

Key Elements in the Strategic Planning Model

The Strategic Planning Model is usually depicted by a series of boxes, connected by arrows – in other words, in a very linear fashion. But since both the individual and corporate realms of planning involve people, a picture of a human best depicts the individual and a picture of a group of people best depicts the corporate realm. This is because boxes and arrows don't DO things, but people do.

Also, there are two Filters involved in the Planning Model, that are always involved in all the other components – Character and Cosmology. Thus, evaluation of Assignment or mission, Goals, Situational Analysis, Strategies and Monitoring are ALL impacted by these two Filters. They comprise the essence of who you are and who you believe you are - which, by the way, can be two separate things. These Filters establish the Context for your Planning Model.

Character – This is the first filter. It includes your motivations, values and is your internal guidance system. It is the essence of who you are, whether good, evil, slothful, industrious, faithful, just, righteous, love, etc. It is first because, even before you were born, you were imprinted with certain traits. In Psalm 51, David says, “Behold, I was brought forth in iniquity, and in sin my mother conceived me. NKJV

Another example is found in Psalm 139:13-16: “For thou didst form my inward parts, thou didst knit me together in my mother's womb. I praise thee, for thou art fearful and wonderful. Wonderful are thy works! Thou knowest me right well; my frame was not hidden from thee, when I was being made in secret, intricately wrought in the depths of the earth. Thy eyes beheld my unformed substance; in thy book were written, every one of them, the days that were formed for me, when as yet there was none of them.” RSV

A third example, especially for believers, is found in Ephesians 2:10: “For we are his workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them.” KJV

Cosmology – This is the second filter. It could also be called your worldview or belief system. It includes your Philosophical processing grid for evaluating input.

All input you receive from the spiritual realm and the physical realm are filtered and evaluated by Character and Cosmology. These two will be used to establish the scope of any mission assignment, whether received externally or developed internally.

Example: The Parable of the Talents in Matt 25:14-30:

14 For the kingdom of heaven is as a man travelling into a far country, who called his own servants, and delivered unto them his goods.

15 And unto one he gave five talents, to another two, and to another one; to every man **according to his several ability**; and straightway took his journey.

16 Then he that had received the five talents went and traded with the same, and made them other five talents.

17 And likewise he that had received two, he also gained other two.

18 But he that had received one went and digged in the earth, and hid his lord's money.

19 After a long time the lord of those servants cometh, and reckoneth with them.

20 And so he that had received five talents came and brought other five talents, saying, Lord, thou deliverdst unto me five talents: behold, I have gained beside them five talents more.

21 His lord said unto him, **Well done, thou good and faithful servant**: thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord.

22 He also that had received two talents came and said, Lord, thou deliveredst unto me two talents: behold, I have gained two other talents beside them.

23 His lord said unto him, **Well done, good and faithful servant;** thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord.

24 Then he which had received the one talent came and said, Lord, I knew thee that thou art an hard man, reaping where thou hast not sown, and gathering where thou hast not strawed:

25 And **I was afraid** (character and cosmology), and went and hid thy talent in the earth: lo, there thou hast that is thine.

26 His lord answered and said unto him, **Thou wicked and slothful servant,** thou knewest that I reap where I sowed not, and gather where I have not strawed:

27 Thou oughtest therefore to have put my money to the exchangers, and then at my coming I should have received mine own with usury.

28 Take therefore the talent from him, and give it unto him which hath ten talents.

29 For unto every one that hath shall be given, and he shall have abundance: but from him that hath not shall be taken away even that which he hath.

30 And cast ye the unprofitable servant into outer darkness: there shall be weeping and gnashing of teeth. KJV

Three men. Same **external** mission assignment. All three had the required skill set, but there was a totally different evaluation of **internal** mission assignment, goals, situational analysis and strategy, due to Character and Cosmology.

Another example. Twelve spies go into the Promised Land. All twelve came out with the same situational analysis – the land has milk and honey...and giants. Two had a Character and Cosmology that the mission could be achieved. Ten didn't.

These are Bible examples, but this is how things work in everyday life, too. Here's an example from World War II. A company, Correct Craft, out of Orlando, Florida was urgently asked to produce army "storm boats" within the next 19 days, by the end of February, so that General Eisenhower's troupes could cross the Rhine on March 5.

Their schedule for all of February was 48 boats, "but after a family conference and moments with the Lord, seeking His guidance, we committed to 300 storm boats." This was not a possible goal in the natural. Their situational analysis revealed: material shortages, crowded transportation, new and thus inexperienced help, and an extreme shortage of time.

The U.S. government sent in a plant engineer, a staff of inspectors, auditors, and material and labor expeditors. This now gave them only 15 days to complete the 300 boats. Of course the government Labor Expeditor demanded that they work seven days a week, but, knowing that the job was impossible for man alone anyway, they refused to work on Sunday. "We were setting out with faith that God would see us through, therefore we were attempting to do it God's way." At the threat of dropping the contract, the government relented and granted a six day work schedule.

By the end of three of the fifteen days, only eleven boats had been completed. "That night we prayed more earnestly, asking God to direct our thoughts as to how to meet the deadline. That very night my brother Walt was inspired to try a new machine and one change on the present jig." Six days were now gone with only 62 boats built.

God's inspiration worked. After resting and worship on Sunday, production had increased to 42 boats per day by that Wednesday, when a Colonel visited their plant and reported "I have just flown to three other plants in the North on this same job, and all of them together are not doing what you men are doing."

By Saturday noon, February 24, they stood by the rail track watching the 306th boat leave on the express train. The Army engineer observed, “Ralph, there goes our quota three days ahead of time. ***Someone other than man did this job.***” They completed another 100 boats in the next few days and on March 2, the government expeditor stood in front of the factory in tears, declaring, “You folks certainly have faith in the Lord and I wish to congratulate you.” Correct Craft was subsequently awarded the Army and Navy “E” Award, on record in Washington as the “miracle production.”

Notice in this true story how the leadership of Correct Craft’s character and cosmology influenced their goals, their situational analysis, their strategies and their progress monitoring, including strategic adjustments. Also notice how it resulted in people recognizing the reality of God.