

Strategic Direction. Busyness is too often justified with activities that we like or those at which we tend to be successful. Anyone can stay busy doing the same things over and over. However, that does not equal productivity. “Puttin’ your boots in the oven, don’t make ‘em biscuits.” Just *being* busy does not make you productive.

Evaluation that analyzes activity fails to provide the information necessary to make corrections or adaptations to your ministry. You will better know how to improve when you are measuring outcomes, the results of the activity. For instance, a measurement of busyness would ask, “How many adults have been trained as youth counselors?” The answer may be, “We have trained four. That’s two more than last year.” Helpful! Important! Yet to know if you have made an impact on the mission, you must ask a different question: “Are young people more connected to Jesus because of the work of our youth counselors?”

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***When you do what you’ve always done, you’ll get what you always got.***

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Following the suggestion in Chapter 3 for establishing Strategic Direction, the Governance Board establishes Indicators of Success which tell the Board, the Senior Pastor and the staff what it would look like if these goals were being met. Indicators are not hard line goals in and of themselves. They are the talking points. Let’s say Christian living is one of the Critical Targets of your congregation.

In the case of Effective Christian Living, the indicators (outcome criteria) will be different for every congregation, but some might look like the following:

- More members participating in servant events
- Increased volunteer service to the ongoing ministries of the congregation
- Increased numbers of individuals deciding to go into full time service to the church
- More young adult activity in a congregation/campus ministry when away at college
- Higher self-reporting on inviting others to attend congregational events

After these Indicators are identified, they must then be benchmarked. Ask yourself, “What is the current level of outcome?” Once you know where you are beginning, you can measure your progress through data collections, surveys and observations. This sort of measurement tells a congregation what level of progress is being made and helps the Senior Pastor and staff know where further effort is needed.

Measurement helps determine the level of effectiveness of past efforts and also indicates what steps must be taken next. If you don’t change your behaviors, you cannot expect different results.

## OPERATIONAL ROLES

No congregation functions without staff, paid or volunteer. The trap is that once a position is established, it remains the same year after year, even when the Strategic Direction changes. Staff, like the budget, must always be aligned with and in support of the Strategic Direction. The following section explores the roles of Senior Pastor and Staff within Aligned Operations.

### *Senior Pastor*

The day when the Senior Pastor served primarily as a shepherd is over. The emerging needs of today’s congregations in a post-modern culture necessitates a greater emphasis on the role of the pastor as an effective administrator. He/She should be able to focus, implement and measure the operational ministries of the congregation. Whether you are in a large congregation with professional staff or a small congregation dependent on volunteer staff, the role of the pastor remains the same. Senior Pastors are shepherds of the flock. They must be skilled and focused when it comes to managing day-to-day operational efforts, or they must find a teammate who can fulfill this role.

The Senior Pastor is an ex-officio (without vote) member of the Governance Board who provides spiritual guidance and vision for Board governance. He/she also lives in the world of operations. The Senior Pastor is the primary staff person for the congregation. He/She is accountable to the Board for ensuring that resources are being used to move the congregation forward in the Strategic Direction the Board has established. All other staff, professional or volunteer, receive authority and responsibility from the office of