

DISSERTATION ABSTRACT

Doctor of Ministry
Emphasis in Leadership

Adventist University of Africa

Theological Seminary

**TITLE: DEVELOPING STRATEGIES FOR ADDRESSING FACTORS
INHIBITING STRATEGIC PLAN IMPLEMENTATION
AMONG PASTORS IN COPPER BELT CONFERENCE, ZAMBIA**

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It has become a norm for the Seventh-day Adventist Church from the global level to the local conference to operate under the guidance of a strategic plan.

Unfortunately, there appears to be a challenge in implementing the higher organization strategies at the level of the district or church pastor where it matters most.

The purpose of this dissertation was to discover causes or reasons for strategy implementation failure by the district pastor and suggest solutions to the same. It has been shown that the suggested solutions to the challenges will have a long-term effect on how pastors relate to strategy implementation.

This research made use of questionnaires and interviews to gather data from purposefully selected key stakeholders in the process of strategy execution. These included an executive officer and a departmental director at both the Union and local

conference levels of the church in the Northern Zambia Union Conference, six district pastors with years of service ranging from five to 40 years, plus one local church board. It was discovered that failure to execute the strategic plan has a negative impact on accomplishing the mission of the church at the pastoral level, which is most crucial for success.

The purpose of developing strategic plans by the church at the global level is to help guide all churches to move in a specified strategic direction in accomplishing the mission to spread the gospel. When this does not seem to happen at the local church level, there is need to correct the situation.

Further research in areas not covered by this dissertation should be done. One logical follow-up to this research is initiating a program that operationalizes the proposed solutions to the strategy execution problems as highlighted herein.

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A project

presented in partial fulfillment
of the requirements for the degree

Doctor of Ministry

by

Webster Chabe

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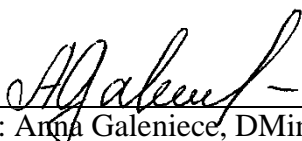
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Dedicated to all church leaders committed to fulfilling the mission of the church.

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CHAPTER 1

INTRODUCTION

One of the major issues leaders in society today have to grapple with is strategic planning. Business enterprises, as well as nonprofit and public institutions, are currently required to operate under the guidance of a strategic plan. Strategic planning has a long history that could be traced from as far back as biblical times, though its current status as a discipline of study is quite recent. Within the broader scope of strategic planning is a very recent branch of strategy implementation. This was born out of necessity after strategy specialists realized that there is an increasingly high rate of strategy execution failure in many organizations.

The Seventh-day Adventist Church is one of the nonprofit organizations that embraced strategic planning concepts early. The church at global level gives a strategic direction to the subsidiary entities after every five years, in line with the periodic constituency meetings that elect leadership at various levels. This research begins by presenting a biblical foundation for strategy implementation and further looks at related contemporary literature. Then it highlights the main causes of strategy execution failure among pastors as discovered in Copperbelt Conference (CBC). The research ends with a possible strategy to solve some of the problems noted and makes recommendations for further implementation and research.

Description of the Ministry Context

Copperbelt Conference is a geographical territory that covers Copperbelt, North Western, and parts of Central Provinces of Zambia. For the Seventh-day

Adventist Church, this territory is administered through 50 mission districts led by 42 full-time pastors and six lay pastors. The district and church pastors report to a centrally located head office known as the Conference. Many of the pastors seem to be overwhelmed with work overload. At the same time, pastors are more involved in administrative issues of the local churches, in addition to leadership demands placed on them by the higher organization. One such demand is that the pastor should be fully involved in ensuring that the strategic goals and objectives of the supervising office are effectively and timely met. This situation largely negatively affects the performance of the traditional roles and functions of a pastor. Hence, more often than not, pastors do not manage to effectively execute the strategic plan for reasons this research was set to find out.

According to the current official statistical records, church membership for Copperbelt Conference stood at approximately 167,503 baptized Seventh-day Adventists at the end of 2015.¹ If youth, children and those who are not yet baptized were included, total adherents would be in the range of about 210,000. This implies that the pastor to member ratio is about one full-time pastor to 3,988 baptized Adventists (1:3988). These Adventists worship in 518 churches and 501 companies (smaller congregations), a total of 1019 congregations. On average, each full-time pastor is in-charge of about 48 congregations.

When the General Conference, which is the world headquarters of the Church, prepares a strategic plan, it is expected that the local church or district pastors should effectively execute the bulk of its objectives and goals that relate to them. The Adventist Church has a four-tier organizational structure worldwide, with the local

¹All statistical data in this section is based on the Copperbelt Conference December 2015 statistical report. This is a quarterly report each entity sends to the next higher organization. The actual statistical reports can be seen in the appendix.

church at the bottom of the pyramid structure. The next level is the Mission/Field or Conference, then the Union mission or conference and finally the General Conference at the apex. Strategic plan execution seems to face some challenges at local church level where the district or church pastor is the key leader.

The researcher has been an administrator at Conference/Field level for more than ten years, and the challenge of strategy execution failure at pastoral level was part of his constant unwelcome experience. The administrative structure of the Adventist Church provides that presidents of Conferences/Fields are the direct supervisors of all the district or church pastors within their jurisdiction. It was painful to realize that no matter how busy a pastor appeared to be throughout the year, the key strategic direction of the higher organization remained unimplemented.

Statement of the Problem

From the General Conference to the local Mission/Field/Conference level, the Adventist Church has been developing good strategic plans to (or “intending to”) having most of the objectives fulfill the mission of the worldwide movement at the local church level. Unfortunately, there seems to be a challenge in executing the strategic plan developed by the higher organization in CBC.

Most pastors and their local church leadership seem too busy with the routine activities of the church to find time to communicate strategy related issues effectively. It occasionally happens that a few churches finally understand the strategic objectives of the higher organization in the final year or last six months of the strategic plan’s projected duration. But the majority of the churches apparently run without any clear strategic direction, making it hard for the broader mission of the church to be achieved.

Statement of the Purpose

The purpose of this study was to identify the main cause or causes of strategic plan execution failure by the local church or district pastor in Copperbelt Conference of the Seventh-day Adventist Church in Zambia and to develop, implement, and evaluate a program that addressed the situation.

Justification for the Dissertation

The need for a study in the area of pastoral strategic plan execution in Copperbelt Conference was justified on the following basis:

1. There is more than adequate biblical evidence in support of strategic planning and execution. As such, fears of adopting worldly approaches to mission accomplishment needed to be dispelled.
2. The current norm is for every organization to operate under the guidance of a strategic plan. So it would eventually prove retrogressive for the Adventist Church in Copperbelt to operate without a unified strategic direction.
3. It is evident that strategic plans developed by the higher organization, but that are expected to be implemented at the lower levels in the conference are largely ignored rather than implemented for the benefit of everyone.

Suffice it to indicate that preparation of strategic plans is a costly venture. A worldwide organization, such as the Adventist Church, usually takes the initiative to give strategic direction to the whole entity from the higher level. The costly process of developing a strategic plan is embarked upon not for its sake, but for the sake of achieving strategic focus in mission and vision realization. When the strategy is finally crafted, it is passed on to the next lower entity for adaptation to (or “intending to”) executing it accordingly. For several years the Adventist Church has been developing good strategic plans, but unfortunately, implementation at local church level where it matters most has proved difficult. This research aimed to find out why it is so and what could be done to address the problem.

Related to this same problem is the realization that there is limited information as regards pastoral leadership responsibility in strategy execution, especially for multi-church pastors. Therefore, the research was necessary to help fill the apparent information gap.

Delimitations

Regarding geographical coverage, this study was delimited to 6 mission districts, selected in groups of two each from urban, suburban, and rural districts respectively. This selection of districts was done to help have a comprehensive picture of the issue at hand. The focus was mainly placed on the pastor's leadership roles in relation to strategic plan execution.

Description of the Dissertation Process

The Bible has several events, individuals, parables and stories that clearly illustrate the importance of strategic planning and execution. For the purpose of this research, the focus was placed on two examples from the Old and three from New Testaments of Scriptures. First, the strategic plan to save people from famine as suggested by Joseph in Genesis 41:34-36 and how it was effectively executed was explored. Second, the book of Nehemiah chapters 1 through 6 presented another good illustration of strategic planning and effective execution. An exegetical study of the Genesis passage concerning Joseph's strategy was done. For the book of Nehemiah, the focus was placed on the aspects of strategy execution that helped Nehemiah accomplish such a mammoth task within 52 days.

From the New Testament, three passages have been chosen for analysis. The parable of the two builders in Matthew 7:21-27 has been used as the starting point. Then Jesus' parable of the two sons as recorded in Matthew 21:28-32, and His apparent demand for strategic thinking in Luke 14:28-32 were examined exegetically.

While it is true that strategic planning normally precedes strategy execution, the research was inclined more toward drawing lessons related to strategy implementation because this is where there seems to be a problem, therefore, as these Bible texts were investigated the goal was to gain some insights into strategy execution primarily and strategic planning secondarily.

Literature review relevant to this research explored scholarly and professional studies in three main areas: causes of strategic execution failure; nonprofit organizations' leadership responsibility in strategy execution; proven principles of effective execution. All these three areas were studied with a view of getting insights on improving strategy execution at local church level with the pastor as a key leader.

To discover and evaluate the causes of strategy execution failure and recommend solutions to overcome them, the following steps were followed:

1. After selection of the target districts, questionnaires were given to each pastor to help administer to their respective selected churches to establish the church's basic knowledge and thinking about strategic planning and execution.
2. Personal interviews with each of the pastors and some key leaders at Union and local conference levels were then conducted by the researcher to (or "intending to") help gather data on the nature of challenges pastors face in strategic plan execution and what they think the solution could be.
3. Two additional types of questionnaires were administered, a similar one for the office employees at the Union and Local Conferences respectively and the other for the local church board.
4. The data gathered through questionnaires and personal interviews were compiled and analyzed by the researcher to help serve as a guide in understanding issues related to strategy implementation.
5. A final comprehensive report was compiled based on the research findings. It was anticipated that the above dissertation process would end by January 2017 after which the remaining stages of completing the final compilation would follow.
6. Designed and intervention and implemented it as a solution to some of the problems identified.

Expectations

After the completion of this study, the researcher expected to have discovered main causes of strategy execution failure among pastors and principles of effective strategy execution at the pastoral district level of the Adventist Church in Copperbelt Conference. Such principles were anticipated to let pastors become more effective in accomplishing the mission of the church as envisioned by the worldwide Adventist church community. And this would reduce or possibly eliminate lag time for implementation of worldwide strategy at the local church.

In addition, it was assumed as probable that one reason for strategy execution failure at mission district level could be inadequate resources. This needed to be confirmed or dispelled.

It was further anticipated that the findings of this research would help the higher levels in the Adventist church hierarchy to refocus the strategic planning process so as to embrace local church realities more. Many are the occasions when people who sit in offices plan programs that are practically impossible to execute or ones that are culturally unacceptable at the local church level.

Definition of Terms

In this study, some terms used may need to be defined or explained for easy understanding by the reader. Such words and phrases include the following:

1. Mission District – A number churches geographically grouped together under the leadership of a pastor in situations where the idea of having one pastor per church is not practical.
2. Conference/Mission/Field – An organizational level of the Adventist Church whose constituency are local churches in a specified geographical territory.
3. Union Mission/Conference - An organizational level of the Adventist Church whose constituency are local Conferences/Fields/Missions in a specified geographical territory.

4. Division – A branch head office of the worldwide headquarters of the Adventist Church (called General Conference) in a particular territory with several Unions.
5. Mission coordinator – A special assistant to the district pastor whose main duty is to help the churches remain focused on the strategic direction of the church from the higher organization.

CHAPTER 2

THEOLOGICAL FOUNDATION

In this chapter, a theological basis for strategy execution has been pursued. Particular attention has been given to the study of Joseph's strategy execution plan to save people from famine as narrated in Genesis 41. Another aspect of strategy implementation has been drawn from the book of Nehemiah chapters 1 through 6. Also, Jesus' words in Matthew 7:21-27; 21:28-32 and Luke 14:28-32 have been examined to (or "intending to") draw lessons on the value of strategic thinking, planning, and execution. The study follows a chronological order beginning with Genesis and ending with the teachings of Jesus.

The question is: does it matter to God that His followers implement their particular aspects of the plan of salvation? Why is it important to ensure execution of any plan to accomplish God's mission to save humanity?

Joseph's Strategy Execution Plan in Egypt

Divine providence does not necessarily exclude planning and execution on the part of the human agent. At the same time, adequate empowerment for strategy implementers is an apparent necessity. Undoubtedly, Joseph ended up in Egypt under God's divine providence, but this did not imply complacency on Joseph's part. For the divine purpose of saving Israel, and consequently Egypt and surrounding nations to be fulfilled, God's human agent (Joseph) had to plan and implement accordingly. King Pharaoh, who delegated the divinely revealed responsibility to save the nation to Joseph, adequately empowered him for effective execution. There appears to be a

clear combination of strategic planning, empowerment, and execution in the famine narrative involving Joseph, regardless of divine providence.

Divine Providence and Planning

It may be correct to assume that probably the reason why Joseph ended up in Egypt was to implement the providential strategic plan to save Egyptians and the surrounding nations from famine. The words of Joseph in Genesis 45:5-7, which partly reads, “God sent me before you to preserve life ... God sent me before you to preserve a posterity for you in the earth and save your lives by a great deliverance,” confirm the idea of Divine Providence. Ellen G. White highlights several aspects of the life of Joseph that illustrate the life of Christ. Commenting on God’s providential acts in both Joseph and Christ’s lives she states:

Joseph, through his bondage in Egypt, became a savior to his father’s family; yet this fact did not lessen the guilt of his brothers. So the crucifixion of Christ by His enemies made Him the Redeemer of mankind...; but the crime of His murderers was just as heinous as though God’s providential hand had not controlled events for His own glory and the good of man.¹

Despite the availability of Divine Providence, there was a need for strategic planning. Evidently, the understanding of that divinity was not the same in the mind of Joseph and King Pharaoh, as alluded to by Charles Laymon.² Similar to Ellen G. White’s proposition, Joseph S. Exell suggests that Joseph served as a type of Christ while Pharaoh represents human beings in need of salvation. And that the providential services Joseph rendered at the house of Potiphar and in prison gave him

¹Ellen G. White, *Patriarchs and Prophets: As Illustrated in the Lives of Holy Men of God* (Mountain View, CA: Pacific Press, 1958), 239.

²Charles M. Laymon, ed., *The Interpreter’s One-volume Commentary on the Bible* (New York, NY: Abingdon Press, 1971), 28.

apprenticeship for a new higher position.³ Joseph made it clear to Pharaoh that the initiator of both dreams was God and the meaning for both was the same (Gen. 41:25). In essence, God is a strategist in solving humanity's problems resulting from sin.

Need for Strategy Implementers

Exell posits, "Providence which prepares events, also prepares men for them."⁴ From the comments of Exell one can draw lessons on the key role of leadership in strategy implementation. The heathen, like Pharaoh, could understand providence from their perspective, but those who know about the true God of heaven also understand that God is the one in charge of human history and destiny. The next big challenge for King Pharaoh was to find a "discerning and wise man" (Gen 41:33)⁵ to take charge and implement such a convincing plan. In choosing Joseph to implement the plan Ellen G. White makes the following insightful observation:

The interpretation was so reasonable and consistent, and the policy it recommended was so sound and shrewd, that its correctness could not be doubted. But who was to be entrusted with the execution of the plan? ... Through the chief butler, the monarch had learned of the wisdom and prudence displayed by Joseph in the management of the prison; it was evident that he possessed administrative abilities in a pre-eminent degree...and the king was convinced that he was the one qualified to execute the plans which he had proposed.⁶

Strategy execution of Joseph's plan is introduced by the words: "Joseph was thirty years old when he stood before Pharaoh king of Egypt. And Joseph went out

³Joseph S. Exell, *The Biblical Illustrator*, vol. 1 (Grand Rapids, MI: Baker Book House), 424.

⁴Ibid.

⁵In this study all Bible quotations have been taken from *The New King James Version, Andrews Study Bible* (Berrien Springs: MI: Andrews University Press, 2010).

⁶Ellen G. White, *Prophets and Kings* (Altamont, TN: Harvestime Books, 2000), 221.

from the presence of Pharaoh and went throughout all the land of Egypt” (Gen 41:46). The Hebrew word for “went” is “yatsa,” and it has several meanings figuratively and literally. In its primary sense it means “to go,” but figuratively it means “bring forth (out, up), carry out.”⁷ In this case, it can be deduced that when Joseph left Pharaoh’s presence, he went to thoughtfully plan and implement the strategy he had just explained to the king. Executive authority was given to Joseph by King Pharaoh when he declared: “You shall be over my house, and all my people shall be ruled according to your word; only regarding the throne will I be greater than you” (Gen. 41:40).

The reason for Joseph’s going out was to survey, organize, and initiate.⁸ His realization of the great stewardship responsibility placed upon him made him to “spare no trouble in the execution of the work.”⁹ Joseph S. Exell seems to have picked up the figurative meaning of the word “went,” as defined by Strong’s Concordance, cited above. Strategy execution made Joseph to “spare no trouble.” The assignment was apparently so important that it required his personal involvement to survey, organize, and initiate. Joseph is said to be the initiator of the plan of storing food for public use, a practice that seems to have continued for a long time after him.¹⁰

The concepts of surveying, organizing and initiating, as outlined by Exell, play a major role in strategy formulation and execution. Therefore, Joseph did not just leave the presence of King Pharaoh to wonder around without a definite direction or plan. Much as the plan was clear enough, it also demanded discipline to have it executed.

⁷*Strong’s Exhaustive Concordance*, s.v. “went.”

⁸Exell, 431.

⁹Ibid.

¹⁰Laymon, 28.

Need to Empower Strategy Implementers

Strategy implementation is vital for God’s servants, but it needs empowerment from the appointing authority. It was King Pharaoh’s duty to ensure his people are protected from the impending famine as revealed to him through his dreams. Pharaoh could have taken up the role of the “discerning and wise man” (Gen.41:33) as proposed by Joseph’s interpretation of the dream, but he decided to delegate that providential duty.

The Bible narrates that the person to whom Pharaoh delegated the responsibility to conserve food during the first seven productive years was also empowered to effectively execute (See Gen. 41:39-44). Some Bible scholars have noted several things that signify empowerment from Genesis 41:39-40. On the one hand, the enabling symbols of delegated responsibility and authority included: “signet ring,” “robes of fine linen,” “a gold chain around the neck,” and “a chariot as Pharaoh’s.” White calls these symbols of power “the insignia of his high office.”¹¹

On the other hand, words that signified delegated duty are: “Make way,” and “without your word, no one will lift hand or foot in all Egypt.”¹² In the Egyptian context, all these symbols and words signified power, without which strategy execution would have proven difficult for Joseph. The inference from this for our contemporary times is that leaders who are delegated with the duty of strategy execution need to be empowered enough to carry out the assigned duties.

¹¹White, *Patriarch and Prophets*, 221.

¹²Tokunboh Adeyemo, ed., *Africa Bible Commentary* (Nairobi, Kenya: WordAlive Publishers, 2006), 71.

Notably, Joseph's "actions were effective, and when the famine came, only in Egypt was there a store of grain."¹³ The Bible record concludes Joseph's success story of strategy execution this way: "So all countries came to Joseph in Egypt to buy grain, because the famine was severe in all the lands" (Gen. 41:57). It is evident that when a strategic plan is effectively implemented the result benefits everyone targeted by its mission. In this case, the mission of saving many people from starving to death was accomplished. The lesson on the value of strategy execution seems to be clear from the example of Joseph. If Joseph just ended at having a good strategic plan without implementation, biblical history would probably be different. Similar it may be true today if several of the good strategic plans developed by God's church were effectively executed.

Nehemiah's Strategy Execution Plan

Attention will now be drawn to the story of how Nehemiah managed to accomplish his mission of rebuilding the broken walls of Jerusalem in 52 days. This is another good illustration of effective strategy implementation from a biblical perspective. The story of Nehemiah will be approached to (or "intending to") highlight key principles that led to the success of rebuilding the broken walls in record time. The passage to be analyzed will be the first six chapters of the book of Nehemiah, plus some parts of chapter 12 which discuss the dedication of the wall (vv. 27-43).

Matthew Levering links the story of Nehemiah to that of Joseph, Moses, and Esther in the sense of their privileged status. Both Joseph and Nehemiah are noted as prominent servants of the king, and they relate with Moses by dramatically change

¹³Keith Crim, ed., *The Interpreter's Dictionary of the Bible: Supplementary Volume* (Nashville, TN: Abingdon, 1976), 491.

their careers in the process of fulfilling God’s mission. The three men also exemplify good administrative abilities, while Nehemiah and Esther are linked by effectively using their privileged positions to exert “influence with the Persian king for the service of God’s people.”¹⁴

This section presents five key themes of Nehemiah’s implementation strategy. Under each of the five perspectives, some biblical principles of strategy execution have been drawn. The expansive nature of the section of the book of Nehemiah being studied in this research made it difficult to create a suitable outline to capture the key elements within the limited scope of the study. However, the researcher settled on chosen key concepts after a thorough search for ideas and closer analysis of the scriptural passage being studied. The five key aspects of Nehemiah’s successful strategy execution include the power of vision; the value of mission; resolving internal problems; overcoming opposition; and celebrating success. Each of these biblical success principles will now be discussed briefly.

The Power of Vision

A clear vision is a key component for enhancing possibilities of a successful ending. The ignition point for Nehemiah’s vision was the report he received from Hanani, one of his brethren who had just come from Jerusalem. The report stated, “The survivors who are left from the captivity are there in great distress and reproach. The wall of Jerusalem is also broken down, and its gates are burned down with fire,” (Neh. 1:3). Edwin Yamuchi observes that the Hebrew word for “reproach” is *herpah* and it appears about seventy times in the Old Testament. It can be translated as

¹⁴Matthew Levering, *Ezra & Nehemiah*, Brazos Theological Commentary on the Bible (Grand Rapids, MI: Brazos Press, 2007), 128-129.

“abuse,” “scorn,” or “disgrace”¹⁵ (See Neh. 1:3; 4:4; 5:9). This was the underlying motivation of Nehemiah to go and rebuild Jerusalem – to help remove disgrace upon the city and the God of his fathers. Carolyn Shutton expresses this deep motivation in the following way:

Nehemiah clearly saw the mortal danger in which his countrymen had placed themselves by repeatedly ‘fleeing’ from God into the dangerous world of idolatry... Nehemiah understood that only in wholehearted submission would Israel find peace, security, and happiness they so desperately desired (Deut. 10:12,13). He knew Israel had exhausted themselves running from God.¹⁶

It took Nehemiah about four months of agonizing with God for the restoration not only of the broken physical walls of the city of Jerusalem but also for the restoration of God’s lost glory and His broken relationship with Israel.¹⁷ According to Ellen G. White, as Nehemiah prayed, “[A] holy purpose formed in his mind. He resolved that if he could obtain the consent of the king and the necessary aid in procuring implements and material, he would himself undertake the task of rebuilding the walls of Jerusalem and restoring Israel’s national strength.”¹⁸ Presenting such a request before the Persian king was clearly not an easy task, especially considering that earlier attempts to rebuild were severely thwarted by enemies of Israel (See Ezra 4:4-8, 23-24). For Nehemiah starting well called for much prayer and fasting for God’s intervention.

In his prayer (Neh. 1:5-11) Nehemiah alludes to the prevailing condition of his people. According to Williamson, God’s people were “generally showing signs of

¹⁵Edwin Yamuchi, Frank E. Gaebelein, eds., *The Expositor’s Bible*, vol.4 (Grand Rapids, MI: Zondervan, 1988), 690.

¹⁶Carolyn R. Shutton, *No More Broken Places: Finding Wholeness in God* (Hagerstown, MD: Review and Herald, 2001), 33.

¹⁷Ibid., 63.

¹⁸Ellen G. White, *Prophets and Kings*, 473.

repentance” after the disgracing exile. Hence the quest for full restoration became the burden of Nehemiah’s prayer for four months.¹⁹ Levering notes that the individual before whom Nehemiah is seeking “mercy” (Neh. 1:11) for the realization of his vision and mission is King Artaxerxes. “Nehemiah’s mission depends, like Ezra’s, upon Artaxerxes’ support. Just as Ezra depended upon God moving Artaxerxes’ heart, so Nehemiah prays for ‘mercy in the sight of this man.’”²⁰ Any mistake in presenting the burden of his heart would have meant Nehemiah’s failure to fulfill his mission.

To further emphasize the concept of vision as a starting point, the importance of prayer is worth capturing. Shutton makes a comparison between the amount of time Nehemiah spent praying for God’s mission as revealed to him and the actual time he spent executing it. Four months (120 days) were spent in prayer and only 52 days spent in implementation. “That is 42 percent more time praying about God’s broader will than accomplishing God’s specific will – once God revealed it to him”²¹ (emphasis is the author’s). Similarly, church leaders today should realize the value of spending more time praying about God’s broader mission than they spend accomplishing the specific tasks related to God’s broader will.

Clarity of vision is apparently a major step towards success, and it is closely linked to the mission. This seems to be one notable aspect of Nehemiah’s strategy execution success pillars. Mission and vision usually aim at providing a solution to a specific problem. In Yamuchi’s view, “What was required and what Nehemiah provided was a vision and decisive leadership. Nehemiah was clearly, a shaker, a

¹⁹H.G.M. Williamson, *Biblical Commentary: Ezra, Nehemiah*, David A. Hubbard ed. (Colombia: Thomas Nelson, 1985), 16:172.

²⁰Levering, 130.

²¹Shutton, 41.

mover, and a doer.”²² In this instance, Nehemiah’s specific mission was to rebuild the physical wall fence of the city of Jerusalem, but this was only symbolic of something deeper. Levering notes, “By rebuilding their walls God will restore their covenant separation from the idolatry of the surrounding nations.”²³ Ultimately, all church programs, activities, projects, and departments should envision the accomplishment of God’s mission through them. The end product is expected to be the restoration and reconciliation of humanity to God.

The Value of Mission

Attention will now be drawn to the second important principle of strategy execution from the book of Nehemiah. This is the concept of attempting to answer the question: ‘what are we (or am I) here for?’ There are three things that are closely related to clarity of vision: job analysis; enlisting support; and organizing the work.²⁴ Upon arrival in Jerusalem Nehemiah rested for three days and then made a secret survey or analysis of the extent of the reconstruction work (2:11-16). He had needed firsthand information before he called a meeting to address key leaders of the community. Some Bible scholars see two main reasons why Nehemiah surveyed walls at night. First, he was probably aware of the possible opposition from Sanballat and his allies. Second, he was familiar with the reasons for failure in the first attempt to rebuild Jerusalem as recorded in Ezra 4.²⁵ Williamson further observes, “Until he gauged the size of the problem, decided how to tackle it, and was ready to start, he did

²²Yamuchi, 690.

²³Levering, 130.

²⁴Merrill C. Tenney, ed., *The Zondervan Pictorial Encyclopedia of the Bible: In Five Volumes* (Grand Rapids, MI: Zondervan, 1975), 4:404.

²⁵Williamson, 187-188.

not want to stir up trouble which would pose difficulties enough at any stage of the work.”²⁶ It is usually unsafe for one to bite more than they can swallow.

When he became “sure of the purpose of his mission” he called the people to mobilize support for the rebuilding of the broken walls.²⁷ To enlist support Nehemiah uses the keyword “disgrace” or “reproach” as the reason for not allowing the status quo to be maintained (Neh. 2:17-18b). Nehemiah further strengthens his request by inferring that God’s providence was in control and that the king of Persia was God’s instrument (v.18).²⁸

The account in Neh. Three is so succinct that not much is explained about the organizational details involved in that massive assignment. Williamson attributes this reality to Nehemiah’s exceptional administrative ability.²⁹ It is significant to note that the execution of Nehemiah’s strategy started with the house of the High Priest: “Then Eliashib the High Priest rose up with his brethren, and they built.” (Neh. 3:1). Williamson notes, “Nehemiah came with the full support of the court for his enterprise.”³⁰ The rest of the people committed themselves to work with these words, “‘Let us rise and build.’ Then they set their hand to this good work” (Neh. 2:18). Williamson concludes that such a commitment from the people made Nehemiah realize that the vocation was from God and he suggests that the same should be the

²⁶Williamson, 187-188.

²⁷Tenney, 4: 404.

²⁸Williamson, 191.

²⁹Ibid.

³⁰Williamson, 202.

case within the community of faith today.³¹ For Nehemiah, the answer to the question ‘what am I here for?’ was quite vivid. His mission was clear.

The reconstruction of the walls of Jerusalem demanded the involvement of nearly all classes and gender of people. Women also participated as stated in Nehemiah 3:12. Shutton remarks, “The daughters of Israel had their work to do as well in the cause of God, but that shouldn’t surprise you.”³² The list of the heroes who rebuilt the wall is quite all-inclusive – priests, goldsmiths, perfumers, district rulers, temple servants, gatekeepers, and merchants. In the words of Levering, “this is the people of God in all fullness, seeking holiness by sacrificing their resources and endangering their lives so as to dwell with God in Jerusalem.”³³ The church today operates in a similar manner. People of various professions, talents, spiritual gifts and resources are brought together to engage in the work of developing holiness towards God.³⁴ When the vision and mission are clear to the people, it becomes easier to mobilize them for service. In the case of Nehemiah, there was a total of approximately forty-one parties or small groups mobilized to repair forty-two sections of the wall.³⁵

The historical context of Ezra-Nehemiah provides additional insights into the nature of the job undertaken by Nehemiah. To begin with, it should be clarified that in the original Hebrew Bible the now separate books of Ezra and Nehemiah were one volume. With this in mind, Bible scholars have noted that there were three projects for the Jews authorized by the Persian kings. The conceptual birth for each began in exile,

³¹Williamson, 193.

³²Shutton, 78.

³³Levering, 138.

³⁴Ibid., 139.

³⁵Yamuchi, 692.

but the execution was done in Jerusalem. The three projects were: the altar and the Temple, the community of Israel itself, and the walls.³⁶

McKenzie and Kaltner also support the view of three projects. They explain that the first stage was the rebuilding of the temple and altar under the leadership of Jeshua and Zerubbabel. Construction was halted due to “scheming from local opponents,” but under King Darius, Haggai and Zechariah completed the Temple.³⁷ The second stage was the restoration of the community under Ezra’s leadership (Ezra 7-10). “More important in the long run than the temple rebuilding is the reconstitution of Israel as a religious community under the law promulgated by Ezra.”³⁸ Nehemiah took leadership of the third stage of the rebuilding of the city walls (Neh. 1-7:5) with a clear understanding that what was at stake was more than the security wall fence of the city.

It is not clear how long it took for Nehemiah to finish the planning stage of the work after inspection. The assumption is that it probably did not take long due to possible surrounding dangers and the excitement created by the rumor of his arrival at Jerusalem.³⁹ Nehemiah understood that what was at stake was not just the wall as a physical structure. The earlier exaggerated report to the king in Ezra 4:12 indicated that the walls were being rebuilt when in reality it was only the temple under construction. But for the sake of diplomacy and security Nehemiah made the rebuilding of the walls and care of the ancestral tombs as the main topic (Neh. 2:3, 5).

³⁶Goldon F. Davies, David W. Cotter, eds., *BERIT OLAM Studies in Hebrew Narrative & Poetry* (Collegeville, MN: The Liturgical Press, 1999), 79.

³⁷Stephen L. McKenzie and John Kaltner, *The Old Testament: Its Background, Growth, & Content* (Nashville, TN: Abingdon Press, 2007), 360-361.

³⁸*Ibid.*, 360.

³⁹Williamson, 191.

Davies calls this a “rhetorical topic” as stated in the following quote: “In rhetorical trends the walls are simply the ‘topos’ or ‘topic.’ A rhetorical ‘topic’ is a ‘place’ where the speaker looks for something to say about the subject of real interest. The walls are the lever that opens up a further set of problems in the matter of Israel’s social and spiritual upbuilding.”⁴⁰

When the situation entails danger dependence upon God’s intervention is almost always the most logical option. There was a prophetic promise for the restoration of Jerusalem and the nation of Israel as a whole (See Jer. 26:10-14), but when the fullness of time had come actors in the drama still needed to be cautious in dealing with heathen kings. With the ‘social and spiritual up-building’ of Israel as a nation kept in the background, Nehemiah succeeded in receiving the needed support both from the king and his provincial administrators. The significance of Nehemiah’s completed task links with “God’s covenantal promise to David (2Sam. 7:10)” and the entrance of Jesus into “the walls of the Jerusalem that Nehemiah has rebuilt.”⁴¹ Church leaders could learn lessons of diplomacy, prophetic insight, and recognition that God still has a mission to accomplish through them even today.

Resolving Internal Problems

The third principle of strategy execution gleaned from Nehemiah’s story is the need to resolve internal problems. In God’s work, it may be naïve to assume that trouble or opposition will only originate from outside the church. In Nehemiah’s case, the first hint of internal trouble is alluded to in Neh. 3:5: “Next to them the Tekoites made repairs, but their nobles did not put their shoulders to the work of their Lord.”

⁴⁰Davies, 80.

⁴¹Levering, 135.

To accomplish His mission God may not necessarily need the involvement of everyone, as the case is in this instance. Levering notes, “Although the internal opposition at this stage does not appear very large, it is an ominous sign. Nehemiah will face significant internal opposition from the wealthy to the work of renewal.”⁴² The enemy within could prove just as destructive as the enemy from without.

There was also a threat of defection from the camp of Judah as recorded in Nehemiah 4:10, “Then Judah said, ‘The strength of the laborers is failing, and there is so much rubbish that we are not able to build the wall.’” Work overload could have truly been the cause of this complaint, but Tenney argues is that “defeatism also played its part.”⁴³ This can be understood, going by the nature of the threats the builders received from their enemies (See Neh. 4:11, 12).

Evidently, God’s people, His church, will always have team members who will refuse to get involved and some will simply give up in self-defeat. Ellen White is quite categorical on this matter when she states, “In every religious movement there are some who, while they cannot deny that the cause is God’s, still hold themselves aloof, refusing to make any effort to help.”⁴⁴ The behavior of standing aloof and refusing to help is usually evident at the time of executing a strategy, and White’s reminder is that “every religious movement” has such people. Church leaders should therefore not expect one hundred percent participation when engaging the members in the mission of the church. Work has to move on with those who are ready to support it. The refusal of the Tekoites nobles to get involved in the work and the complaint of Judah were like a tip of the iceberg compared to the large scale revolt that erupted.

⁴²Levering, 138.

⁴³Tenney, 405.

⁴⁴Ellen White, *Prophets and Kings*, 480.

In Neh 5:1-5 Williamson identifies three genuine complaints, while Levering sees two main charges of injustice against the wealthy class of Jerusalem. According to Williamson, the common feature among the three complaining groups was that they were all in debt. The pressure of rebuilding the wall worsened the situation because there is no evidence that people were paid for the work done. There was also a looming famine occasioned either by drought or “shortages caused by the preoccupation with the wall.”⁴⁵ In Neh 5:5 there seems to be a summary of the main complaints of all the three groups and that contention was about loans. There were laws related to pledges and debt-slavery (cf. Exodus 21:2-11; 22:24-26; Lev. 25; Det. 15:1-18; 24:10-13) to which the appeal in Nehemiah 5:5 was alluding. “Nehemiah acted immediately and ...on his authority without invoking any of the specific legal stipulations...Nehemiah acted within the spirit, not the letter of the law.”⁴⁶ Resolving internal problems is inevitable for spiritual leaders. If Nehemiah ignored the issues being raised by the people, it would have proven difficult to accomplish the mission.

Furthermore, the issue at hand seems to have involved a cross section of the community (Neh. 5:1-5). Yamuchi highlights the four classes of people entangled in the loans issue as the landless hungry poor (v.2), land owners forced into mortgages (v.3), debtors under heavy taxation (v.4), and parents whose children went into debt-slavery (v.5).⁴⁷ Any mistake in handling this apparently emotional and volatile situation would have greatly hampered the completion of the work. Fair and decisive action from leaders as they face similar situations would prove helpful.

⁴⁵Williamson, 237-238.

⁴⁶Ibid., 239.

⁴⁷Yamuchi, 706.

When the nobles and officials accepted to correct the situation, Nehemiah made them swear to confirm their commitment (Neh. 5:12). Nehemiah ends by calling “down a covenantal curse upon anyone who violates the Torah’s commandment against profiteering.”⁴⁸ It is encouraging to realize that in this matter even Nehemiah himself admitted guilt: “I also with my brethren and my servants, am lending them money and grain. Please, let us stop this usury!” (Neh. 5:10). Leading by example, even in embarrassing moments like these, earns credence for the leader. Nehemiah’s admission of guilt shows the level of commitment the man had to the accomplishment of his mission. He was not ready to allow anything impede success in rebuilding not only the physical fence but also the moral fabric of the people.

Also, it was common practice for governors to receive support in home necessities, as alluded to in Malachi 1:8. “But Nehemiah, like Paul, bent over backward and sacrificed even what was normally due him to serve as an example to the people (1 Cor. 9:2; 2 Thess. 3:8).”⁴⁹ The amount of meat mentioned in Neh 5:18 was adequate to feed “600 to 800 persons, including the 150 Jews and officials mentioned in v.17.”⁵⁰ Authority was the underlying concern that touched the conscience of Nehemiah and not just the legal requirements.⁵¹ Abuse of authority of office has become a common trend among leaders in our contemporary times. There are lessons to be learned from Nehemiah.

Providentially all the nobles appear to have cooperated well with Nehemiah. Their response was, “We will restore it, and we will require nothing from them; we

⁴⁸Levering, 157-158.

⁴⁹Yamuchi, 710.

⁵⁰Ibid., 711.

⁵¹Williamson, 239.

will do as you say” (Neh. 5:12a). It was evidently difficult to resist or ignore Nehemiah’s direct rebuke to the noble class (Neh. 5:9). This internal problem was big enough to disrupt the entire program of rebuilding the walls of Jerusalem. For Nehemiah mere consent to correct the situation was not enough. He demanded oaths to be made so as to confirm the seriousness of the verbal promises. Tenney observes, “Nehemiah displays an unerring understanding of human nature by insisting that all promises must be duly and publicly confirmed by an oath (5:12). No one could gainsay his own unselfish and blameless conduct.”⁵² Human nature has not changed for the better from Nehemiah’s time. If anything, the current circumstances both in the church and the corporate world may demand sterner confrontation of wrong and convincing remedial steps.

So far it has been shown that effective strategy implementation involves clarity of vision, appreciating the value of mission, and resolving internal problems. Each of these aspects of strategy execution has been clearly exemplified by Nehemiah. Attention will now be drawn to the next two related principles of strategy implementation.

Overcoming Opposition

Overcoming opposition is yet another important part of strategy implementation. The nature of the opposition, in this case, is external, as opposed to the previously discussed internal problems. Sutton outlines three human relations steps Nehemiah took to avoid the trouble recorded in chapter four. First, he “did not initiate the ill will,” then he “did not participate in the argument,” and finally “he

⁵²Tenney, 405.

stayed out of other people's business."⁵³ This is evident in the text of Nehemiah 4. The provocation came from Sanballat and Tobiah (vv. 1-3) and the Arabs and Ammonites (vv.7-8). Sanballat called the Jews "feeble" by the question: "What are these feeble Jews doing?" (v.2). Levering notes that God seems to specialize in using weaker vessels to accomplish his mission. He gives the examples of Prophet Samuel, young David facing Goliath, and Gideon.⁵⁴

Concerning 1 Peter 2:4-5, Levering compares "the stones from the heaps of rubbish – stones that are burned" (Neh. 4:2) to God's people building the church today. "These 'living stones,' who are 'tested by fire,' have received faith, hope and charity through the Messiah's triumph (1 Peter 1:6-7)."⁵⁵ Mockery and slander "motivated by annoyance and anger" will be heaped at God's children, but their response should be prayer, as Nehemiah (4:4-6).⁵⁶

The events of Ezra 4:21-23 were still fresh on the minds of some of the older builders. Their enemies wanted to capitalize on instilling fear among the Jews. In his prayerful response, Nehemiah made it clear that the ridiculous words of the enemy were a provocation to God: "for they have provoked you [God] to anger before the builders" (Neh. 4:5).⁵⁷ When human agents are used by Satan to fight God's children, they mostly do not realize that they are fighting God himself. This realization on the part of God's children should instill hope and courage, as the case was with Nehemiah.

⁵³Shutton, 101.

⁵⁴Levering, 144.

⁵⁵Ibid., 147.

⁵⁶Tenney, 405.

⁵⁷Williamson, 225-225.

Furthermore, Levering argues that the church is much stronger than the enemy thinks. Tobiah's mockery that even a fox could push down the reconstructed wall is well captured by Levering as follows: "On the one hand, no fox, or opponent of Christ, can destroy the stone wall that is the church (Matt 16:18-19). On the other hand, the church does not possess the strength that is visible to the worldly-minded. The stone wall often appears weak to the world (1 Cor. 2:1-3)"⁵⁸ (emphasis is the author's). Church leadership today faces similar hurdles of mockery and slander from none believers. Equipped with the hindsight of Nehemiah's story, leaders need to rely on the mighty hand of God who is the owner of the church.

Could there be any lesson from Nehemiah's advice for people to work in family groups to fight the enemy? Nehemiah 4:13b-14 states, "[A]nd I set the people according to their families, with their swords, their spears, and their bows... [A]nd fight for your brethren, your sons, your daughters, your wives, and your houses." Shutton gives the following insightful comment on this text: "Fighting discouragement within the safety of loving family and church support is much easier than fighting discouragement when you have wondered close to the enemy."⁵⁹ Surely, more often than not, biological and church family support in times of difficulties could prove helpful for some people.

Much as there is enough evidence to prove Nehemiah's reliance on prayer as a source of strength to move on, there is equal proof that he did what was humanly in his power to achieve his God-given mission. Nehemiah said, "The work is great and extensive, and we are separated far from one another on the wall. Whenever you hear

⁵⁸Levering, 148.

⁵⁹Shutton, 101.

the sound of the trumpet, rally to us there. Our God will fight for us” (Neh. 4:19-20).

Williamson observes that Nehemiah used language traditionally fitted for holy war (Ex. 14:14, Det. 1:30, 3:22, 20:4, Josh. 10:14,42).⁶⁰ The ultimate goal for all this was to ensure a successful completion of rebuilding the broken walls of Jerusalem.

Apparently, the implementation process may demand activities that may appear unrelated to the mission and vision at hand. In this case, people were required to carry weapons of war in addition to construction equipment.

Celebrating Success

Strategy implementation, as outlined in this study of the book of Nehemiah finally entails dedicating a completed work with celebration. It is one thing to start a project and yet another thing to finish it. Bible commentators agree that the two years and four months mentioned by Josephus as the period it took to build should be “disregarded” as it does not rest upon independent knowledge.⁶¹

The commonly accepted time it took to build is fifty-two days. Williamson argues that the reaction of those who opposed the work, as recorded in Nehemiah 6:16, is further evidence of the truth that the speed of completion shocked them. The Bible says they were “disheartened” to realize that God was behind the whole project.⁶² Yamuchi gives a similar argument as he posits, “The rapid completion of the wall despite such odds could only have been accomplished with God’s aid, and

⁶⁰Williamson, 225.

⁶¹Ibid., 260.

⁶²Ibid.

knowledge of this fact thoroughly discomfited Nehemiah's enemies (cf. 1 Chron. 14:17)."⁶³

According to Tenney, after the walls of Jerusalem were significantly rehabilitated Nehemiah turned to the people. First, they were made to revise the Torah. Then the temple service was restored with its financial support systems. Finally, Nehemiah restored national purity (Neh. 13:1-27).

Tenney concludes, "In times of apostasy, the study of the character of Nehemiah is particularly relevant."⁶⁴ It is remarkable that the wall that lay in ruins for nearly a hundred and fifty years was completed in less than eight weeks.

Undoubtedly, Nehemiah's key role as a leader helped galvanize the people into action.⁶⁵ "One might have expected a description of the celebration and dedication of the wall immediately on its completion, but we do not encounter this until 12:27."⁶⁶

Why is this so? Levering reports that Nehemiah completed the construction work in October 445 BC sending shivers among his opponents. The completion of the work was like an anticlimax due to the intensity of the opposition Nehemiah faced. Five times he received letters to meet with Sanballat and the fifth letter was a treason accusation (6:5-8). Nehemiah prudently refused to be intimidated and simply prayed for strength from God as he put final touches on the doors.⁶⁷ "In this light, Nehemiah's trials serve him as an antidote to pride or complacency after finishing the

⁶³Yamuchi, 715.

⁶⁴Tenney, 406.

⁶⁵Yamuchi, 715.

⁶⁶Ibid.

⁶⁷Levering, 162-163.

wall (Heb. 12:5-6, Prov. 3:11-12, Heb. 12:7-8). This discipline recalls us to trusting in God as children rather than trusting in our power.”⁶⁸

The dedication of a wall fence is unprecedented. Celebration with gladness appears to have been the main aim. Hence music played a role of invoking joy as a response. The purification ceremony by the priests marked the official start of the celebration (Neh. 12:30). According to Williamson, such purification “may involve washing of self and of clothes, ritual sprinkling, the sacrifice of a sin offering, fasting and abstinence from sexual intercourse. Ex 19:10,14-15, Lev. 16:28, Num. 8:5-8,19.”⁶⁹

Both the wilderness sanctuary under Moses and Solomon’s temple were dedicated with much celebration upon completion. The dedication of a wall fence was probably appropriate in this instance because it was symbolic of the reconstitution of the nationhood of Israel and their worship services. Consequently, completion of major tasks in the process of executing God’s mission may need to be commemorated. This tends to revitalize the energy of all participants.

From the book of Nehemiah, it has been shown that effective and efficient strategy execution involves clarity of vision, valuing the mission, resolving internal problems, overcoming opposition, and celebrating success. These five concepts can prove to be strong biblical pillars upon which to build God’s church even in these last days. The focus will now turn to the New Testament for a few texts highlighting strategy implementation.

⁶⁸Levering, 167.

⁶⁹Williamson, 372.

Christ's Example in Strategy Execution

In the New Testament, there are three main passages chosen for analysis in line with strategy execution and strategic planning. From the book of Matthew two passages have been chosen: Matt 7:21-27 (parable of the two builders) and Matt 21:28-32 (parable of two sons). In the gospel of Luke, the research focuses on Lk 14:28-32. The focus will now turn to these scriptural passages in the same order as outlined here.

Parable of the Two Builders

On several occasions, Jesus emphasized the need for His followers to be doers of the word rather than just being hearers. In Matthew 7:21, Jesus says, “Not everyone who says to me, ‘Lord, Lord,’ shall enter the kingdom of heaven, but he who does the will of My Father in heaven.”

The parable of the two builders is closely linked to the words of Jesus in Matt 7:21-23 as it is introduced with the conjunctive word “therefore” (Matt 7:24-28). Strategy experts see the link and conclude: “Having a strategy is building the church on the rock; not having one results in building on the sand, leaving the church grossly unprepared for the storms ahead.”⁷⁰ For some time now the Adventist Church has been preparing strategic plans, but the challenge is with the implementation of the same. This is more evident at the local church level where the impact of having implemented a good strategy matters most.

The parable of the two builders in Matthew 7 is preceded by three important verses. Apparently, the parable illustrates the meaning of Christ's statement in vs. 21-23 which read: “Not everyone who says to Me, Lord, Lord, shall enter into the

⁷⁰Paul Brantley et al., *Becoming a Mission-driven Church: A Five-step Strategy for Moving your Church from Ordinary to Exceptional* (Nampa, ID: Pacific Press, 2015), 9.

kingdom of heaven; but he that does the will of my Father in heaven.” The focus of this research is the phrase “but he that does the will of my Father in heaven.” The Greek word for “does” is “poieo” and it has been translated as “to make or do” with other additional meanings as “without any delay, (would) do (-ing) execute, exercise, fulfill.”⁷¹ Poieo can specifically be translated as “to make, effect, bring to pass, cause to take place, do, accomplish” as used particularly in the text being studied, and in Matt 21:21; Mark 3:8; 6:5; 7:37.⁷² The usage of poieo in Luke 16:4 and 19:48 can be translated as “to perfect, accomplish, fulfill, put in execution a purpose, a promise, etc.”⁷³ Evidently, Jesus’ emphasis is on the need to implement the content of the spoken or even written word. Planning as an expression of intention is not an end in itself. It has been accompanied with bringing into effect what has been pronounced verbally or in writing.

The parable of the two builders is introduced with the connecting word “therefore,” making a clear indication that what follows relates to what has been stated earlier. The Bible says, “Therefore, whoever hears these sayings of Mine and does them, I will liken to a wise man who built his house on the rock...But everyone who hears these sayings of Mine, and does not do them will be likened to a foolish man who built his house on the sand” (Matt 7:24-26). In the words of Francis D. Nichol, “It is a dangerous thing to hear a divine command if what is heard is not translated into action, for hearing inevitably brings with it responsibility for the

⁷¹ James Strong, *Strong’s Exhaustive Concordance of the Bible*, s.v. “does.”

⁷² William D. Mounce, *The Analytical Lexicon to the Greek New Testament*, s.v. “poieo.”

⁷³ *Ibid.*

corresponding action.”⁷⁴ Both the danger of failure to execute and the inevitability of responsibility for taking action have been clearly noted here.

A.M. Hunter equally notes that the main point of the parable of the two builders is that hearing combined with doing amounts to building on the rock while hearing without doing is building on the sand.⁷⁵ He further points to a rabbinical parable that conveys a similar message as follows: “A man whose knowing exceeds his doing is like a tree with many branches and few roots.”⁷⁶ The wisdom of this concise parable of the Rabbi would lead to the conclusion that, just like a house on the sand, a rootless tree would fall under the pressure of a storm. Similarly, Christians who are only hearers and not doers of God’s word would fail to stand amid the storms of life.

The value of being an implementer of the word of God is further noted by G. B. Caird as well. According to him, there are two main points to be gleaned from the opposing results of the two builders: “The man who hears and does is safe against every crisis, while the man who only hears is inviting disaster.”⁷⁷ Crisis in life is inevitable. Individuals, as well as institutions, face crises of all kinds, as represented by the storm in the parable of the two builders. Using the words of Jesus in this parable, there is folly in hearing the word without doing as it says and there is wisdom in combining hearing with doing.

⁷⁴SDABC, 5:359.

⁷⁵A.M. Hunter, *Interpreting the Parables* (London, SCM Press, 1960), 74.

⁷⁶Ibid.

⁷⁷G.B. Card, *The Gospel of St. Luke* (Harmondsworth and Baltimore: Penguin, 1963), 107.

Parable of the Two Sons

In another instance leaders of the Jewish church came to question the authority of Jesus for doing what He did. In response, Jesus gave them the parable of the two sons, as recorded in Matt 21:28-32. The main point of the parable is to emphasize the importance of executing the will of God. In fact, the Greek word for “do” (poieo) is the one commonly used in the Gospels and can be translated as “execute,” “fulfill,” or “perform,” among many translations.⁷⁸

Here is the parable as recorded in Matt 21:28-32:

But what do you think? A man had two sons, and he came to the first and said, ‘Son, go, work today in my vineyard.’ He answered and said, ‘I will not,’ but afterward he regretted it and went. Then he came to the second and said likewise. And he answered and said, ‘I go, sir,’ but he did not go. Which of the two did the will of his father? They said to Him, ‘The first.’ Jesus said to them, ‘Assuredly I say to you that tax collectors and harlots enter the kingdom of God before you.

Jesus did not spare his energy in implementing what he was commissioned to do to save humanity from sin and its effects. He made it clear to the church leaders that his source of authority for his deeds was the same as the one for John the Baptist. The incidents which led to the questioning of Jesus’ authority included the triumphal entry, the cleansing of the Temple, and teaching with authority.

The parable of the two sons apparently clarifies the great commission requirement for those involved to ‘go’ work in God’s vineyard by not just professing but executing the word. The words, “go work today” (Matt. 21:28) have been understood as representing a universal command to each of God’s children to work for Him. Nichol notes, “This command God gives to every ‘son.’ None are exempt.”⁷⁹ It is incumbent upon all God’s children to ‘do the will’ of their heavenly Father

⁷⁸*The New Strong’s Exhaustive Concordance on the Bible*, s.v. “do.”

⁷⁹*SDABC*, 5:474

because “profession without action is of no value.”⁸⁰ Again the point is the same – doing is more important than just professing.

Simon J. Kistemaker suggests that the parable of the two sons, found only in Matthew, can better be summarized by the words in Jam 1:22. “It teaches that the person who refuses to do what is asked of him but who subsequently changes his mind and does the task is better than one who promises to take care of his obligations but never fulfills.”⁸¹ In this parable, the obedient son represents the social outcasts who responded in repentance to the preaching of John the Baptist. The other son who professed obedience represents the attitude of the religious leaders of Jesus’ day who refused to respond to the same message.⁸²

Counting the Cost of Discipleship

The final passage from the teachings of Jesus on the importance of strategic thinking and strategy implementation comes from Luke 14:28-32. This text is significant because it appears to bring together the concept of strategy formulation and strategy execution. Strategy formulation begins with a vision of the ideal state as captured in Christ’s words: “does not sit down first and count the cost” (v.28).

The planning aspect of strategy is alluded to in the phrase, “whether he has enough to finish it” (v.28). Some connotations of assessment are noticeable in the phrase, “lest after he has laid the foundation and is not able to finish” (v.29). Strategy implementation is alluded to in the two parallel phrases, “For which of you intending

⁸⁰*SDABC*, 5:474.

⁸¹Simon J. Kristemaker, *The Parables: Understanding the Stories Jesus Told* (Grand Rapids, MI: Baker Book House, 1980), 79.

⁸²*Ibid.*, 80-81.

to build a tower” (v.28) and “Or what king going to make war” (v.31). These key phrases are the guideposts used in analyzing this important passage of Scripture.

The background to the parable in this text can simply be summed up as discipleship is not cheap, it bears a high price tag (Luke 14:25-27). And by telling the parable, Jesus is letting his followers learn to count the cost before taking on the mission to follow him. Here is the parable:

For which of you, intending to build a tower, does not sit down first and count the cost, whether he has enough to finish it – lest after he has laid the foundation, and is not able to finish it, all who see it begin to mock him, saying ‘This man began to build and was not able to finish.’ Or what king, going to make war against another king, does not sit down first and consider whether he is able with ten thousand to him meet who comes against him with twenty thousand? Or else, while the other is still a great way off, he sends a delegation and asks conditions of peace. So likewise, whoever of you does not forsake all that he has cannot be my disciple (Luke 14:28-32).

In this text, Darrell L. Bock sees two “illustrations of assessing the cost” of discipleship. The first involves “build the tower” (14:28-30) and the second is “the king and his army” (14:31-33).⁸³ The Greek word for the tower is purpose and it is the same word used in Matt 21:33, Mark 12:1 and Luke 13:4. “Of you” (Gr. *exhymon*) implies that this tower is a personal one to improve security at home. According to Bock, construction of such a tower could only begin if the initial assessment shows that one can finish the construction project, failure to which ridicule or mockery (Gr *emphaizein*) would be the result.⁸⁴ The aim of mockery is to embarrass the unsuccessful builder. All this because one has failed to implement and complete the project due to poor planning initially.

⁸³Darrell L. Bock, *Baker Exegetical Commentary on the New Testament* (Grand Rapids: MI: Baker Academic, 1996), 1287.

⁸⁴*Ibid.*

Failure to give “serious thought” to the cost of discipleship is the same lesson Jesus teaches in the parable of the great supper (vv. 15-24) that precedes the passage under this research.⁸⁵ Giving serious thought to any particular endeavor entails visioning and planning. This is the element alluded to in the words of Jesus requiring His followers to ‘sit down first’ and count the cost.

The authors of *The Interpreter’s Bible* put the context of the parallel parables of the tower builder and the king at war as starting with Luke 14:25. Its general theme is conditions of discipleship that include: discipleship and the claims of home (v.25-26); discipleship and the cross (v.27); counting the cost (v.28-30); measuring the strength of the foe (v.31-33); and uncommitted disciples are as worthless as tasteless salt (v.34-35).⁸⁶ The center of focus in this research is on counting the cost and measuring the strength of the enemy. Walter L. Liefeld posits, “The practical nature of the circumstances Jesus so vividly pictures underlines the fact that Christian discipleship is not some abstract theoretical ideal but hard reality.”⁸⁷ It is possible to be quite thorough and excited when theorizing about strategy, but the ‘hard reality’ only dawns at implementation time. The same could be the case at the start of the Christian journey.

However, planning is still a vital component that climaxes into strategy execution. Checking to see if one “has enough to finish” the impending task calls for careful planning. The planning stage is when it is possible to know whether one has all the needed resources to ‘finish’ or execute the task at hand. Adeyemo argues, “In

⁸⁵“Which of you,” *SDABC*, 5:812,

⁸⁶George Arthur Buttrick, *The Interpreter’s Bible: The Gospel According to St. Luke*, vol. 8 (New York, NY: Abingdon Press, 1952), 259-262.

⁸⁷Walter L. Liefeld, *The Expositor’s Bible Commentary: With the New International Version* (Grand Rapids, MI: Zondervan, 1984), 979-980.

Luke 14:28-33 God is inviting all, through the activity of Jesus, to enter the kingdom, but it is an invitation that ought not to be unthinkably taken”⁸⁸ (emphasis is mine). One’s cognitive capacity has to be fully engaged in deciding to be Christ’s disciple.

In a similar vein, Bock notes, “Jesus pictures the value of reflecting on becoming a disciple. To avoid an embarrassing and deadly outcome, one is to count the cost.”⁸⁹ Assessing one’s capacity helps avoid the inevitable embarrassment resulting from failure to complete a task or project. This is quite clear from Christ’s words stating, “lest after he has laid the foundation and is not able to finish, all who see it begin to mock him” (v.29). Assessment before the task is therefore important for successful implementation and avoidance of the embarrassing mockery.

It appears that the cost of discipleship becomes clearly evident at execution time. Giving consent to becoming Christ’s follower could be done instantaneously, but living as a transformed convert is a toilsome life-long experience. When it comes to strategy, planning can be considered the easier starting point while execution is the harder, costly, final experience. By inference, it would be true to state that the cost of discipleship is felt at the time of living as a disciple – at execution time. Professing to be a follower of Jesus is not enough. One has to follow through by deeds.

Any worthwhile project should climax in completion. Nichol observes, “There is no point in beginning something one cannot complete. Such a project absorbs time and energy without bringing any comparable results ... He who is not willing to go all the way may as well not even start.”⁹⁰ Time and energy are both resources originating from God and should be prudently expended to the glory of the Giver. Without

⁸⁸Adeyemo, *Africa Bible Commentary*, 1233.

⁸⁹Bock, 1289.

⁹⁰“Count the cost”, *SDABC*, vol. 5, 812.

realizing it, many tend to waste time and energy in tasks that remain incomplete and valueless.

Summary

In this chapter, it has been shown that strategy implementation is an essential component of the true Christian religion. The strategy proposed by Joseph after interpreting King Pharaoh's dream needed to be executed efficiently for the intended results of saving people from starvation to be achieved. Nehemiah also had a very clear mission that was translated into a strategy he implemented. Behind the visible strategy of rebuilding the broken walls of Jerusalem was Nehemiah's concealed goal to help reconstitute the national identity of Israel.

The teachings of Jesus further prove that hearing the word should be accompanied by doing it. From the parable of the two builders (Matt 7:24-27), Christ makes it clear that the wise builder is one who both hears and does (executes) what has been heard. The parable of the two sons (Matt 21:28-32) also shows how important it is to do the will of our Father in heaven.

Jesus alludes to the importance of strategic planning as He discusses the cost of discipleship in Luke 14:28-32. He expects His followers to count the cost of discipleship before making a commitment. Under normal circumstances, strategic planning precedes strategy implementation. However, strategic planning without implementation amounts to nothing, as shown by the other teachings of Jesus. According to the book of James 1:22-25, self-deception appears to be a natural result of just ending with hearing God's word without putting it into practice.

In the next chapter, the research focuses on what various writers have said on the subject of strategy execution. In reviewing the literature, more focus has been placed on issues of strategy execution that agree (synchronize) or disagree with the

general issues raised in this chapter, to (or “intending to”) finding better ways to implement the strategy effectively.

CHAPTER 3

LITERATURE REVIEW

This chapter looks at various literature and electronic sources related to strategic planning and strategy execution. It starts with a historical background to strategy and proceeds to discuss the role of leadership in strategy execution. Much attention has been given to reasons for strategy execution failure and the proposed solutions to the same challenge. These themes are discussed mainly within the context of business enterprises, but an attempt has been made to discover what has been happening among nonprofit organizations. Before concluding this chapter, there is a section on how religious leadership relates to strategy issues.

Historical Background and Definitions

There is need to understand the origins and usage of the concept ‘strategy’ before proceeding to discuss strategy execution. Lack of clarity in defining strategy may lead to a casual and ineffective approach in executing objectives of the same.¹ The wide context in which the word ‘strategy’ is used has partly led to the blame for creating execution challenges. It has been noted that among businesspeople strategy has been used in at least five different ways such as “a plan,” “a pattern of organizational behavior,” “a competitive position,” “a set of ploys or stratagems,” and

¹Richard McKnight, Tom Kaney, and Shannon Breuer, *Leading Strategy Execution: How to Align the Senior Team, Design a Strategy Capable Organization and get All Employees On-board* (Philadelphia, PA: TrueNorth Press, 2010), 28.

so on.² The root word for strategy is the Greek stratag meaning military commander, but “in popular usage, a strategy most often means the set of actions (causes) that are calculated to lead to a given result (effect).”³ In this research, this is the definition of strategy that has been applied more often. However, there are several other important definitions of strategy. A few of them are provided below.

Thompson et al. define strategy as “making clear-cut choices about how to compete.”⁴ This definition seems to lean towards marketing and is quite ideal for business enterprises. Robert S. Kaplan, a well-known scholar on business strategy, prefers the understanding of strategy given by Michael Porter: “Strategy is not only what the organization intends to do, but also what it decides not to do, a message that is particularly relevant for nonprofits.”⁵ This understanding of strategy resonates well with the definition provided by Sharon Oster, as cited by Thompson, et al. She states, “A strategy is a commitment to undertake one set of action rather than another.”⁶ Apparently, one key component of the strategy is making choices. Once a choice is made to move or not move in a certain direction it entails strategic planning.

Costas Markides admits the difficulty existing among academicians and practicing managers to define strategy clearly. He proposes that a strategy decides a few parameters: target customers, products or services to be offered, and how to

²McKnight et al., 29.

³Ibid.

⁴Arthur Thompson A. Jr, A.J. Strickland III, and John Gamble, *Crafting and Executing Strategy: Text and Readings*, 15th ed. (New York, NY: McGraw-Hill Companies, 2007), 1.

⁵Robert S. Kaplan, “Strategic Performance Measurement and Management in Nonprofit Organizations,” *Voluntary and Nonprofit Management*, vol. II, (London: SAGE Publications, 2013), 154.

⁶Thompson A et al., 1.

perform these activities.⁷ With this in mind, this author concludes: “Strategy is all about combining these choices into a system that creates the requisite fit between what the environment needs and what the company does” (emphasis is the author’s).⁸ This appears to be a typical understanding of strategy in the corporate world. Careful choices have to be made in combining customers, products/services, and tactics to create a strategic ‘fit’ for the prevailing environment.

Strategy execution is a relatively new discipline of study in the business world. It has been accepted that scholars Bossidy and Charan and Kaplan and Norton pioneered strategy execution with their groundbreaking publications in the early 1990s.⁹ According to De Flander, strategy execution “bridges the gap between brilliant strategies and superior performance. Led by Balanced Scorecard inventors Kaplan and Norton and best-selling authors Bossidy and Charam, Strategy Execution has become a fast-growing bleep on the radar screens of top executives.”¹⁰ Evidently, this ‘fast-growing bleep’ is becoming clearer in calling for leadership action to change the high failure rate in strategy execution.

Around 1990 Robert S. Kaplan and David P. Norton realized that most companies used financial accounting as the only system to measure performance. After a one-year research study, they introduced other measures that were not financial by incorporating customer perspective, internal process perspective, and

⁷Costas Markides, “What is Strategy and How Do You Know if You Have One?” in Arthur Thompson A. Jr., *Crafting and Executing Strategy: Text and Readings*, 15th ed. (New York, NY: McGraw-Hill, 2007), 452.

⁸Ibid., 455.

⁹Jeroen De Flander, *Strategy Execution Heroes: Business Strategy Implementation and Strategic Management Demystified* (Brussels: The Performance Factory, 2012), 2.

¹⁰Ibid, 14.

learning and growth perspective.¹¹ So financial measures were to be balanced with these intangible non-financial measures. A business tool called Balanced Score Card (BSC) was introduced. The introduction of the BSC unearthed another major problem – how to implement new strategies. Companies started using the BSC to help them align and focus on strategy. Subsequently, Kaplan and Norton published two more books – *The Strategy-Focused Organization* and *Strategy Maps*. The Strategy Map was born out of the need to “describe strategy by explicit cause-and-effect relationships among the objectives in the BSC perspectives.”¹² This is in line with McKnight’s definition of strategy as involving actions (causes) and results (effects).

Research conducted by Kaplan and Norton confirmed that the failure rate in strategy implementation is about 70 percent. The same research shows that companies that use the BSC were more efficient at strategy execution. This was because one of the fundamental principals of the BSC is that “if you can measure it, you can manage it.”¹³ The framework of the BSC attempts to align four main elements of any business or organization. The four elements are financial performance, customer value position, internal processes, and learning and growth. According to Kaplan and Norton, one major distinction between a strategy map of a business enterprise and a public sector or nonprofit organization is the aim or focus of the strategy. A business entity focuses on increasing shareholder value (profit) while a nonprofit or public

¹¹Robert S. Kaplan and David P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston, MA: Harvard Business School Press, 2004), ix-xiii.

¹²*Ibid.*, xii.

¹³*Ibid.*, 6.

sector organization focuses on achieving its mission, which is not usually in monetary value.¹⁴

What is strategy execution? Chris McChesney et al. define strategy execution as “the discipline of getting things done as promised – on time, on budget and with quality” and it can also be understood as “what ‘executives’ are hired to do.”¹⁵ In a typical business enterprise, the core assignment of a manager is expected to be “converting strategic plans into actions and good results.”¹⁶ Poor performance is perceived as an indication that the strategy and the execution are weak.

In a strict business context strategy execution as it relates to management can be summarized as follows: “Management’s handling of the process of implementing and executing the chosen strategy can be considered successful if and when the company achieves the targeted strategic financial performance and shows good progress in making its strategic vision a reality.”¹⁷ The link between strategy execution and vision realization is evident from this statement. At the same time, the emphasis on shareholder value, as observed earlier, can be seen.

Leadership Roles in Strategy Execution

The authors of the book *Leadership 2030* discuss six megatrends for all leaders to consider if they are to succeed in leadership. The six unavoidable trends are globalization, environmental crisis, individualized and value pluralism, the digital era,

¹⁴Kaplan and Norton, 7.

¹⁵Chris McChesney, Sean Covey, and Jim Hauling, *The 4 Disciplines of Execution: 4DX* (London: Simon & Schuster, 2012), 299.

¹⁶Thompson et al., 384.

¹⁷Ibid.

demographic change, and technological convergence. In such an environment, these scholars propose a kind of leadership they have named “altrocentric.”¹⁸

After giving the background that there are six most effective styles of leadership (directive, pacesetter, visionary, affiliative, participative, and coaching), Vielmetter and Sell define altrocentric leadership as “a neologism meaning the opposite of egocentric (alter meaning ‘the other’ in Latin).”¹⁹ This implies being other-centered as opposed to being self-centered. This kind of leadership can also be described as “post-heroic leadership.”²⁰ Leadership that would cope within the current context of the six megatrends will have to exhibit two main characteristics for strategy execution inevitably.

First, they create engaged, high-performing decision-making teams, in which they are careful to position themselves as first among equals – with emphasis on equals. Then rather than simply holding people to account, they empower them, giving them autonomy within a clear framework of basic rules and considerations.²¹

Autocracy and dictatorship as forms of leadership seem to be outdated. People now want to be fully involved in decision-making for them to engage in strategy execution. Vielmetter and Sell suggest that as first among equals, the top leadership role is threefold. To begin with, they create functional teams with a variety of talent but complementary profiles. Then altrocentric leaders engage the team in meaning-making to help clearly spell out the purpose to be executed. Finally, with the mega-

¹⁸Georg Vielmetter and Yvonne Sell, *Leadership 2030: The Six Megatrends You Need to Understand to Lead Your Company into the Future* (New York, NY: American Business Association AMACOM, 2014), 165.

¹⁹Ibid., 165-166.

²⁰Ibid., 166.

²¹Ibid., 185-186.

trends in view, the team is challenged to think creatively “about the company’s business and operating models, strategic direction and execution, and the opportunities and threats.”²² In reality, the six mega-trends are only part of what could impact an organization internally and externally. Hence the strategy and its execution plan are expected to be constantly updated.

The kind of leadership being suggested for the future is more of a journey than a destination. Vielmetter and Sell disclaim their ability to give any particular tips to abide by to become altrocentric. Instead, their caution is, “Altrocentric leadership is a journey full of ambiguities, uncertainties, open-ended questions and (for that matter) a few potential dead ends along the way.”²³ The question is why anyone would attempt to venture into this kind of leadership if it has no guarantee of certainty? The authors provide a set of twelve questions for self-assessment to check the status quo of leadership. In the final analysis, a careful review of the prevailing situation would surely inspire a committed leader to desire the altrocentric leadership journey for the sake of effective strategy execution.

Having described the ideal nature of leadership for the twenty-first century, it is time to turn to specific leadership roles in strategy execution. Two contemporary authors have attempted to outline the essence of strategy execution leadership in this post-modern global village. Richard McKnight et al. discuss four main jobs or roles of leadership as “winning minds,” “winning hearts,” “aligning local effort,” and “creating organizational capabilities.”²⁴ Each of these roles will be analyzed later in this research. The second author who has written on leadership roles in strategy

²² Georg Vielmetter and Yvonne Sell, 188-189.

²³ Georg Vielmetter and Yvonne Sell, 191.

²⁴ McKnight, 24-25.

execution is Jeroen De Flander. In his book, *The Strategy Shortcut* De Flander discusses the power of engaging the head, heart, and hands of all travelers on the strategy execution journey. He calls this as “The Epic Quest for the 3 H’s.”²⁵ The book is “a travel story about successful strategies ... about big ideas and the travelers they meet on their path to success.”²⁶ These writers seem to be addressing the same issues from different perspectives.

The four jobs of strategy execution as discussed by McKnight are not necessarily sequential, “but each job tends to build upon the other.”²⁷ The first job demands for employees to understand not only the strategy but also the rationale and matrix behind it. In other words, “get the ‘heads’ involved.”²⁸ There is a need for business literacy, meaning “the state of being knowledgeable in an action-capable way about the strategy of one’s company”²⁹ (emphasis is the author’s). It is alarming to realize that 95 percent of workers fail to comprehend the strategy of their new employer, according to the research by Kaplan and Norton.³⁰

To increase business literacy, six principles have been suggested. First, the basics of learning require the involvement of the ear, eye, and touch to enhance comprehension. Second, avoid making business literacy appearing like training but make it like an exercise to implement the strategy. Third, avoid using one-way

²⁵Jeroen De Flander, *The Strategy Shortcut: Why some Strategies Take the Hidden Path to Success and Others Never Reach the Finish Line* (Brussels, Belgium: The Performance Factory, 2013), 1-15.

²⁶*Ibid.*, 4.

²⁷McKnight, 52.

²⁸*Ibid.*, 52-53.

²⁹*Ibid.*, 66.

³⁰*Ibid.*

information transmission process, but make it multi-faceted. Fourth, ask employees to restate what they are learning. Fifth, repetition is key to learning. Finally, business literacy's existence needs to be checked by using measurement data gathered from employees without alarming the situation.³¹

The second job of strategy execution calls for motivating the heart to want to fulfill the strategy. The best work environment makes employees feel valued, important and involved.³² McKnight compares business leaders with politicians in that they are both “in the influence business and must strive to move people emotionally – to stir the heart.”³³ There is a tendency to downplay the power of emotions in bringing about changes as contrasted with being rational. However, research evidence proves that both the rational and emotional aspects of human nature need to be engaged. For this reason, McKnight et al. conclude, “Winning minds and hearts, the work of Jobs One and Two, is essential to strategy execution. It’s no laughing matter.”³⁴

In the third place changes at the work unit level to affect strategy implementation. The point is, “if employees are informed and are motivated but are not taking action in concert with others to execute it [the strategy], understanding and motivation are of little consequence.”³⁵ At this stage, the strategy should turn into real results by ensuring alignment of the effort of employees. Frontline employees and

³¹McKnight, 85.

³²Ibid., 90.

³³Ibid., 102.

³⁴Ibid., 105.

³⁵Ibid., 60.

middle management play a pivotal role in accomplishing job number three of strategy execution.

According to McKnight et al., job number four in executing strategy involves the creation of organizational capabilities, and it happens to be the most challenging of the four jobs.³⁶ This job has two key components: value discipline and organization design. Value discipline is a term first used by Michael Treacy and Fred Weirsema and they define it “as the approach a company takes to creating customer value and gaining competitive advantage.”³⁷ There are three main value disciplines to choose from in achieving competitive advantage. They are operational excellence, product leadership, and customer intimacy. “Companies that work through the value discipline exercise declare which one value proposition they will attempt to excel at.”³⁸ making this choice is the first assignment of execution job number four and remains squarely in the domain of senior leadership.

Organization design is the second component of strategy execution job number four. It is defined as “the deliberate process of configuring structures, processes, reward systems, and people practices to create an effective organization capable of achieving its business strategy.”³⁹ Just from this definition, it is evident that organization design is a five-pronged non-linear process involving the strategy, people practices, rewards, business processes, and structures. This is why it has

³⁶McKnight, 143.

³⁷Ibid., 147.

³⁸Ibid.

³⁹Ibid., 159. This author got the definition from Kates and Galbraith book entitled *Designing Your Organization*.

probably been named “The Star Model of Organization Design” as it takes the shape of a five-fingered star with “aligned leadership” at the core.⁴⁰

To sum up the four roles of leadership in strategy execution, according to McKnight et al., the two key words are winning and aligning. Jobs one and two calls for change at the individual level after creating understanding and commitment by winning minds and hearts of employees respectively. Jobs three and four require work unit and organizational level changes by achieving performance through proper alignment of the entire organization in line with the strategy. When all the four jobs are properly done, strategy execution gets potentially enhanced.

For Jeroen De Flander a successful strategy execution journey has to make a triple connection. “The name was given to this successful triple connection – the connection between a big idea and the travelers it meets on its execution path – is the H3-connection. It’s our gateway to traveling the Execution Shortcut”⁴¹ (emphasis is the author’s). The key question De Flander is attempting to answer is why some strategies take a hidden path to success while others do not reach the finish line. Human dynamics are the reasons behind the high failure rate of strategy execution. These dynamics will be discussed in the section dealing with reasons for strategy execution failure.

Convincing the head is the first part of the triple connection. This demands for facilitating small choices employees make on a daily basis while still keeping the big choice (the strategic direction) clearly in view. It also involves drawing a finish line and re-measuring (establishing signposts or lead measures). All these elements have a

⁴⁰McKnight, 159-160.

⁴¹De Flander, *The Execution Shortcut*, 6.

cognitive or rational inclination in influencing action. The essence of what De Flander puts across in convincing the head is captured well in the following statement:

These SMALL choices need to be in line with the big choice to create a path, a Mintzberg Pattern. Successful strategists facilitate these small choices using three tactics: (1) They provide a list of Noes to limit the options.; (2) They provide prioritization information – a Decision Intent – for the remaining options. ...; (3) They keep the core of the strategy clearly visible – free from Strategy Graffiti – just like brand managers who protect their brand⁴² (emphasis is the authors).

The Mintzberg Pattern is a term derived from Professor Henry Mintzberg's definition of a strategy as "a pattern in a stream of decisions."⁴³ The Mintzberg Pattern is achieved when small choices are consistently aligned to the big choice (our target customers). The big idea should be clearly understood by all team members, and their small daily decisions must lead towards accomplishing the main goal. The next step is to make "others care about our big idea"⁴⁴ (emphasis is the author's).

How does one make others care about the big strategic direction or idea of an organization? This is the second role of strategy execution leadership, and it involves the Heart Connection. "It's the Heart Connection that kick-starts travelers. It's the emotional bond with the idea that motivates people to contribute, not the brilliance of the idea itself"⁴⁵ (emphasis is the author's). De Flander suggests that this could be done by sharing strategy stories within relevant context while moving the emotions at the same time; climbing the micro-commitment ladder by making "big commitments

⁴²De Flander, *The Execution Shortcut*, 61-62.

⁴³Ibid., 21.

⁴⁴Ibid., 62.

⁴⁵Ibid., 145.

on small things”); and going beyond self-interest with final big victory in view while celebrating small ones along the way.⁴⁶

On commitment, De Flander challenges leaders, “We should offer only big Yeses ourselves and challenge others to do the same. We can help travelers climb the Micro-commitment Ladder by making ‘no’ an acceptable alternative for the fake yeses.”⁴⁷ It is possible for people to say a fake ‘yes’ when they mean ‘no’ if the work environment is not conducive. For strategy execution to thrive employees should be trained to challenge ideas that do not seem to be in sync with the strategic direction of the organization.

The third and final leadership strategy execution role, in De Flander’s view, is tapping people’s energy by engaging them in the actual work. Things should transition from theory (convincing the head) and emotion (evoking care) to practice (engaging the hands in doing actual work). According to De Flander, “An action identifies what you need to do to reach the finish line. An implementation intention is a specific commitment to when and where you’re taking action. In short, an implementation intention is an action cue”⁴⁸ (emphasis is the author’s). Having action cues helps minimize willpower depletion that has been shown as one major factor contributing to 88 percent failure in implementing New Year’s resolutions.⁴⁹ How can people’s energy be engaged in the actual work?

This can be achieved in three ways. First, simplify work processes so as to enhance productivity. Aim to “walk the Simplicity Tightrope, creating a working

⁴⁶De Flander, *The Execution Shortcut*, 109-110.

⁴⁷Ibid., 109.

⁴⁸Ibid., 138.

⁴⁹Ibid., 126.

environment where Complexity doesn't slow down decisions."⁵⁰ Second, recognize and embrace the power of habits by insisting that small decisions become like second nature for all employees. De Flander advises, "We need to automate the crucial decisions that support our strategy as quickly as possible. That way, travelers don't tap into their willpower when they execute the new strategy."⁵¹ Finally, each should find a weekly rhythm with provision for strategy execution. "Repetitive weekly cues that help automate execution decisions are called strategy anchors."⁵² A well-known reality of life is that habits are products of regular repetition of predetermined activities. The strategy execution role of leadership also calls for habitual behaviors that enhance performance.

In summary, De Flander's argument is that strategy execution leadership should aim for the head, heart, and hand. Present the rational concepts just as a starting point. Conquering the heart through the emotional appeal is the next step that makes the team care enough to want to do something about the situation. But motivation alone cannot complete the strategy execution journey. It has to be supported by helping people create a decision pattern. Creating understanding and care is also inadequate to reach the finish line. Hands should take over the rational and emotional capabilities to turn them into action. This completes the strategy execution journey.

⁵⁰De Flander, *The Execution Shortcut*, 148.

⁵¹Ibid., 128.

⁵²Ibid., 139.

Reasons for Strategy Execution Failure

Strategy execution of any kind faces similar hurdles regardless of the good intentions implied by strategy. McChesney et al. observe that strategies fall into two main categories: “The first requires mainly stroke of the pen; the second requires behavioral change.”⁵³ With the availability of money and authority leaders can implement the stroke-of-the-pen strategies with fewer challenges. The story is different for behavioral change strategies, comprising about 65 percent of all initiatives. “You can’t just order them to happen because executing them requires getting people – often a lot of people – to do something different. And if you’ve ever tried to get other people to change their ways, you know how tough it is. Changing yourself is hard enough.”⁵⁴ With the above two categories of strategies in mind, the research will proceed by looking at causes of strategy execution failure from the perspectives of business enterprises and nonprofit organizations. Though in actual practice human behavioral patterns tend to cut across all types organizations.

McChesney et al. argue that people are not the main cause of strategy execution failure but the system, for which leaders are responsible.⁵⁵ Further, McChesney’s team research discovered a triple secondary set of reasons for strategy failure. These are uncertainty about the goal with no commitment to it, lack of specificity concerning what people are expected to do, and lack of accountability. But the primary and real reason is what the McChesney team has called the whirlwind.

Here is how these writers describe the whirlwind:

It’s the massive amount of energy that’s necessary just to keep your operation going on a day-to-day basis; and, ironically, it’s also the thing that makes it so

⁵³McChesney, 3.

⁵⁴Ibid.

⁵⁵Ibid., 5.

hard to execute anything new. ... The whirlwind is urgent and acts on you and everyone working for you every minute of every day. The goals you've set for moving forward are important, but when the urgency and important clash, urgency will win every time.⁵⁶

Much of the rest of the book is more of an explanation on how to align the workplace so as to overcome the whirlwind. This is enemy number one for strategy execution and overcoming it greatly enhances the capacity of any organization to implement the strategy. "Remember, the greatest challenge is not in developing the plan: it's in changing the behavior of the frontline teams that must execute it while managing the never-ceasing demands of the whirlwind."⁵⁷ Many times, the key role of frontline workers appears marginalized by top management.

Jeroen De Flander identifies five strategy execution challenges he considers most important. First and foremost, it is not easy to create the necessary support for the strategy at initial stages. The goal should not be to create 100 percent support but just enough "strategy drivers" at crucial stages within the organization.⁵⁸

Second, human elements are not easy to incorporate rightly. Such elements demand plans to develop human resource capacities and competencies to match the strategic direction. Third, individual strategic objectives are not easy to develop, more so if frontline employees are not involved in the strategy formulation process. Engaging employees through high-quality internal communication is the fourth challenge. Many organizations do well in external communication with clients at the expense of the internal side of the story. Finally, project or initiative management becomes another challenge, especially if it is poorly staffed. The organization's future

⁵⁶McChesney, 6-7.

⁵⁷Ibid., 247.

⁵⁸Jeroen De Flander, *Strategy Execution Heroes: A Practical Strategy Implementation and Strategy Management Demystified* (Brussels, Belgium: The Performance Factory, 2012), 82-85.

depends on the success of its various projects or initiatives, so the best human resource should take charge of them.

Furthermore, there are two classic strategy execution mistakes leaders are prone to make. To begin with, they become “busy dealing with unforeseen regulatory changes, other industry changes, or stock market pressure.”⁵⁹ This kind of mistake is apparently what McChesney et al. have called the whirlwind. It is part of the daily routine job activities that may not necessarily be aligned with the strategy. The second mistake is driven by the personal pride of leaders or executives. De Flander explains the manifestation of this mistake as follows: “A new manager arrives, finds everything his predecessor did was garbage, throws everything in the bin and starts from zero. A company needs to deal with the egos of newly arrived executives and safeguard those parts of the strategy that work well.”⁶⁰ In fact, it can prove to be a fatal mistake to disturb the momentum of a large organization by allowing each new manager to restart nearly everything. There is wisdom in building upon the successes of one’s predecessors.

Richard McKnight casts blame on the traditional strategy formulation process as a major contributor to strategy execution failure. This author observes, “Strategy execution remains elusive for some companies because they rely on an approach to planning that is based on faulty assumptions”⁶¹ (emphasis is the author’s). According to him, there are five major problems with the way strategy has been formed in the past. To begin with, none involvement of middle-level and frontline employees in the planning process makes them feel disenfranchised and de-energized. This leads to the

⁵⁹De Flander, *Strategy Execution Heroes*, 87.

⁶⁰Ibid.

⁶¹McKnight et al, 34.

next problem of dilution of the strategy content in the process of cascading it through the lower levels.

The other problem is that people at lower levels have scanty knowledge of what they are expected to do and the little they know is not exciting enough to get them involved. This challenge is well captured by Michael C. Mankins and Richard Steele in the following statement:

Strategies are approved but poorly communicated. This, in turn, makes the transition to strategy into specific action and resource plans all but impossible. Lower levels in the organization don't know what they need to do when they need to do it, or what resources will be required to deliver the performance senior management expects. Consequently, the expected results never materialize.⁶²

The bias of strategy emphasis towards financial details and objectives rather than balancing it with the human story is yet another problem of the strategic planning process which sets it up for failure. "Ultimately, successful strategy implementation requires getting three things right: the social system, the technical system, and the business process system. ... You have to get them all right"⁶³ (emphasis is the author's). Though the human story is more pronounced in setting the social system, it is still inevitable in the other two systems. Unfortunately, "human assets are the least understood by most business leaders, and therefore the least effectively managed."⁶⁴ For strategy execution to succeed the human capital is central at all levels and in all the three systems of the organization.

⁶²Michael C. Mankins and Richard Steele, "Turning Great Strategy into Great Performance" in Thompson et al, *Crafting and Executing Strategy: Text and Readings*, 15th ed. (New York, NY: McGraw-Hill, 2007), 522.

⁶³McKnight et al, 38.

⁶⁴Ibid.

Finally, when the strategy is completed it is perceived as a fixed and changeless document with no provision for refinement. “Learning and change are not built into the process.”⁶⁵ Strategic planning should move from being treated as “a bureaucratic ritual” to “a dynamic and creative process of breakthrough thinking.”⁶⁶ In fact, frontline employees seem to be well placed to initiate ‘breakthrough thinking’ in the process of constant refinement of the strategy. This can easily happen if the strategy formulation process makes provision for its revision and the involvement of a cross-section of employees.

Strategy Execution Challenges for Nonprofits

There are strategy execution challenges that are unique to the government (public) and non-profit organizations (NPOs). It is true that several of the challenges discussed above with business enterprises are also faced by the nonprofit sector. Due to prevailing demand for efficiency, effectiveness and the search for a market niche in the business environment, voluntary sector managers are under pressure to adapt and/or adopt. Jan Myers and Ruth Sacks observe, “In an effort not to reinvent the wheel, many voluntary sector managers may see the next best thing as adoption and adaptation of management tools and techniques.”⁶⁷ Further, the demand for “performance indicators” and “strategic planning” makes it inevitable for NPOs to

⁶⁵McKnight et al, 39.

⁶⁶Ibid.

⁶⁷Jan Myers and Ruth Sacks, “Tools, Techniques and Tightrope: The Art of Walking and Talking Private Sector Management in No-Profit Organizations, Is It Just a Question of Balance?” in *Voluntary and Non-Profit Management*, Vol. II, Stephen Osborn, ed (London: SAGE Publications, 2013), 20.

make hard decisions in management, though there is a scarcity of resources in the nonprofit sector.⁶⁸

However, performance measurement among NPOs has proved elusive. According to Stone et al., “Troubling questions remain regarding measuring performance in nonprofit organizations: What exactly should be measured and how? Who does the measuring?”⁶⁹ Private enterprises focus on money as one of the key measures of strategy implementation, and research has added other measures using a balanced scorecard. But strategy implementation has been neglected in NPOs, “thus literature is also especially fragmented.”⁷⁰ The following statement by Stone et al. sums up the essence of implementation challenges faced by several NPOs:

Similarly, the research on Inter-Organizational Systems (IOS) treats implementation as essentially a black box, with lines drawn straight from the structural characteristic of IOS to outcomes. A need exists for research that investigates the effects of Inter-Organizational and Organizational level determinants (such as structure, values, leadership) on specific implementation tactics, and in turn, the impact of different tactics on outcomes and performance.⁷¹

What to bear in mind is that strategic planning for NPOs is not based on money or profits. Business tools need to be contextualized with the mission as the main focus. However, “to survive and to secure ‘the best possible services for beneficiaries’ voluntary sector organizations need to be both professional and entrepreneurial.”⁷² The main challenge for NPOs currently is “the need to move from

⁶⁸ Jan Myers and Ruth Sacks, 20.

⁶⁹Melissa Stone, Barbara Biglow, and William Crittenden, “Research on Strategic Management in Nonprofit Organizations: Synthesis, Analysis and Future Directions,” in *Voluntary and Non-Profit Management*, Vol. II, Stephen P. Osborne, ed (London: SAGE Publications, 2013), 65.

⁷⁰Ibid, 68.

⁷¹Ibid.

⁷²Melissa Stone, 65.

amateur administration to professional management,” especially as it relates to fundraising. Marketing is, therefore, another key challenge in managing NPOs.⁷³ It has a telling effect on strategy execution because inefficient marketing implies an inability to impact the customer or constituency successfully.

Disagreement or unclear performance measurement is another key aspect of NPO management contributing negatively to strategy execution. Performance measurement is a key component of assessing whether or not the organization is on course in implementing its strategy. Stone et al. note, “Little agreement exist over how to define and measure performance in nonprofits because of their vague goals, multiple constituencies, and the uncertain relationship between service activities and outcomes.”⁷⁴ As already alluded to earlier, particular implementation tactics have a potential impact on outcomes and performance. How easy and possible is it for NPOs to measure performance if the definition itself is unclear?

To put a distinction between outcomes and performance, Helming et al. define performance “as the demonstrated ability to acquire resources for organizational survival.”⁷⁵ A broader view of ‘resources’ would apply better to a majority of churches and other church-related entities because regarding ‘to acquire resources’ as strictly money is insufficient to define what happens among churches. A large portion of staff that drive the mission of the church at the frontline comprise volunteers, who are also donors at the same time. Failure to harness the material, human, and financial resources by the church may lead to unsuccessful strategy execution.

⁷³Helming et al, 23.

⁷⁴Stone et al, 46.

⁷⁵Ibid., 46.

According to Kaplan and Norton, private sector organizations place financial measures at the top of the balanced scorecard because that's what clearly shows accountability with company owners. "For nonprofit, however, the agency's mission represents the accountability between it and society – the rationale for its existence. The mission should, therefore, be featured and measured at the highest level of its scorecard."⁷⁶ In this case, performance is not easy to measure in NPOs despite borrowing several corporate sector concepts of management, as noted by Helming et al.: "goal definition and performance measurement are more complex in NPOs than in profit-oriented firms."⁷⁷

Strategic documents of NPOs tend to be too bulky with a heavy focus on programs and initiatives. Subsequently, performance measurement tilts towards "progress in achieving milestones on their initiatives," notes Kaplan and Norton.⁷⁸ The counsel is, "Strategy and performance measurement should focus on what output and outcomes the organization intend to achieve, not what programs and initiatives are being implemented."⁷⁹ This implies that a yardstick is misplaced on activities rather than the result of those activities.

A related problem to misplaced performance measurements is what Helming et al. have called institutional isomorphism, whereby institutions seek to mimic each other.⁸⁰ Mimicking can be observed in the area of using an adopted language such as accounting and budgeting terms, but the terms are not practically applied in the

⁷⁶Kaplan and Norton, 156.

⁷⁷Helming et al, 24.

⁷⁸Kaplan and Norton, 154.

⁷⁹Ibid.

⁸⁰Helming et al, 27.

organization. Could there be a possibility for organizations to mimic each other simply? This may appear to be a far-fetched reality among NPOs, but the truth is that this theory of isomorphism is supported by research findings.

To prove their point, Helming et al. cite the research done by Arnaboldi and Lapsey who discovered that the healthcare NPOs which they investigated in their study adopted the language of activity based costing but that language never actually became implemented as reality in the organization.⁸¹ The point these researchers are trying to prove is that some NPOs have not taken the concepts of strategic planning and implementation gleaned from the corporate world seriously.

The prevailing scrutiny of NPOs has led to what some researchers have called ‘a crisis of accountability,’ a context within which “the need for competent strategic management and leadership is widely acknowledged.”⁸² For the Adventist Church, this research may prove helpful in drawing the attention of leadership to this important organizational need for competent strategic management and leadership. The church as God’s institution should not be caught in the web of accountability crisis.

Another challenge contributing to strategy execution failure among NPOs relates to governance. In Helming’s view, the board of management system common in many NPOs is expected to take on governance issues in a more scientific manner, but unfortunately, this is not the case. And there is even a shortage of literature addressing NPO governance specifically.⁸³ If governance is not properly handled it has the potential to impact negatively on strategy implementation. Stone et al. note:

⁸¹Helming et al, 27.

⁸²Stone et al, 43.

⁸³Helming et al, 25.

“important determinants of implementation activities are leader behavior, the structure of authority, values, and their interaction.”⁸⁴ Usually, the structure of authority in NPOs is such that the board of management handles most governance issues and determines organizational values. An imperfect job by the board in this regard is likely to impede strategy execution.

Helming et al. discuss four organizational theories affecting NPOs, with the fourth one being a hybrid of the other three. The four theories are Principal-Agent Theory (PAT); Institutional Theory; Structuration Theory; and Resource Dependency Theory.⁸⁵ The scope of this research may not allow a detailed look at each of these theories. Suffice it to mention that Institutional Theory is the idea of institutions attempting to mimic each other through institutional isomorphism and this is a key theory. Structuration Theory, as proposed by Giddens, emphasizes the importance of time and space in understanding organizations. “In this view, similar social practices are reproduced over large spans of time and space.”⁸⁶ It is evident that the Adventist Church has been influenced by the structuration theory ‘over large spans of time and space.’ Some programs and activities the church engages in today appear to have outlived their usefulness. They have become part of the ‘whirlwind’ that overcrowds strategy execution.

In an attempt to be more comprehensive, the Resource Dependency Theory combines some aspects of the other theories. The argument is that organizations are limited by a variety of external pressures to which they need to respond. One such pressure, particularly for NPOs, is a financial resource. “This issue of resource

⁸⁴Stone et al, 63.

⁸⁵Helming et al, 28.

⁸⁶Ibid.

dependency is of obvious interest to NPOs which are so dependent on donors and do not have recourse to capital markets for fundraising.”⁸⁷ It is obvious that execution of several strategic objectives by the church and its various institutions depends on the availability of funds. Even what may be regarded as entitlements for employees in the corporate world, church policy provisions restrict it by stating that such can only be offered when funds are available.

The following three components of strategic decision-making have been confirmed to be a reality in NPOs: mission, money, and merit.⁸⁸ Krug and Weinberg note, “By assessing programs against the mission, not only are programs scrutinized but so are mission statements and their varying interpretation by managers.”⁸⁹ This is the ideal situation. For the Adventist Church, the mission statement has remained essentially the same for the past several years, and programs are rarely scrutinized against the mission. If the proper assessment, as suggested by Krug and Weinberg, were regularly conducted there would be a noticeable improvement in strategy execution.

In brief, the main strategy execution challenges faced by the public and nonprofit sectors include inadequate or unclear performance measurement tools rather than using money as a major yardstick NPOs have to measure against their mission. The issue of marketing coupled with insufficient funds also creates some implementation problems. Some NPOs also lack competent governance structures and leadership that is knowledgeable in strategic planning issues. Finally, it has also been

⁸⁷Helming et al, 28.

⁸⁸Kertsi Krug and Charles B. Weinberg, “Mission, Money, and Merit: Strategic Decision Making by Nonprofit Managers”, *Voluntary and Nonprofit Management*, vol. II (London: SAGE Publications, 2013), 185.

⁸⁹Ibid.

shown that there is a limitation on research materials addressing strategy issues specific to NPOs.

Solutions to Strategy Execution Challenges

This research looked at three main contemporary thought leaders who have attempted to find a solution to strategy execution challenges. Chris McChesney et al. in their book entitled *The 4 Disciplines of Execution* propose four disciplines as a solution. Richard McKnight et al. have written a book entitled *Leading Strategy Execution* in which they argue that successful strategy execution has four main jobs. And the third contemporary writer on strategy execution is Jeroen De Flander who has written a book entitled *Strategy Execution Heroes*. In this book, De Flander proposes an eight-step strategy execution framework. We will now briefly summarize what each of these authors has suggested in closing the strategy execution gap.

The four disciplines of execution extensively researched and proven by McChesney and his team are: “Focus on the Wildly Important Goal (WIG)”; “Act on the Lead Measures”; “Keep a Compelling Scoreboard”; and “Create a Cadence of Accountability.”⁹⁰ The starting point for successful execution is focused on a single most significant goal that will make a difference. “The inability of leaders to focus is a problem of epidemic proportions,” that unfortunately goes against the principle that “human beings are hardwired to do one thing at a time with excellence,” argues McChesney⁹¹ (emphasis is the author’s).

The second discipline is to act on the lead measures. What does this mean? “While a lag measure tells you if you’ve achieved the goal, a lead measure tells you if

⁹⁰McChesney et al, 9-16.

⁹¹McChesney, 24-25.

you are likely to achieve the goal. While a lag measure is hard to do anything about, a lead measure is virtually within your control.”⁹² Lead measures are like a lever to help lift a heavy load of lag measures (goals). A lead measure is both “predictive” and “influenceable” as “it measures something that leads to the goal.”⁹³ The lead measure concept is apparently foreign to many organizations. Lead measures are activities that enhance the possibility of achieving the lag measures (goals). Such activities are the ones usually crowded out by the whirlwind.

Keeping a compelling scoreboard is the third enhancer of strategy execution. “Simply put, people disengage when they don’t know the score, when they can see it at a glance whether or not they are winning they become profoundly engaged. In Discipline 3, the strategic bet for your team, their lead and lag measures are translated into a visible, compelling scoreboard.”⁹⁴ A compelling scoreboard tells the team where they are and where they are supposed to be, thus improving decision-making and problem-solving.

Finally, creating a cadence of accountability is the fourth discipline of execution while the first three disciplines set the stage for execution to thrive, discipline four demands for accountability of team members towards the wildly important goal(s) (WIG). In this context, “accountability means making personal commitments to the entire team to move the scores forward and then following through in a disciplined way”⁹⁵ (emphasis is the author’s). The personal commitments are made during a weekly meeting called the ‘WIG session’ that takes place for

⁹²McChessney, 45.

⁹³Ibid., 46.

⁹⁴Ibid., 66.

⁹⁵Ibid., 78.

twenty to thirty minutes on a regular basis. There are two standards to be met for each commitment. To begin with, the commitment should focus on a particular deliverable, and then it should aim to move the lead measure forward.

Richard McKnight and his team have provided evidence-based arguments that strategy execution becomes a reality when four key jobs are performed. Senior team members are primarily responsible for ensuring that the four jobs are done. In summary, the four jobs are: Ensuring that employees understand the strategy (winning minds); Increasing employee commitment to strategy (winning hearts); Improving performance at the work unit level (aligning local effort) and Building a strategy capable organization.⁹⁶ The job of aligning local effort is what turns strategy into action. Real strategy execution results start with job three. It is at this stage that the resource most “often overlooked and under-utilized: middle-level manager and frontline supervisors” gets fully engaged.⁹⁷

McKnight refers to a study by McKinsey & Company in 2008 that proved the following unfortunate reality: “Frontline managers in most service businesses are so bogged down with administrative issues that they have almost no time to communicate the company’s goals or to coach their direct reports in carrying out their responsibilities creatively.”⁹⁸ In the Adventist church, district pastors would safely be understood as frontline managers and they, unfortunately, appear ‘bogged down with administrative issues.’ It is this that needs to change if strategy execution has to be enhanced.

⁹⁶McKnight, 57-62.

⁹⁷Ibid., 107.

⁹⁸Ibid, 109.

The same study further discovered “that supervisors and managers who oversee the work of frontline employees spend far more than half their time in administrative tasks, meetings, filing reports, and travel, all things that compete with coaching and mentoring their direct reports.”⁹⁹ In the setting of the Adventist church, those who supervise and manage the frontline employees are officers and departmental directors from the conference office. From this observation, we infer that coaching and mentoring are key elements in the execution process of a strategy. Unfortunately, they are neglected. The McKinsey study sadly concludes, “Across industries, most frontline managers spend less than 10 minutes per day coaching workers!”¹⁰⁰ In some instances, the situation is so bad that the frontline workers are not even sure who their supervisor is.¹⁰¹

As a solution to this status quo McKnight et al. suggests a shift in naming and understanding the roles of various levels of majority pyramid structured organizations. At the apex of the pyramid are the top executives who should be named “Strategy Stewards” followed by the middle comprising the team named “Strategy Leaders” and “Frontline Strategists,” and at the bottom of the pyramid are the “Non-managerial Employees.”¹⁰² This nomenclature aims to make every level feel valued as partners in the strategy formulation and execution process.

In this sense, the strategy is not reserved as a domain for the top executives but is corporately owned by all levels of the hierarchy. In fact, “Nissan of Japan refers to frontline employees as the ‘nerve endings of the organization’ to reflect their

⁹⁹McKnight, 109.

¹⁰⁰McKnight et al, 109.

¹⁰¹Ibid, 110.

¹⁰²Ibid, 100.

importance to the firm in sensing and sending back up to the top sentiments and attitudes of customers.”¹⁰³ For the Adventist Church, the executive officers of both union and conference levels could be named ‘Strategy Stewards’ while the directors in the middle management team as “Strategy leaders.” District pastors could aptly be named ‘Frontline Strategists’ and the numerous volunteer church officers would belong to the ‘Non-managerial employees.’ Church members are not employees per se but they play a significant role in fulfilling the mission of the church, and without them, the church would struggle to survive.

Jeroen De Flander’s eight-step strategy execution framework captures much of what the other two have written. “The 8” is a pictorial presentation of eight crucial building blocks of strategy execution with the top half of the figure ‘8’ representing four crucial ‘blocks’: update strategy, communicate, cascade, and compare and learn. The bottom half also has four ‘blocks’: set objectives, monitor, and coach evaluate and practice, and manage initiatives.¹⁰⁴ A detailed explanation of each of these eight building blocks clearly shows a correlation with the four disciplines as proposed by McChesney and the four jobs presented by McKnight. For example, elaborating on the power of communication De Flander states, “In addition to the content itself, the tone of voice and presentation skills are essential elements in transferring content and creating the necessary enthusiasm for others to pass on the message.”¹⁰⁵ This is a similar emphasis made by McKnight on jobs one and two, winning minds and hearts respectively. Goal setting is the first discipline in McChesney’s book, but De Flander

¹⁰³McKnight et al, 114.

¹⁰⁴Jeroen De Flander, *Strategy Execution Heroes*, 23.

¹⁰⁵De Flander, 24.

covers it under ‘set objectives.’ And creating a cadence of accountability in McChesney is discussed under monitor and coach and evaluate performance.

In essence, De Flander appears to expand on the ideas of the two other authors by somehow filling in the gaps. One unique feature of De Flander’s idea is his emphasis on the importance of managing initiatives. According to him, “International research from the performance factory shows that initiative management is the single most important execution problem that companies face. In other words, it’s the place where most performance is lost.”¹⁰⁶ To further highlight this point, his pictorial presentation of the eight strategy building blocks puts initiative management at the intersection of the two halves of the number ‘8’. Thus making it a focal point between the organizational level building blocks in the top half and the individual level ones in the bottom half.

So far the research has concentrated on literature from the business world. Causes of strategy execution failure and their proposed solutions have been highlighted. Strategy execution issues related to the nonprofit sector have also been discussed. In the next few pages focus will turn to specific religious (Christian) writers for views related to the subject under research. It is worth noting from the outset that current literature related to strategy execution was not easy to find. As such, the next section is not as elaborate as desired.

Perspectives of Christian Authors on Strategy Execution

There are two main contemporary sources of strategy execution related information from a Christian point of view that were consulted by the researcher. The first is the book entitled *Becoming a Mission-driven Church* by Paul Brantley, Dan

¹⁰⁶De Flander, 22.

Jackson, and Mike Cauley. The second source is the book by John Mark Terry and J.D. Payne entitled *Developing a Strategy for Mission: A Biblical, Historical and Cultural Introduction*. The book *Voluntary and Non-Profit Management* has also been a valuable source of general information related to the nonprofit sector, under which the church falls.

Paul Brantley et al. seem to have made the assumption that strategic planning is already a norm among Christians, particularly Adventists, who apparently are the subject of the book. Their main focus is to draw the church's attention to the value of being mission-centered through following five important steps. The proposed five steps are: i) team building; ii) agreeing on a mission, iii) vision and priorities; iv) putting the strategy in writing; v) implementing the strategy, and vi) creating a culture.¹⁰⁷ Under step four some of the strategy implementation issues are highlighted not in clear outline format but through various inferences.

First, the challenge of poor communication is noted as a serious strategy execution impediment. Apparently, these authors seem to agree with research findings that prove that for people to change there is a need for communication to reach the head, heart, and hand. People will change when "they are convinced that the change will benefit them (head), they are convicted that they should be a part of a strategy and are passionate about it (heart), and finally, they are skilled enough to implement the change with ease (hand)"¹⁰⁸ (emphasis is the authors'). McKnight et al. and De Flander have already been cited in this research as having expounded on reaching or winning the head, heart, and hand. To give it a more religious slant, Brantley et al.

¹⁰⁷Paul Brantley et al., *Becoming a Mission-driven Church*, 4.

¹⁰⁸Ibid., 173.

connote that convincing goes with the head, convicting targets the heart, and skill is related to the hand. Their proposition is followed by a schedule that shows how the church can convince, convict, and train (skill) respectively.

Also, churches are notably “casual about their communication system for informing and motivating the leadership team as well as the membership.”¹⁰⁹ There is a tendency to depend heavily on announcements, but this is clearly inadequate to convince and convict. The leadership is mainly to blame for the communication bottlenecks that block the cascading process of information.

Second, failure to involve all church members in the strategy preparation and execution processes makes strategic plans falter. There the point is, “Strategic plans falter unless they’re incorporated into the experience of individual members. When the strategy is done by only a few people, reform rises and falls by the few. When pastors change and prime stakeholders leave, the strategy either dissipates or disappears.”¹¹⁰ This kind of status quo should not be allowed to persist.

Finally, Brantley et al. capture the impact of the ‘whirlwind’ on strategy implementation in two ways. In the first place, they cite Stephen Covey who divides life’s time management into four main quadrants: “Those things that are; (1) urgent and important; (2) important but not urgent; (3) not important and not urgent – time wasters; (4) not important but urgent”¹¹¹ (emphasis is the authors’). Their recommendation is that a pastor or leader should try to avoid activities that fall in quadrants III and IV and focus more on quadrant II. In the second place, these writers note that achieving the church’s mission gets easily hijacked by “activity, tradition,

¹⁰⁹Paul Brantley et al., *Becoming a Mission-driven Church*, 174.

¹¹⁰Brantley et al.

¹¹¹Ibid., 186.

ambiance, works, guilt, intrigue, achievement, status, self-serving preachers, finance, survival, and the list goes on.”¹¹²

These things are not necessarily wrong or evil, but they tend to misdirect the church’s resources to the extent of making it irrelevant to the dying world around. These are the things McChesney’s team call the whirlwind, and in their view, the whirlwind is the greatest enemy to strategy execution.

The book by John Mark Terry and J.D. Payne focuses more on developing a strategy for mission in the context of missionary work of planting churches and spreading the gospel in targeted world population groups. However, most of the concepts and approach used to relate to strategic planning as practiced in the business world. Their book even has a chapter specifically addressing strategy execution. This being the focus of this research, a few ideas have been drawn from that chapter.

On the one hand, Terry and Payne note that execution is what translates a strategy from theory to practice. Citing Larry Bossidy and Ram Charan, notable scholars in strategic planning, they state, “Execution is the missing link between aspirations and results...Execution is fundamental to strategy and has to shape it. No worthwhile strategy can be planned without taking into account the organization’s ability to execute it.”¹¹³ This observation acknowledges the vital need to ensure strategy execution. The church has been involved in strategy formulation for a long time, but ‘the missing link’ has persisted.

On the other hand, Terry and Payne address various aspects of strategy implementation. According to them, “Good execution of a plan involves discernment,

¹¹²Brantley et al., 192.

¹¹³John Mark Terry and J.D. Payne, *Developing a Strategy for Mission: A Biblical, Historical and Cultural Introduction* (Grand Rapids, MI: Baker Academic, 2013), 249.

decision making, and action steps to accomplish what we believe the Lord would have us do.”¹¹⁴ In this regard, there are some basic components of strategy execution, from a Christian perspective, which should be considered. First, prayer, vision and goal setting are important. “Healthy execution of the action steps requires avoiding distractions while keeping the main thing the main thing.”¹¹⁵ Second, available material and human resources should align with the task at hand for success to be recorded. It is possible for the team to come up with a strategy for which the Lord has not yet provided the needed resources. Third, to motivate the team toward winning the action steps need to be broken down into simple bite-size pieces. “By breaking down each piece of each action step into smaller tasks, the team can recognize its progress toward accomplishing the vision.”¹¹⁶

Finally, because “strategy is mainly developed in the somewhat sterile laboratory,” there is a need for problem-solving and necessary readjustments as the team focus on biblical and missiological priorities that drive them to execute the strategy.”¹¹⁷ Dayton and Engstrom are cited as having proposed the following seven steps in overcoming obstacles: understand what needs to be done; compare the task to known problem; devise an overall strategy or approach; make plans to solve the problem; gather resource to carry out the plan; and use the results to solve similar future problems.¹¹⁸

¹¹⁴Terry and Payne, 250.

¹¹⁵Ibid.

¹¹⁶Ibid., 251.

¹¹⁷Ibid., 251-254.

¹¹⁸Ibid., 253-254.

Much of what Terry and Payne have suggested synchronize well with strategy execution issues common to all types of organizations. The notable difference for faith-based organizations, is their dependence on God, prayer and the Bible as the basis for both strategy formulation and execution. Churches have ‘biblical and missiological priorities’ that serve as chart and compass in strategic planning processes.

Summary

In summary, this chapter has looked at various scholarly writings regarding strategy in general and strategy execution in particular. It has been shown how leadership plays a key role in strategy formulation and execution. The high failure rate of strategy execution has become a major source of concern for both business enterprises and public or nonprofit entities. Beginning from the 1990s-strategy execution has become a central theme for all concerned. Much of what nonprofit organizations do regarding strategy has been adopted or adapted from the business world. There is a clear realization of a shortage of resource materials in the form of scholarly literature that addresses strategy execution among NPOs. The next chapter looks what the researcher did to try and discover some causes of strategy execution failure in the Adventist church.

CHAPTER 4

PROGRAM DEVELOPMENT

This chapter narrates the steps followed in conducting this research. It focuses on describing the context in which this research was done and the nature of the strategy developed to address the problem. It begins by providing the macro and micro contexts in which this research was done, followed by research design issues. The applicable data collection and analysis procedures have also been outlined and discussed. Narrations of interviews and data from questionnaires have been given particular attention. This chapter closes with a section that outlines the limitations and weaknesses of this study, before giving a summation and conclusion.

Macro Context

Zambia as a country has a total population of 17,050,222, according to the Worldometers report of United Nations for 2017.¹ Of this population, 59.8 percent live in rural areas while the remainder is in urban centers, but the country is still rated as one of the most urbanized in Sub-Saharan Africa because the urban population grew from 34.7 percent in 2000 to 39.5 percent in 2010.² The newly created Muchinga Province has the smallest slice of the country's population at 5.4 percent while the largest population is found in Lusaka Province with 16.7 percent, followed by Copperbelt province with 15.1 percent and the Eastern province is the third at 12.2

¹Zambia Population (2017) – Worldometer, <http://www.worldometers.info/world-population/zambia-population/>, accessed 24 February, 2017.

²www.zamstats.gov.zm/census/cen.html, accessed 28 December, 2016.

percent.³ The population growth rate of the country was 2.4 percent per annum between 1990 and 2000, and it increased to 2.8 percent for the period 2000 to 2010.⁴

Northern Zambia Union Conference (NZUC) of the Seventh-day Adventist church covers six of the ten provinces of Zambia and part of Lusaka town and province. The combined population of this region is more than 10.7 million. This represents almost 62 percent of the country's population. Geographically NZUC is larger than its sister Union, Southern Zambia Union Conference (SZUC).

The Seventh-day Adventist (SDA) church has been in existence in Zambia for more than one hundred years. Over the period there has been significant growth in membership and number of congregations. The Union Mission was organized in 1972 with three Mission Fields, namely, North Zambia Field, South Zambia Field, and West Zambia Field. As the church kept expanding, there was a realignment that led to the creation of the following additional Mission Fields in 1988: Central Zambia Field, Copperbelt Field, and East Zambia Field. In due course, there was a need to realign North Zambia Field by creating two entities. This happened in 2007 when Luapula Zambia Field and North Zambia Field stood as separate entities.

At the time of this research five of the eight Fields had been organized into conferences and the old Zambia Union was recently divided into two Union Conferences. This is a summary of the bigger picture of the organizational entities of the Adventist church in the entire nation of Zambia.

³www.zamstats.gov.zm/census/cen.html, accessed 28 December, 2016.

⁴Ibid.

Micro Context

The micro context has been discussed at two levels to help give enough details for the reader to have some familiarity with the specific area being studied. To begin with, general geographic and statistical data about CBC has been given. Then a more specific work environment of a district pastor as a frontline employee has also been outlined. Though other stakeholders such as administrators, departmental directors, and local church members were involved in this research, the focus was on why strategy execution is a challenge at the level of the district/church pastor. Doing this would help any other researcher operating in a similar environment to replicate the research.

Geographical and Statistical Micro Context

There is need to understand the context of the newly created Northern Zambia Union Conference (NZUC), host to the specific area being studied in this research. This entity was born in September 2015 and covers about two-thirds of Zambia's geographical landscape, cutting through Lusaka town and province and extending northwards. The six political provinces covered by NZUC include Central, Copperbelt, Luapula, Muchinga, Northern, and North Western. And about one-third of Lusaka province belongs to NZUC for purposes of equitable distribution of economic resources of the church.

Based on the September 2016 statistical report of the NZUC to the Southern Africa Indian-Ocean Division (SID), there was a membership growth of about 2.24 percent for the third quarter. NZUC has four entities as follows (in brackets is the church membership in each entity): Copperbelt Conference (179,388), Luapula Conference (92,030), Midlands Conference (201,755), and North Zambia Field (72,493). Statistical data shows that NZUC has a membership of 545,666 baptized

Christians worshipping in 3292 congregations that are being managed by about 132 frontline pastors.⁵ (See Appendix 2 for details).

This research was conducted in Copperbelt Conference (CBC). The region is both a mining and industrial hub of Zambia, with heavy copper mining done in Copperbelt and North Western provinces. About 3.6 million of the Zambian population lives in this larger geographical area under research. Copperbelt Conference has a church membership of about 179,388, congregating in 1021 churches and companies that are being shepherded by about 42 full-time front line pastors.⁶ This entity is divided into 47 subsections called mission districts or simply districts. Due to various constraining factors some of the districts have no full-time pastors but are being manned by either pastoral interns or lay pastors.

Within CBC six districts were chosen for doing a survey on the reality of strategy execution challenges. The criteria used in selecting the six districts were simply to have a wider representation of views from the rural, suburban, and urban areas in which the Adventist church has a membership. The two districts chosen to represent the rural community were Mupapa and Lufwanyama. KapiriMposhi North and Kalulushi represented the suburban church community. And Kitwe North and Kitwe Central represented the urban or entirely city community. Kitwe Central Church of Kitwe Central Mission District was picked for a detailed study and analysis of the extent of strategy implementation challenges at the grassroots.

⁵See Appendix for NZUC statistical report for September 2016.

⁶Copperbelt Statistical report for July, 2016. See Appendix.

Mission District Micro Context

The district pastor, in the context of CBC, has jurisdiction over several congregations in a specified geographical location. The district is not a recognized constituency level in the global organogram of the Adventist church, but its relevance in CBC cannot be underplayed. The SDA Church Manual recognizes the interchangeable reference to frontline pastors as either “ministers” or “district leaders” delegated with the responsibility to carry “out the plans and policies of the conference.”⁷ The planning aspect of the pastor’s job has been highlighted as follows: “The pastor should be the congregation’s spiritual leader and advisor. Pastors should instruct officers in their duties and plan with them for all lines of work and activity.”⁸ Officially, this is a summarized job description of a pastor. It fits quite well in a set up where a pastor has only one church to minister to.

Meanwhile, a multi-church pastor in CBC has an average of about 24 congregations scattered over a large geographical area, with membership averaging 4271 per district.⁹ In this case, the pastor is expected to ensure that strategy execution becomes a reality at each of the local churches. Leadership and management skills are evidently needed for a pastor to manage such a huge task. Luckily, the church at higher organization levels does much of the planning work of identifying the strategic direction of the global Adventist church family. The key function of the district pastor, as alluded to in the Church Manual, is to be a “spiritual leader and advisor” to

⁷General Conference of Seventh-day Adventists, *Seventh-day Adventist Church Manual*, 19th edition (Republic of South Africa: Glad Tidings, 2015), 32.

⁸Ibid.

⁹These calculations are based on the statistical report of NZUC for the third quarter 2016. At that time number of fulltime frontline pastors was 42, the number of districts was 50. The averages calculated are based on the 42 districts being managed by fulltime pastors.

the churches while engaging in planning how to execute the worldwide strategic plan. This is where there seems to be a problem.

There is apparently no clear policy guideline on how to manage a multi-church district. Each pastor tends to use their initiative, talents, and abilities to direct the churches in a particular way. Some of the common administrative structures at district level include the district council (comprising church board members from various churches and persons with positions at district level), the district board of elders, various federations and councils, and the district administrative committee. All these are there to help perform some of the multi-functions of the pastor at the local church. However, there seems to be no uniformity and consistency in the way pastors execute their roles through these supporting district structures.

The bottom line is that no pastor is assigned to any particular district to carry out his/her 'personal' plans. District pastors are assigned under the mandate to execute the "plans and policies of the conference" as directed by the conference president.¹⁰ Ultimately, the plans and policies of the local conference are also based on what the Adventist church worldwide envisions to be and to accomplish. There is expected to be an unbroken line of plans, mission, vision, and objectives from the higher global level to the lowest local church unit. ¹¹ Somehow the chain gets broken at some stage resulting into disharmony at the frontline of the work. With this picture of the district pastor's work environment in mind, the research proceeds to describe the methodology used to unearthing strategy execution challenges.

¹⁰*SDA Church Manual*, 32.

¹¹ Thus assumption has impacted negatively the strategic plans of the church.

Methodology Description

Before identifying the research methodology, it would be ideal to restate the problem and purpose of this research. There is a notable disconnection between the the strategic direction of the Adventist Church at General Conference, Division and Union levels with the reality at district and local church levels. The mission-focused objectives in the strategic plan crafted at the higher levels are supposed to be implemented mainly at local church level. Unfortunately, this does not seem to be the case.

This failure to execute strategy by the frontline church workers and the local church members is the problem being addressed in this research. The purpose of this study is to develop, implement, and evaluate a program that provides a solution to the main cause or causes of strategic plan execution failure by the local church or district pastor in Copperbelt Conference of the Seventh-day Adventist Church in Zambia.

Research Design

The research method or approach used is a blended one. Both the quantitative and qualitative approaches have been applied. The quantitative method was helpful during the survey to ascertain the existence and extent of the problem of strategy execution failure at district and church levels. It seemed logical to first establish the reality of the problem before investigating its cause. The key research question is: What are the causes of strategy execution failure at district and church levels in the Seventh-day Adventist denomination?

To answer this question, there was a need to first respond to a related question: Does strategy execution failure exist in the Adventist church? A survey to establish this fact required the quantitative research approach. That survey was carried out at a local church, local conference, and union conference levels. The survey instrument

used at a local church was different from the one used at both local conference and union levels.

At the same time, the Adventist Church systems called for a qualitative research approach. There was a need to interview and interact with selected individuals at the grassroots who are key stakeholders in strategy execution. These are pastors and local church leaders who are part of the church board.

The apparent pyramid structure of the global Adventist church places the district pastor right at the base of the pyramid where strategy implementation is expected to take place. It is at this same level where strategy execution seems to face some challenges. Therefore, the district pastor needed to be interviewed together with the next higher level that supervises the work of a pastor.

The nature and purpose of this study also necessitated a mixed method research approach using quantitative and qualitative studies. To sum up the discussion on research design the words of Carol M. Roberts would be appropriate: “Qualitative studies generate words that describe people’s actions, behaviors, and interactions, whereas quantitative studies generate numbers derived from questionnaires, tests, and experiments. Often both approaches are combined in a single study, resulting in greater breadth and depth.”¹² This research hoped to achieve both “breadth and depth” by choosing to use a hybrid approach.

Population and Sample

A cross section of respondents was selected from within the Northern Zambia Union Conference territory of the Adventist Church. At the Union office two

¹²Carol M. Roberts, *The Dissertation Journey: A Practical and Comprehensive Guide to Planning, Writing and Defending Your Dissertation*, 2nd ed. (Thousand Oaks, CA: Corwin, A SAGE Company, 2010), 165.

individuals were interviewed, that is, one executive officer and one departmental director. The same pattern was followed at the Copperbelt Conference office, except for an additional questionnaire administered to other office employees to check their strategic mission awareness.

Other respondents included six district pastors and selected elders from the churches identified by each of the six pastors respectively. On average each pastor was given at least seven questionnaires to administer in their respective selected churches. So a total of 42 questionnaires for the initial survey were distributed. One district was chosen to be a sample for gathering data related to the local district.

The main population of interest for this particular research is Union and local conference employees plus frontline pastors and their local church leadership. The NZUC office has about 23 employees from which only two were picked as samples. The CBC has 63 employees in total. Twenty-three of these are at the office. Two of the CBC office workers were picked for interviews, and the rest responded to a questionnaire. There are about 42 full-time pastors in CBC. The purposeful selection was used to pick the six pastors who participated as a representative sample.

Sampling Procedure

Sampling can be probable or none probable in nature. Probability sampling could be random, systematic, stratified, or cluster, while nonprobability sampling could be purposeful or expert.¹³ Purposeful sampling was used to choose individuals to interview at the Union and local Conference offices. One executive officer was chosen at each of these levels for reasons of obtaining the view of leaders who are expected to be strategy stewards. Similarly, a departmental director was interviewed

¹³Roberts, 150.

at each of the two levels to get an idea of what active participants in cascading the strategy to the local church know and think. Random sampling was the approach used by the district pastors in choosing churches, except for the district that was chosen for a deeper detailed analysis where all churches got involved.

The step-by-step sampling procedure followed specific criteria. In the first place, the sample fell into three general categories namely, church employees in management positions, church employees at the front line, and key stakeholders who are not church workers. When the researcher received permission from the Copperbelt conference office to proceed with the research, the initial step was to contact the people involved to notify them to expect the researcher's visit. For church employees dates for interviews were scheduled. Before that, all the pastors involved were given questionnaires to administer in their respective churches.

Pastors in Copperbelt conference operate in three general types of locations or areas. These are the urban centers, the suburban, and the rural. From the government's perspective, these same locations are named as City Council, Municipal Council, and District Council respectively. Two pastors were chosen from each of these areas for purposes of balancing the results both from the questionnaires and the interviews.

Instrumentation

Some research scholars recognize significant differences between respondents and informants. Respondents are considered as research subjects who respond to predetermined questions in a questionnaire while informants are those who provide answers to interview questions.¹⁴ On the one hand, respondents answer questions

¹⁴Margaret C. Harrell and Melissa A. Bradley, "Data collection methods. Semi-structured interviews and focus groups," RAND NATIONAL DEFENSE RESEARCH INSTITUTE, SANTA MONICA CA, 2009.

framed in the words of the researcher, thus giving a chance for the researcher to “quantify the answers to specific issues” already known to the researcher, but on the other hand, informants provide “rich descriptions of their perceptions and experiences” enriching qualitative research data.¹⁵ It’s possible for research subjects to be both respondent and informant, depending on the research instrument they responded to.

This research relied heavily on interviews and questionnaires. It begins by describing the types of questionnaires used in the local churches. The key one was that used for the survey to ascertain the reality of strategy execution challenges at local church level. It was entitled “Survey on Mission and Strategy Implementation” and is an adapted version of a standard instrument cited¹⁶(See Appendix 4). Research projects mainly address three types of questions: descriptive, relational, and causal, according to William M.K. Trochim.¹⁷ This particular research falls into the category of the descriptive. The questionnaire administered to the churches in all the six chosen districts had two parts. The first section with the subheading “Clarity of Knowledge of Mission and Strategy” allowed respondents to describe what they knew about strategic planning. Section two has a subhead that reads “Harmony Between Vision/Mission and Budget,” and it had four questions.

Each question on the questionnaire had a range of four possible responses with corresponding boxes in which to place a check mark for the appropriate response. Answer number 1 represented the highest possible score while answer number 4 was

¹⁵Ibid.

¹⁶Disciple Making Ministries, “Church Evaluation,” <https://www.disciple-makingministries.org/resources/>, accessed September 2016.

¹⁷William M.K. Trochim, “Types of Questions,” <http://www.socialresearchmethods.net/kb/resques.php>, Accessed 9 January, 2017.

the lowest. The range of scores was between 10 and 50. In other words, putting a check mark on the best score for each of the ten questions would only result in a maximum score of 50 and conversely, putting a check mark on the lowest possible score would give at least 10 points. The descriptive terms for the four possible scores are: weaker, weak, strong, and stronger. Scores ranging from 10 to 20 are considered weaker and those from 20 to 30 as weak. While score ranges of 30 to 40 are strong and those from 40 to 50 are stronger.

The questionnaire was pre-tested before it was administered to the intended sample. It happened at one of the camp meetings held in the city of Ndola in the second week of September 2016. A camp meeting is an annual convocation conducted by the Adventist church for spiritual nurture, fellowship, and evangelism. Several districts and their churches usually come together in one place for a week. The researcher distributed about fifteen copies of the questionnaire randomly to five male and female youth leaders, five elders, and five other male and female church board members. Thirteen out of 15 questionnaires were returned with one of them considered invalid because it was incorrectly marked. The pre-test results gave a response rate of about 86 percent.

There were three main reactions from respondents calling for the researcher's attention. The first reaction was that some respondents were struggling to read the contents because the font was too small. One lady and two gentlemen gave this observation. However, it was not feasible for the font to be adjusted because it would have meant having a two-page questionnaire, something the researcher thought would be costly and cumbersome. The second reaction addressed question three that initially read, "How clearly do the members of your congregation understand the mission of the Adventist church?" Five respondents insinuated that every church member knows

that our mission is to preach the gospel. To avoid this generalization, the revised questionnaire added the words “as per strategic plan” at the end.

The final reaction addressed the tallying of the scores when six of the respondents attempted to do it, and it proved difficult for them. The solution to this was to simply tell the respondents just to check the appropriate response and leave the work of tallying the results to the researcher. It was not possibly easy to change the tallying system by simplifying it any further because this would have caused some distortions.

To help increase the response rate during the actual research, a cover letter given together with the questionnaire to help make it clearer that respondents did not need to struggle with any calculations related to the totals. Also, pastors were advised to administer the questionnaire at peak moments when church members gathered for worship or other activities, and further that completed questionnaires were to be handed back the same day. The district pastor was given the privilege to randomly select any one of the church elders to be part of the sample.

The other cardinal instrument used in this research was a set of semi-structured interview questions. Each group of interviewees responded to similar questions, and in some instances, the interviews were recorded, with permission from the informants. Informants were purposefully selected by the researcher. The first group comprised church employees in management positions (officers and departmental directors at Union and local conference offices). The questions to which each of these groups responded are provided in Appendix 5.

It took between twenty and thirty minutes to conduct the interview with church employees in management. Responses from this sample of the population served as a mirror to those of the other two groups as the questions are almost the

same. It was prudent to check whether sentiments from lower entities harmonized with those from the higher organization. Comparing the responses would help establish a reasonably true picture of the reality.

The second group of interviewees comprised district pastors, two from each of the three main geographical locations under which pastors serve in Copperbelt Conference. District pastors are the frontline church employees who are the majority. At the time of this research, Copperbelt Conference had about 42 full-time district pastors. Responses to these questions were grouped into three main categories in line with the location of the district being served by the pastor. There was a need to check whether or not the results are the same for urban and rural based churches.

The third and final group of respondents was church board members of one local church. For this particular sample, church elders were used as a pilot test for the questions. There were no major issues raised to necessitate the revision of the questions.

Interviewing a group has its dynamics and challenges. One notable dynamic is that the interview took longer than anticipated. The main challenge arose from disagreements stating a position for some of the questions. For instance on question 3, the debate was longer in comparison to other questions. Some respondents strongly felt that the budget was aligned with the strategic plan while others felt this was not the case.

The final survey questionnaire was administered to office employees of the Union Conference and those of the local conference. The questionnaire was entitled “Office Clarity of Mission Check,”¹⁸ and had four statements or questions to be

¹⁸This was a standard questionnaire obtained from the website of the North American Division of the Seventh-day Adventist church. Permission to use this instrument by any Adventist church related research has already been given in the footnote of the questionnaire itself.

assessed on a scale of 1 (meaning not at all) to 10 (meaning very much so). A copy of this questionnaire is in Appendix 7. When analyzing the data for each of the four questions, the ranges of responses were condensed into three categories and named in line with the keywords for each question. For example, for the first question the range of 1 to 3 is grouped as 'less acquainted,' 4 to 6 as 'acquainted,' and 7 to 10 as 'very acquainted.'

Respondents were also requested to write the mission statement of their entity from memory in the space provided. There was also provision for those who could not remember anything about their mission statement to just put a 'X' in the same space meant for the mission statement.

Data Collection Procedures

Data collection in this research had a three-pronged approach. First, there was a set of data collected using questionnaires. Second, interviews with purposefully selected individuals were done to collect complementary data sets. The individual interviews were done for church employees in administration and leadership positions and church employees at the frontline of strategy implementation. Finally, there was one discussion group that provided data through discussion. Basic data collection for the survey took the whole month of September 2016.

Over the years research scholars have debated the issue of qualitative versus quantitative research, creating an apparent polarization between the two research methodologies. However, there seems to be more plausible research evidence that supports the use of both methods in a particular social research project. One scholar who strongly argues for this position named as "triangulation" is Wendy Olsen. According to her, "In social science triangulation is defined as mixing of data or methods so that diverse viewpoints or standpoints cast light upon a topic...The

mixing of methodologies, e.g. mixing of survey data with interviews, is a more profound form of triangulation.”¹⁹ In this research survey data has been triangulated with interviews to help enhance the credibility of the research.

Data Analysis

Qualitative data analysis uses two basic approaches. The first approach is deductive that gathers answers to particular questions by enabling the researcher to look at “what all respondents said to the same question” thus helping “to confirm or refute hypotheses” presumed by the researcher.²⁰ The inductive approach assesses issues or relationships that are generated by the data. Such an analysis identifies themes and words that are recurrent in the interview.²¹ In this research, both deductive and inductive approaches have been used.

The basic instrument used for the generation of qualitative data was obtained and adapted from a credible source, as earlier cited. Results for each of the questionnaires are reported in more details later. For now, suffice it to indicate that raw statistical data has its limitations in painting a true picture of the social realities undergirding the research. Olsen posits, “The real world is very complex. The data we collect about reality is only a rough, partial, and incomplete record.”²² With this in mind, the researcher needed to augment numerical statistical data with sentimental information from interviews.

¹⁹Wendy Olsen, "Triangulation in Social Research: Qualitative and Quantitative Methods Can Really Be Mixed," *Developments in Sociology* 20 (2004): 103-118.

²⁰Margaret C. Harrell and Melissa A. Bradley

²¹Ibid.

²²Ibid.

The survey questionnaire entitled “Survey on Mission and Strategy Implementation” focused on determining the extent to which local churches were familiar with the strategic plan from the higher organization. This is the intended aim of the first six questions on this survey. The second half of the survey questionnaire has four questions, three of which aim to test the clarity of strategic vision or mission and one tests alignment of strategy and budget. The data were analyzed using the standard average for the whole questionnaire to check familiarity with strategy and clarity of vision/mission.

The mission-focus of the local church was further tested using the questionnaire entitled “Are We a Mission-driven Church?”²³ This survey instrument is in Appendix 7. The data from this survey were analyzed by counting the number of affirmed responses as a percentage on each questionnaire and then all the percentages were added and divided by a total number of respondents to get the average. This instrument was administered to 21 church board members of one local church in Kitwe Central Mission District. The average percentage of the 21 participants gives a picture of the extent to which members feel their local church is mission-driven. Only about twenty percent of respondents affirmed that their church was mission-driven.

The survey instrument administered to the Union conference office and the local conference employees was the same. It was a clarity-of-mission check for respondents who were expected to know better than an ordinary church member. If church employees at these two levels of the hierarchy prove to be unclear about the organization’s strategic mission direction, the situation could be worse for the local

²³North American Division of SDA, <http://www.reachnorthamerica.org/article/6/downloadable-resources>, accessed November 2016. All resources on this site have allowed for use in any Adventist Church related research.

church volunteer workers. Responses were further subjected to the Pearson Correlation test particularly for the last two questions on the questionnaire.

The qualitative aspects of this research identified several key themes and patterns that were investigated. First and foremost, the idea of a strategy or strategic planning was highlighted in the first question to each of the three sets of respondents. The same question was stated differently as they are shown in the appendix. In Appendix 9, Table 1 gives a summary of responses to the first interview question to all the three sets of respondents. These responses would help the researcher know whether or not the selected sample has any information about the strategic direction of the church.

The second theme highlighted in the interview is knowledge of the strategic vision/mission of the Adventist church. This has been captured in the second interview question to all the three categories of interviewees. Table 2 in Appendix 9 gives a summary of responses from the informants. In their book, *The Leadership Challenge*, James Kouzes and Barry Posner argue that to “inspire a shared vision” is one of the five major practices of exemplary leadership.²⁴ A discussion of strategy execution is incomplete without clarity of purpose instigated by a clear vision/mission known to all players in an organization.

The theme of organizational alignment was the third to be tested in this research. It was captioned to test both budgetary and organizational alignment of the church. For interviewees from the Union and local conference offices and the local church board this comes as the third question, but for the district pastor, it is the fourth question. Responses to the alignment question are summarized in Table 3 of

²⁴James Kouzes and Barry Posner, *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, 5th ed. (San Francisco, CA: The Leadership Challenge, 2012), 99-126.

Appendix E. The final question of the interview was simply to establish the general pattern of challenges churches face in strategy execution, coupled with solicitation for suggestions for improvement. District pastors and local church informants responded to a similar question whose answers are summed up in Appendix 9 as Table 4.

At local church level the issue is likely to be not just implementation, but also misunderstanding what needs to be implemented. In a related sense, pastors and local church informants were asked for suggestions on how to improve strategy execution. Table 5 of Appendix 9 gives a summary of responses from pastors and the church board.

It was deemed necessary to test if communication would not surface as one of the main contributors to strategy execution failure at local church level. As pastors and local church respondents state their challenges and suggest solutions, how likely could it be that communication would be a major factor? If communication from the higher organization does not emerge as one of the main bottlenecks for strategy execution then whatever communication channels/methods admin employees were using would be justified. At the same time, if communication proves to be a challenge then it would call for a change of approach by strategy stewards from the higher organization.

In short, the interview questions aimed to examine three main themes and a set of patterns in strategy execution challenges. The three themes were the idea of strategic planning, knowledge of vision/mission, and budgetary/organizational alignment. The twin questions of stating the strategy execution challenges and suggesting solutions to the same attempted to find the nature or pattern of problems and their solutions from the frontline perspective. When reporting the results in the next section, the themes have been briefly labeled as strategic planning, alignment,

and vision/mission awareness. The patterns in strategy execution challenges have been labeled as execution challenges and solutions.

The coding process during data analysis followed four main steps: (1) transcribing of each interview, (2) arranging the responses from each interview into themes and/or patterns, (3) review of all transcripts and final coding, (4) compilation of findings, and (5) comparing the findings to the literature. Appendix 6 gives more details on how each of five steps was carried out.

Validity

To further validate the instrument used for this research, a colleague who has already defended his DMin dissertation was used as an integrator. Carol M. Roberts recommends integrating as a credible approach to validating research data.²⁵ The process of integrating involves giving interview transcripts and related data to another independent individual to analyze and provide feedback to the researcher. In this instance, the research interview questions together with transcribed responses were given to a colleague whose dissertation inclined more towards qualitative research methods. The research themes noted by the interrogator were similar to those observed by the researcher, except for two extra ones reported by the integrator.

Triangulation of data from interviews with that from questionnaires also seems to have confirmed the same realities about strategy execution challenges at local church level. In fact, one notable argument by proponents of the mixed research methodology is that it helps establish the trustworthiness of the research as a result of triangulation. In this research interview questions were similar to those on the questionnaire was given to the local church. As a result, the picture painted by the

²⁵Roberts, 161.

qualitative research somehow correlates with that obtained from the quantitative side. Wendy Olsen sums it up well when she notes, “The mixing of data types, known as data triangulation, is often thought to help in validating the claims that might arise from an initial pilot study.²⁶” In this case study of strategy implementation challenges in CBC validity has been further supported by the mixed method approach.

An expert in statistics was engaged to help with data analysis related to the three main questionnaires used for the qualitative part of this research.²⁷ Using the SPSS software, the statistician helped in the process of creating some of the tables and figures that were used for analyzing the results. Being an independent analyst made the statistician deal with the raw data from the questionnaires without any bias. In this way, the validity of this research has been enhanced. In research, it is permissible to work with experts in particular areas of research for purposes of result trustworthiness.

Presentation of Findings

A score ranging from 10 to 20 is described as weaker while that from 20 to 30 as weak. The 30 to 40 score range is considered strong, and that from 40 to 50 is stronger. The number of points scored per questionnaire could also be expressed as a percentage. For each district, the scores from each questionnaire were added and the average calculated respectively. Following are the results summarized in Table 1.

²⁶Wendy Olsen, "Triangulation in Social Research: Qualitative and Quantitative Methods Can Really Be Mixed," *Developments in Sociology* 20 (2004): 103-118

²⁷Leonard Mubila, Lecturer of Statistics at Copperbelt University, Kitwe, Zambia.

Table 1. Knowledge of Mission and Strategy

Mission district name	Mission clarity level or Average Score	Percentage
Kitwe Central	20.3	40.6
Lufwanyama	29.28	58.6
Mupapa	18.2	36.4
Kapirimposhi	24.8	49.6
Kalulushi	32.8	65.6
Kitwe North	32.3	70.5

The two rural districts surveyed were Lufwanyama and Mupapa. In Lufwanyama ten questionnaires were distributed, and only seven were brought back correctly marked. The average score for the seven churches was 27.3 points or 54 percent. Mupapa mission district was given eight questionnaires of which only five were brought back correctly marked. The average score for the five churches that participated was 18.2 points or 36 percent. The two rural districts combined scored an average of 22.8 points, which translates to 45.5 percent.

Therefore, these results show that Lufwanyama district has a weak position for mission and strategy implementation. The Adventist church in Lufwanyama has some areas where there is a general awareness of some strategy focus, but it is weak and unclear. Mupapa district has a weaker position for mission and strategy execution. The church in Mupapa may be doing many good things, but the strategic direction is uncertain. On average, the two rural districts have a score (22.8) that still keeps them in the 'weak' range.

Kapiri Mposhi North and Kalulushi mission districts are the ones under the suburban category. These districts have a combination of rural and town churches. Each of these two districts was given six questionnaires that were all returned correctly completed. Of course, the number of churches in each of these districts is much bigger. Those surveyed were only a sample chosen by the district pastor.

The six churches surveyed in Kapiri Mposhi had an average score of 24.8 points or 48 percent. In Kapiri Mposhi mission district there is a general awareness of some strategy focus, but it is weak and unclear. The six churches that participated in Kalulushi scored 32.8 points or 65.6 percent on average. The performance in this suburban area seems better than the counterpart. This means that in Kalulushi there is a strong awareness of strategy focus. The average score for the two suburban districts is about 28.8 points that translate to 57.6 percent. As such, this category of surveyed districts is still in the range of weak scores.

From the city of Kitwe, the two mission districts chosen for this survey were Kitwe North and Kitwe Central. Both districts have all their churches right in the heart of the city of Kitwe. Kitwe North received ten questionnaires out of which seven were returned correctly marked. The seven churches scored an average of 35.3 points or 70 percent. The Adventist church here could be described as strong and mission strategic focus is coming through in some areas.

Kitwe Central Mission district has only four churches, and all of them were given the questionnaire. This district was the one chosen for a more detailed analysis. Of the four churches, only three returned their questionnaires correctly marked. The average score for the three churches was 20.3 points or 40 percent. This score falls into the weaker range, similar to the score of the typically rural Mupapa district. This score is much lower than anticipated, forcing the researcher to verify by visiting each of the three responding churches to ensure clarity of the whole process. The score did not improve even after explanations.

The average score for Kitwe North and Kitwe Central is 27.8 points or 55.6 percent. This puts the two urban districts in the weak range of scores. The Adventist church in the city area has some general awareness of strategy focus, but it is weak

and unclear. Admittedly, these results were quite shocking for the researcher. The expectation was that city churches would perform much better than those in rural or suburban areas, but to the contrary, the score of 27.8 is even slightly lower than the suburban score of 28.8 points.

Table 2 below gives a comparative summary of all the above three categories of districts that responded to the survey. A comprehensive picture of this data seems to suggest that strategy execution from the sampled districts is weak. The average score for all the three mission district categories is 26.5 or about 53 percent. This is clearly in the ‘weak’ range of scores.

Table 2. Summary of Scores

District category	Name of district	District average score	Category average score
RURAL	LUF	27.3 (54%)	22.8 (45.5%)
	MUP	18.3 (36%)	
SUB-URBAN	KAL	32.8 (65%)	28.8 (57.6%)
	KAP	24.8 (48%)	
CITY	KTN	35.3 (70%)	27.8 (55.6%)
	KTC	20.3 (40%)	

Pearson Correlations (P-value) Test

To help ascertain the trustworthiness of the research four questions from the questionnaire were chosen and subjected to the P-value test. The four questions were chosen, and their shortened versions are questioned (A) member mission clarity, (D) member practical knowledge, (F) church communication, and (J) church strategy focus (See Appendix 4 for details). Table 3 below gives an SPSS software output on correlations and P-values on the response to the questions above.

The P-value significance is measured in the ranges of 0 to 0.01 as very significant, 0.01 to 0.05 as significant, 0.05 to 0.1 less significant, and greater than 0.1

as not significant. The table below shows that there is a highly significant correlation of 0.488 (p-value=0.004) in the relation between membership clarity on a mission and the level of communication the church makes to members. The more frequent the communication, the more informed the members would be.

There is also a significantly high correlation 0.534 (p-value0.01) between church communication and church strategy focus. The more likely reason would be that, if the church has no proper laid down strategy on a mission, it is most likely going to fail to have significant communication to members as there would be nothing critical to communicate on a mission. In other words, a church that is clear about its strategic direction is also most likely to be very clear in its communication.

Table 3. SPSS Software Output on Correlations and p-value

		Member mission clarity	Church Communication	Member Practical knowledge	Church Strategy focus
Member mission clarity	Pearson Correlation	1	.488**	.279	.535**
	Sig. (2-tailed)		.004	.116	.001
	N	33	33	33	33
Church communication	Pearson Correlation	.488**	1	.266	.534**
	Sig. (2-tailed)	.004		.134	.001
	N	33	33	33	33
Member practical knowledge	Pearson Correlation	.279	.266	1	.283
	Sig. (2-tailed)	.116	.134		.110
	N	33	33	33	33
Church strategy focus	Pearson Correlation	.535**	.534**	.283	1
	Sig. (2-tailed)	.001	.001	.110	
	N	33	33	33	33

** . Correlation is significant at the 0.01 level (2-tailed).

The same data were subjected to another computer-based test called a Chi-square test. A specific analysis of member mission clarity and church communication is summarized in Table 4 below. A Chi-square test of independent on the relationship between membership mission clarity and church communication (p-value=0.102) shows that there is a strong relationship and thus there is a need for enhanced communication to ensure members are aware of church plans and objectives on a mission. In this case, both the Pearson and Chi-square tests prove that communication plays a significant role in enhancing church members knowledge of the church's strategic direction.

Table 4. Chi-square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.601 ^a	9	.102
Likelihood Ratio	17.268	9	.045
Linear-by-Linear Association	9.176	1	.002
N of Valid Cases	33		

Data for the final survey instrument were analyzed. Results for both the Union and local conference office employees have been summarized in Tables provided in Appendix 10 (Data analysis tables).

Results for the first question as shown in Table 1 of Appendix 10 indicate that 83.3 percent of office workers at CBC are very much aware of the organization's mission statement, while the same question is at 100 percent for NZUC office employees. The requirement to write the mission statement from memory aimed to check the objectivity of the respondents in answering the first question. For NZUC employees five out of 13 (38.5%) could not manage to write anything in the space provided for the mission statement. By implication not every employee at NZUC

knows the mission statement, but only about 61.5 percent. For CBC three out of 12 (25%), respondents could not write anything about the mission statement and the wide variations among those who wrote something imply uncertainty.

For both entities results for the second question are in the range that shows that employees are ‘very much aware’ of how their work relates to the mission and strategy of their entity, as shown in Table 2 of Appendix 10. However, going by the average number of respondents who failed to write the mission statement (which is about 30 percent for both entities), there is still much to be desired in relating one’s work to the mission of the church. This could especially be true for office support employees who seem detached from the frontline activities of the church.

Table 3 of Appendix 10 provides results for the third question that relates to employee’s planning of annual strategic direction together with a supervisor. Employees at NZUC seem to be doing much better than CBC in this area. Only 16 percent of employees at CBC indicated that they always have an annual plan, compared with 77 percent at NZUC. The close relationship between the third and fourth questions makes NZUC to still indicate better performance in an annual assessment of goals and priorities, as shown in Appendix 10, Table 4. Logically annual planning should be followed by annual performance assessment, without which work output is likely to be negatively affected.

A Pearson Correlation test was conducted to check the relationship between the third and fourth questions, annual planning and annual assessment respectively. Table 5 below gives the results of such a comparison.

Table 5. Planning and Assessment Correlations

		Annual planning	Annual assessment
Annual planning	Pearson Correlation	1	.867**
	Sig. (2-tailed)		.000
	N	25	25
Annual assessment	Pearson Correlation	.867**	1
	Sig. (2-tailed)	.000	
	N	25	25

** Correlation is significant at the 0.01 level (2-tailed).

Correlation on the relationship between annual planning and annual assessment is significantly strong at 0.867 (p-value < 0.000). This implies that the more regular the annual planning, the more likely it will be for assessment to take place if employees are not clear about the employer's expectations there is likely to be a challenge in carrying out annual performance evaluations. Efficient strategy implementation calls for both annual planning and annual performance assessment for employees.

Narration of Interview Results

As outlined earlier interviews were done for selected office employees and at the NZUC and CBC offices. Six pastors as representatives of frontline employees were also interviewed, plus one local church board. Responses to each question on the questionnaires have been reported according to these same groups.

At the Union office, one executive officer and a departmental director were interviewed. In the set up of the Adventist church, there are usually three executive officers at each of the three constituency levels above the local church. The researcher felt justified to interview one executive officer because their team belongs to the top strategy custodians. These officers are the president, the executive secretary, and the chief financial officer or treasurer. The tight schedules of these officers made it difficult to interview all of them within the limited time available. The president is

ranked as the first officer among equals. For confidentiality purposes, this research simply states that one of these officers was interviewed.

These officers work with a team of departmental directors who serve as specialists to advise the officer team in line with their respective departments. The number of departmental directors varies according to need and financial capacity of each entity, but on average there are about five or six of them at local conference and union levels. Time could not allow for an opportunity to interview more than one director. Again for confidentiality purposes, this research simply states that one departmental director was interviewed at each level.

There were six questions to which each of the interviewees at union and local conference levels responded. See Appendix 5 for these questions. What follows next are the responses to each of these questions, comparing that of the executive officer and the departmental director at each level respectively.

Responses from the union employees. Responses to both the Union office and local conference were analyzed. When asked whether they had a strategic plan, both officer and director at NZUC confirmed they had it. For the second question, the officer said the team members understand the mission focus of the strategic plan ‘very well’ while the director said ‘unfortunately not every team member understands.’ According to the departmental director, only about 40 percent of team members understand especially the goal-oriented as opposed to the need-oriented objectives.

To the third question, both the union officer and the director indicated that there is alignment between the budget and mission objectives of the strategic plan. However, the director noted that the money budgeted for is usually ‘not enough to support every action plan.’ By implication, more money seems to be spent on

operations of the entity than on mission. The union officer responded to the fourth question by outlining mainly oral channels or methods of communicating strategic objectives to the lower entities. The first target of communication, according to him, is the executive committee. Then follows elders' councils, district evaluation meetings, and local church boards and business meetings. The departmental director said they use both oral and written communication channels to explain the focus areas.

For question five, both the officer and the director do not see any alignment between the strategic plan and the activities that take place regularly at the local church. The director noted that 'most of our members are so traditional that they take long to embrace new methods and approaches to mission.' The final question simply sought for an outline of the main challenges the respondents felt were faced at the implementation stage of the strategy by the local church. The union officer noted two main challenges. The first and main challenge is 'bad attitude towards work among some employees and key people such as district pastors.' Secondly, lower entities such as conferences/fields and local churches usually have limited finances to help implement important plans. The departmental director also identified two main problems quite unrelated to the ones highlighted by the officer. In the view of the director, the first challenge is communication. He said 'probably the channel of communication is too long, by the time the information reaches the grassroots, leadership is changed.' The second challenge is simply the human tendency to resist change, despite the fact that 'it changes that brings about progress.'

Responses from the local conference employees. The local conference, CBC, had two individuals responding to the same questions as the Union personnel. The officer interviewed at CBC stated that the strategic plan they had been following

for the ending term of office ended in December 2016. The reality was that they had a strategic plan that affirms the answer for the first question. The director also gave a similar response. For the second question, the officer reported that not every team member had a clear understanding of the mission focus of the strategic plan. On the other hand, the director felt support staff team at the office is completely detached from strategic plan issues. But all the directors seemed to be fully aware of the mission focus of the strategic plan.

In the view of the conference officer, there is misalignment between the budget and the strategic plan due to one major reason that the budget cycle and the planning cycle at both conference and local church do not synchronize. The usual situation is that planning comes after the budget has already been prepared. Budgeting is mainly from the chief financial officer or treasurer, with minimal input from the departmental directors. The director interviewed said that the budget and strategic plan are ‘mostly not aligned.’ For him, the reason for this is that ‘operations of the church machinery’ seem to be more prioritized than mission. Regarding communication channels, the conference officer said interdepartmental seminars and advisories are the primary methods used in cascading the strategic plan objectives to the churches. Also, evaluation meetings also play an important role. The director gave a similar response except for an addition that occasionally letters are written to highlight some important plans for implementation.

For the fifth question, the conference officer reported that ‘churches seem isolated’ from the specified strategic direction of the higher organization. He attributed such a situation to the misplacement of the timing for the workers’ meeting. A workers’ meeting is an annual event bringing together the frontline pastoral workforce, office support staff, directors and the executive officers mainly for

planning and evaluation. Holding such a meeting in the first quarter of the year is too late to manage to fully engage the churches that already did their planning and evaluation in the fourth quarter of the year. The director was more categorical when he observed that churches have mainly remained ‘stuck with the traditional way of doing church.’ Any innovation for improvement is deemed a disturbance to the way of life the church is used to.

The strategy implementation challenges outlined by the officer interviewed at the local conference level are somehow related to what the director said. First and foremost, it was observed that the tenure of office for local church workers does not align well with the five-year strategic plan. The director called this as ‘high volunteer worker turnover.’ It is not easy to retrain new officer every year. Secondly, lack of inclusiveness in planning magnifies the ‘tendency for lack of ownership of the initiatives’ by those excluded from the process. This challenge is worsened by the apparent top-down nature of planning in the Adventist church. The conference officer further noted that churches tend to give priority to what they consider important at a local church. Finally, the departmental director said programs initiated by the higher organization appear irrelevant to local church needs. This could be due to unrelated contexts between the higher organization and the local church for which plans are made without consultation.

Responses from district pastors. Personal interviews were conducted on six district pastors and the same questions were given to each one of them. For purposes of confidentiality, the names of interviewees have been put as abbreviated codes in capital letters with the area they are pastoring written as a small abbreviated letter(s) at the end of each pastor’s name initials. For example, Pastor GPc means G and P, are

initials of the pastor's name, and the 'c' means he is pastoring in the city, or Pastor CMsu implies C and M are initials while 'su' stands for suburban area.

The first question to the pastors was: "Has your mission district got a strategic plan as adapted from the higher organization?" In response to this question, all the six pastors said they do not have the strategic plan for the period 2015 to 2020. Pastors PKNr, KKc, GPc, and CKsu reported that the only strategic plan they remember receiving from the higher organization was the one highlighting 'the five focus issues.' Pastors TMsu and EMr reported that they had received strategic plans, but the only challenge was that at the local church priority is usually given to locally initiated programs. What came out clearly among all the pastors was that none of them had received the strategy for the period 2015 to 2020. Two key points could be gleaned from the pastors' responses to the first question. First, it takes long for the higher organization to cascade the strategic plan to the grassroots. Second, though the pastors receive the strategic plan, it is not easy to translate it into reality at the local church.

The following was the second question pastors responded to: "Are the key leaders of your mission district acquainted with the main objectives of your strategic plan?" Pastors PKNr, TMsu, CKpu, EMr, and KKc reported that key leaders of their district were well informed about the strategic plan, but the challenge of implementing it remained. For Pastor GPc the answer given was both yes and no. The answer 'no' is true in most cases because of the high rate of changing local church officers. Those trained and inducted in line with the church's strategic direction get replaced just when they 'catch fire' in fulfilling their role. For Pastor GPc, acquaintance with the strategic direction of the church only became a reality when his district voted a policy to keep individuals in the same positions for a minimum of two years. This justifies his 'yes' part of the response.

The third question district pastors responded to was, “What are some of the main challenges you face in strategy implementation?” Pastors TMsu and PKNr noted two common challenges as the traditionally ingrained suspicion of any new program from the higher organization and illiteracy. In the words of Pastor TMsu, ‘plans from the higher organization are considered foreign policy’ by the local church. This is a clear case of resistance to change.

Low commitment is another challenge highlighted by Pastors PKNr and KKc. Pastors KKc, GPc, and CKsu said there is also a serious challenge with communication from the higher organization. This further leads to lack of coordination among the directors. Pastor CKsu even suggested that good communication should be able to reduce the complex strategy language into simple slogans for members to capture easily. Pastor GPc reported three other challenges as lack of alignment to both the budget and planning cycle; the church has become complex due to too many committees and allowing random activities to be more prevalent than strategically planned ones. For Pastor EMr who is looking after more than 90 congregations, the main challenge relates to difficulties in impacting the churches consistently due to the vastness of the area.

The fourth question had to do with the alignment of the budget with the strategic plan. The question was, “Do you think local church budgets are aligned to fulfill the mission of the church as stated in the strategic plan?” Almost unanimously all the six pastors reported that there is no alignment between the budget and the strategic plan. In fact, for Pastor PNKr most rural churches do not even generate enough money to plan a budget for, so the budget is not even there. Random appeals for specific financial needs are the norm. This is the similar situation facing Pastors CMsu and EMr. For Pastor KKc, churches make their budgets in line with what they

call “time management” which does not usually relate to the overall strategic plan from the higher organization. Money is raised mainly to support locally initiated programs as outlined in the time management, not the strategic plan.

Finally, pastors were asked to suggest what could be done to improve strategy implementation. In response, all the six pastors highlighted the importance of effective communication through various channels. Leaders from the higher organization are expected to get down to the district to help clearly explain in simple language the essence of the strategic plan. Pastor TMsu noted that there are times when pastors who aggressively champion the programs from the higher organization are perceived as ‘imposing their personal agenda on the smooth running of the church.’

Pastor KKc suggested that quarterly performance evaluation meetings at all levels of the church should be done. This is related to Pastor CKsu’s suggestion that reports forms should be designed in a simple way to capture the essence of the strategic plan. He further suggested the need for the formation of a strategy implementation committee of some kind at the conference level, with a mandate to ensure adherence to strategic objectives. For Pastor CKsu a one-day workers’ meeting is not enough for all departments to have adequate time to share their vision. As such, there is need to have departmental advisories at conference level that should include all pastors.

Pastor GPc was quite insightful in his suggestions. For him, the church as a corporate body should first be clear about the strategic direction at all levels before going into nominations of leaders. Only choose individuals with abilities, talents, or knowledge to help the church achieve a specified mandate. Pastor GPc noted that there are times when the church does something similar to ‘appointing cyclists to

drive a truck' for which they are not trained to do. He further suggested that the church should clarify its line authority at each level for people to know who reports what to who and when. This need to clarify reporting channels and chain of command was also highlighted by Pastors PNKr and CKsu.

To sum up, the responses given by district pastors, several main concepts could be gathered. First, there are suggestions that affect the whole church as a system. Second, there are operational issues as well. Finally, there are pertinent issues related to strategy execution specifically. What stands out about the first and second questions is that the church may have the strategic plan and some of the key leaders could be familiar with the contents, but execution remains a challenge. Some of the points pastors raised in responding to questions three and five are the ones directly related to strategy implementation. These issues include the following: poor communication, the term of office for local leaders is too short, lack of coordination, lack of clear, consistent assessment, resistance to change, 'good people' assigned responsibilities they are not qualified for, and abnormal size of the pastorate.

The nature of the intervention suitable to address the nature of the challenges at hand should center on the district pastor as the key frontline strategy implementer. There are two main instruments that appear suitable in helping to engage the pastor in strategy execution fully. First, the Jump Start Assessment requires the immediate involvement of the pastor starting from the strategy formulation stage. This tool has been adapted from McKnight. Second, pastors should be made aware of the difference between lead and lag measures in strategy implementation. The role of the pastor as a frontline strategist is to get involved together with all the church members in activities that push towards goal attainment. This is what McChesney proposes, as earlier cited.

Limitations of the Study

Given the unceasing debate between quantitative and qualitative research scholars, this research has some obvious limitations. The sample size for both the qualitative and quantitative research is not as large as expected. Six out of 50 mission districts were chosen for a survey, and six out of 42 full-time pastors were involved in the interviews. Time and resources available for this study limited the sample size.

There is also a limitation on gender diversity of the sample. In the context of the Adventist church in CBC, all pastors are males. Therefore, all interviewees were male district pastors and officers and directors. There was very little the researcher could have done to change this status quo.

Summary

In summary, this chapter looked at issues related to the macro and micro contexts as well research design ones. At the macro level, the context is the nation of Zambia for which basic statistical data was presented. The Adventist Church has been in existence in Zambia for more than a hundred years. During this period, the Adventist church has grown to the extent of having the country divided into two Union Conferences. At micro level pastors in CBC work under three main geographical groupings identified as rural, suburban, and urban or city. For wider representation of views, two pastors were chosen for interviews from each of these main locations where the Adventist church is represented. The average pastorate in CBC has 24 churches with a membership averaging 4271.

District or church pastors are mandated to execute the plans and policies of the local conference, while at the same time engage the churches in planning. The plans at local church level should be aligned with those of the higher organization. However, this does not appear to be the case, and this research aimed to find out why this is so.

After restating the problem and purpose of this study, a detailed description of the research methodology has been given. A blended method of research has been followed in this study. Questionnaires were used for the quantitative data capturing, and interviews helped gather the qualitative data. This kind of research is recommended by some scholars as it helps achieve triangulation.

CHAPTER 5

IMPLEMENTATION

This chapter narrates the results of the research implementation. As discussed in Chapter 3 of this research, management or the leadership of an organization should aim at accomplishing four main jobs: ‘winning minds,’ ‘winning hearts,’ ‘aligning local effort,’ and ‘creating organizational capabilities.’ The implementation stage of this research focused more on management’s attempt to fulfill the demands of these four jobs. Much interest was put on job three because it is the one that turns strategy into reality. The strategy is made operational throughout the entire organizational hierarchy “by utilizing resources that all organizations have, but that are quite often overlooked and underutilized: middle-level managers and frontline supervisors.”¹

With this in mind, the implementation stage followed the steps outlined below.

1. A meeting of the three top executive officers was convened on March 6, 2017, to identify and agree on three most important goals to be achieved in the next term of office.
2. During the same meeting, the officers scheduled the CBC Workers’ meeting for March 13 to 16, 2017.
3. Copies of the strategic plans for the General Conference, Southern Africa-Indian Ocean Division (SID), and Northern Zambia Union Conference were made and sent to employees for review before the Workers’ meeting.
4. The researcher presented draft copies of the “JumpStart Assessment: Employee Forms” to management for critiques and approval. After the approval of management, copies were made in readiness for use during the time of the meeting.

¹McKnight et al., 107.

Rationale for Implementation

To begin with, four main issues have already been noted as major hindrances to effective strategy implementation. Therefore, a program that would bring together all the key stakeholders at the planning stage, particularly middle management and frontline supervisors, was needed. In the researcher's view, strategy execution problems at local church level could significantly be reduced when the bottlenecks at district and conference levels are removed. As such, the type of intervention implemented aims to address strategy execution challenges involving the pastor as a frontline strategist and the local conference officials as strategy leaders and stewards.

In chapter 4 of this research, it has been noted that only 16 percent of employees at CBC acknowledge having an annual work plan that aligns with the strategic plan. A p-value test also affirmed that annual planning correlates with annual performance assessment at 0.867 (p-value 0.000). In other words, the more regular the annual planning, the more likely it will be for performance assessment to take place. Efficient strategy execution demands for both annual planning and annual assessment of employees. This research evidence became some conceptual framework for the implementation strategy of the intervention.

Traditionally, CBC has been holding annual meetings referred to as "Workers' Meeting" by bringing together all full-time employees of the Conference plus part-time lay pastors and pastoral interns. Such a meeting would normally last for only one day with a focus on evaluating previous year's performance and sharing tactical plans for the coming year. Having just come from a Constituency meeting (session) that ushered in a new management team with one key mandate of coming up with a strategic plan for the next three to five years (2017 to 2020), an opportunity presented itself to implement what was discovered in this research.

Rather than attempting to reinvent the wheel the researcher decided to adopt the plan proposed by McKnight et al. The “Jump Start Assessment” tool, as designed by these authors, aims to accomplish two major things in the process of strategy formulation and implementation. When a meeting similar to the Workers’ Meeting of CBC is convened, leaders should aim “to both communicate and engage employees”² (emphasis is the authors’). This demands to capture the attention of both the mind and the heart. When execution is the ultimate goal, engagement of the employee that leads to feeling motivated to act is the job of management, and it is accomplished through winning the heart and aligning local effort of the entire team.

The JumpStart Assessment

The “JumpStart Assessment: Employee Form”³ was used to assess whether or not the researcher, as a key presenter during the Workers’ Meeting, managed to communicate and engage employees of CBC for vision realization and mission implementation. See Appendix 10 for the adapted versions of the JumpStart Assessment. Employee Form A was given at the beginning of the meeting and Form B at the end. As earlier alluded to in Chapter 3, district pastors would be classified as ‘frontline strategists,’ departmental directors as ‘strategy leaders’ and the top two/three officers as ‘strategy stewards.’

The 4DX Execution Plan

In addition to the JumpStart Assessment tool, the researcher intended to clarify the difference between and the importance of “Lag” and “Lead” measures of an execution-focused organization, as proposed by McChesney et al. (cited in this

²McKnight et al., 130.

³Ibid.

research). An expert working for one of the leading banks in the country was invited to be the other key presenter during the Workers' Meeting. He is a super coach in 4DX (Four Disciplines of Execution) as elaborated by McChesney et al.⁴ The role of this consultant was to guide the meeting in ensuring that the strategic plan that came out at the end of the meeting was implementable and fulfilled three key criteria. First, have clarity of vision/mission. Second, agree on only three "Wildly Important Goals" (WIGs). Finally, clarify the difference between Lag and Lead measures and ensure that the frontline team generates workable Lead measures for their level of operation.

The meeting started on Monday 13th and ended on Thursday 16th March 2017. The researcher as Chief Executive Officer of CBC opened the meeting with a keynote address highlighting the following main points:

1. Concerning the story of Jonah, the importance of being as mission-focused as God was in saving the residents of Nineveh was emphasized.
2. Unity of purpose was very much needed after the entity experienced a number challenges.
3. Having just come from the constituency meeting that had already presented various reports of the work of the previous administration, the Workers' Meeting was to focus more on charting the way forward than evaluating previous performance.
4. As a worldwide organization, it was necessary to remember that as CBC there is no need to exist in isolation. The Church at General Conference and other intermediate levels of the church already has a strategic direction. Our role is to align with that direction.

Soon after the opening presentation that lasted for almost one hour, everyone present was given the JumpStart Assessment: Employee Form A. Forty-two employees were present, and all received the Form with instructions to return it completed the following morning. 'Employee Form A' was directed at assessing

⁴Chalwe Doroba Chungwa, 4DX Super Coach, Stanbic Bank Zambia Plc, National Head Office, Lusaka, Zambia.

similar previous meetings as a way of establishing the baseline on leadership's four major jobs. The same questions would be used at the close of the current meeting to ascertain its impact on winning minds and hearts, aligning efforts, and creating capabilities for the organization.

Survey Results for the JumpStart Assessment

The same statistician used in assessing the survey results in Chapter 4 also helped to assess this program intervention. An attempt has been made to simplify the complex statistical data that emerged. Because the nature of the questionnaires produced data results that are not normally distributed, a Mann-Whitney Test was more appropriate in analyzing the results. The results obtained from the questionnaires given before and after the meeting were not normally distributed. This means that a non-parametric test is needed to determine if there was any significant difference between the people's perception before and after the meeting.

A Mann-Whitney non-parametric test has been used to find the difference in reference. A Mann Whitney test ranks the data and allows calculation of a statistic called the U-test. This statistic is then standardized with means of the data from the categories obtained before and after the meeting. The standardized statistic is the Z-statistic from which the significance test p-values are calculated. If the P-value is less than 0.05, then there is a statistically significant difference between responses before and after the meeting for a specific category. Tables 6 and 7 below show the outcomes of the tests.

Table 6. Mann Whitney Test Statistics Part A

	Logical message	Good supervision	Mission is key	Understand action time	Team was aware
Mann-Whitney U	227.500	151.500	339.000	310.500	283.500
Wilcoxon W	788.500	712.500	900.000	871.500	844.500
Z	-3.761	-4.933	-2.443	-2.366	-2.674
Asymp. Sig. (2-tailed)	.000	.000	.015	.018	.007

a. Grouping Variable: groups

Table 7. Mann Whitney Test Statistics Part B

	Ideas considered	Visible impact	No obstacles	Available resources	Management consideration
Mann-Whitney U	61.000	195.500	141.500	219.000	147.000
Wilcoxon W	622.000	756.500	702.500	780.000	708.000
Z	-6.108	-4.072	-4.815	-3.932	-4.801
P-value Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Grouping Variable: groups

It is evident from the tables above that there was a significant change in the responses to all aspects considered in the study. All categories have p-values (<0.05). This implies that the meeting managed to successfully align the local efforts of CBC employees to engage in the mission-focused ‘Wildly Important Goals’ (WIGs).

Both JumpStart Employee Forms had 13 questions. There was a need to compare the ratings of each question before and after the meeting. Figure 1 below presents the results in a graphic format. The bottom line in the graph is for the ratings at the beginning of the meeting, and the top line is for the ones at the end.

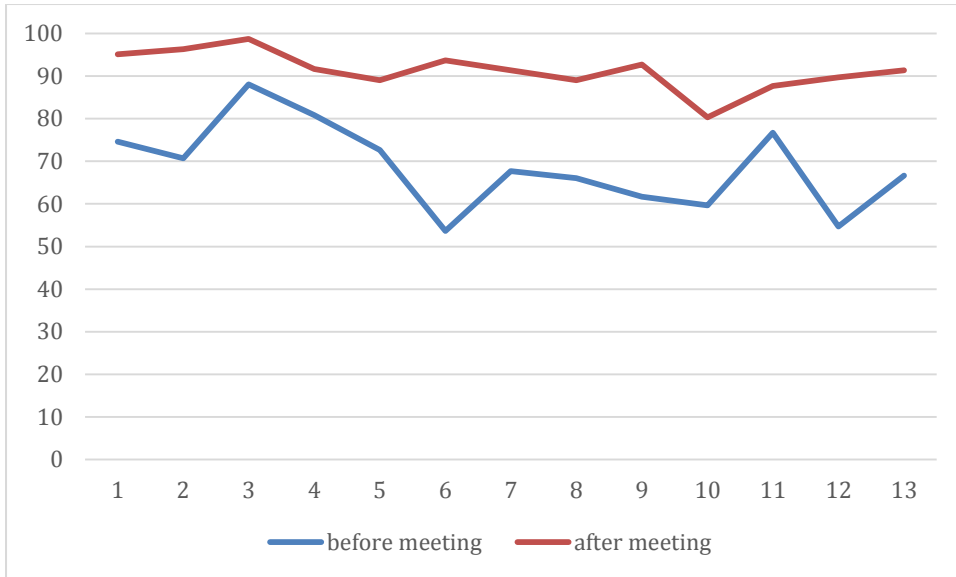


Figure 1. Rating on Understanding Before and After the Meeting

The graph above highlights the overall rating for the responses obtained on each question asked before and after the meeting. It can be observed that there was on average increase in the overall rating for each category. This means that employees of CBC understood and appreciated the knowledge obtained after the meeting. The presentation approach was tailored to engage all the participants so as to make aligning local efforts of all CBC employees possible.

There are six questions from both JumpStart Assessment: Employee Forms A and B that have been chosen for presentation in bar chart format to give a pictorial view of the ‘before’ and ‘after’ effect of the Workers’ Meeting. The questions selected are 2, 4, 7, 11, 13, and 14 (See the Appendix 10 for details). Figures 2 to 7 below sum up the results for each of the questions respectively, with the first or left bar representing ‘before’ the meeting results (Form A) and the second or right bar for the ‘after’ the meeting (Form B). For easy identification, the number of the question relating to each particular figure has been captioned in parentheses.

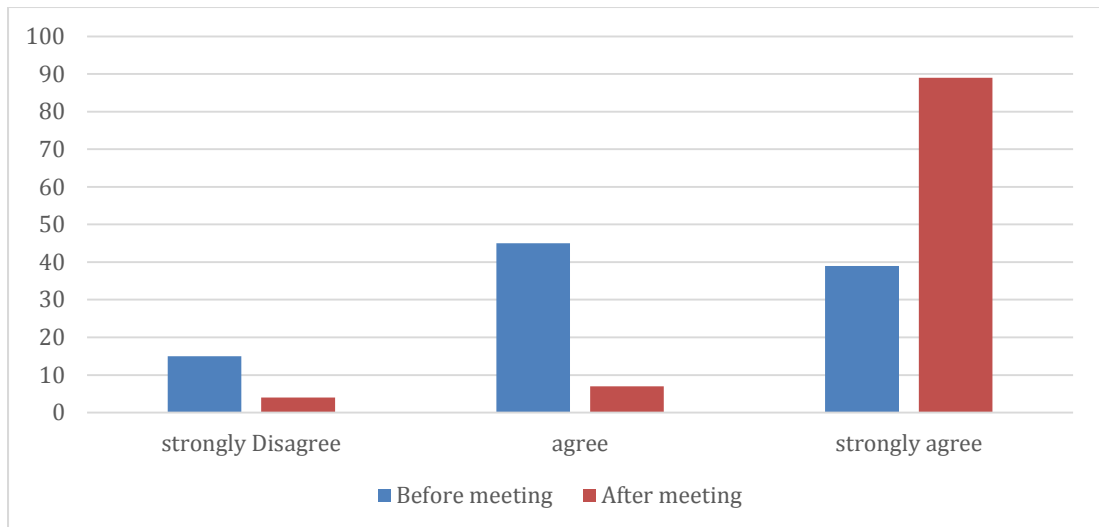


Figure 2. Logical and Compelling Message

The above chart proves that leadership managed to deliver a logical and compelling message to win the minds of employees. The logical and compelling message from the researcher in representing management was to share the three “Wildly Important Goals” (WIGs) to secure ‘buy in’ from the employees. The three WIGs for the next three to five years as presented to the employees are: (a) Increase quality membership from 182 000 to 190 000 with clear retention plans by December 31, 2019, (b) Increase Sabbath School attendance and daily following of Sabbath School study guide by 20% Year-On-Year (actual start point to be established by each district), and (c) Improve TOP (Tithe, Offering, Projects) participation rate from 26% to 52 % per church with clear top to bottom transparent reporting by December 2019.

Evidently, the rating for question two, as shown in Figure 1 above, has more than doubled from around 40% to more than 80% who ‘strongly agree’ that the message from leadership was logical and compelling. This gives adequate proof that management accomplished their first job of winning hearts.

Further, it was made clear to all employees that there is a need for a change of mindset towards work. The program and concepts being introduced demand for discipline and close supervision. As guided by the SDA Church Manual, all pastors will report directly to the office of the Conference president and focus will be on weekly activities related to the three WIGs.

Figure 3 below assess employees' commitment to the mission of the church as it ultimately measures the convicting or winning of the heart. This emotional aspect is at a slightly deeper level than the cognitive aspect of winning the mind.

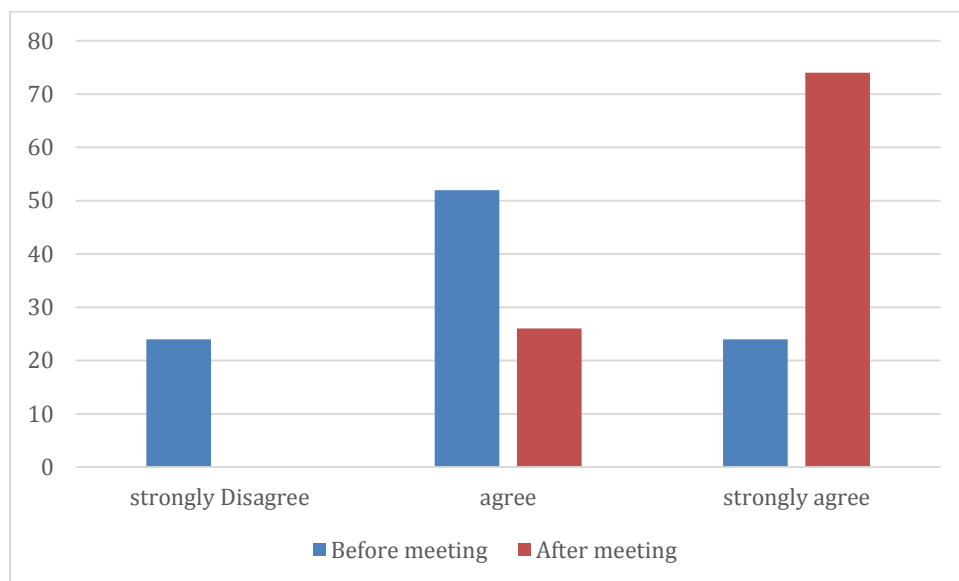


Figure 3. Mission is Reason for Our Existence

Before the Workers' Meeting started the average responses indicating that they 'strongly disagree' that they understood "mission was the reason for our action plan" was 25%, compared to about 75% who strongly agreed after the meeting. Even the rate for those who 'agreed with reservations' has dropped from more than 50% at the start to less than 30% at the close of the meeting. This gives further proof that leadership managed to convict the hearts of most employees to support the mission of

our church organization. This accomplished the second main function of management. A closer analysis of the prevailing situation before the Workers’ Meeting would show that one of the reasons for apathy among pastors was due to management’s disregard of frontline employee input in planning.

Aligning local effort is the third key function of management. One major cause of strategy implementation failure is a lack of involvement of frontline employees in crafting the strategy. More often than not the strategy is perceived as a sole responsibility of top management, thus relegating the frontline staff to the level of humble servants who should only receive instructions from the top hierarchy.

Figure 4 below measures the ability of management in involving frontline employees to align their local effort in strategy execution. This is addressing statement number seven on the JumpStart Assessment that reads: “My ideas were considered as we developed the plan.”

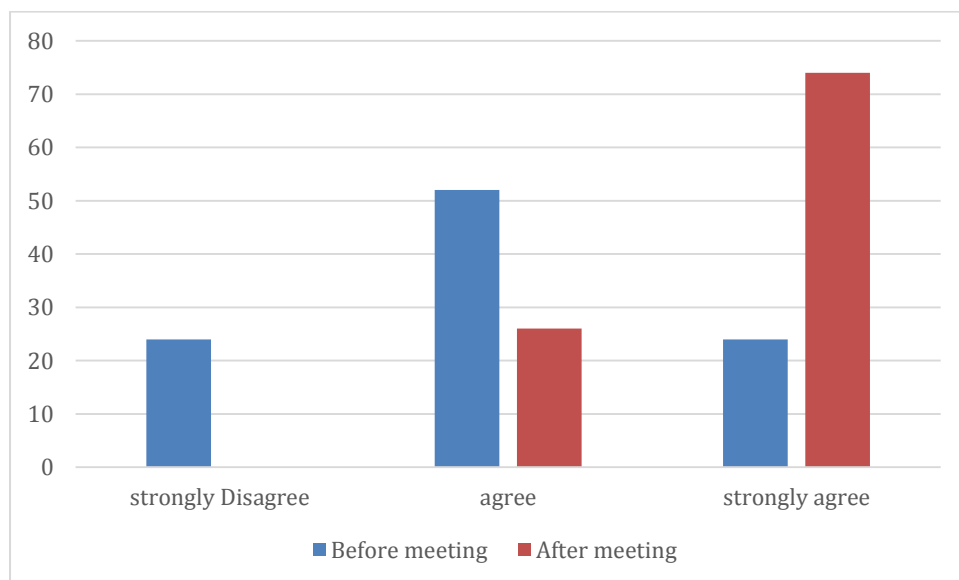


Figure 4. Consideration of Ideas from Frontline

When the Workers' Meeting started about 25% of employees 'strongly disagreed', while around 50% 'agreed with reservations,' that "their ideas were considered as we developed the plan." After the meeting, the rate of those who 'agreed with reservations' dropped to around 25% while those who 'strongly agreed' that their ideas were considered reached above 70%. Apparently, management again seems to have performed well in their third major role of aligning local effort for strategy execution. In line with Chris McChesney et al., cited in this research, out of the four disciplines of execution the last two were clearly explained as being key in aligning local effort.

To implement the third discipline of keeping a compelling scoreboard a major shift on the pastors' schedule would be to ensure weekly church activities focus on prearranged programs or events that lead towards accomplishing some aspects of any WIG. The fourth discipline demands for the creation of a cadence of accountability. Employees were clustered into work units according to their geographical locations for them to have weekly meetings to report performance and at the same time make commitments for the coming week. In this way, the four jobs of organizational leadership as taught by McKnight are propelled by the four disciplines of execution according to McChesney.

About the final key function of management of 'creating organizational capabilities,' three statements have been translated into bar graphs as shown in Figures 5 through 7. In the words of McKnight et al., "this is where the magic lies."⁵ All the effort in doing a good job accomplishing the first three roles will amount to nothing if the organization does not make the necessary change or adjustments to

⁵McKnight et al., 145.

enable execution. The expected organizational change for CBC was arranged to occur in two primary areas. First, job descriptions were to be redesigned to ensure focus on the three WIGs. Second, there was a need to design weekly report forms for all frontline employees to use in monitoring progress. The weekly reports are to supply the needed data for the monthly and quarterly reports. The Conference office proposed to help design the report forms for use via modern communication technology.

How did management at CBC perform in fulfilling this key function of proposing the needed re-engineering of the organization? Take a closer look at the figures below while remembering that the three statements on the JumpStart Assessment Employee form A and B are tailored to measure organizational change.

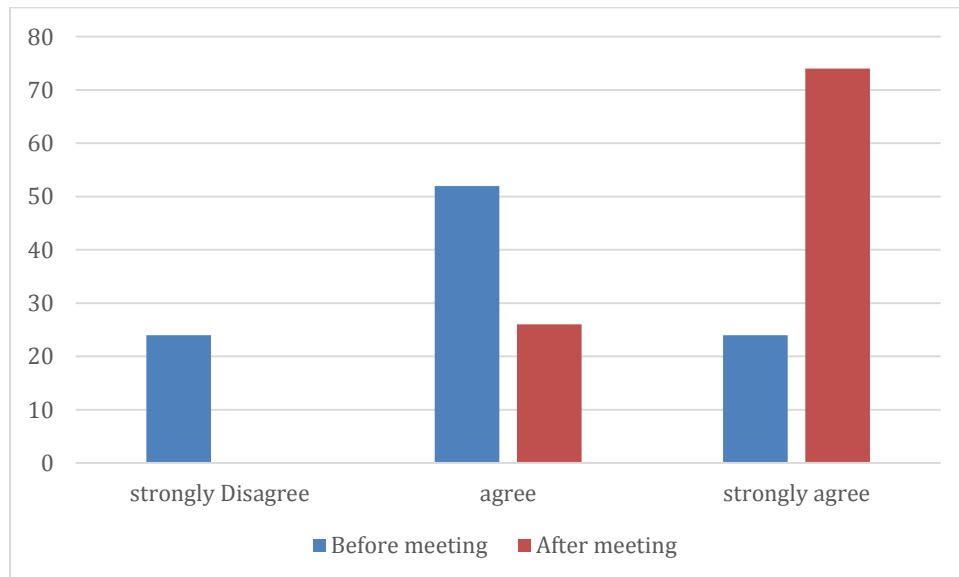


Figure 5. Availability of Various Resources

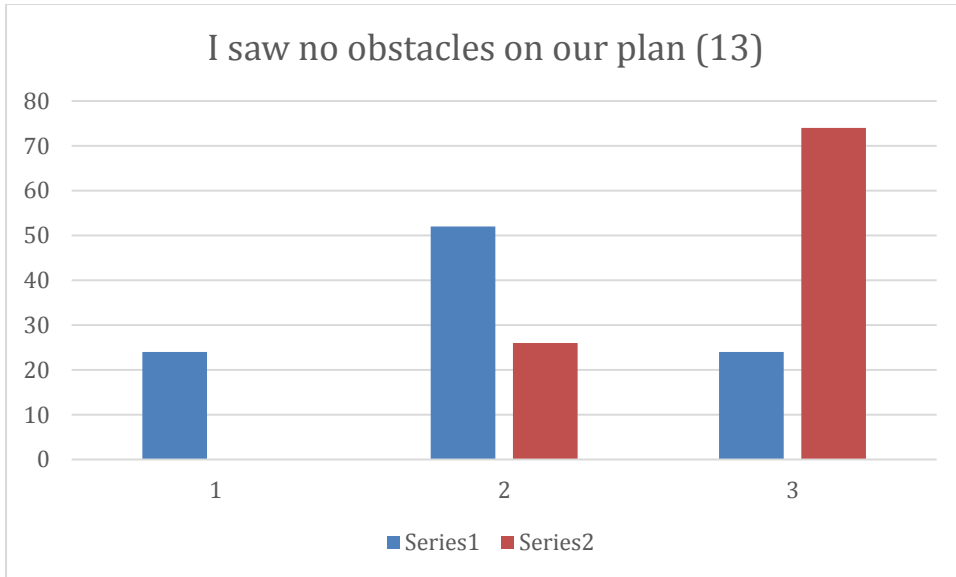


Figure 6. Absence/Presence of Obstacles

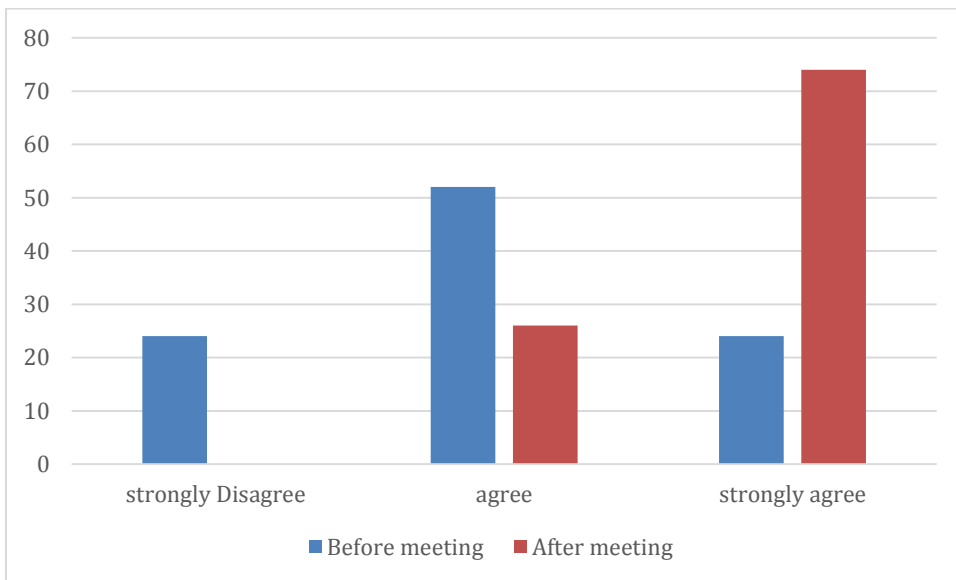


Figure 7. Visible and Measurable Impact of Implementing Plan

Evidently, all the above three graphs show significant improvement between the ratings in Employee Form A and Employee Form B. Generally; the rate increased from about 25% ‘strongly disagree’ before the meeting to 75% ‘strongly agree’ after the meeting. The rate of those who ‘agree with reservations’ has dropped from slightly above 50% to below 30%. Once more, it appears the majority of CBC

employees went out of the meeting convinced that the organizational changes agreed upon will enhance strategy implementation.

To further augment the evidence provided in the graphic format above, Table 24 below provides a summary of the scores for each of the thirteen statements and the respective p-values from the Mann-Whitney test. As already earlier noted, when the p-value is <0.05 it shows that the change is significant. And all the p-values in the table below are less than 0.05, proving that on the overall management at CBC successfully fulfilled the requirements of their four key jobs.

Table 8. Average Score on Each Question

Question	Average Score Scale [1 to 10]		Significance test P-value
	Before the meeting	After the meeting	
Leaders gave logical message	6.36	9.30	0.00
Supervisor communicated changes to our team	5.73	9.44	0.00
Mission is reason for our action	8.27	9.81	0.015
I know my action and expectation	7.18	8.78	0.018
Team members knows the plan	6.09	8.33	0.007
My ideas were considered	3.45	9.07	0.00
I am personally committed	5.45	8.70	0.00
Team members are committed	5.21	8.33	0.00
Senior management is considerate	4.58	8.89	0.00
Our team have resources	4.21	7.04	0.00
Team members have skill needed	6.61	8.15	0.00
I saw no obstacles to our plan	3.58	8.07	0.00
Plan accomplishment will have visible and measurable impact	5.24	8.70	0.00

The scale measures are [1=strongly disagree, 5=agree with reservations, 10=strongly agree]

The table above indicates that there was an increase in the average score on each question. This justifies the reality that the meeting enabled employees to have a better perception of mission and their role toward accomplishing the strategic direction of the organization. At the same time, the least score of 7.04 for the

statement dealing with the availability of funds corresponds well with what was highlighted through interviews in Chapter 4. Though the p-value is significant, it has been acknowledged even by some scholars cited in this research that financial resources are a major challenge in non-profit organizations.

Responses to the Open-Ended Question

The final requirement on the JumpStart Assessment: Employee Form A was a request for respondents to respond to the following open-ended question: ‘Please tell the leaders what was accomplished in meetings of this nature and what your experience was like to be part of it. As leaders planned for additional meetings similar to this one, did they seek your advice to make them more productive and useful?’ Respondents were allowed to write their answer at the backside of questionnaires. Seventeen of the participants did not give any response to this question while sixteen of them responded. Some of the key insights gleaned from various respondents are outlined below, most of which have been reproduced just as stated by the respondents, except for a few grammatical corrections.

1. Previous meetings were beneficial except for the challenge of poor communication before meeting and after. There was no follow-up on issues.
2. Pastors were consulted on a few projects and programs but the majority of them; there was not consultation.
3. In meetings of this nature pastors mainly attended as spectators. Even when some gave advice to the administrators, it was disregarded.
4. Much of what was discussed in previous meetings never came to fruition because after the meeting leaders focused more on other things than what was agreed. Hope this meeting will not end up the same way.
5. The atmosphere in those meetings was deceptive. The planning was mainly from the officers with no regard for input from other employees. The district pastor is considered as one who should just receive instructions from the top even if those instructions are not worth.

6. The involvement of leaders to the general populous was so little or insignificant. Some of the objectives of leadership could not be implemented because they were irrelevant or not applicable to reality in the district.
7. Previous meetings of a similar nature achieved pastoral fellowship and interaction. However, there was no input from pastors in planning as plans were just coming from the top and imposed upon pastors. In short. Plans were 'their plans' not 'our plans.' Perhaps this was one of the reasons many plans failed. Programs/projects initiated by the laity and the pastor proved successful because the 'grassroots' owned them.
8. My personal experience as regards meetings of this nature is that sometimes pastors would understand the plan and be willing to implement it, but because of being criticized and scorned publicly by leaders they failed to implement.
9. Previous meetings focused on management reports and updates on projects, as well as departmental promotions. Consultation with key stakeholders who are district pastors, in this case, was a major missing link.
10. The early Workers' Meetings have left a strong impact and have been reviving. The meetings were interactive and informative because the duration was longer than now. Two suggestions for improvement would include redesigning the report form to suit the strategic plan and involve all workers in strategic planning.
11. No advice was sought from me before the meetings.
12. Plans were always from top to bottom with pastor expected to implement even without resources.
13. We received announcements and pronouncements in previous meetings. The direction and strategy were not very clear. Pastors had very little information or issues related to them. No advice was sought on what leaders wanted to present.
14. For future improvement meetings should include topics on personal finance; invite gifted and inspiring speakers to motivate employees, and the meeting should allow for relaxation of the worn out workers.

These were the responses of employees to the open-ended question on Employee Form A, shared before the meeting started. The question on Employee Form B has a similar question that reads: 'Please tell the leaders what was accomplished in this meeting and what your experience was like to be part of it. As we plan for additional meetings similar to this one, what could your leaders do to make them more productive?' In this case, only about thirteen respondents made comments while the other twenty-one did not write anything. One possible reason for

this drop is that participants were tired and rushed towards the end of the meeting.

However, here are the insights from those who wrote something.

1. The inclusion of a facilitator from outside the church system as a neutral player helped maintain focus on a mission during the first day of the strategic planning process. We need more candid neutral players with little or no bias to be included as facilitators in subsequent meetings to kill both the status quo and apathy in the CBC workforce. The meeting was a “plus,” unique and unexpected.
2. Let there be proper feedback from the leaders to help make workers see and appreciate the realization of the plans put in place now.
3. The meeting was motivating, inspiring and it brought refreshment on planning and implementation. In future similar meetings: involve the pastor in finding solutions that are workable; consider pastors’ views in goal setting because they know what is achievable, and plan to acquire Conference branded diaries for official organizational use by employees.
4. The meeting was successful because: it was mind transforming; it provided a sense of ownership to all, and it left a challenge for workers to plan effectively and perform better. For future meetings, leaders should communicate in advance what is expected of all participants so that they come prepared.
5. The meeting was productive and motivating, and leaders are encouraged to continue with such meetings.
6. Thank you. You made us participate in decision-making. We now own the mission plans. In no way can we fail to execute our objectives. What you have done as management is revolutionary. Keep it up. Nevertheless, remember to stress more on the importance of prayer in a minister’s life. We can accomplish more on our knees than on our feet, more by heart than lips. This knowledge you gave us if augmented with complete dedication to God and His work can do more than we imagine.
7. The vision was clear.
8. The emphasis on weekly effort to implement will tap the potential to ensure goals are met.
9. Planning is one thing, and implementation is another. After our planning leaders at all levels to focus more on the implementation of the plans.
10. I sincerely appreciate what has been done in this place and ask our leaders to continue with this kind of team spirit.
11. This is what this meeting has accomplished: a strategic plan for CBC has been made clear; a lot of materials and information has been shared, and unity of purpose has been achieved. In future meetings consider presentations on personal finances and inclusion of employee spouses as well.

12. The strategic direction of management should be availed to participants in advance for study and preparation to enhance contributions.
13. The leaders managed to accomplish the task of stating the three focus areas for the Conference for the next three years
14. Leaders to ensure that the new concepts of strategic planning learned are understood by all and possibly in future simplify some of the terminologies further.
15. We were involved in the strategic planning process, and that has motivated me to carry out the many tasks expected of me. The meeting was very interactive.

Up to this point, implementation of the intervention for this project has covered some key points. To begin with, it has been noted that the conceptual framework is based on the four main jobs of leadership in strategy formulation and implementation. The researcher embarked on accomplishing the management tasks of winning minds, winning hearts, aligning local effort, and creating organizational capabilities. Analysis of data from the JumpStart Assessment seems to suggest that the program was successfully executed.

Implementing the Four Disciples of Execution

Attention will now be drawn to the implementation of the 4DX, The 4 Disciplines of Execution, as expounded by Chris McChesney, Sean Covey, and Jim Huling, cited in Chapter 3 of this research. The main objective of implementing the concepts from these scholars was to help CBC craft a implementable strategic plan for the next three to five years (2017 to 2020). Under the guidance of the invited 4DX super coach, the role of the researcher was to make sure that by the end of the Workers' Meeting a draft strategic plan would be available for all employees (especially district pastors) to go away with a copy. The process involved the following main steps:

1. Re-examine the existing mission statements of the Adventist church from the General Conference to the local Conference. Summarize it in such a way that it

does not leave out one key identity of preaching the gospel in the context of the Three Angels messages (between 25 and 30 words).

2. Re-examine the existing vision and value statements and revise them in line with the global perspective (vision to be between 15 and 20 words and values to be five or less).
3. Craft Lead measures (similar to key performance indicators or action steps) for each of the three Wildly Important Goals (WIGs) for the management team and at least ten of the departments for the current year.
4. Have the first draft strategic plan ready by the end of the Workers' Meeting.

The team was already arranged to sit in groups of six to eight participants around each table. There were about eight groups, and each one of them was tasked to come up with the mission, vision, and value statements. For Lead measures, each group was given one or two departments to look at and suggest one lead measure for each of the three WIGs. Then a report was given by one group representative, and all other team members from the rest of the groups were given an opportunity to refine the proposed Lead measures or simply replace the ones not meeting the criteria. The suggested mission, vision, and value statements were given to management for comparison, synthesis, and proposition of what represented the majority views.

At this stage, it would be appropriate to share the final mission, vision, and value statements as agreed at the draft stage. Here are the final draft statements:

Our Mission: The Copperbelt Conference of the Seventh-day Adventist church has a mission to proclaim the gospel to all people in the context of Revelation 14:6-12 in readiness for Christ's second advent. Our Vision: We see humanity saved by grace standing before a Holy God now and in eternity future. Our Values: Unity in diversity; transparency and accountability; integrity; true discipleship.

Goals and Lead Measures

As already noted in Chapter 3, organizational objectives could be referred to as “lag measures” and action steps as “lead measures.” McKnight et al. put it this way: “While a lag measure tells you if you’ve achieved the goal, a lead measure tells you if you are likely to achieve the goal. While a lag measure is hard to do anything about, a lead measure is virtually within your control”⁶ (emphasis is the author’s). In other words, lead measures are activities employees need to engage in regularly for them to achieve the set organizational objectives. In this case, a lead measure serves as a lever to help move the heavy load of a lag measure, which is the goal. Lead measures are tailored for twelve months or one year.

Using the formula “from x to y by when” the following three Wildly Important Goals (WIGs) were agreed upon after management clearly explained the rationale behind each:

1. Increase quality membership from 182 000 to 190 000 with clear retention plans by December 2019 (this is not the same as the baptism goal).
2. Increase Sabbath School attendance and daily following of Sabbath school study guide by 20% Year-on-year (each district to establish actual start point).
3. Improve TOP (Tithe, Offering, Project) participation rate from 26 to 52% per church, with a clear top to bottom transparent reporting.

During the CBC Workers’ Meeting management simply outlined the three goals (WIGs) as stated above. The task of the rest of the team members was to create lead measures for the current year 2017. For the ten departments that were targeted for planning, each departmental director spoke for fifteen minutes or less and left thirty minutes for the rest of the participants to come up with lead measures. Table 9 below summarizes the input of CBC employees on lead measures for each of the

⁶McKnight et al., 45.

WIGs for the year 2017. While the WIG is expected to remain the same over the whole strategic plan life cycle, lead measures are to be generated annually.

In the appendix, there is a more detailed schedule of lead measures for each of the three WIGs (See Appendix 11). What has been presented in the table below is a synopsis of the larger picture that provides three lead measures for each WIG under each department.

Table 9. Departmental Lag and Lead Measures

Department	3 Years' goal/WIG (Lag measure)	2017 goal (Lead measure or action step)
Stewardship Ministries	Quality membership from 182 to 190 thousands	Include TOP participation as mandatory prerequisite for baptism in the Bible class
	SS attendance & Daily Study SS guide up by 20%	Help at least two members to identify spiritual gifts and incorporate them in Sabbath school program weekly
	TOP agenda from 26 to 52%	Use social media in TOP sensitization and summary progress reports weekly
Personal Ministries	Quality membership from 182 to 190 thousands	Every church member to conduct personal witnessing to at least two people per week and report in Sabbath school class
	SS attendance & Daily Study S S guide up by 20%	Update record cards to enable weekly evaluation of Sabbath School evangelistic activities
	TOP agenda from 26 to 52%	Print and distribute a < 5min TOP guidelines to be read at all weekly departmental/ societal meetings
Sabbath School Ministries	Quality membership from 182 to 190 thousands	Classes to arrange inter-family weekly visitation with priority to the absent members
	SS attendance & Daily Study S S guide up by 20%	Have weekly rehearsals for all participants expected to be involved in the upcoming Sabbath School program
	TOP agenda from 26 to 52%	Report SS offering weekly (Encourage class goals and give special recognition to classes that excel)
Family Life Ministries	Quality membership from 182 to 190 thousands	Announce wedding anniversaries weekly and invite/visit the non-Adventist spouses for the involved couples
	SS attendance & Daily Study S S guide up by 20%	Promote seating as families every Sabbath school session (award consistent families every 13 th Sabbath)
	TOP agenda from 26 to 52%	Follow at least two families per week to pledge involvement in the TOP agenda and monitor responses with Treasury accordingly.

Table 9 continues

Table 9 (continued). Departmental Lag and Lead Measures

Department	3 Years' goal/WIG (Lag measure)	2017 goal (Lead measure or action step)
Education Ministries	Quality membership from 182 to 190 thousands	Increase numbers of pupils/students with own Bible and Sabbath Study Guide by 5% weekly.
	SS attendance & Daily Study S S guide up by 20%	Conduct weekly enrolment for literacy classes with Bible and study guide as key textbooks
	TOP agenda from 26 to 52%	Distribute at least 2 TOP related reports to Campus Ministries members each month.
Communication Ministries	Quality membership from 182 to 190 thousands	Record and cut at least 10 CDs weekly and distribute
	SS attendance & Daily Study S S guide up by 20%	At least ten members assigned to promote Hope Channel, VOP and World Radio programs weekly
	TOP agenda from 26 to 52%	Create weekly poster of Sabbath events and call for attendance
Publishing Ministries	Quality membership from 182 to 190 thousands	LE s & Publishing leaders to conduct Bible studies to at least one person per week and endeavor to secure Baptism decisions monthly
	SS attendance & daily study of S S Guide up by 20%	Build and announce attendance stats weekly as a build up to top 5 recipients of monthly book awards from publishing
	TOP agenda from 26 to 52%	LE s to conduct at least 1 TOP Bible study every week and report accordingly
Voice Of Prophecy	Quality membership from 182 to 190 thousands	Enroll at 10 VOP students weekly
	SS attendance & Daily Study S S guide up by 20%	Give weekly report of new VOP students attending Sabbath school
	TOP agenda from 26 to 52%	Conduct weekly personal lessons on TOP with two baptized VOP students
Women Ministries	Quality membership from 182 to 190 thousands	Visit at least one backslidden woman every week
	SS attendance & Daily Study S S guide up by 20%	Task at least three women per week to lead out Family worship based on the study guides
	TOP agenda from 26 to 52%	Provide Family Finances TIPs to at least three women per week
Youth Ministries	Quality membership from 182 to 190 thousands	Every baptized youth to mentor one unbaptized or none Adventist youth and give weekly reports to youth leader
	SS attendance & Daily Study S S guide up by 20%	Employ social media in youth discussion of weekly lessons with a reminder towards punctual attendance
	TOP agenda from 26 to 52%	Give weekly statistics at prime times on youth involvement in the TOP agenda.

How these Findings Relate to the Literature Surveyed

The key challenges to strategy implementation as noted by employees of the Adventist church in management positions fall into five main categories. The first category is communication-related challenges. Either the communication channels used were ineffective or nonexistent. Second, there is an admittedly clear misalignment between both the budget and the strategic plan, and between local church activities and key objectives outlined in the strategic plan from the higher organization. So, the keyword is a misalignment. Third, bad attitude towards work, especially among frontline employees of the church, hinders strategy implementation.

In the Adventist church set up a district or church pastors comprise the largest frontline workforce, but unfortunately, these resources, as noted by McKnight et al., is not incorporated during the strategic planning process. At implementation stage of the intervention, it also came out clearly that pastors appreciated being involved in planning the action steps. The fourth challenge is that of the human tendency to resist any change. Finally, lack of funding for key plans at pastoral level is another major challenge. These are not the only challenges noted, but they are the key ones.

According to these findings, the local church indicated that the mission of the church is not clear enough, as shown in the previous chapter. In the Literature Review as demonstrated in Chapter 3 it was noted that clarity of mission is more important in nonprofit organizations than in business enterprises whose main focus is profit. In the view of Kaplan and Norton, lack of clarity of mission by nonprofit organizations such as the church may lead to strategy execution failure. Figure 3 above is an analysis of a very specific statement related to the mission of the organization. There seems to be a clear change of perception among CBC employees as relates to the mission of the entity.

Chris McChesney et al. define strategy execution as “the discipline of getting things done as promised – on time, on budget and with quality,” as noted earlier. Getting things done on time and a budget certainly, requires that the budget should align well with the strategic plan. This research shows that in the Adventist church in the territory of study, misalignment is prevalent and is, therefore, one possible cause for poor performance in strategy implementation. Leaders from the higher organization have further confirmed that programs and activities of the local church do not synchronize with the overall strategic direction of the church.

It is alarming to realize that 95 percent of workers fail to comprehend the strategy of their new employer, according to the research by Kaplan and Norton. Going by the results gotten from employees at the local conference office and district pastors, it is evident that a good number of them do not fully embrace the church’s strategy. Two of the pastoral respondents actually noted that church members are suspicious of programs that originate from the higher organization and another pastor even said such programs are considered foreign policy by the local church. Any pastor who attempts to aggressively engage the church in accomplishing what the higher organization expects is perceived as imposing his/her personal agenda on the church. In this case, pastors could be forced to disengage by default.

It is apparent from the assessments analyzed in this chapter that there has been a significant shift in the perceptions of pastors after management applied the correct principles to engage them. The picture employees had about strategy needed to change if CBC has to improve on implementation.

As cited in chapter three, Helming et al. discuss four organizational theories that affect nonprofit organizations (NPOs). Structuration Theory, as proposed by Giddens, is one of them. It emphasizes the importance of time and space in

understanding organizations. In this view, similar social practices are reproduced over large spans of time and space. Despite the reality that some programs and activities the church engage in today appear to have outlived their usefulness, members still cling to them for no other special reason, except to maintain the 'tradition.' Thus, the Structuration Theory is a reality in the Adventist church. Over large spans of time and space the local church has not been fully involved in strategic planning and implementation processes, so the church just does things as per tradition handed down to them by predecessors. Applying the principles of organizational change as shown in this research could help remove the status quo created by the effects of the Structuration Theory.

This research has also confirmed the reality of the Resource Dependency Theory, as discussed by Helming et al. The argument is that organizations are limited by a variety of external pressures to which they need to respond. One such pressure, particularly for NPOs, is a financial resource. This is one of the two main challenges noted by an officer at the NZUC head office. Some of the pastors also highlighted this unavoidable challenge to strategy execution. Dependence on donors makes the situation even more critical for the church as a nonprofit organization. Of the 21 church board members surveyed, twelve of them noted that limited funding affects implementation of several initiatives.

However, employees at CBC were made to understand that the church as a nonprofit organization still had resources other than money for use in accomplishing the mission. In fact, it is unlikely that the church will ever reach a stage where it will have all the money needed to for a mission. The church is still rich in other tangible and intangible resources such as infrastructure, human resource, a network of strategically located churches, and above all the infinite power of the God who owns

the church. After management had clarified these issues, there was a noticeable shift regarding how church employees view resources. At the end of the meeting, several of them believed that we have enough resources to carry our mission forward. The rating moved from 4.21 before the meeting to 7.04 after, giving a significant p-value of 0.00.

From the book of Nehemiah, it has been shown that effective and efficient strategy execution involves clarity of vision, valuing the mission, resolving internal problems, overcoming opposition, and celebrating success. These five concepts can prove to be strong biblical pillars upon which to build God's church even in these last days. Vision and mission were both discussed and clarified by the CBC team of employees. Value statements define how to behave in relating to one another within and outside the organization. These were also clearly identified and agreed upon.

This research has proven that there is a strong correlation between membership clarity on a mission and the level of communication the church makes to members. The more frequent the communication, the more informed the members would be. There is also a significantly high correlation of 0.534(p-value0.01) between church communication and church strategy focus. The more likely reason would be that, if the church has no proper laid down strategy on a mission, it is most likely going to fail to have significant communication to members as there would be nothing critical to communicate on a mission. Table 3 above shows that there is a highly significant correlation of 0.488 (p-value=0.004) in the relation between membership clarity on a mission and the level of communication the church makes to members. The more frequent the communication, the more informed the members would be.

There is also a significantly high correlation 0.534(p-value0.01) between church communication and church strategy focus. The more likely reason would be that, if the church has no proper laid down strategy on a mission, it is most likely

going to fail to have significant communication to members as there would be nothing critical to communicate on a mission. To increase business literacy, six principles have been suggested. First, the basics of learning require the involvement of the ear, eye, and touch to enhance comprehension. This is what the three key contemporary writers cited in Chapter 3 of this research (De Flander, McKnight, and McChesney) have promoted.

Summary

Here is a summation of what this chapter has covered. In the first place, quantitative data analysis for the two types of questionnaires used in this chapter showed some vital information related to how strategy formulation impacts implementation in the Adventist church. The first questionnaire entitled ‘JumpStart Assessment: Employee Form A’ produced data that helped in proving that church communication, mission clarity, and church strategy focus are key for success in strategy execution. Furthermore, the second assessment instrument administered at the end of the meeting shows that it is possible for leaders to help shape the direction of the organization by implementing the four key jobs proposed by McKnight.

To be effective at strategy implementation leaders should aim to win the mind and the heart of each employee, as they align local effort and make the needed organizational changes. The four disciplines of execution should be incorporated in the organization concurrently they tend to instill long-term commitment towards reaching the goal.

CHAPTER 6

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

This research set out to identify the factors that inhibit successful strategic plan implementation among district pastors in Copperbelt Conference in Zambia. Towards this, the study investigated the Bible on its teaching on the subject, surveyed some contemporary literature and focused on the subject in the context of the study.

From Scriptures, the story of Joseph gives us two important points. To begin with, there is a need for strategy implementers. If Joseph just ended at having a good strategic plan without implementation, the course of biblical history would probably have changed. A similar result to what happened in Joseph's case might be true today if several of the good strategic plans developed by God's church were effectively executed. Then there is the point of empowering strategy implementers. King Pharaoh made clear delegation of both power and authority for Joseph to carry out that plan as revealed providentially in a double dream. The inference from this for our contemporary times is that leaders who are delegated with the duty of strategy execution need to be empowered enough to carry out the assigned duties.

The book of Nehemiah is a classic example of effective strategy implementation. The first six chapters of the book gave us four key aspects of strategy execution and the fifth one was gotten from the last chapter of the book. The five key aspects of Nehemiah's strategy execution success include the power of vision; the value of mission; resolving internal problems; overcoming opposition; and celebrating

success. These five concepts are still valuable in our contemporary society. Strategy execution scholars of our times have highlighted the value of each one of them, as shown in chapter three of this research.

From the New Testament Bible, there are three key parables of Jesus Christ that discuss strategic planning and strategy execution. The first one comes from Matthew 7:24-26 – parable of building on the rock or parable of the two builders. Francis D. Nochol wrote that hearing a Divine command almost always calls for the corresponding action to meet its demands. Both the danger of failure to execute and the inevitability of responsibility for taking action have been clearly noted here.

A.M. Hunter was cited as further pointing to a rabbinical parable that conveys a similar message by arguing that having more knowledge than deeds is similar to being a tree with no roots but many branches. The wisdom of this concise parable of the Rabbi would lead to the conclusion that, just like a house on the sand, a rootless tree would fall under the pressure of a storm. Executing the words of Christ is more highly valued than just hearing them. Christ left a clear mission to the church as stated in the book of Matthew 28:18-20. Hearing this mandate will not save the perishing world, but executing it will.

The next lesson from Jesus is the parable of the two sons recorded in Matthew 21:28-32. Simon J. Kistemaker suggests that the parable of the two sons, found only in Matthew, can better be summarized by the words in James 1:22. Being doers of God's word is much better than being hearers only. Fulfilling a promise could, therefore, be considered as more highly valued than making it.

The double parable of building a tower and a king facing an imminent war captures the essence of strategic planning or counting the cost. Walter L. Liefeld was cited as stating that Christian discipleship goes beyond mere theory but demands for

practical application in the reality of life. It is possible to be quite thorough and excited when theorizing about strategy, but the ‘hard reality’ only dawns at implementation time. The same could be the case at the start of any church project. Assessment before the start of the task is therefore important for successful implementation and avoidance of the embarrassing mockery. When it comes to strategy, planning can be considered as the easier starting point while execution is the harder costly final experience. By inference, it would be true to state that the cost of discipleship is felt at the time of living as a disciple – at execution time.

Contemporary scholars on strategic planning and strategy execution have some valuable insights to share. In fact, even without making any reference to Scripture what most of them have written is in line with what God already gave to humankind through Bible writers. This summary focuses on basic understanding of strategy, the role of leadership in strategy implementation, and causes of strategy execution failure with possible solutions to the same.

It has been noted that among businesspeople strategy has been used in at least five different ways such as “a plan,” “a pattern of organizational behavior,” “a competitive position,” “a set of ploys or stratagems,” and so on. The root word for strategy is the Greek stratag meaning military commander, but “in popular usage, a strategy most often means the set of actions (causes) that are calculated to lead to a given result (effect).” Robert S. Kaplan, a well-known scholar on business strategy, prefers the understanding of strategy given by Michael Porter that strategy also involves deciding what not to do. Apparently, one key component of the strategy is making choices. Once a choice is made to move or not move in a certain direction it entails strategic planning.

According to De Flander, strategy execution is the bridge between brilliant strategies and superior performance. Citing the Balanced Scorecard inventors Kaplan and Norton and well-known scholars Bossidy and Charam as pioneers, De Flander argues that it is no longer ideal to ignore the strategy execution bleep on the dashboards of executives. What is strategy execution? The definition of strategy execution by Chris McChesney et al. hits the nail on the head by insisting that it is a discipline that values action, time, budget and quality. And execution can also be understood as the role done by all who occupy 'executive' positions in a company or organization. In the view of Thomason et al., in a typical business enterprise, the core assignment of a manager is to turn plans into actions and results.

Richard McKnight et al. discuss four main jobs or roles of leadership as "winning minds," "winning hearts," "aligning local effort," and "creating organizational capabilities." In his book, *The Strategy Shortcut* De Flander discusses the power of engaging the head, heart, and hands of all travelers on the strategy execution journey. He calls this as "The Epic Quest for the 3 H's."

To sum up the four roles of leadership in strategy execution, according to McKnight et al., the two key words are winning and aligning. Jobs one and two calls for change at the individual level after creating understanding and commitment by winning minds and hearts of employees respectively. Jobs three and four require work unit and organizational level changes by achieving performance through proper alignment of the entire organization in line with the strategy. When all the four jobs are properly done, strategy execution gets potentially enhanced.

McChesney et al. observe that strategies fall into two main categories namely stroke-of-the-pen and behavioral change strategies. With the availability of money and authority leaders can implement the stroke-of-the-pen strategies with fewer

challenges. The story is different for behavioral change strategies, comprising about 65 percent of all initiatives.

According to the research done by E. Edwards Deming, as cited by McChesney et al., people are not the main cause of strategy execution failure but the system, for which leaders are responsible. Further, McChesney's team research discovered a triple secondary set of reasons for strategy failure. These are uncertainty about the goal with no commitment to it, lack of specificity concerning what people are expected to do, and lack of accountability. But the primary and real reason is what the McChesney team has called the whirlwind – this mainly includes the daily routine chores for any particular employee.

Brantley et al., writing from an Adventist Christian point view note that poor communication is another major obstacle to strategy implementation among churches. He supports the idea that effective cascading of the strategy from the higher organization should aim for the head, heart, and hand, just as what other writers have been cited to have stated.

The importance of data triangulation was evident in this research when the issues of church communication, member mission clarity, and church strategy focus are compared between interviews and written questionnaire results. Carol M. Roberts notes the importance of combining both qualitative and quantitative research, as cited in chapter four of this research. One of the key reasons for using a combination of data sources is to achieve greater breadth and depth.

From the questionnaires church communication and member, mission clarity correlates at a strong p-value of 0.488. At the same time, church strategy focus relates strongly with member mission clarity at p-value 0.535. Results from the interviews confirm that there is a need for clear communication if the church has to have mission

clarity. The same is true for strategy focus versus member mission clarity. In other words, the more strategy focused a church leadership becomes, the clearer members will be concerning their mission. Triangulation as a valuable research tool has been confirmed by this research.

The list of issues and challenges gleaned from the interviews conducted among selected church employees, church members, and one church board clearly synchronize very well with what the Bible and other writers teach. The power of vision and value of mission as shown through the stories of Joseph and Nehemiah haven't been proven to be true even today. The importance of strategic planning and strategy implementation, as taught through the parables of Jesus, has also been shown to be crucially valuable in fulfilling the mission of the church today. Nearly all the challenges of strategy execution as cited by the literature were also noted by respondents to various questionnaires and participants in the interviews done in this research. Several of the suggestions to improve strategy execution as proposed by participants who are mainly unexposed to the literature are well supported by the books reviewed by the researcher.

Conclusions

There are three main conclusions and three challenges the researcher has drawn from this study. To begin with, though the Adventist church is a nonprofit organization in Copperbelt Conference most of its challenges in implementing strategic plans are similar to the business world. Using and adapting some proven strategies some solutions could be provided to the inhibiting factors.

The second conclusion is that the church in Copperbelt Conference faces three main challenges to strategies execution. The first challenge is poor communication of the strategy and its objectives. Somewhere between the Union Conference and the

Local Conference, and between the Local Conference and the local church, communication faces some bottlenecks. Officers and directors from the office think they are doing enough in communicating the global church's strategic direction, but going by the reality and responses from the grassroots it is clear that there is much room for improvement.

The second challenge is inadequate financial and logistical support for the frontline implementer who is the district pastor. Leaders from the higher organization are expected to support the pastor in training the members and supplying enough material and logistical resources to implement specific initiatives. As shown by responses from the pastor and the church board, finances are usually not enough to accomplish certain programs. So the pastor or local church may need help in this area.

The third and final challenge noted relates to misalignment. Both the budget and the strategic plan are observed to be misaligned, and the local church programs do not also appear to synchronize with the strategic direction. Jobs three and four of management, argues McKnight et al, require work unit and organizational level changes by achieving performance through proper alignment of the entire organization in line with the strategy. Without the needed behavioral change by employees, very little will be achieved in strategy implementation.

The third conclusion is that the apparent top-down process of strategy formulation and implementation seems to make the frontline worker and volunteer church members who are expected to drive the mission feel marginalized. Several of the attitude-related problems cited by the local church and their pastor are there mainly due to none involvement of these frontline staff in generating workable initiatives to fulfill the mission of the church.

Recommendations

One significant recommendation that comes out as an obvious consequence of this research is the need to follow it up with an intervention strategy that takes care of the key obstacles to effective strategy execution and makes use of some of the proposed best practices in the field currently. Both the literature and the participants in the interviews have made suggestions worth implementing. So far the goal of this research was to simply prove that strategy execution is a real challenge among district pastors in Copperbelt Conference of the Adventist Church in Zambia. The point has been adequately proved, so the question is what next? That should be the assignment to be taken up by another researcher.

For now, what the church in Copperbelt Conference may need to consider immediately is to take the following steps:

1. Involve the district pastor as much as possible in the strategic planning process, especially when deciding the initiatives or key objects for implementation.
2. Align the church planning cycle with the budgeting cycle in such a way that the budget is prepared after the church has clearly identified its strategic objectives for the coming year. Funds should be set aside in line with what the church wants to achieve.
3. Officers and departmental directors from the higher organization should initiate more robust methods of reaching out to the local church in support of the pastor to ensure implementation of plans directly related to each department. Where possible funds for certain initiatives from the higher organization should be provided.
4. There is a need to deliberately invest in training of church elders as assistants to the pastor in administrative issues and when they are trained to let every church agree to maintain such leaders in office for more than the usual one year. Frequent change of leadership does not seem to favor implementation of long-term plans.
5. Local church activities should focus on fulfilling the mission of the church by ensuring sustained sensitization of all the church members.
6. Lag time between strategy formulation and implementation needs to be shortened or simply eliminated by mechanisms that make it easier for the frontline worker to grasp the essence of the strategy almost immediately.

APPENDICES

APPENDIX A

CBC STATISTICAL REPORT DEC 2015

SECRETARY'S STATISTICAL REPORT—QUARTERLY

Organization **Copperbelt**
Reporting: **Conference**

Justin
Submitted by: Chapuswike
Secretariat's
Authorized
Signature

Quarter:
FOURTH

Year: 2015

Date Sent: **11TH JANUARY 2016**

Date Received: 11-Jan-16

1	2a	2b	3a	3b	3c	4a	4b	4c	4d	5a	5b	5c	5d	5e	6	16a	16b
NAMES OF DISTRICTS	Churches	Companies	Church Attendance Second Sabbath Count	Church Attendance Seventh Sabbath Count	Church Membership at Beginning of Quarter	Members Added During Quarter				Members Subtracted During Quarter					Church Membership at End of Quarter	Sabbath School Attendance Second Sabbath Count	Sabbath School Attendance Seventh Sabbath Count
						Baptisms	Professors of Faith	Letters Received	Adjustments	Letters Granted	Deaths	Dropped	Missing	Adjustments			
BWANA MKUBWA	12	9	2,989	3,019	3,462	256	0	2	0	0	-1	-2	0	0	3,717	2,975	2,983
CHILIL ABOMBWE	11	8			3,661	75	0	16	0	-19	-1	-8	0	0	3,724		
CHINGOLA EAST	11	7	2,922	2,870	4,097	83	0	15	0	-21	-7	0	0	0	4,167	1,775	1,620
CHINGOLA WEST	10	13	1,342	1,315	3,457	31	0	22	0	-17	-8	0	0	0	3,485	1,116	1,248
CHAMBISHI	6	5			2,030	84	0	7	0	0	-3	0	0	0	2,118		
CHITAMBO	3	12			1,171	0	0	0	0	0	0	0	0	0	1,171		
GARNTON	11	3			3,322	0	0	0	0	0	0	0	0	0	3,322		
LUFWA NYAMA	15	46			4,192	0	0	11	0	0	11	-18	0	0	4,174		
KABOMPO	4	8			1,700	0	0	0	0	0	0	0	0	0	1,700		
KAFUE	10	10	1,816	1,908	3,757	36	0	10	0	-14	0	-7	0	0	3,782	1,741	1,778

KALULUSHI	11	4	3,947	3,915	4,440	125	0	1	0	-1	0	0	0	0	4,565	2,337	2,465
KANSENSHI	4	0			1,743	17	0	8	0	-3	0	0	0	0	1,765		
KAPIRI NORTH	15	11			3,341	74	0	12	0	-17	-2	-7	0	0	3,401		
KAPIRI SOUTH	10	4			2,075	24	0	8	0	-21	-2	-7	0	0	2,077		
KAPIRI WEST	17	34			3,717	0	0	0	0	0	0	0	0	0	3,717		
KASEMPA	3	12			790	22	0	1	0	-6	-2	0	0	0	805		
KITWE CENTRAL	3	1			1,442	0	0	0	0	0	0	0	0	0	1,442		
KITWE NORTH	13	2	3,188	3,812	5,514	29	0	18	0	-16	0	-2	0	0	5,543	2,603	2,977
KITWE SOUTH	10	0			5,921	76	0	9	0	-15	-2	-3	0	0	5,986		
KITWE EAST	11	6	2,473	2,586	3,634	96	0	8	0	-15	-2	-3	0	0	3,718	2,196	2,405
LUANSHYA EAST	11	4			3,458	0	0	0	0	0	-8	0	0	0	3,450		
LUANSHYA WEST	9	13	2,039	2,026	3,976	106	0	11	0	-8	-3	-4	0	0	4,078	1,256	1,530
LUMWANA	6	8			929	60	0	1	0	0	0	0	0	0	990		
LUKOMBA	26	10			3,418	0	0	0	0	0	0	0	0	0	3,418		
LUNCHU	15	7	2,925	2,901	2,351	59	0	11	0	-6	-2	-2	0	0	2,411	1,203	1,256
MASAITI	10	12	2,100	2,094	2,181	94	0	6	0	-2	-1	-4	0	0	2,274	992	1,220
MPONGWE	14	17	1,154	1,283	3,799	272	0	32	0	-16	-7	-14	0	0	4,066	604	617
MUFULIRA EAST	11	14	620	741	4,388	187	0	31	0	-10	3	-1	-2	0	4,500	255	216
MUFULIRA WEST	10	6	2,245	2,388	4,131	41	0	3	0	-5	-2	0	0	0	4,168	1,624	1,958
MUFUMBWE	6	6	425	422	1,153	0	0	0	0	0	0	0	0	0	1,153	385	388
MUPAPATA ADVENT.	2	3	450	440	949	59	0	2	0	-11	9	-2	0	0	889	263	240
MUPAPATA	22	9			4,233	15	0	21	0	-13	-2	-3	0	0	4,251		
MUSHINDAMO	4	9			1,173	0	0	0	0	0	0	0	0	0	1,173		
MUSOFU	16	18			5,696	0	0	0	0	0	0	0	0	0	5,696		
MUTABA	11	8	495	891	2,223	0	0	0	0	0	-3	-3	0	0	2,217	380	708

NDOLA CENTRAL	3	2			1,803	2	0	3	0	-5	0	0	0	0	1,803		
NDOLA EAST	5	1			3,523	193	0	8	0	0	0	0	0	0	3,724	566	582
NDOLA SOUTH	13	3			6,438	592	0	0	0	0	0	0	0	0	7,030		
NDOLA NORTH	20	7	1,938	1,844	5,743	110	0	17	0	-17	-1	-9	0	0	5,843	1,153	1,344
NEW MKUSHI	21	22			4,735	244	0	0	0	0	0	0	0	0	4,979		
NKOLE	17	14	1,390	1,488	3,641	68	0	1	0	0	-2	-3	0	0	3,705	1,109	1,171
NYENYESHI	21	11	3,426	2,396	4,279	190	0	3	0	-8	-3	-4	0	0	4,457	2,821	2,083
PARKLANDS	3	0			2,133	0	0	0	0	0	0	0	0	0	2,133		
SERENJE	7	22	1,352	1,166	2,490	83	0	18	0	-48	0	0	0	0	2,543	524	735
SOLWEZI EAST	6	17			2,761	103	0	7	0	-9	0	-1	0	0	2,861		
SOLWEZI WEST	6	9			5,465	401	0	2	0	-98	0	0	0	0	5,770		
MWINILUNGA	4	5	341	341	1,059	80	0	0	0	-7	-4	0	0	0	1,128	297	288
MKUSHI SOUTH	25	43			6,853	154	0	34	0	-18	-8	0	0	0	7,015		
ZAMBEZI	4	6	651	818	1,810	0	0	1	0	0	0	0	0	0	1,811	585	804
TOTALS	518	501	40,228	40,664	160,257	4,141	0	360	0	-647	-90	-106	0	0	163,915	28,175	30,616

APPENDIX B

NZUC STATISTICAL REPORT

SECRETARY'S STATISTICAL REPORT—QUARTERLY

Organization Reporting: **NORTHERN ZAMBIA UNION CONFERENCE** Submitted by: **MUNDIA LIYWALII** **Quarter: 3rd Quarter**
 Secretariat's Authorized Signature **Year: 2016**
 Date Received: _____

Date Sent: **19TH OCTOBER, 2016**

1	2a	2b	3a	3b	3c	4a	4b	4c	4d	5a	5b	5c	5d	5e		16a	16b
ORGANIZATION	Churches	Companies	Church Attendance Second Sabbath Count	Church Attendance Seventh Sabbath Count	Church Membership at Beginning of Quarter	Members Added During Quarter				Members Subtracted During Quarter					Church Membership at the end of Quarter	Sabbath School Attendance Second Sabbath Count	Sabbath School Attendance Seventh Sabbath Count
						Baptisms	Profession of Faith	Letters Received	Adjustments	Letters Granted	Deaths	Dropped	Missings	Adjustments			
Copperbelt Zambia Conference	530	491	37,338	40,961	177,466	5,698	12	269	0	253	128	87	1	0	182,976	24,692	26,957
Luapula Zambia Conference	247	447	35,927	36,447	89,502	1,483	10	150	0	142	63	46	40	0	90,854	41,167	31,514
Midlands Zambia Conference	491	485	101,028	109,579	195,613	3,511	17	585	0	487	90	232	0	0	198,917	97,915	105,938
North Zambia Field	253	353	61,870	62,627	70,713	1,957	3	680	0	686	33	92	39	0	72,503	63,623	63,859
TOTALS	1,521	1,776	236,163	249,614	533,294	12,649	42	1,684	0	1,568	314	457	80	0	545,250	227,397	228,268

APPENDIX C

CBC STATISTICAL REPORT FOR JULY 2016

SECRETARY'S STATISTICAL REPORT—QUARTERLY

Organization **Copperbelt**
Reporting: **Conference**

Submitted
by: Justin Chapuswike
Secretariat's Authorized
Signature

Quarter: **SECOND**
Year: **2016**

Date Sent: **13TH JULY 2016** Date Received: 13-Jul-16

1	2a	2b	3a	3b	3c	4a	4b	4c	4d	5a	5b	5c	5d	5e	6	16a	16b
NAMES OF DISTRICTS	Churches	Companies	Church Attendance Second Sabbath Count	Church Attendance Seventh Sabbath Count	Church Membership at Beginning of Quarter	Members Added During Quarter				Members Subtracted During Quarter					Church Membership at End of Quarter	Sabbath School Attendance Second Sabbath Count	Sabbath School Attendance Seventh Sabbath Count
						Baptisms	Professions of Faith	Letters Received	Adjustments	Letters Granted	Deaths	Dropped	Missing	Adjustments			
BWANA MKUBWA	12	9	2,112	1,695	3,764	79	0	18	0	-8	-4	-4	0	0	3,845	2,030	1,612
CHILIL ABOMBE	11	8	2,104	2,229	3,746	413	0	25	0	-	-8	-2	0	0	4,158	826	848
CHINGOLA EAST	11	7	2,000	2,434	4,246	149	0	24	0	-	-1	0	0	0	4,397	1,209	1,450
CHINGOLA WEST	10	13	1,272	1,427	3,553	271	0	15	0	-	-7	0	0	0	3,808	1,085	1,243
CHAMBI SHI	6	5			2,185	51	0	4	0	-2	-1	-3	0	0	2,234		
CHITAMBO	3	12			1,171	4	0	0	0	0	0	0	0	0	1,175		
GARNTON	11	3	1,979	2,352	3,392	450	0	4	0	-	-3	0	0	0	3,827	1,682	2,019
LUFWANYAMA	15	46			4,572	599	0	16	0	-	13	-22	0	0	5,146		
KABOMPO	4	8			1,700	0	0	0	0	0	0	0	0	0	1,700		
KAFUE	10	11	3,595	2,320	3,895	297	0	8	0	-6	0	-3	0	0	4,191	2,055	2,110

KALULUSHI	11	4	4,197	3,875	4,690	131	0	4	0	-2	-2	-2	0	0	4,819	2,476	2,320
KANSENSHI	4	0			1,799	70	0	10	0	-2	-1	0	0	0	1,876		
KAPIRI NORTH	15	11			3,461	119	0	12	0	-	-6	-6	0	0	3,568		
KAPIRI SOUTH	10	4	577	459	2,093	158	0	23	0	-	0	0	0	0	2,261		
KAPIRI WEST	19	34			3,776	235	0	0	0	0	0	0	0	0	4,011		
KASEMPA	3	12			807	34	0	28	0	-7	0	0	0	0	862		
KITWE CENTRAL	3	1			1,442	69	0	0	0	0	0	0	0	0	1,511		
KITWE NORTH	13	2	1,549	1,412	5,525	283	0	20	0	-	-6	0	0	0	5,811	333	330
KITWE SOUTH	10	0			5,986	168	0	0	0	0	0	0	0	0	6,154		
KITWE EAST	12	5	2,004	2,310	3,820	236	0	18	0	-	-1	-3	0	0	4,056	1,979	1,976
LUANSHYA EAST	11	4	2,483	2,674	3,867	193	0	22	0	-	-3	-6	0	0	4,058	2,383	2,618
LUANSHYA WEST	9	13	1,805	1,862	4,079	307	0	18	0	-	-4	-3	0	0	4,380	1,198	1,253
LUMWANANA	6	9			990	167	0	2	0	-2	0	0	0	0	1,157		
LUKOMBA	27	9	517	808	3,392	145	0	3	0	-1	-1	-1	0	0	3,537	102	133
LUNCHU	16	6	2,742	2,588	2,376	71	0	43	0	-	0	-14	0	0	2,443	1,162	1,207
MASAITI	10	11	1,318	1,818	2,276	58	0	7	0	-3	0	0	0	0	2,338	605	554
MPONGWE	14	17	500	409	4,087	236	2	25	0	-3	0	-3	0	0	4,344		
MUFULIRA EAST	14	11	1,030	954	4,586	197	2	15	0	-2	0	-6	0	0	4,792	385	416
MUFULIRA WEST	10	6	1,642	1,871	4,198	137	0	10	0	-	-3	-8	0	0	4,309	1,472	1,632
MUFUMBWE	6	6	425	479	1,153	64	0	0	0	0	-1	0	0	0	1,216	385	452
MUPAPATA ADVENT.	2	3			889	0	0	0	0	0	0	0	0	0	889		
MUPAPATA	22	9	4,182	3,891	4,300	110	1	17	0	-7	-5	-6	0	0	4,410	3,667	3,281
MUSHINDAMO	4	9			1,173	105	0	3	0	0	0	0	0	0	1,281		
MUSOFU	17	17	106	133	5,744	146	0	8	0	-2	-1	-2	0	0	5,893	53	74
MUTABA	11	8			2,201	0	0	3	0	-	-4	0	0	0	2,190		

NDOLA CENTRAL	3	2	981	1,087	1,807	15	0	8	0	-	10	0	0	0	0	1,820	896	975
NDOLA EAST	5	1	1,492	1,489	3,787	83	0	2	0	-2	0	-1	0	0	3,869	1,201	1,152	
NDOLA SOUTH	13	4			7,124	206	0	0	0	0	0	0	0	0	7,330			
NDOLA NORTH	20	7	4,781	4,564	5,992	83	0	16	0	-	49	-5	-7	0	6,030	3,743	3,890	
NEW MKUSHI	21	22			5,064	275	0	0	0	0	0	0	0	0	5,339			
NKOLE	17	14	1,406	1,520	3,791	218	0	1	0	-7	-3	-9	0	0	3,991	1,078	1,176	
NYENYESHI	21	11			4,457	0	0	0	0	0	0	0	0	0	4,457			
PARKLANDS	3	0	390	510	2,133	16	0	13	0	-8	0	0	0	0	2,154	327	416	
SERENJE	7	22			2,543	51	0	0	0	0	0	-3	0	0	2,591			
SOLWEZI EAST	6	17			2,993	129	0	9	0	0	0	0	0	0	3,131			
SOLWEZI WEST	8	4			5,945	69	0	47	0	-	20	-1	0	0	6,040			
MWINILUNGA	4	5	236	238	1,128	113	0	0	0	-1	-2	-4	0	0	1,234	122	122	
MKUSHI SOUTH	26	43			7,010	408	0	32	0	-	12	-2	-3	0	7,433			
ZAMBEZI	4	6			1,811	0	0	1	0	0	0	0	0	0	1,812			
TOTALS	530	491	47,425	47,408	166,519	7,418	5	534	0	-389	-88	-121	0	0	173,878	32,454	33,259	

APPENDIX D

SURVEY ON MISSION AND STRATEGY IMPLEMENTATION

<p>To what degree is your District/Church focused on the implementation of the strategic plan as adapted from the higher organization? In the midst of everything we are doing at the local church are we still focused on the worldwide mission of the Adventist Church to fulfill Christ's great commission in the context of the three angels' messages? This questionnaire is designed to help you evaluate your church's life and function to see how well you are aligned with the strategic plan in fulfilling your primary calling as a congregation.</p> <p>Instructions: Place a checkmark in the appropriate column 1, 2, 3, or 4. Try to answer each statement as accurately as you can. Don't overrate or underrate your district/church. For confidentiality purpose, no name needed, please.</p>	1	2	3	4
CLARITY OF KNOWLEDGE OF MISSION AND STRATEGY				
<p>How clearly do the members of your congregation understand that their church has a strategic plan with a mission to guide all programs and soul winning activities?</p> <p>1. All know 2. Most know 3. Some know 4. Few know</p>				
<p>A. How clearly do the leaders of your congregation understand the mission of the Adventist church as stated in the strategic plan?</p> <p>1. Clearly understand 2. Mostly understand 3. Partially understand 4. Little understand</p>				
<p>B. How clearly do the members of your congregation know and understand the mission of the Adventist church as per strategic plan?</p> <p>1. All know 2. Most know 3. Some know 4. Few know</p>				
<p>C. How clearly do the members of your congregation know and understand in practical terms how to do their part in fulfilling strategic action steps towards mission accomplishment?</p> <p>1. All know 2. Most know 3. Some know 4. Few know</p>				
<p>D. How clearly do the members of your congregation know and understand in practical terms what it means to preach the gospel in the context of three angels' messages?</p> <p>1. All know 2. Most know 3. Some know 4. Few know</p>				
<p>E. How often does the church leadership at church and district levels promote strategic goals and objectives?</p> <p>1. Regularly 2. Monthly 3. Every 3 Months 4. Every 6 Months</p>				
HARMONY BETWEEN VISION/MISSION AND BUDGET				
<p>F. A strategy implementing church will have the primary objective of soul winning clearly built into its vision or mission statement. How clearly is soul winning emphasized in your mission statement?</p>				

1. Very clearly	2. Partly clear	3. Not clearly	4. Not stated				
G. A strategically focused church is one that is not only committed to making disciples in its vision and mission but has a budget that shows commitment to it. How clearly are your leaders modeling strategy implementation by their example and commitment to the budgeting process?							
1. All modeling	2. Most modeling	3. Some modeling	4. Few modeling				
H. How clearly is the soul winning vision and strategy of your church communicated and emphasized to your congregation verbally and in written form?							
1. Constantly	2. Often	3. Occasionally	4. Rarely				
TOTAL marks/ticks (for each column on this page):							
MULTIPLY each column total by:				X 5	X 4	X 2	X 1
NEW TOTALS:							
YOUR FINAL SCORE (add totals of columns 1-4):							

To interpret your final score continue below

DATA EVALUATION GUIDELINES FOR RESEARCHER'S USE

Score	Comments
10-20	Your church may be doing many good things, but your strategy implementation focus is very weak.
20-30	Your church has areas where there is a general awareness of some strategic mission accomplishment. But, it is not very strong or clearly focused. You may be strong in other areas of ministry. You may even be regarded as a "successful" church. But, how much better it would be to become "successful" in the primary purpose for which God has called you.
30-40	Your church has some strengths and a soul winning purpose is coming through in some areas. You can be encouraged by this. You're on the way, so commit yourself even more strongly to be a disciple-making and mission focused church.
40-50	Your church is already moving strongly in implementing the mission that God has for you. So, be encouraged!

YOUR RESPONSE: What do you think the Lord of the Church might be saying to you personally and to your church through the questionnaire you have completed? In what areas can you begin to take some action to become more focused in fulfilling the great commission in line with the strategic plan? Pray and write some specific steps you can take:

<http://www.disciplemakingministries.org/resources/>

THIS FORM WAS OBTAINED FROM ABOVE WEBSITE

APPENDIX E

INTERVIEW QUESTIONS

INTERVIEW QUESTIONS TO UNION AND CONFERENCE OFFICER AND DIRECTORS

1. Do you have a strategic plan?
2. How well do you think your team understands the mission focus of your strategic plan?
3. Does your budget align with the strategic mission objectives of your plan?
4. What communication channels/methods do you and your team members use to share strategic objectives?
5. Do you see any alignment between your strategic plan and the activities that take place regularly at the local church level?
6. What do you think are the main challenges in implementing the higher organization strategy at the local church?

INTERVIEW QUESTIONS TO DISTRICT PASTORS

1. Has your mission district got a strategic plan as adapted from the higher organization?
2. Are the key leaders of your district acquainted with the main objectives of your strategic plan? (By key leaders we mean church elders and individuals with positions at district level).
3. What are some of the challenges you face in strategy implementation?
4. Do you think local church budgets are aligned to fulfill the mission of the church as stated in the strategic plan?
5. Suggest some things be done to improve strategy implantation.

INTERVIEW QUESTIONS TO THE LOCAL CHURCH BOARD

1. Are you aware that the Seventh-day Adventist church has always been preparing plans at the global level for local church implementation?
2. State in your own words the strategic mission statement of the Adventist church.
3. Do you think your budget and local church activities/programs are aligned to the strategic plan?
4. What do you think are some of the main challenges you face in understanding and implementing the strategic plan?
5. Suggest what can be done to enhance mission accomplishment as outlined in the strategic plan.

APPENDIX F

QUALITATIVE DATA ANALYSIS PROCESS

Table 10. Qualitative Data Analysis Process

Step 1: Transcribing of Each Interview

Step 2: Arranging Interview Responses into Themes/Patterns

Step 3: Transcript Review and Final Coding

Step 4: Compilation of Findings

Step 5: Comparing Findings to the Literature

The final step compared the research results to what other writers have written about the same. It was then possible to know what was and what was not supported by existing literature.

APPENDIX G

ARE WE A MISSION DRIVEN CHURCH

To find out, take this inventory. Read each item below, and check (X) all the blanks that describe what your church does on a regular basis.

1. _____ Does your church anonymously survey the congregation at least once each year to determine your church's true spiritual and social health better?

COMMENT: It's important to know members' true thoughts and feelings to plan and operate a healthy, mission-driven church effectively. In a no-name survey, where identities are not revealed, people can feel safer in sharing their true thoughts.

2. _____ Has your church developed a short mission statement that everyone (even children) knows by heart?

COMMENT: Only if the congregation is aware of the church's mission can they work collaboratively toward accomplishing it. A mission statement everyone knows provides a single focus for all to work toward.

3. _____ Has your church leadership made available to church officers and members a one- or two-page version of your church's strategic plan to make sure everyone is aware of the church's strategy and how each member can contribute to it?

COMMENT: Church officers especially need a written document as a reference guide for planning their ministries in consultation with each other. Church administrators have a longer version of the strategic plan that contains budgets, goals, timelines, etc.

4. _____ Does your church have a quarterly review process in place to make sure EVERY church department and ministry has the support it needs to accomplish its mission?

COMMENT: Without follow-through, a strategy is only a piece of paper. Every department should have a supportive coach (pastor, elder, or designee) to check and report on the department's progress helping the department exceed the expectations of those they serve.

5. _____ Is your church a well-known demonstration site that other churches in nearby conferences frequently visit to learn how THEY can also excel as a mission-driven church?

COMMENT: Mission-driven churches of excellence are rare. It's more common for churches to be activity-driven, crisis-driven, or even personality-driven. A mission-drive church is an example of church-at-its-best.

How did you do?

All FIVE checked. Your church is extremely rare.

TWO to FOUR checked. Although your church seems to be strong, there's room for improvement.

ZERO to ONE checked. Most churches (even many GOOD churches) score here.

Source: <http://www.reachnorthamerica.org/article/6/downloadable-resources>.

APPENDIX H

DATA ANALYSIS TABLES

Table 11. Availability of a Strategic Plan

Responses from 6 district pastors	Responses from 4 Conference & Union workers	Responses from the church board
A. No current strategic plan	Strategic plan is available	Strategic plan from higher organization not available
B. Received strategic plan but not implemented	Strategic plan is available	Local church normally follows own generated time management
C. No current strategic plan		
D. Only remembers receiving the 2005-2010 plan		
E. No current strategic plan		
F. Received plan but not effected in the district		

Table 12. Knowledge of Vision/Mission

Responses from 6 district pastors	Responses from 4 Union and Conference workers	Responses from the church board
A. Not all key leaders understand strategic objectives	Mission focus is very clear	The local church has a partial knowledge of the vision and mission of the church
B. Out of 17 churches, four know the strategic objectives but church programs still not in line with plan	Not every team member clearly understands. Only about 40% understand	Of the 21 participants, at least 12 correctly mentioned that spreading three angels' messages is part of the mission.
C. The few leaders who know are too busy to act on objectives	Some team members understand, but the majority do not	
D. Leaders passively familiar, with bias to evangelism and stewardship	Pastors are probably not fully informed by those responsible	
E. The originally trained know but they got changed, and the new ones do not know. Frequent change of local church leaders hinders five-year plans		
F. Very few key leaders know		

Table 13. Alignment of Budget and Activities

Responses from 6 district pastors	Responses from 4 Union & Conference workers	Responses from the church board
A. Locally initiated programs are budgeted for. It is assumed the higher org should fund what they initiate	Yes, budget and mission objectives are aligned	There is no alignment because funds are usually not enough to fund all programs.
B. What churches include the time management gets funded	Some kind of alignment is there, but the money is always said to be inadequate to fund some programs	Out of the 21 board members who responded, seven said there is no alignment, nine said there is alignment, four said there was partial alignment, and one was not sure
C. Local church budget and strategic plan are clearly not aligned	No alignment is possible because the budget cycle and planning cycle of the church do not synchronize	Due to the heated nature of the debate that ensued in this focus group a vote was taken and the majority 12 said there is no alignment
D. No alignment can be possible because new leaders do even take time to look at plans for the previous team	By the time the directors are giving their input to the budgeting process, the CFO will have completed much of the work. It is not easy to align anything.	
E. For most rural based churches money to budget for is not even there. So no budget is even made. Random appeals provide crucial funding issues.		
F. The few that using the combined budget plan try to align some strategic plan objectives		

Table 14. Strategy Implementation Challenges

Responses from 6 district pastors	Responses from the local church board
<p>1. Communication-related challenges Plans not clearly communicated by higher organization Failure include slogans as a way of promoting some initiatives</p> <p>2. Resources related challenges Inadequate finances were cited by four the pastors.</p>	<p>Lack of knowledge of the strategic plan Little sensitization about the strategic plan Late communication of plans by the leaders Aims and objectives are not clear enough Members lack sensitization Resource support from the organization is not enough Members are not faithful in returning tithe and offerings Most church members do not give offerings Lack of resource materials Of the 21 church board members who participated twelve of them highlighted lack of funding as a major obstacle Higher organization's programs tend to crash with local church ones There are little or no performance reviews Strategic plan not easily accessible Lack of ownership of the plan by the local church because it tends to originate from top coming down Frequent change in leadership Geographical location of the church may make it impossible to implement some plans Lack of support from higher org in training leaders Too many conflicting but urgent needs</p>
<p>3. Organizational processes and alignment related challenges Failure to have regular performance evaluation at all levels from church to conference Frequent changes in leadership Lack of coordination in the operations of people from the conference/union offices Implementation of initiatives lacks a specified cycle Church has too many committees making the work cumbersome Focus areas are too many Lag time between planning and execution is too much</p> <p>4. Attitude related challenges Suspicion by church of initiatives by higher organization Pastor not adequately supported Wrong perception by church members that higher org just imposes programs Lack of commitment by church members and their local leadership Resistance to change Competency related challenges Members slow to learn due to high illiteracy Strategic plan is too complex for church members and some pastors</p>	<p>Less commitment by church members Minister are not doing enough in teaching the church Some leaders are so rigid, they cannot be advised</p> <p>Not easy to grasp contents of the strategic plan Church members do not clearly understand what is expected of them Members are trained to implement certain initiatives</p>

Table 15. Suggestions to Improve Strategy Execution

Suggestions from district pastors	Suggestions from the local church board
Clear communication of plans and their time frames by the higher org	Annual budget should be implemented as planned, not to be altered anyhow
Support the pastor in training church officers and members and explaining the plan	Involve every church member in strategy implementation
Training of the church should be an ongoing activity	Recognize member's talents and let them function in line with talent
Mandate all pastors to implement the strategic plan and hold them accountable through performance reviews.	Vision/mission to shared clearly to all
Have quarterly performance evaluation meetings at all levels	All church activities must focus on mission
Develop reporting system and report form that is in line with strategic plan	Bible studies and preaching to be aligned to strategic goals
Clarify church strategic direction before choosing leaders and choose those able to meet the strategic mandate.	Provide adequate funding
Itinerary should be tailored to meet strategic objectives	Work on spiritual growth of each member
Have clear line authority at each level of the church: who reports to whom what and when.	Distribute the strategic plan to members
Simplify the strategic plan that goes down to the local church	Church members must understand the great commission of Matt. 28
Hold departmental advisories that involve pastors specifically to clarify each department's strategic direction	Mission of the church must be broken down into tangible activities for the church to perform
Empower the local church with adequate resource materials	Increase social interaction among members
Establish a committee at conference level with a specific mandate for strategy execution	Mentorship of new converts should be fully implemented
Simply the language of feedback and reporting.	Good stewardship should be promoted
Design report form with local church in mind	Hold regular strategy performance reviews
	Printed mission statement to be placed in the church as a constant reminder to all
	Develop departmental planning template that aligns with strategic plan
	Equip the church through training
	Groom the youth and new converts for mission
	Initiate programs that impact the community
	Use the media and if possible own a community radio station
	Make small functional groups for mission

APPENDIX I

OFFICE CLARITY OF MISSION CHECK

Conference/Union Office Clarity-of-Mission Check√

DIRECTIONS: Is every member of the Conference office team aware of our destination? Our purpose? Our reason for existence as a conference office? Do each leader and staff member know the strategic priorities of our office for the next two to three years? Is each person clear as to how their work relates significantly to advancing our mission? **NO NAMES PLEASE!**

On a scale of “1” NOT AT ALL to “10” VERY MUCH SO, take a moment to assess the general work climate here.

I am [] hourly [] salaried

1. I’m well acquainted with the mission statement of our Conference office.
Not at all! 1 2 3 4 5 6 7 8 9 10 Very much so!

2. I’m clearly aware of how my work relates to the mission and strategy of our conference office.

Not at all! 1 2 3 4 5 6 7 8 9 10 Very much so!

3. Every year, my immediate supervisor and I decide on my top priorities (in writing) for the year, and we spell out how I plan to accomplish them.

Not at all! 1 2 3 4 5 6 7 8 9 10 Very much so!

4. Every year, I’m assessed on how well I accomplished the goals and priorities my supervisor, and I set above.

Not at all! 1 2 3 4 5 6 7 8 9 10 Very much so!

Without looking at any sources, write from memory in the box below as much of the mission statement of your conference office as you can remember. If you can’t remember any of it or if a mission statement is presently unavailable, just place an “X” in the box below.

--

APPENDIX J

CLARITY OF MISSION CHECK RESPONSES

Table 16. Level of Acquaintance with Mission Statement

Entity	Very acquainted	Acquainted	Less Acquainted
CBC	7(58.4%)	4(33.3%)	1(8.3%)
NZUC	11(84.6%)	1(7.7%)	1(7.7%)

Table 17. Awareness of How Work Relates to Mission

Entity	Very aware	Aware	Less Aware
CBC	10(83.3%)	2(16.6%)	(0%)
NZUC	13(100%)	0	0

Table 18. Annual Planning of Goals

Entity	We Always plan	We sometimes plan	Do not often plan
CBC	2(16.6%)	5(33.3%)	6(50.1%)
NZUC	10(77%)	2(15.4%)	1(7.7%)

Table 19. Annual Assessment of Goals

Entity	Always assessed	Sometimes assessed	Not assessed
CBC	3(25%)	2(16.6%)	7(58.3%)
NZUC	11(84.6%)	1(7.7%)	1(7.7%)

APPENDIX K

JUMPSTART ASSESSMENT EMPLOYEE FORMS

SEVENTH-DAY ADEVTIST CHURCH – COPPERBELT CONFERENCE
JUMPSTART ASSESSMENT¹

EMPLOYEE FORM A

As management, we want to assess the previous impact meetings of this nature had on you as a participant. Kindly rate by putting an appropriate number between 1 and 10 in the spaces provided. NO NAMES PLEASE.

1	5 10
Strongly Strongly Disagree Agree	Agree with Reservations

I heard:

1. My work unit has previously had a plan that addressed the work challenges we are facing. (Yes) (No)
2. The message my leaders delivered about what is expected of me was logical and compelling.
3. My supervisor communicated how the changes we were expected to make would impact our team.

I understood:

4. I understood that the mission was the reason for our action plan.
5. I knew what and when actions were expected of me.
6. Team members knew how they needed to work together to accomplish the plan.

I was committed:

7. My ideas were considered as we developed the plan.
8. I was personally committed to getting involved in implementing the action plan we created.
9. Fellow team members appeared committed to getting involved in implementing the action plan.
10. Senior management (3 officers) were considerate of the best interests of all employees as they lead this organization to improved change.....

I acted:

11. Our team had the resources we needed to accomplish the plan.

¹Adapted from Richard McKnight with Tom Kaney & Shannon Breuer, *Leading Strategy Execution: How to Align the Senior Team, Design a Strategy-capable Organization and Get All Employees On-board* (Philadelphia, PA: TrueNorth Press, 2010).

12. Team members have had the knowledge, skills, and abilities needed to accomplish the plan.
13. There seemed to be no major obstacles in the way of our plan.
14. Accomplishing our plan had a visible and measurable impact on our church and the community it serves.

OPEN-ENDED QUESTION

Please tell the leaders what was accomplished in meetings of this nature and what your experience was like to be part of it. As leaders planned for additional meetings similar to this one, did they seek your advice to make them more productive and useful? **Use the back side of this sheet for your answer.**

**SEVENTH-DAY ADVENTIST CHURCH – COPPERBELT CONFERENCE
JUMPSTART ASSESSMENT²**

EMPLOYEE FORM B

As management, we want to assess the impact this meeting has had on you as a participant. Kindly rate by putting an appropriate number between 1 and 10 in the spaces provided. **NO NAMES PLEASE.**

1	5 10
Strongly Strongly Disagree Agree	Agree with Reservations

I hear:

1. My work unit has now created a plan that addresses the work challenges we are facing. (Yes) (No)
2. The message my leaders delivered about what is expected of me was logical and compelling.
3. My supervisor communicated how the changes we expect to make would impact our team.

I understand:

4. I understand that the mission is the reason for our action plan.
5. I know what and when actions are expected of me.
6. Team members know how they need to work together to accomplish this plan.

I am committed:

7. My ideas were considered as we developed the plan.
8. I am personally committed to getting involved in implementing the action plan we created.
9. Fellow team members appear committed to getting involved in implementing the action plan.
10. Senior management (3 officers) is considerate of the best interests of all employees as they lead this organization to change for the better.

I can act:

11. Our team has the resources we need to accomplish this plan.

²Adapted from Richard McKnight with Tom Kaney & Shannon Breuer, *Leading Strategy Execution: How to Align the Senior Team, Design a Strategy-capable Organization and Get All Employees On-board* (Philadelphia, PA: TrueNorth Press, 2010).

12. Team members have the knowledge, skills, and abilities needed to accomplish the plan.
13. To me, there seem to be no major obstacles in the way of our plan.
14. Accomplishing our plan will have a visible and measurable impact on our church and the community it serves.

OPEN-ENDED QUESTION

Please tell the leaders what was accomplished in this meeting and what your experience was like to be part of it. As we plan for additional meetings similar to this one, what could your leaders do to make them more productive and useful?

Use the back side of this sheet for your answer.

APPENDIX L

LEAD MEASURE WORKSHEETS

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Communication		
WIG Name		Quality Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention</u> plans by 31/12/2017.		
Verb	Change what	X to Y	By when	Start date
Increase	Quality Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Record and cut at least 10 CDs per week and distribute via various media (Hard copies may be printed/written down, endorsed by resource person and distributed)
2. Assign a minimum of 10 members per week to promote Hope Channel, VOP and World Radio programs every week
3. Create weekly poster of Sabbath events and call for attendance

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Communication		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School <u>attendance</u> and <u>daily following of study guide</u> by 20% YOY(establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Print and distribute specified free literature every Sabbath school session
2. Present mission stories weekly, vary presentation methodology to include audio and visual media
3. Advertise/Market Sabbath programs a week before and encourage attendance through providing weekly statistics.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Communication		
WIG Name		Tithe Offerings Projects (TOP)		
WIG Description		Improve TOP (Tithe, Offering, Project) <u>participation rate</u> from 26% to 35 % per church with a clear top to bottom <u>transparent reporting</u> .		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26 to 35	31/12/2017	01/04/2017

Lead Measure Description

1. Print and distribute half to one-page sermon or figure/picture on TOP per week
2. Post one item per week on social/electronic media to encourage faithfulness to targeted recipients.
3. Give electronic and hardcopy feedback to members on general TOP performance to promote transparency and inspire participation

Seventh-day Adventist Church Copperbelt Conference WIG & Lead Measure Worksheet

Leader's Name				
Department Name		Education		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and daily following of study guide by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Give weekly TIPS to pupils and students on how to conduct a dynamic Sabbath school
2. Conduct weekly enrolment for literacy (SHIBUKENI) classes with Bible and study guide as key textbooks.
3. Present weekly features or highlights that show the value of Adventist Christian education.

Seventh-day Adventist Church Copperbelt Conference WIG & Lead Measure Worksheet

Leader's Name				
Department Name		Education		
WIG Name		Membership increase		
WIG Description		Increase quality membership from 182 000 to 190 000 with clear retention plans by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Enroll five pupils/students every week for quarterly Personal Evangelism Training
2. Assign two students/pupils every week on personal witnessing missions (work with campus ministries).
3. Increase numbers of pupils/students with own Bible and Sabbath Study Guide by 5% weekly.

Seventh-day Adventist Church Copperbelt Conference WIG & Lead Measure Worksheet

Leader's Name				
Department Name		Education		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom transparent reporting		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26 to 35	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct weekly sensitization to at least five pupils/students on TOP participation
2. Distribute at least 2 TOP related reports to Campus Ministries members each month.

3. Present at least one TOP picture/figure and highlight to students during their weekly meetings.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Family Life		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Appoint two families per week to conduct neighborhood family finance Bible studies to a targeted group that includes none Adventists
2. Announce wedding anniversaries weekly and invite/visit the non-Adventist spouses for the involved couples
3. Conduct weekly enrolments for the quarterly family life retreats to include at least five none Adventist couples or individuals.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Family Life		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Obtain weekly duty roster from Sabbath school and speak to concerned assignees' families to come and support their member every Sabbath
2. Promote family singing and work with Music Director to agree on weekly appointment of families to sing (Guide families to prepare during daily review of study guide)
3. Promote seating as families every Sabbath school session (award consistent families every 13th Sabbath)

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Family Life		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) <u>participation</u> rate from 26% to 35 % per church by with clear <u>top to bottom transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26% to 35%	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct weekly enrolment for quarterly family self-reliance lessons
2. Conduct at least one family Stewardship testimony for <5 mins every afternoon before main activity
3. Follow at least two families per week to pledge involvement in the TOP agenda and monitor responses with Treasury accordingly.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Personal Ministries		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Update cards to enable weekly evaluation of Sabbath School evangelistic activities
2. Keep record of visitors, interests, absentees and follow up weekly
3. Create a special recognition (e.g. seating space) for a class with outstanding witnessing/attendance results for each past week.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Personal Ministries		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention</u> plans by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Quality Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Every church personnel to conduct personal witnessing to at least two people per week and report in Sabbath school class
2. Every church member to enroll one non-Adventist into VOP for a month and establish weekly contacts with student for patch distribution and marking of lessons
3. Members to be encouraged to make invitations for worship to at least two non-members per and give appropriate awards/gifts to those who attend.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Personal Ministries		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear <u>top to bottom transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26 to 35	31/12/2017	01/04/2017

Lead Measure Description

1. Print and distribute a < 5min TOP guidelines to be read at all weekly dept/ societal meetings
2. TOP faithful members to be tasked to encourage at least one new member or any other randomly selected member each week.
3. Conduct home visitation to at least two non-tithing new members every Tuesday by selected PM Dept personnel.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Publishing		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Build and announce attendance stats weekly as a build up to top 5 recipients of monthly book awards from publishing
2. Visit 1 class per week and join the promotion of SS funds towards purchase of study guides for all age groups
3. Embark on a weekly project to translate selected literature/pamphlet/article and give award to deserving candidates every 13th Sabbath

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Publishing		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 172 000 to 179 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. LE s or Publishing leaders to conduct Bible studies to at least one person per week and endeavor secure Baptism decisions monthly
2. Each church to distribute at least ten copies of one of the following books weekly (Steps to Christ, Great Hope, When God said remember)
3. Weekly giving of selected fundamental beliefs or Manual of Bible Doctrines book to all none Adventist visitors at local churches.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Publishing		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom <u>transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26 to 35	31/12/2017	01/04/2017

Lead Measure Description

1. LE s to distribute at two books on stewardship every week
2. LE s to conduct at least 1 TOP Bible study every week
3. Stock church library with stewardship books and ensure that at least two members are accessing in reading them per week.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Sabbath School		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Limit membership to 8 and ensure attendance is updated weekly with follow-up of all absentees
2. Promote SS funds weekly towards acquisition of study guides for all age groups
3. Have weekly rehearsals for all participants expected to be involved in the upcoming Sabbath School program (Dept Elder or Supr to guide the rehearsals).

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Sabbath School		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Quality Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Classes to arrange inter-family weekly visitation with priority to the absent members
2. Each class to adopt a community-based project and report weekly as per SS card
3. Follow witnessing activities on the card and report weekly

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Sabbath School		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom <u>transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26% to 35%	31/12/2017	01/04/2017

Lead Measure Description

1. Discuss and encourage one another on TOP during inter-family class unit visitations
2. Each class to elect a TOP leader who will promote the issue to classmates weekly
3. Report SS offering weekly (Encourage class goals and give special recognition to classes that excel).

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Stewardship		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Weekly emphasis on stewardship by both Treasury and Sabbath school as well as during offertory reading
2. Help at least two members every week to identify spiritual gifts and incorporate in Sabbath school program (target too see new presenters in Sabbaths school)
3. Have a special TOP feature to be presented SS members weekly

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Stewardship		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Include TOP participation as mandatory prerequisite for baptism in the Bible class
2. Integrate Stewardship lessons in the weekly evangelistic lessons as being inseparable with salvation
3. Distribute weekly TIPs on entrepreneurship and faithfulness

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Stewardship		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom <u>transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26% to 35%	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct at least ten home visitations per week to encourage TOP participation
2. Conduct brief training for local church Trainers in faithfulness weekly
3. Use social media in TOP sensitization and summary progress reports weekly (Rural churches with little or no access to electronic media to adapt to what fits).

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		VOP		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Provide free Study Guide/Doctrinal Manual to new students and present during Sabbath school weekly
2. Create Sabbath school classes for new VOP converts and track daily following on study guide weekly.
3. Give weekly report of new VOP students attending Sabbath school

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		VOP		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Enroll at 10 VOP students weekly
2. Distribute and Mark five lessons per week
3. Discuss baptism subject weekly with at least five students who have completed the syllabus.

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		VOP		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom <u>transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26 to 35	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct weekly personal lessons on TOP with two baptized VOP students
2. Distribute at least 2 TOP envelopes to VOP students
3. Visit 2 VOP students home weekly

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Women Ministries		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish actual start point)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Make promotions by speaking to at least five women per week to acquire study guides, Bible and hymn books (This will influence reaching target of 30% women with the trio pack)
2. Task at least three women per week to lead out Family worship based on the study guides
3. Involve at least two women in Sabbath school programs weekly

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Women Ministries		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention plans</u> by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Quality Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Train 2 women in soul winning per week
2. Enroll at least five non-Adventist women per week for the monthly prayer retreats/breakfast
3. Visit at least one backslidden woman every week

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Women Ministries		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear top to bottom <u>transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26% to 35%	31/12/2017	01/04/2017

Lead Measure Description

1. Engage three women per week and provide them with entrepreneurship printed guidelines
2. Engage three women weekly and educate them on planned giving.
3. Provide Family Finances TIPS to at least three women per week

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Youth Ministry		
WIG Name		Membership increase		
WIG Description		Increase <u>quality</u> membership from 182 000 to 190 000 with clear <u>retention</u> plans by 31/12/2017		
Verb	Change what	X to Y	By when	Start date
Increase	Membership	182 000 to 190 000	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct one progressive lesson per week per club with clear “Advent message to the world” action points
2. Every baptized youth to mentor one unbaptized or none Adventist youth and give weekly reports to youth leader
3. Enroll at least two youths to clubs under the category of non-Adventists

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Youth Ministry		
WIG Name		Sabbath School attendance/Bible study		
WIG Description		Increase Sabbath School attendance and <u>daily following of study guide</u> by 20% YOY (establish <u>actual start point</u>)		
Verb	Change what	X to Y	By when	Start date
Increase	Attendance	By 20% (provide actuals)	31/12/2017	01/04/2017

Lead Measure Description

1. Conduct weekly roll call and follow absent members
2. Employ social media in youth discussion of weekly lessons with a reminder towards punctual attendance
3. Involve at least 1 Youth every Sabbath in conducting a Sabbath school role e.g. praying, Ushering

**Seventh-day Adventist Church
Copperbelt Conference WIG & Lead Measure Worksheet**

Leader's Name				
Department Name		Youth Ministry		
WIG Name		TOP		
WIG Description		Improve TOP (Tithe, Offering, Project) participation rate from 26% to 35 % per church by with clear <u>top to bottom transparent reporting</u>		
Verb	Change what	X to Y	By when	Start date
Improve	Participation	26% to 35%	31/12/2017	01/04/2017

Lead Measure Description

1. Enroll at least 2 Youths per week towards quarterly skills empowerment quarterly training
2. Leaders to position stewardship lessons at all weekly lessons in all clubs
3. Give weekly statistics (with no names) at prime times on youth involvement in the TOP agenda.

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VITA

WEBSTER CHABE

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Date of birth: February 14, 1966.

SUMMARY OF EXPERIENCE AND QUALIFICATIONS

An Adventist pastor with 30 years of leadership and administration experience, a Masters degree in Leadership, fifteen years as Field/Conference president, seven years as Departmental Director for Publishing, Stewardship/Church Development, Education, Sabbath School/Personal Ministries, and six years as District Pastor.

- Full Grade 12 Certificate (Serenje Technical Secondary School, 1987)
- Diploma in Management, Sale/Marketing (CPM, Britain, 1992)
- Bachelor's Degree in Theology (Andrews University, Solusi, 1997)

Master's Degree in Leadership (AUA, Nairobi, Kenya, 2009)

WORK EXPERIENCE

Copperbelt Conference, President 2017 to current

Northern Zambia Union Conference, Director 2015 to 2016

North Zambia Field, Kasama 2010 to 2015

President

Copperbelt Zambia Field, Ndola 2004 to 2009

President

Copperbelt Zambia Field, Ndola 2001 to 2003

Stewardship/Church Development, Sabbath School/Personal Ministries Director

Ordained to the Gospel Ministry 2000

Central Zambia Conference/Copperbelt Zambia Field 1987 to 2000

Literature Evangelist, Assistant Publishing Director, and District Pastor

EDUCATION

M.A., Leadership, Adventist University of Africa, Nairobi August 2009

Graduated with Cum Laude, GPA 3.55/4.0

B.A. Theology, Andrews University, Solusi Campus, Bulawayo July 1997

FAMILY

Married to Edah, with six children as follows: Sellah (f), Lazarus (m), Emmah (f), Joshua (m), Thokozile (f), Kashibone (f)

HOBBIES

Gardening, reading, nature walk and nature watching on television.