


HEAVEN IN SPAIN

Vision and Strategy

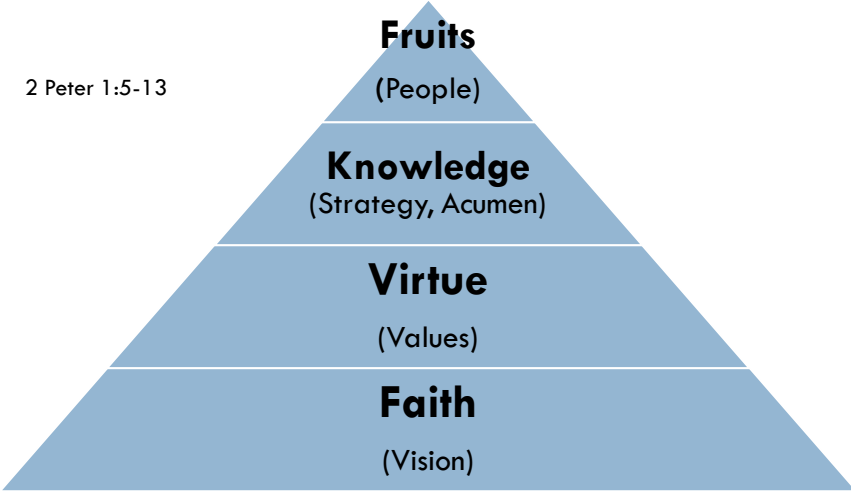
1

## Spiritual Enterprise Building



HEAVEN IN SPAIN

2 Peter 1:5-13



- Fruits**  
(People)
- Knowledge**  
(Strategy, Acumen)
- Virtue**  
(Values)
- Faith**  
(Vision)

2

# Spiritual Enterprise Building



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3

# 3 aspects of vision



- ▣ Calling – What
- ▣ Anointing – How
- ▣ Appointing – Where

(Exodus 31:2-6)

4

## Your view of the vision



- ▣ Calling
- ▣ Anointing
- ▣ Appointing

5

## Creating a shared vision



- ▣ Established vision/ single visionary  
(and aligned?)
  - ▣ Or
- ▣ Multiple visionaries (and organic?)

6

## Creating a shared vision



- ▣ “The wisdom from heaven is ... gentle... willing to yield...”

(James 3:17)

7

## Creating a shared vision



- ▣ “It seemed good to us and the Holy Spirit”

(Acts 15:28)

8

## 'Us" words



- ▣ Calling
- ▣ Anointing
- ▣ Appointing

9

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10

## Personal core values



- We all may have biblical values but some biblical values drive us stronger than others

11

## Core values exercise



- List 10 personal values
  - 1
  - 2
  - 3
  - 4
  - 5
  - 6
  - 7
  - 8
  - 9
  - 10

12

## Value words

Add these 10 values to  
this list on the handout

1.	2.	3.
4.	5.	6.
7.	8.	9.
10.	Abundance	Loyalty
Accomplishment	Mastery	Accuracy
Nurturing	Achievement	Organisation
Acknowledgment	Participation	Advancement
Partnership	Adventure	Performance
Aesthetics	Play	Altruism
Precision	Autonomy	Productivity
Balance	Relationship	Beauty
Resilience	Caring	Responsibility
Certainty	Recognition	Challenge
Risk Taking	Change & Variety	Security
Choice	Service	Clarity
Spirituality	Collaboration	Stability
Communication	Success	Community
Tradition	Trust	Compassion
Unity	Competition	Vitality
Completion	Wealth	Contribution
Wholeness	Creativity	Wisdom
Diplomacy	Zest	Empowerment
Economic Security	Excellence	Excitement
Fun	Friendship	Growth
Harmony	Help Others	Help Society
Integrity	Intellectual status	Knowledge
Leadership	Learning	

13

## Core values exercise



- ❑ Go through this list and cross out 60 words that least represent your personal values
- ❑ Now cross out another 20
- ❑ Now cross out another 10
- ❑ Now cross out another 3
- ❑ Now cross out one by one until you can't
- ❑ Write them on post-it notes
- ❑ Group on the wall by similarity

14

# Core values

What do these core values mean for the different aspects of the organisation?

## Leadership

- Engaging with the “outside” world
- Leadership
- Culture
- Strategy

## Management

- Structure
- Systems
- Work climate
- Management practices

## Individuals

- Motivation
- Skills development
- Meeting stakeholder needs
- Performance Management

15

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16



## Strategy



- ▣ God had a vision for Israel to inherit the promised land
- ▣ **And** He had a strategy as to how to take Jericho

17

## Ongoing Strategy



- ▣ The Israelites then attacked the smaller city of Ai and were defeated
- ▣ God had a different strategy for Ai

18

## Developing Strategy



- ▣ We shouldn't assume that we can breakdown vision into signposts and navigate our own way from point A to point B

19

## The Spirit's witnesses



- Yes
- No
- Whatever
- Action
- Destiny
- Prayer
- Take Authority

20

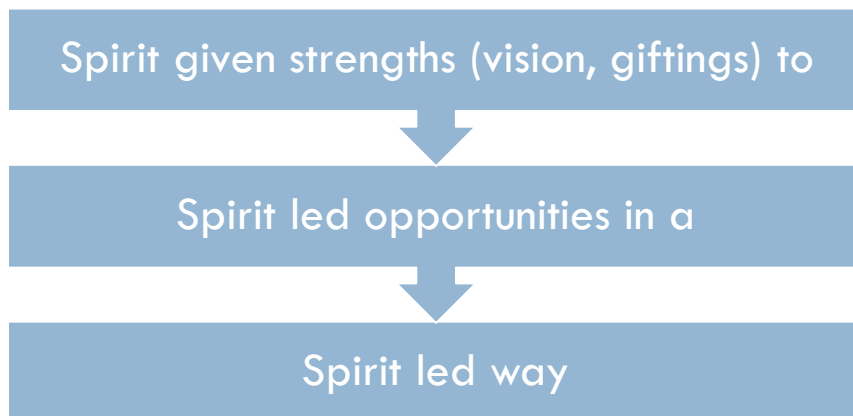
## Developing Strategy



- ▣ Do we need to consider a strategy framework?
- ▣ This means more knowledge (ideas, thoughts, discussions, frameworks) for the Spirit to witness through
- ▣ Is God speaking to individuals about the different aspects of strategy?
- ▣ Should they lead those aspects?

21

## Spiritual Strategy



22

## What strengths do you have?



Individually

As a group

23

## What strengths could you add?



- Marketing ability
- Product engineering
- Product features
- Creativity
- Research capability
- Product quality
- Product innovation
- A unique set of skills
- Long standing in an industry
- Cooperation from suppliers
- Cooperation amongst your various business departments
- Qualities that attract skilled staff
- Closeness to key customers
- Quickness of response with products or product development
- Specialisation for a part of the market

24

# Opportunities- Ansoff



## Market Penetration

- Selling more of the same goods and services to the same type of people

## Market Development

- Selling more of the same goods and services to new types of people

## Product Development

- Selling new goods and services to the same type of people

## Diversification

- Selling new goods and services to new types of people

25

# Opportunities - value chain



26

# Opportunities - Trends



## TRENDS

1. SOCIAL WELFARE BUDGETS
2. NEED FOR SOCIAL SUPPORT
3. YOUTH UNEMPLOYMENT
4. PROPORTION OF AGED POPULATION
5. GLOBALISATION OF CORPORATIONS
6. COMMUNISM
7. AWARENESS OF ENVIRONMENTAL ISSUES
8. ASIAN ECONOMIES
9. OPENING UP OF CHINA & EASTERN EUROPE
10. EUROPE AS A TRADING BLOCK
11. DEREGULATION OF FINANCIAL MARKETS
12. USE OF INTERNET
13. PERSONALISATION OF PRODUCTS / SERVICES
14. BANK BRANCHES
15. ALLIANCES FINANCIAL INSTITUTIONS & OTHER CO's
16. JOBS FOR OVER 50'S
17. EDUCATIONAL OPPORTUNITIES FOR ALL
18. POWER OF TRADE UNIONS
19. LARGE CORPORATIONS AS EMPLOYERS
20. IMPORTANCE OF SMALL BUSINESS IN ECONOMY
21. HAND HELD WIRELESS COMMUNICATION
22. GENE CODING & RELATED TECHNOLOGIES

27

# Opportunities - Trends



Globalisation / Glocalisation	Asia and new economies	Convenience technology	Connected
Smart technology	Transparency	Global sustainers	Rethinking energy
The creative class	Ageing population	Female empowerment	Health and wellbeing

28

## OS Matrix

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	S-O strategies	W-O
<b>Threats</b>	S-T	W-T

29

### What is the Spirit saying about these strategies?



Strategy	Action

- Yes
- No
- Whatever
- Action
- Destiny
- Prayer
- Take Authority

30

# Evaluating your strategy



Evaluation Issues	Evaluation Questions	Indicator	Data Source/ Collection Method	Responsibility for Collection	Timing/Frequency of Measurement		
					Ongoing Monitoring	Formative Evaluation	Summative Evaluation
Rationale	Rationale question 1						
	Rationale question X						
Success	Success question 1						
	Success question 2						
	Success question 3						
	Success question X						
Cost-Effectiveness	Cost-Effectiveness question 1						
	Cost-effectiveness question 2						
	Cost-effectiveness question X						
Alternatives (design and delivery)	Alternatives question 1						
	Alternatives question X						

31

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32



## How do we display the fruits of the Spirit?



- Love
- Joy
- Peace
- Longsuffering
- Kindness
- Goodness
- Faithfulness
- Gentleness
- Self-control

Gal 5:22-23

33

## Key Touch Points: *Recruitment*

*What values and fruits are we looking for in candidates, what questions can we ask, what behaviours, experience and styles are we looking for)*

34

## Key Touch Points: *Induction*

Who are they seeing, what is being talked about and how is it being conducted?

- What values and behaviour is emphasised?
- What stories are told?
- What heroes do they see?
- What rewards are linked to values and behavioural alignment

35

## Key Touch Points: *Training*

Who is being trained, what are they being trained in and how is training conducted?

- Is it conducted in a way that represents our values and behavioural desires?
- Is there training in behaviours that reinforce our values?

36

## Key Touch Points: *Performance Development*

How is personal behavioural alignment measured?

- One off events?
- Part of 360 degree evaluation?
- What behaviours are targeted for coaching/ counselling
- What agreed process will that coaching/ counselling look like?

37

## Key Touch Points: *Reward and Recognition*

How is personal cultural alignment / growth observed or measured

- Noticing one off “events”
- What rewards are directly linked to this
- How do we recognise people?
- How valued are these rewards

38

## Key Touch Points: *Communication*

**What communication channels do we presently have and how are we reinforcing behaviours through them?**

- **Staff meetings**
- **Written communication**
- **Website**
- **How do staff get a minute of our time to provide feedback – do they want to!**
- **What communication climate issues are we working on**