people would get to hear at least once – hearing multiple times only solidifies</li> </ul>	All
V4	More detailed communication to the Heads of departments and ministries within House of Glory to ensure buy-in	To build a solid church foundation	<ul style="list-style-type: none"> <li>- Pastor to set a meeting with all ministers and heads of departments: <ul style="list-style-type: none"> <li>o Do a deep dive with them</li> <li>o Give a period in time to go back and ponder</li> <li>o Get commitments from each person in the presence of the various titled leaders</li> </ul> </li> <li>- They should have a way of affirming commitment to the vision so that leaders in HOG are of one mind. <b>(Preferably acknowledged commitments. Please see S3 and S4)</b></li> </ul>	All

V5	Heads of Departments and Ministries should take this knowledge of HOG corporate vision to their respective teams – as they are closest to members and encourage execution	To continue a solid church foundation	<ul style="list-style-type: none"> <li>- Each leader of group, ministry, or department should commit to set a time with members of their departments where: <ul style="list-style-type: none"> <li>○ commitments are renewed on fulfilling the vision, mission and goals of the House</li> <li>○ Additional questions are asked within the group</li> </ul> </li> </ul>	All
V6	Pastorate should continue to ensure the overall understanding of the corporate vision continues to move in the right direction	To continue a solid church foundation	Quarterly check-ups with Ministers and department heads to ensure that everything being done in departments is in line with our vision, mission and core values.	All
V7	The corporate vision (vision, mission, core values) should be communicated as often as possible by pastorate, and various persons in leadership position (formally and informally)	To ensure that we continue to be of one-mind and one spirit <i>(We should not operate on the assumption that it should be known)</i>	Please see <b>V6, V8</b>	All
V8	The beginning of each year and HOG Anniversary month (once a year) should be used as an opportunity to re-educate the church on: <ul style="list-style-type: none"> <li>• History of HOG</li> <li>• Vision, mission and core values of HOG</li> </ul>	To make every church member intimately aware of HOG core foundation and have a sense of ownership	<p>Can be achieved in a manner that is engaging to the whole church.</p> <ul style="list-style-type: none"> <li>• Use audiovisual presentations</li> <li>• Use different groups (children to adult) to communicate their understanding in addition to overall pastor summary</li> <li>• Utilization of quizzes and raffles</li> </ul>	All
V9	An established avenue where members make a commitment to the vision of the House		Training and Development department can take advantage of Foundations/Membership Classes. Please see <b>S2</b> .	All
<b>Strategic Leadership</b>				
S1	Once Visionary Leadership recommendations have kicked in and are in progress, HOG Pastorate (possibly with the help of a small team) can effect a process of retooling every department to ensure that they are built for success.	To make departments effective and functioning with the right leadership	<ul style="list-style-type: none"> <li>• Begins with working with department/ group leaders to obtain their renewed commitment to move their respective departments in line with the corporate vision</li> <li>• Quarterly meetings with ministers and heads of departments (ministers meet every month at a certain time. At the same day/time per quarter, heads of departments can join in. A scenario like this will not create an additional meeting time, but take advantage of a meeting time slot that currently exists.</li> </ul>	All
S2	Foundation classes for new members should occur so that as people join, they get to learn about what DNA of HOG	To make things clear on what House of Glory is about and what we stand for	<p>This can begin on an “as needed” basis (1 per quarter)</p> <ul style="list-style-type: none"> <li>• When it is recorded that a number of new members have become quite regular, they should be encouraged to participate in a short “Introduction to House of Glory”.</li> <li>• They should be able to ask questions about the church</li> </ul>	All

			and get their questions answered <ul style="list-style-type: none"> <li>• This should fall under the purview of the Training and Development department</li> </ul>	
S3	Create official documentation that is communicated, that clearly states the requirements that every department/ministry head must agree to meet in order to hold office	To eradicate lack of understanding and/or miscommunication	Official Documentation must discuss: <ul style="list-style-type: none"> <li>• Ownership</li> <li>• Feedback process</li> <li>• Goals and objectives</li> </ul>	All
S4	Establish a clearly defined path for appointing and/or changing leadership within any group that is clearly communicated.	To make things clear	Path should clearly communicate: <ul style="list-style-type: none"> <li>• Service Tenure. Including how renewal process will occur for each position.</li> <li>• At-will volunteerism. If leaders can no longer be effective he/she has a clear path to resignation</li> <li>• At-will appointment. Pastor reserves the right to change a leaders appointment for any reason he deems fit. This includes a leader who is no longer effective (after numerous conversations and two-way communications would have occurred)</li> </ul>	All
S5	There should be a process through which “titled” leaders members are trained to promote a culture of: <ul style="list-style-type: none"> <li>• Empowering people so mistakes are reduced and the “blame game” non-existent</li> <li>• Working hard only to impress God and not man</li> <li>• Security. Not being afraid to do, say, pick up the slack in any area, etc.</li> <li>• Accountability. Not working in isolation</li> <li>• Mutual respect – the ability to listen and the opportunity to be heard</li> <li>• Ownership. Don’t dwell on what is wrong; talk about how it can be improved</li> <li>• Freedom to let the God-given talents in you come out</li> <li>• Embracing differences and avoiding unconstructive criticism, judgment.</li> <li>• Learning from the past mistakes of self and others, and letting things go</li> </ul>	To promote a positive morale and highly effective results-oriented church environment	Please see <b>S1</b> .	All

	<ul style="list-style-type: none"> <li>Fact that positive change is always good</li> </ul>			
S6	Leaders of the church groups (MOF, DOZ, Synergy, and Wisdom) need to revisit the vision, goals and assumed responsibilities of their respective group with members. If these basics do not exist, it needs to be derived using the vision of HOG as a guideline.	To create groups with a purpose that every member can identify with and grow as a result of.	<ul style="list-style-type: none"> <li>In one of the regularly scheduled meetings, leaders of these groups should bring up: Vision, goals, purpose and responsibilities to renew the minds of members and promote their buy-in.</li> <li>If the leader cannot accomplish this, they can go seek help from the pastorate and/or departments or groups that already have a similar process in place.</li> <li>Leaders of these groups should encourage themselves to take ownership of this as this is their responsibility</li> <li>These article should be documented and distributed among members (particularly to new members joining the group)</li> <li>New members joining the group should always be taken through these artifacts so they are on the same page as the existing members in the group.</li> </ul>	All
S7	<p>The leaders of following groups should take more active steps in being effective at engaging members of their groups:</p> <ul style="list-style-type: none"> <li>Synergy</li> <li>Daughters of Zion</li> <li>Men of Faith</li> <li>Wisdom</li> </ul>	To develop a stronger sense of belonging and interrelationship among members and across age groups	<ul style="list-style-type: none"> <li>Each leader (and/or their executive boards) should go through a similar SWOT analysis of their group so they can see where their strengths and weaknesses lie, and thus address the weaknesses.</li> <li>Each group leader should brainstorm on ways to engage their members.</li> </ul>	All
S8	DOZ is currently leaderless and should have a seasoned person step in to lead the group and mentor the women until such a time that an effective leader can be groomed to take over and accurately fulfill the vision and goals of that group	To bolster the women's group and build interpersonal relationships with God as the central focus	<ul style="list-style-type: none"> <li>The vision, mission, rules and regulations should be revisited and relearned.</li> <li>It should be written, and easily accessible</li> <li>Every member should have the opportunity to voice opinions and concerns</li> </ul>	All
S9	MOF leadership should go back to the drawing board to figure out why membership is dwindling and involvement non-existent.		<p>A meeting in a town hall format may be utilized where the leadership can learn what the motivations, issues and challenges of the men are. Then try to the best of their ability to:</p> <ul style="list-style-type: none"> <li>Tailor the offering of MOF to be in line with their "pain points". Without blatantly sacrificing the vision/goals of the group.</li> <li>Devise ways to encourage/foster relationships with the team before delving deeper spiritual issues. People are not in a hurry to give time to something they do not feel a benefit exists (regardless of whether that</li> </ul>	All

			<p>thought process is right or wrong).</p> <ul style="list-style-type: none"> <li>• Get the vision out to them and work on attaining their buy-in</li> <li>• Once membership is getting more solid, it can begin to move towards more deeper, thought/spirit provoking issues</li> </ul>	
S10	<p>Tangible and measurable effects to causes should always be the desired outcome. In life, opinions and ideas are “dime and dozen” and in abundant supply because everyone has them. The ability to not just throw them out, but actually roll up sleeves, and be an agent of change is more critical than ever to the success of any organization (including faith based)</p>	<p>To foster a result-oriented environment where actions speak louder than words, and actions not words are rewarded</p>	<ul style="list-style-type: none"> <li>• Train leaders in the House (formally and informally)</li> <li>• Train leaders to realize that there is a power within them already at work that needs to be tapped into</li> <li>• Train leaders to be critical thinkers, who can effectively implement without much hand holding (or cajoling)</li> <li>• Train leaders to be independent, take ownership, have autonomy, but respect accountability measures</li> <li>• Train leaders to embrace mistakes and learn from them</li> <li>• Train leaders to mature up to positive and negative criticism and take it in stride (there will always be a lot of that out there). There is so much to do, so much to achieve, to allow oneself to be stopped by negative criticism.</li> <li>• Train and set the expectations that some ideas will be upheld and some will be struck down, but regardless, graciousness is a virtue only you can take away from you</li> <li>• Train leaders to expect and push for positive outcomes individually and as a group, and also bring alive in themselves the spirit of patience, temperance, and love</li> </ul>	All
S11	<p>From the members of the “SWOT group”, create a core Strategy and Change management team that reports directly to the pastor.</p>	<p>To have a laser focused team that focuses only on hot button issues of a strategic and change management nature.</p>	<p>This team should include 3 or 4 members. Should <u>not</u> exceed 5 people. It should be small, nimble, and effective.</p> <p>Qualifications:</p> <ul style="list-style-type: none"> <li>• top caliber people who are sold out to the vision</li> <li>• People who seek to “make things happen” behind the scenes</li> <li>• People who have strong circles of influence within the church</li> <li>• People that have available time and proven track record</li> <li>• People that can navigate through ambiguous and sometimes unclear requirements</li> </ul>	All

			<ul style="list-style-type: none"> <li>• People that can quickly and effectively assemble and/or disassemble a team or taskforce.</li> <li>• People with skillsets – organizational behavior, Godly knowledge and discernment, respect for hierarchy, ability to get along and work well in a laser focused team environment.</li> </ul>	
S12	<p>From member of the “SWOT group”, create an available human resource pool that can be:</p> <ul style="list-style-type: none"> <li>• activated to implement larger scale strategic solutions or,</li> <li>• put in hibernation until the next time activation is required</li> </ul>	To have a secondary and larger pool of resources that have shown an openness to work behind the scenes	<ul style="list-style-type: none"> <li>• top caliber people who are sold out to the vision</li> <li>• People who seek to “make things happen” behind the scenes</li> <li>• People that will commit to attend a minimum of 2 leadership training/conferences every year.</li> <li>• People that will expend their resources</li> </ul>	All

## WORKSHEET

Strengths, Weakness, Opportunities, and Threats that have been identified as Visionary/Strategic points

Strengths	Sub headings		Notes
	Word	Undiluted word	<p>This strength can be enhanced by:</p> <ul style="list-style-type: none"> <li>• Reviewing/Encouraging the process of undiluted word in the Children Department (a basal level)</li> <li>• Encouraging heads of departments and ministry groups to foster undiluted word <ul style="list-style-type: none"> <li>○ Sunday School – Sunday school teachers should be encouraged to meet so the quality of Sunday school is enhanced</li> <li>○ Sermon</li> <li>○ Bible Study – same for bible study teachers (frequency)</li> </ul> </li> <li>• Encouraging the pastorate to continue to keep sermons less extended so we can gain traction on the attempt to always end at 12:30pm</li> <li>• Devise a plan to get more people involved in Bible study because there are some in the congregation that are not as grounded in the Word as they should be</li> <li>• Involving more storytelling to engage. Taking advantage of different personalities (and what they have to offer in the leadership)</li> </ul>
		Pastor outspoken on the truth	The Pastor always speaks the truth concerning the Bible and he's burdened for the members to understand the truth of the Word. This strength is an apparent weakness because of the low level of spiritual understanding among members. There has to be a reinvigorated discipleship program in the church that is designed to grow every member, irrespective of their level or interest.

			Truth can only be taken if understood.
		Punctuality emphasized	<p>It is great that punctuality is emphasized, yet the percentage of HOG members heeding this can be increased. Instead of this always coming from the pulpit, Leaders of department and groups should also take on the responsibility of encouraging their members because they are closer to the “troops”, and should have more influence on them than pastor might.</p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>In addition to the Pastor mentioning it, department and group leaders, need to emphasize to their teams punctuality. (E.g. the punctuality and timeliness of Glory Voices has nothing to do with what the pastor said or did not say – it is purely a result of group resolution)</li> </ul> <p><b>See Vision, commitment</b></p>
	Population	Demography/Size	<p>We actually have more young people as regular attendee at all church events than adults and our population is quite small compared to what it could be.</p> <p>Potential Solution:</p> <ol style="list-style-type: none"> <li>The set man of the house to communicate the vision of the house and for the different age group committee (e.g. men’s fellowship, DOZ, wisdom) at their meetings</li> <li>The age group committees to brain-storm on ways to reach out to new members and some old members who have stopped attending church regularly in their fold</li> <li>These outreach activities should also include ways to follow-up new members in the church that could potentially be members of these committees. Hence, each age group committee should have representation in the church’s follow-up team</li> <li>Streamline other church activities and give these tasks priority for some time period to avoid a conflict of commitment. Each group should set a realistic and time-bound target</li> <li>Guide all activities with dedicated prayers</li> </ol>
		Youth	<p>Again, we have relatively more young people in the church and our church is strategically located close the UMBC and some other college campuses. Since like begat like, we can use our synergy group to reach out to the un-churched in some of these colleges:</p> <p>Potential Solution:</p> <ol style="list-style-type: none"> <li>Fulfill step 1 – 4 in the row immediately above for Synergy</li> <li>Have a dedicated bus driver and an assistant that will commit to picking up interested individuals to church services on Sunday (and taking them back)</li> </ol>



			<ol style="list-style-type: none"> <li>Continue effort to keep Sunday services short and precise – increase praise and worship time, reduce time for other programs but the word</li> <li>Encourage Synergy to organize programs that attracts and edifies these new recruits, some of this could takes around their dormitories and all</li> <li>Guide all activities with dedicated prayers</li> </ol>
	<b>Money</b>	Tithing	<p>Tithing is good but not great. Many of our members still do not understand and appreciate the personal benefits that accrue from obedience on tithing.</p> <p>Organizing teachings or seminars (outside of the pulpit) to educate members on issues like this will be good. Having forums where people can freely ask questions and also contribute to the discussions. e.g. the Men's breakfast meeting.</p>
<b>Weaknesses</b>	<b>Money</b>	Level of contribution (could be more)	<p>Giving should be voluntary and borne always of a personal conviction to support the work of God and be blessed</p> <p>Potential Ways to Improve:</p> <ol style="list-style-type: none"> <li>Some individuals other than the pastor should come up once in a while to review examples from the bible on how, when and what people give and the consequences. This could be done perhaps as a quarterly series</li> <li>Prayers for the heart of the brethren and for more of God's blessing on His households</li> <li>The leadership should be spiritually sensitive about special call for offering by guest ministers and pronouncement from the pulpit that suggests money for blessing theme</li> <li>Planning for church programs should be more participatory (i.e. should include more church leaders and activity heads and not just the pastorate) and programs be evaluated for their utility and the goals for which they are established. The estimated budget for this should be known ahead of time and people should be invited to contribute with sufficient notice</li> <li>1 &amp; 2 above aims at improving personal spiritual giving, while 3 &amp; 4 will give individuals opportunity to contribute specifically towards activities that they are convinced are of common good</li> </ol>
	<b>Relationship</b>	People don't talk openly	

			<p>People don't talk openly may be because of the way they perceive they might be received</p> <p>Potential Solution:</p> <ol style="list-style-type: none"> <li>1. Church leadership and pastorate should prayerfully learn on how to listen</li> <li>2. Practical teachings be organized on how not to be judgmental and how to correct in love in the context of the new covenant (our Lord Jesus Christ and Paul provides a lot of good example)</li> <li>3. Continue effort to actively seek member's opinion – by providing avenue for feedback on messages and announcement from the pulpit through pastor's open door policy and designated ministers</li> <li>4. Every comment and important feedback should be brought to the pastorate's attention</li> <li>5. Individuals that choose to come forward to talk should be treated with respect irrespective of what they have to say; the person should be distinguished from his/her comments; every comment be addressed on an individual basis preferably not from the pulpit but through the pulpit comment</li> <li>6. Seek avenues for some individuals to provide their comments anonymously e.g. suggestion box, anonymous feedback questionnaires.</li> </ol>
		Keep grudges	<p>People keep grudges where there is no openness or love.</p> <p>Leaders need to be trained in how to create an open environment in the church and stimulate a sense of love among members. Intentional efforts that address the needs of the members should be developed. A "Buddy System" could be designed to elicit a sense of belonging in every member. The church can learn one or two things from the synergy team!</p>
		Negative talk	<p>The issue of negative talk still exists. The proposed cures still exist:</p> <ul style="list-style-type: none"> <li>• As a leader in one capacity or another, when someone comes up to him/her with negative talk, leaders have a responsibility to cure the negativity and not encourage it.</li> <li>• The pastorate is rarely on the frontlines of this issue, because hierarchy just dictates that people will to everyone else but the pastor.</li> <li>• Leaders need to be trained not foster such thoughts and expression. If the leader feels that such negative expression is warranted, a leader needs to understand that they are still out of line if the complaint leaves them without the dousing the flames as opposed to perpetuating it with the "unhappy camper".</li> </ul>

			<ul style="list-style-type: none"> <li>It is no longer sufficient for leaders in the church to hear something negative about the church and do nothing about it – expecting it is the job of the pastor. This unfortunately is not a leadership trait on his/her part.</li> <li>Once this can be effectively managed within current leadership structure, then it can flow down to the members of their departments/groups and thus eventually flow to the congregation – they see the culture.</li> </ul> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>Both HOG leaders who are aware/ unaware of the role they need to play should be trained on how to deal with such situations</li> <li>Leaders should be educated and encouraged to take responsibility for the church instead of staying passive on such matters. (Leaders should correctly address misconceptions that flow to them)</li> <li>Leaders of departments/groups should assume the responsibility of training their members on how to deal with such situations as well. So they in turn can reach out to others. Everyone has to learn/ be trained that they have a responsibility and a role to play in this manner.</li> <li>If it is a situation beyond their capacity to resolve, then they should escalate it up the hierarchy.</li> </ul>
		Correcting ourselves and accepting correction	See section on <b><u>“people don’t talk openly”</u></b> above
		Lack of trust, confidence, appreciation	These are symptoms of a deeper problem. Members who shows these signs feel that the leadership do not understand their situation or are not empathic. Leaders must find a way of connecting with the congregation. Communications should be done more with everyday language than "churchy" words.
	leadership	Make the vision clear	<p>The vision of house of glory exists. It is likely it is unclear to newer members. A culture needs to be established in House of Glory where the “older” members take on the responsibility of running with the vision and explaining the vision to newer members (along with the clergy – Pastors, ministers, and deacons).</p> <p>If older members are not quite sure what the vision is, they should be educated. The church needs to be trained that knowing the vision of the church is a shared responsibility. Having the vision explained is as easy as asking.</p>

			<p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• Reiterate the vision as often as possible and explain it as often as is expedient.</li> <li>• When new visitors do introductions – the HOG Vision should be splashed on the screen (A/V team already positioned to start doing this immediately)</li> <li>• Pastorate should explain the vision to the deacons and ministers (who are still unclear), so they in turn can influence in their circle of influence</li> <li>• More important is having a core group of people who take the vision and run with it. Understand that no matter how often the vision is mentioned, not everyone will be paying attention, and keep it to memory (<b>reference:</b> see parable of the sower).</li> <li>• Educate people that such pertinent information about HOG has always been freely available on the church website (<a href="http://www.rccghouseofglory.org">www.rccghouseofglory.org</a>) for those that have questions/ want to learn more.</li> </ul>
		Re-iterate the driving reasons and vision for project Haggai	<p>As project Haggai is not born out of thin air, it is only natural to believe that there are driving reasons and goals for its existence. This driving reasons need to be</p> <ol style="list-style-type: none"> <li>1. effectively communicated to the congregation</li> <li>2. Documented in an easily accessible place so that such information can always be referred to. (With so many things to talk about and do during a Sunday service and for the sake of becoming mundane it is unlikely, that vocal discussions on this will be regular).</li> </ol> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• Strategic leadership team (which includes project chairman) should come up with driving reasons for why we are building – this can then be published once pastoral approval is received.</li> <li>• The project Haggai vision should always be splashed on the screen so people know that the official vision for project Haggai is.</li> <li>• Educate people that the Project Haggai vision ultimately ties into the HOG vision</li> <li>• Educate people that such pertinent information about HOG and project Haggai has always been freely available on the church website (<a href="http://www.rccghouseofglory.org">www.rccghouseofglory.org</a>) for those that have questions/ want to learn more.</li> </ul>
		Not buying into the vision	<p>People buy into vision that is made clear. Visions are given to set-men by God and they have the responsibility to communicate it.</p> <p>Potential Solution:</p> <ol style="list-style-type: none"> <li>1. The set-man should discuss the history, root and the founding vision of this parish from time to time</li> <li>2. Mission (how to accomplish each vision item) should be clearly stated and communicated to leaders and church members</li> </ol>

			<ol style="list-style-type: none"> <li>Each group and units in the church be encouraged to develop mission objectives that's in synch with overall church vision</li> <li>Church programs and other time-bound goals be devised to achieve the mission as season changes</li> <li>The vision story should be re-visited from time to time</li> </ol>
		Lack of strategic leadership	<p>Vision is driven by strategy. The vision is dead if there is no strategy of achieving it. A strategy that is not communicated or poorly communicated is also like having no strategy. That the existence or the understanding of the church vision is raised, is an indictment of the strategic leadership currently in place. Outside of the pastorate, few (if any) of the leaders understand the strategies of achieving the church vision or their roles in achieving this vision. (Some don't even know they have a role!!!)</p> <p>The pastorate has to reeducate these leaders on the church vision and the strategies in place to achieving this vision. In addition, specific responsibilities for executing these strategies should be assigned to these leaders. Monitoring execution of strategies, with possible reviews for effectiveness should be put in place.</p>
		Passing the buck/ no strong leadership/ ownership	<p>A true leader goes into an environment and effects it. Though the terrain may be tough, the leader is guided by his/her desire to see a particular end result. Limitations and challenges don't scare them – excuses are sparing or non-existent, and most of all they never push responsibility to someone else or “wait around for something to happen”. <b>True leadership is being the change you want to see.</b></p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>Every leader in House of Glory needs to be a leader by choice and not one by coercion or “too much” compelling</li> <li>Leaders have to recognize that they will always be busy. They are experts in time management – This is why some people can accomplish more in a day than other may in a week</li> <li>Every leader should accept responsibility for their circle of influence</li> <li>Leaders should not shy away from their responsibilities by blaming the issues on the ground</li> <li>Leaders should learn how to build a team around them to push the vision of the department and/or ministry (and ultimately the vision of the whole church)</li> <li>Leaders must understand the dynamics of their environment</li> <li>Leaders must be the driver of passion within their department and/or ministry group</li> <li>Leaders should learn to accept responsibility for their action/inaction</li> </ul>

	<b>Member responsibility/ orientation</b>	Attendance (at meetings)	See <b><u>“not buying into vision”</u></b> , <b><u>“not contributing enough”</u></b> and <b><u>“people don’t talk openly”</u></b> above
		Punctuality (x100)	<p>The Church is an "at will" organization with no enforcement tool, unlike say the employer that provides your wages. As such, church leaders have to be creative in finding ways to encourage attendance and punctuality. Berating latecomers from the pulpit is not likely to change them. Children will bring their parents to church on time because they don't want to miss their programs at the Children department.</p> <p>Parents will not want to miss Sunday School if they find it more stimulating.</p> <p>The drift is that we have to make the whole church offerings more attractive and appealing in order to improve attendance and punctuality at church programs.</p>
		Time consciousness	<p>Time consciousness is a prevailing issue in almost any organization. Time consciousness is not spending less time, but spending the right amount of time to be effective. Time consciousness tells a lot about a person’s character, the church or individual church group.</p> <p><b>SOLUTION:</b></p> <p><i>Organizational Level</i></p> <ul style="list-style-type: none"> <li>• House of Glory should be in a habit of keeping to time (at all times). Beginning with Workers’ meeting, Sunday school, through to the end of service.</li> <li>• Mid-week services should start on time and end on time. People work during the week, and Tuesday, Thursday activities eat up most of the time an individual has after they would have completed the day’s work and are tired. Timeliness in this instance is extremely important.</li> </ul> <p><i>Member Level</i></p> <ul style="list-style-type: none"> <li>• One of the habits of highly effective people is their ability to keep to time. HOG members should be encouraged to keep to time.</li> <li>• In this regard, Department heads play a critical role in this as well because they are closer to the front line.</li> </ul>
		Commitment	See <b><u>“not buying into vision”</u></b> , <b><u>“not contributing enough”</u></b> and <b><u>“people don’t talk openly”</u></b> above
		Member retention	<p>Why are we losing members? From various feedbacks, money is the major cause. Most of the people that left the church complained about the financial commitment on members. Other reasons given include:</p> <ul style="list-style-type: none"> <li>• Lack of concern for my needs</li> <li>• Nobody reached out to me or followed up</li> <li>• It's an ethnic church</li> </ul>

			The fact that we are a small-size church makes it a bit difficult not to expect members to be financially committed. However, we have to find a better and more palatable way of communicating the needs of the church to the members and getting them committed to the vision of the church. The leaders of the church, not just the pastorate, should be more involved in follow ups, feeling the heartbeats of the church, and finding out the areas of needs of members. Leaders need to learn more about relationship building.
	<b>Publicity</b>	Name brand awareness	<p>Right now, House of Glory is not doing a lot in this department. There are a lot of low cost alternatives, as well as mid-cost range activities that can be explored. The cheapest and arguably most effective being word-of-mouth advertising.</p> <p>Inviting friends to church, following up on them. Talking about your church even if they already have a church. Joining in RCCGNA activities and promoting the church name, cross-departmental participation – e.g. MOF with JHB men’s fellowship, etc.</p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• HOG should have an advertising/publicity budget as part of <u>Outreach</u></li> <li>• Word-of-mouth advertising. Every leader of a department and ministry group should be motivated to spread the word about House of Glory at any opportunity they get.</li> <li>• Radio based advertising – in order for it to be sticky, advertising campaign should not be short-lived</li> <li>• Online advertising – the use of frequently visited social media outlets can help to build and/or develop the brand, which is House of Glory, a family church where the God of God is present, and lives are transformed.</li> </ul>
		Relationship/partnership with other churches	Charity begins at home! You cannot give what you don't have. While having good relationship and partnership with other churches is wonderful and beneficial, I believe we need to focus now on building better relationships and partnerships with our members. A healthy and strong local church is in a better position to relate to outsiders and would even be sought after by others.
		Not utilizing the church bus	See section on <u>youth</u> above under Strengths
	<b>Opportunities</b>	<b>Population</b>	Members that are
			HOG is blessed with members who are professionals. We have medical doctors, lawyers,

		professionals	pharmacists, nurses, IT professionals. In fact, these professionals form the bulk of our membership. There is tremendous opportunity for the church in utilizing these professionals for church growth and outreach. These members should be disciplined to become great leaders like Luke and encouraged to mentor younger members.
		In-house Skills	<p>There are a lot of skills in the house. Some continue to lay dormant. HOG needs to find a way to harness such skills.</p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• Create an avenue where people can identify they skills they have that can be productive to the church</li> <li>• Unfortunately not all skills are of immediate need in the day-to-day running of the church. This needs to be understood. As well as the potential saturation of skills in certain departments may lead to serving in other areas.</li> <li>• Encourage people to use their skills and God-given talents in the House of God</li> <li>• Create an avenue where people who have served God in the House can give a testimony on how it changed their lives for the better.</li> </ul>
		Reproductive age group	See section above on <u>demography/size</u> under Strength
	<b>Member responsibility/ orientation</b>	Utilizing/Maximizing small group	See section above on <u>demography/size</u> under Strength
		Addressing why people play games	<p>People generally have short attention span and are easily distracted from programs that are not meeting their expectations. This is especially true of the young ones. The young ones play games and the elderly go to sleep!</p> <p>Variety is the spice of life.</p>
Threats		Societal trends	<p>We are in the world but should not be of the world. However, we should recognize that society changes and we should be innovative in ways that we engage without losing our core values</p> <p>Potential Solution:</p> <ol style="list-style-type: none"> <li>1. Define clearly what are core values are (the pastorate)</li> </ol>



			<ol style="list-style-type: none"> <li>2. Incorporate these in teachings from the pulpit and introducing the church to new members</li> <li>3. Encourage new ideas (especially from the young adults, synergy) on ways we can re-package our message and mission for the changing times</li> <li>4. Carefully consider each new idea and innovation against our core values</li> </ol>
		Big churches	<p>Big churches can be a “threat”, but this can be easily managed. Big churches cater to a certain group. Smaller churches have their niche groups that they cater too as well. The goal is not to “compete” with big churches, but to look unto Jesus, the author and the finisher of our faith. We do this by redefining ourselves and the services and outreach we provide, and remaining true to the core of the vision and mission of House of Glory. We sow, we water. It is God that gives the increase at the end of the day.</p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• Learn from what the bigger churches do, and imitate according to the guiding and leading of the Holy Spirit</li> <li>• Believe in the vision and core values of House of Glory – which is biblical according to the “great commission”</li> <li>• Learn not to compare and be faithful with little – only then is more given (Parable of the 10 talents)</li> <li>• God is not concerned about size or numbers (See Gideon), but on the trueness of our hearts</li> </ul>
	<b>Population</b>	Cultural background	<p>The vision of HOG is talks about a place where people of different nationality, ethnicity and color can worship freely. Current members need to be open to this aspect of the vision that fosters inclusiveness. Even though we are working towards the vision, the church must be ready to accommodate even before the reality of it becomes manifest – this is very biblical.</p> <p><b>SOLUTION:</b></p> <ul style="list-style-type: none"> <li>• People need to understand the vision and what it entails</li> <li>• A strategy needs to be in place on how outreach across these barriers can be effected to allow the vision to be achieved</li> <li>• Music and language needs to foster inclusiveness (without detracting from the vision and the core beliefs of the church and Christianity)</li> </ul>
	<b>Pastoral leadership/ Member orientation</b>	Feeling of being bashed from the pulpit	<p>There is a very thin line in the perception of either being corrected or bashed from the pulpit and this perception depends largely on the recipient of the message. This is the invisible line the pastor has to toe without compromising the word of God. However, when the feeling of being bashed from the pulpit is expressed by a lot of members, the mode of communication has to be reexamined. There may be nothing wrong with the message, but the reaction of recipient to the message or the messenger may be the problem. This feeling could be a reflection of the understanding (or lack of it) of the church vision, the level of spiritual development (or lack of it), and the commitment to the church (or lack of it) of the listener. It could also be a real feeling of lack of empathy from the pulpit.</p>

			We need to develop a reliable feedback mechanism that can accurately gauge reactions to messages from the pulpit.