



## **Platform Focus: How to Communicate and Maintain Your Vision**

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*You can never underestimate the amount of energy and  
frequency you must give to vision casting.  
You can never underestimate it.*

-- Bill Hybels

Associate Pastor Susan Johnson pushed her chair away from her desk and turned to face the window. Watching the rush-hour traffic inching along West Street, she continued reflecting on the mixed results of the recent congregational survey.

The influx of families from new homes and companies moving into the area continued bringing many benefits to the once-elderly congregation. Still, while offerings were increasing and Sunday school attendance was hitting new highs, there were dark clouds hidden in the survey's numbers and handwritten comments.

Despite the time invested in creating a vision statement, a sizeable percentage of the congregation had little insight into the church's distinctives. Few bothered to answer survey questions about what made

this particular gathering of saints different from others. And fewer still could provide any specifics around where the church was headed.

While Associate Pastor Johnson was thankful for the new lives being touched, for the children overflowing the classrooms and the nursery, she knew there was no easy way to allay concerns over this apparent lack of information. Picking up her well-worn Bible, she began praying for wisdom for herself, for Senior Pastor Douglas, and for the board that would be discussing the vision-related results that evening.

**D**espite what we might like to believe, it's not our beautiful buildings, our dynamic worship, or our inspired preaching that draws people to our churches. What draws people is our vision.

Scripture makes it clear that visions are entrusted to the church's leaders. We're told, "Where there is no vision, the people perish."<sup>6</sup> We're encouraged to "Write the vision and make it plain on tablets, that he may run who reads it."<sup>7</sup> Without a clearly articulated vision, we might be leading people. But what's our destination?

To many of us, this isn't new information. What may be surprising, however, is the number of people in our churches

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who don't know, don't remember, or don't understand our vision. In his work with hundreds of churches,

Dr. Chand regularly has the opportunity to see how well churches are communicating their visions. In addition to meeting with the pastor, he also meets with the first and second tiers of leadership. In each meeting, he inquires about the church's vision. Only two churches had first- and sec-

ond-tier leaders who precisely understood their vision.

If 90 percent of a church's leaders do not grasp the vision, it's safe to assume that the people coming to that church don't understand it either. Imagine how ineffective Wal-Mart would be if the company's vice presidents and store managers didn't comprehend their vision. Each store – and each store employee – would be figuring out what's important on their own. It would be like a shooting range where everyone had a different understanding of where the bull's-eye was located.

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People need to know exactly where the center of the target is; that's exactly the information that a vision provides. It's not enough to have the vision printed in the church bulletin; the vision has to be in the hearts and minds of a church's leaders and its people. If the vision doesn't resonate with these folks, it may be because it isn't clear or succinct enough.

In addition to clearly articulating your destination and defining the target, an effective vision paints a clear picture of our desired future. According to Walt Disney, an effective vision has a way of helping to create that desired future. "The future is not the result of choices among alternate paths offered in the present. It is a place created – created first in the mind and the will; created next in activity."

Once the target is clear, it's relatively easy to see how effectively you're fulfilling that vision. The military has a term for this, known as "time on target." For many pastors, "time on target" is a problem. It's not unusual to get good propos-

als and suggestions about what the church should be doing. If we spend our time on every godly activity we're presented with, before long we realize that we've had little time

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on target, little time devoted to the vision that God has given to us.

To pastors and leaders who are passionate about their vision and investing themselves in this vision, discovering these gaps may

be frustrating. But facing this news is also the beginning of an important change. You're now ready to effectively communicate your vision.

In this chapter, we'll discuss how to communicate your vision, examine the characteristics of an effective vision, learn about the challenges and benefits of private vision casting, and explain methods for refreshing and enlarging a vision.

## Constructing an Effective Vision

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Habakkuk 2:2 says, “Write the vision and make it plain on tablets, that he may run who reads it.” This verse provides three important characteristics of an effective vision.

A vision should be:

- **Portable.** When we “write the vision,” we want to make it easy for people to carry. If we've done this job well, anyone in the congregation should be able to clearly communicate and explain the vision to someone else.

- **Memorable.** A “plain” vision is one that’s not complicated. Keeping it simple makes it easy to understand and easy to recall. You can also make it memorable by keeping it short. Ideally, it should be short enough to fit easily on a t-shirt. If it doesn’t fit, it’s too long, which keeps it from being memorable. Dr. Chand frequently recommends that churches link a vision to action words or spell it out using an acronym to make it more memorable.
- **Motivational.** A vision should be inspiring; it should make people want to “run with it.” If no one is excited about it, it’s not effective.

Here are examples of visions that fit these characteristics:

Building the House – Advancing the Kingdom

Embrace Life – Live Life – Give Life

Jump – Grow -- Soar

Experience Expansion

SWIFT

**S**pirit-Filled  
**W**orship Center  
**I**nternational  
**F**amily-Oriented  
**T**raining God’s People

REAL

**R**estoring Hope  
**E**mpowering People  
**A**dvancing the Kingdom  
**L**eaving a Legacy

LEAPING

**L**eading  
**E**vangelizing  
**A**ssimilating  
**P**roclaiming  
**I**ncarnating  
**N**urturing  
**G**rowing

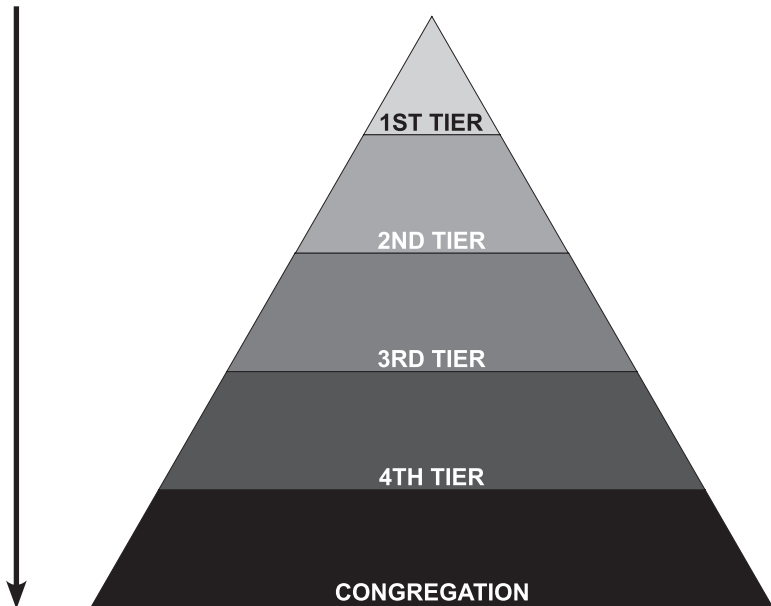
Creative expressions, including artwork and illustrations can enhance a vision. The “LEAPING” vision might include an illustration of someone jumping exuberantly. Others could include drawings of helping hands or people to make them more memorable. In churches with talented musicians, it’s not unusual to find a jingle communicating the vision in toe-tapping style.

## The Process of Communicating a Vision

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When Dr. Chand consults with a pastor who is ready to begin communicating a vision, he recommends presenting it in a phased approach, known as “deep seeding.”

He begins by drawing a pyramid and dividing it into tiers to represent the various audiences within the church. The numbers of tiers vary, depending on the composition of the church.



The pastor selects a day – usually a Saturday – to begin vision casting and follows these principles:

- The vision is first explained to the group in the top tier.
- Each subsequent meeting builds on the previous meeting, with the group from the first tier attending the meeting with the second tier; the first and second tiers attending the meeting with the third tier, and so on.
- In each meeting, the pastor tells each group why it's important that he talk about the vision with them and affirms the work they've done thus far.
- Any examples used must be relevant to the group being addressed.
- Each meeting has "take-away" time, where the participants are asked to communicate one primary message they obtained during the meeting. Having people articulate what they've heard reinforces the message and helps them commit to it.
- If time permits, allow for questions.
- Don't close with the question time. Reserve three to five minutes for a closing statement.

Deep seeding enables the vision to settle with one tier before communicating it to the next tier. If the previous tier doesn't understand the vision, corrections can be made before presenting it to the next group. It provides a deliberate process for taking a church through a vision.

When moving through the deep-seeding process, be sure to focus on the "what" and the "why" of the vision, rather than being distracted by the "how" and "when." Because most people are concrete thinkers, they tend to jump ahead

to the “how” and “when” questions of implementation before they fully understand the “what” and the “why.” You’ll know this is happening when you hear questions like, “Who is going to do this,” “How much will it cost,” or “When is that going to get done?” Those are all very good questions but they’re not questions that need to be the emphasis right now. Keep bringing the conversation back to what’s being done and why it’s being done. It’s important to understand the difference between those questions. Focusing on the essential questions will enable us to gain people’s minds and wills before asking for their committed actions and activity.

As part of the deep-seeding process, it’s vital to plan a sermon series on the vision. For example, let’s say the vision

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is “connecting people to God, to people and to purpose.” In this case, there would be a five-part series that would begin with an overview, separate sermons about each of the three connections, and

a sermon recapping the vision. Each sermon builds the excitement about the vision to a crescendo. The final Sunday becomes a celebratory time, where the jingle is presented and the entire congregation walks out of the church wearing identical t-shirts sporting the components of the vision on both the front and the back.

## Communication Fundamentals

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Communication is more art than science, which means that there’s no single right way to communicate a vision. What works best depends on your audience and the context of your situation.

However, keeping the following principles in mind will help to successfully communicate your vision in most situations:

- Take your time.
- Be intentional.
- Engage formal and informal assistants.
- Measure success in degrees.
- **Take your time.** *Vision casting* is a term that's often used to describe the process of communicating a vision. The presence of the word *cast* in this term suggests a useful fishing metaphor.

Unless you're an extremely talented or an extremely lucky fisherman, you're going to cast your line many times before you catch something. Like fishing, vision casting takes time. It's not a process that you can rush. You just have to relax and enjoy it.

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Relax and enjoy it.

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As leaders, we should heed the wise advice of Bill Hybels, who said, "You can never underestimate the amount of energy and frequency you must give to vision casting."

Too many times, we forget how long it has taken for our own vision to evolve. We don't remember the journey that God took us through to birth this vision in our hearts. All we see is the vision that burns within us. We might become impatient with others when they don't grasp it quickly or when they're easily distracted. It's not enough to hold a couple

of staff meetings, preach a series, and think that the journey is completed. Vision casting takes time. Relax and enjoy it.

- ***Be intentional.*** It's important that you strategically and purposefully communicate your vision. Find ways to make it visible and concrete. Any time someone comes close to hitting the target, be sure to celebrate that milestone. Doing that helps people to formulate a picture of success.

Dr. Brooks' church intentionally uses various methods and media to make their vision clear. It's not unusual for him to stand up at the pulpit and say, "I want to thank Joe and Sally because here's what they did last week." He's found that people are always astounded when a pastor praises individuals

from the pulpit; it's something they remember. At other times, they show a short, two-minute video of a success story on Sunday morning.

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And they also use printed material and their Web site to show people what a win looks like. Together, these announcements, testimonies and stories paint a more complete picture of the vision.

When you're first starting out, you may not have many stories to tell. Just remember that when you don't have fire, it's okay to blow smoke. If you're close to reaching a goal – or even just launching your efforts – find ways to celebrate and announce your progress. Make it a big deal. Intentionally communicating about your strategic activities will help everyone to catch the vision.

- *Engage formal and informal assistants.* If you want your vision communicated effectively, it's also essential that you get help from two groups of people: formal and informal vision casters.

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*Formal vision casters* are primarily your leaders and staff, together with the heads of the church's various ministries. Much of your time will be spent formally communicating the vision to these key leaders.

If these leaders have their own staffs, hold them responsible for ensuring that they communicate the vision to them. As the senior pastor, Dr. Brooks views communicating and explaining the vision as his top priority. His staff understands that he will periodically test their people's understanding of the vision. He may verbally ask a church employee to explain the vision or he might ask them to write it down. If an employee can't communicate at least some of the relevant concepts without any coaching, he challenges his staff to continue talking with their people.

Don't think that just *talking* about the vision is sufficient. In many ways, vision is like leadership; it's caught more than taught. Ultimately, it's their proximity to you that will help these leaders to catch the vision. As they see you live and

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breathe the vision, it will be easier for them to catch it.

*Informal vision casters* are the people who tell others how their kids got saved, how a husband found camaraderie and collegiality, or how a mom finally found a group of women she can relate with.

These folks get caught up in the stories, not the verbiage, and they enthusiastically share what they see, hear and experience with others. Every time you tell these stories or praise people from the pulpit, you're targeting these folks.

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When they consistently see and hear the vision, they'll start telling others and become informal vision casters. That's precisely what you want them to do!

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Most church attendees won't relate to the terms of the vision explained in the bulletin. But when you start telling a story or they hear how someone's life has been touched, they can relate to that. When they consistently see and hear the

### **The Power of Stories**

*Jesus used parables to teach eternal truths. In the same way, you can use everyday stories as powerful tools to help folks catch the church's vision.*

- *Remember, not everyone relates well to a written vision statement.*
- *Look for the events in people's lives that paint living examples of your vision.*
- *Find ways to communicate these examples in prominent ways.*
- *Be consistent about telling stories of how lives are touched and changed.*

vision, they'll start telling others and become informal vision casters. That's precisely what you want them to do! When "sneezers" catch the vision-virus, they sneeze on everyone contagiously. It is this story-telling sneezer that becomes the infectious vision carrier. Pray for a vision virus to break out.

- *Measure success in degrees.* If you were charged with measuring how effective another church was in communicating their vision, what would you look for?

As a starting point, you might see how prominent they've made their vision statement. You'd look to see if it's in the church bulletin or if it's hanging on the wall. If you were a good investigator, you'd also survey members as they were leaving a service. You could tell from the answers of people who've attended for a few years whether that church was doing a good job of communicating their vision.

Just because a large percentage of our folks understand the vision, we can't be tempted to think the job is over. As a church grows, it's important to ensure that new people understand and buy into the vision. If people can't do that at some level, the majority of the time, it means we have to improve our communications efforts. Or, it might be a signal that there's trouble brewing.

It's been our experience that one measure of a healthy church is the clarity of its vision. The clearer a church's vision, the less likely they are to experience a split. Most church fights are battles over

who's going to control the vision. Someone has to be in control of the church's vision. If the senior pastor doesn't define and control it, someone else will try to. Continually communicating the vision, together with finding ways to gauge how well people are receiving it, are critical components of building a healthy church.

But the real success of the church is not measured by its ability to avoid a split, and it goes beyond the percentage of members engaged with the vision. All of that is great. However, the real measure of success is achieved when people who don't go to your church know what your vision is. That's when you've created a brand in your community.

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We're all familiar with brands. We don't have to eat at McDonald's to know what a Happy Meal is. We don't have to shop at Sam's Club to know they're about large quantities at lower prices. We don't have to use a Dell computer to understand that they're about quality PCs. Those companies have branded themselves.

The early church was branded. In Acts 2, we know that the believers sold their possessions so they could share with the needy, that they worshipped together in their homes, and that "they enjoyed the goodwill of all the people."<sup>87</sup> Even those in Jerusalem who were not believers knew something about the vision of the early church.

When you have so saturated your community that people know your vision, when they know your target, that's when you're successful. You're no longer casting your vision; you've created a brand. It's also the reason that there are multiple churches; each one has a different brand. One church may have a vision for strong marriages, another may minister to certain age groups, while another focuses on some other area.

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After 24 years in their community, people are recognizing Dr. Brooks' church – Grace Outreach Center, Plano, TX -- for their vision for children's ministries. One of the area magazines voted them the number-one children's ministry in the county. Even though no one from the church was part of the survey, people in the community knew what their vision was.

## Challenges & Benefits of Private Vision Casting

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In addition to publicly communicating your vision, it's also necessary to privately communicate the church's vision to select individuals and small groups. In most cases, this private vision casting is done either with believers who are highly influential or who have a high net-worth.

It's understandable why we might want to avoid these private meetings. Perhaps our audience's influence or income makes us feel awkward. Or perhaps we have the type of leadership gift where we're only comfortable before a crowd. While those feelings are understandable, we simply

cannot avoid scheduling private meetings where we can personally share our vision.

Let's say you're trying to raise funds for a capital expansion. You might want to build a Christian school, a youth center, or start some other worthy project. When you talk about this campaign from the pulpit, you're speaking to the 80 percent of the congregation that are typically not equipped to make

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sizeable contributions. The majority of your donations will come from privately sharing your vision with that smaller percentage of believers who have the time, the talent, or the treasure to move that vision

forward. Getting these influential and high net-worth believers on your team is simply the best use of your time. It's the 80-20 rule at work.

Once we've overcome that initial hesitation at meeting with these folks, we'll need to begin gathering some information. We'll have to:

1. Identify the influencers
2. Learn their language
3. Discern what's important to them

**1. Identify the influencers.** If we don't know who's part of that vital 20 percent, we have to begin identifying them. That means finding out who it is that influences other people, as well as those who can influence the project through their giving.

There are various creative ways to accomplish this. It might involve identifying the folks in the later stages

of their lives who enjoy a good reputation in your community. It also involves identifying your biggest financial contributors. When John Maxwell was pastoring, for example, he made a point of having lunch with people who consistently put a thousand dollars or more in the offering.

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**2. Learn their language.** People don't all speak the same language. Some are more captivated by launching a project, while others are captivated by its potential.

- With the people captivated by a project, we can describe the short-term challenges of getting the project started.
- With those more interested in the potential, we can tell them about the effect it will have on people, how it will enable us to provide instruction, or the results we hope to produce.

**3. Discern what's important to them.** Many people want to make a difference for God's kingdom. By supplying concrete actions for the influencers we've identified, we can help them to see these desires fulfilled.

For example, youth ministry is the heart of Dr. Brooks' church. When he meets with influencers, he helps them to see that it's not necessary for everyone to be a Sunday school teacher or a youth worker. They can participate in this ministry just by employ-

ing the gifts God has given them. With some, he's able to make the contribution personally hit home. If he knows how fervently a man is praying for a grandchild's salvation, he might remind him that the project will help someone else's grandchild. In the end, the conversation shows each person how they'll be helping to change lives for eternity.

Whether you meet with influencers individually or in groups depends on the size of your church and the anticipated group dynamics.

- In large churches, there may be advantages to having individual meetings. At Dr. Brooks' church – which has an attendance of 4,500 – he finds that he gets better results and raises more funds from individual meetings.

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- One disadvantage of group meetings is that it's more difficult to create or maintain a successful environment. Someone who has a high level of doubt or a lot of questions can magnify whatever doubt is already in the room. This person might not be trying to be negative; they could just be focusing on details when you're speaking in broad terms. But it can be harder to control the mood.
- Individual meetings also enable people to ask you questions that they might not ask publicly. And these meetings provide an influencer with your full attention without the risk of the conversation being sidetracked.
- Some combination of group and individual meetings can also be effective. For example, once the

influencers are identified, we can divide them into three groups: the top ten percent, the next forty, and the bottom fifty. The top ten percent and their spouses are invited to the pastor's house for dinner. There, the vision is cast and everyone is asked to pray about their involvement. The follow up can be conducted at subsequent individual meetings. And the process can continue – with or without dinner – for the other two groups.

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It's important to consider the church culture before deciding on how to approach this method of vision casting. It's too easy to decide to speak to groups because that plays to the strength of a pastor. Many of us are simply more comfortable addressing groups. In the end, the best solution may require stepping out of our comfort zones.

We should develop whatever skills we need to cast our vision individually. The biggest reason for the one-on-one approach is simple: it's the way that influencers are used to being addressed. It's what they expect. Because of that, it's a way for us to develop credibility and ask them to pray about being involved.

Once the influencers are identified, involved, and the project is under way, find ways to encourage them by making the vision tangible. Grace Outreach Center designed a service that let the congregation see and hear about the many lives affected by its growing children's ministry. After the service, Dr. Brooks individually approached the influencers who were there, putting his arm around them and said, "Thank you. Without you, this never could have happened."

It was a powerful way to keep these folks connected to the on-going vision of the church.

## Refreshing and Enlarging a Vision

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Visions are never cast in concrete. They're living, breathing reflections of an approaching destiny. As we near that destiny, it's only natural that our vision will grow, expand and change.

Acts 9 describes the encounter on the road to Damascus that launched Paul's ministry. In Acts 26 and 27, he describes new levels of understanding about the same vision. The further Paul walked in his vision, the clearer it became.

The core, the essence, and the fundamentals of a vision will always remain the same. Over time, what changes are the ways the vision is implemented. In addition, as the people responding to the vision change, so do the dynamics of that vision.

In the 25 years since Grace Outreach Center was founded, their vision for youth and children's ministries expanded as the surrounding community grew. In the beginning, it

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was relatively easy to cast a vision for a children's ministry to parents with a corresponding need. Later, the vision shifted, as the church began drawing people who simply believed in the value of Jesus' mandate to "suffer the little ones to come unto Me." Then, the vision enlarged again as it began to appeal to those who didn't have children, who simply witnessed its power.

While this last group wasn't necessarily the target audience, just being around youth ministered to them.

The church's demographics have also changed drastically. The adults who were its early members became grandparents, and the children they sent to children's church became adults with children of their own. Today, Grace finds itself with five generations of believers in its congregation. Like many churches, it's being challenged to keep its vision relevant for a changing demographic.

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In the process, they've learned again the importance of clearly and intentionally telling the story of the vision. During one service, hundreds of those affected by the children's ministry – from six to 36 years old – stood on stage. As each preschooler, college student, and parent gave their name and described how they were saved in children's church, the power of the vision grew clearer and clearer. The vision was no longer words; it was faces, it was lives, it was people.

Despite changing demographics, a vision can still be the mortar that holds everything together. Grace Outreach Center links every ministry to its focus on youth. Both the men's and women's ministries aim at developing the godly people who will raise godly children. And the senior's center regularly gets visits from the children's choir and the drama team. By continually focusing on how to link its ministries to its core vision, the church avoids having five generations fighting for time, for

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talent and for a share of its treasury. Instead, the vision becomes the cement that joins them together.

## Strategic Planning for a Vision

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Transforming a vision into reality means ensuring that every aspect of the vision is implemented throughout the organization. This requires:

- Strategic planning
- Vision-centric evaluation

*Strategic Planning.* Effective planning means answering many questions about how a vision will be implemented. This can be accomplished with a planning grid similar to this one.

What	Why	Who	How	When	Where	How Much	Accountable to Whom	Evaluation Process

Successful implementation is dependent on developing a corresponding plan for each point within the vision, a plan that describes all the related components and actions.

Following this detailed planning process produces a plan that is *workable* and *measurable*. Developing these specifics also produces *buy in* within the organization from the plan’s built-in *accountability* and its ability to develop a *transparent* organization.

*Vision-Centric Evaluation.* Successfully implementing a

vision also requires a thorough evaluation, which ensures that everything in the organization is vision centric. Everything that’s done has to be connected to the vision. Anything that’s not connected to the vision needs to justify its continued existence.

One way to accomplish this evaluation is to have every department in the church categorize everything they do under a component of the vision. If the vision is LEAP – Leading, Evangelizing, Assimilating and Proclaiming – all programs and activities should fit into one of the first four columns in the following chart. If something doesn’t fit, it’s put into the fifth column – NOT US.

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<b>NAME OF DEPARTMENT:</b>				
<b>NAME OF LEADER:</b>				
<b>L</b>	<b>E</b>	<b>A</b>	<b>P</b>	<b>NOT US</b>

After the pastor receives this evaluation from the various department heads, it’s time to begin evaluating the items placed in the last column. If there’s sufficient justification, programs that are not connected to the vision can be:

- Continued
- Phased out over time
- Immediately discontinued

When all the evaluations are completed, that's when a general plan for the organization emerges, a plan that's completely vision centric. With this plan, it's time to begin discussing:

- Programs
- Personnel and staffing
- Budget allocation
- Facility usage
- Resources
- Scheduling
- Special events
- Guest speakers
- Conferences
- Retreats
- And more

Everything that happens within the organization must be evaluated through the lens provided by the vision. Once everything is justified by its connection to the vision, it creates an organization that is laser focused. That focus comes from having a vision that is embedded in the organizational DNA. It results in leaders seeing how their trans-dependency requires dedicated teamwork. All of this work creates an organization that is branded.

Implementing a vision in this fashion produces an organization that is:

- Synergized – Having several components and entities merged into seamless cooperation
- Galvanized – Composed of different elements knit into a unified whole
- Energized – Filled with a creative sense of excitement and direction

That's the type of organization that attracts people, attracts capable leaders, and produces fruit for God's kingdom – fruit that remains<sup>9</sup>.

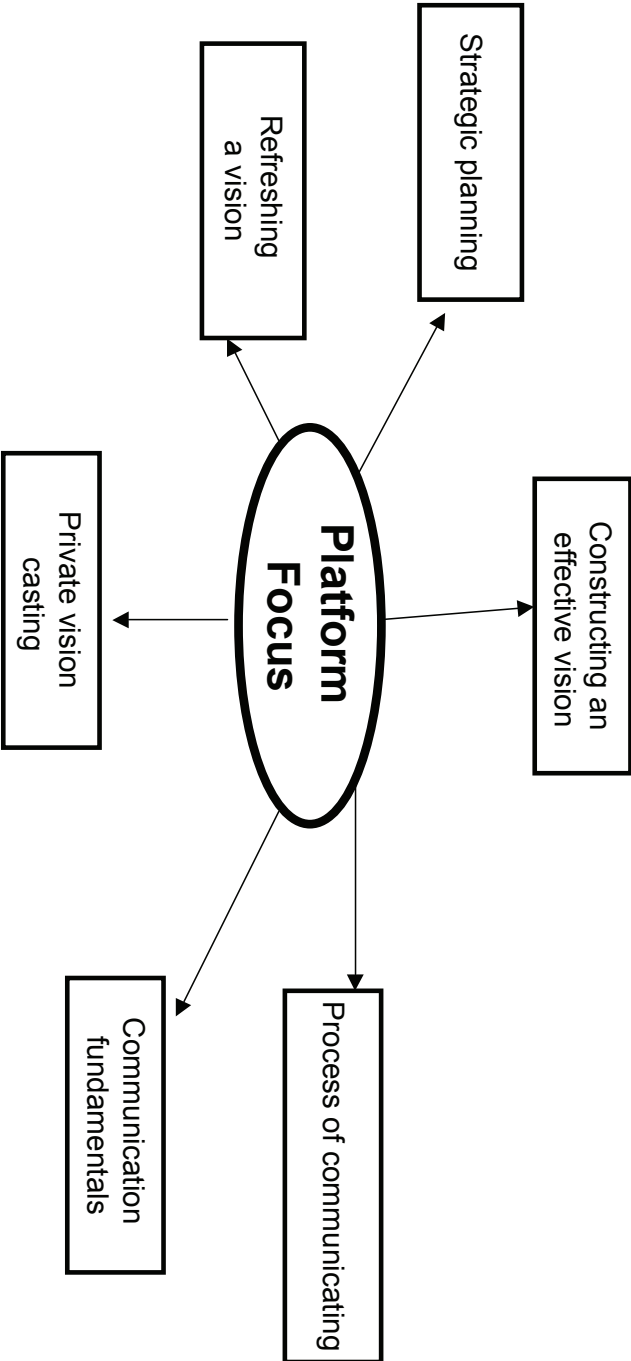
## Teaching Points

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- Scripture makes it clear that visions are entrusted to church leaders.
- People need to know exactly where the center of the target is, which is what a vision provides.
- A vision should be:
  - Portable. Easy for others to communicate and explain.
  - Memorable. Simple, easy to understand and easy to recall.
  - Motivational. Inspiring.
- Communicating a vision in a phased approach is known as “deep seeding.”
  - Divide the church into tiers representing its various audiences.
  - Everyone from the previous tier attends the presentation to the next tier.
  - Focus on the “what” and the “why” of the vision, rather than being distracted by the “how” and “when.”
  - It’s vital to plan a sermon series on the vision.
- There’s no single right way to communicate a vision. What works best depends on your audience and the context of your situation
  - Take your time. Too often, we forget how long it has taken for our own vision to evolve.
  - Be intentional. Strategically and purposefully communicate your vision. Find ways to make it visible and concrete.

- Engage formal and informal assistants. Get help from formal and informal vision casters.
- Measure success in degrees. Continually communicate the vision and find ways to gauge how well people are receiving it.
- It's necessary to privately communicate to select individuals and small groups.
  - In most cases, this is done either with highly influential or high net-worth believers.
  - Private vision casting involves:
    - Identifying the influencers. Finding out who influences others, as well as those who can influence through their giving.
    - Learn their language. Some are attracted by project potential; others want to overcome short-term challenges.
    - Discern what's important to them. Many want to make a difference for God's kingdom. Supply them with concrete actions.
  - Whether you meet with influencers individually or in groups depends on the size of the church and group dynamics.
- Visions are living, breathing reflections of an approaching destiny that will grow, expand and change.
  - The core and fundamentals of a vision always remain the same.
  - What changes over time are the ways a vision is implemented.
  - Despite changing demographics, a vision can be the mortar that holds a church together.

- Strategic planning ensures that a vision is implemented throughout an organization.
  - It involves developing a corresponding plan for each point in the vision.
  - A vision-centric evaluation ensures that everything is connected to the vision.
  - Programs not connected can be continued, phased out, or immediately stopped.
  - When everything is justified by the vision, it produces an organization that is laser focused.



# PLATFORM FOCUS

