

VISION, MISSION, AND STRATEGIC PLANNING ¹

异象、使命与策略计划

IN THEIR HEARTS HUMANS PLAN THEIR COURSE,
BUT THE LORD ESTABLISHES THEIR STEPS. —PROVERBS 16:9

人心筹算自己的道路，惟耶和華指引他的脚步。箴 16:9

WE DON'T PUT OUR FAITH IN A PLAN; HOWEVER WE *DO* PLAN OUR FAITH. — ANONYMOUS

我们所信的不靠赖计划；然而我们确实计划了我们所信的。- 无名

PLANS FAIL FOR LACK OF COUNSEL,
BUT WITH MANY ADVISERS THEY SUCCEED. —PROVERBS 15:22

不先商议、所谋无效，谋士众多、所谋乃成。箴 15:22

TRAINER'S OUTLINE 培训者大纲

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INTRODUCTION 引言

In order to be effective in life and in ministry, there are two things that are important to know – where you are going and how to get there.

为了在生活和事工中有效，有两件事很重要——你要去哪里以及如何到达那里。

¹ Much of the content for this module is adapted from Michael Hyatt, *The Vision Driven Leader*. Baker Books, Grand Rapids, MI., 2020.

During this final session, we are going to help you articulate a God-inspired vision for your people group, a mission statement to help provide clarity, and a strategy using the Four Fields paradigm.

在这最后一堂课中，我们将帮助你阐明上帝为你服事的未及群体所引导的异象、建立清晰的使命宣言，以及采用四田地典范的策略。

When each person has completed these, we will take turns presenting them to the group. While potentially intimidating, is an opportunity to be encouraged, receive feedback, and hear other's plans, which often stimulates additional thoughts of our own. Additionally, we recognize that any work that takes place among us is a work of the Lord that he has allowed us to be participants. In articulating our vision, mission, and strategy, we are simply making every effort to steward well the work and people he has entrusted to us.

当每个人都完成了以上所提，大家将轮流在课堂上展示所获。虽然这可能会令人生畏，但这是一个获得鼓励、接收反馈和听取他人计划的机会，且通常会激发我们自己有更多的想法。此外，我们要意识到发生在我们中间的任何工作都是主的工作，祂允许我们成为参与者。在阐明我们的异象、使命和策略时，我们只是尽一切努力做好（管理好）祂所托付给我们的工作和人。

VISION: WHERE ARE WE GOING? 异象：我们要去哪里？（我们的终极图景）

Vision is a clear, inspiring, practical, and attractive picture of your ministry's future. What will it look like a few years from now after a movement of God has begun?

异象是有关事工未来的清晰、鼓舞人心、实用且有吸引力的图景。当神的工作运行后，过了几年会是什么样子？

"The ability to envision possibilities for the future and share that vision with others distinguishes leaders from non-leaders," says Hermina Ibarra, professor at the London Business School.

伦敦商学院教授 Hermina Ibarra 说：“具设想预见未来的可能性并与他人分享这异象的能力是鉴别领袖与非领袖的关键。”

Today you are going to create and articulate that God-inspired vision for your people group. It is essential that your God-inspired vision is clear to you. Once it is clear to you, then and only then, can you invite others to participate in it.

今天，你将为你服事的群体建立并阐明神所引导的异象。至关重要的是，神引导的异象对你来说是清楚的。只有当你清楚了，你才能够邀请其他人参与其中。

We are going to use what is called a "Vision Script", rather than a traditional vision statement. A vision script is a robust statement, not just a tagline or motto, written in the present tense, that describes your future reality as if it were today. It can be a few paragraphs or even a few pages.

我们将使用所谓的“异象脚本”，而不是传统的异象陈述。异象脚本是一个强有力的声明，而不仅仅是用现在时态写成的标语或口号，它描述了你未来的现实，就像发生在今天。它可以是几段甚至几页。

Today, we will write a vision script that incorporates God's Heart and the Four Fields paradigm. It is a vision of what the four fields process could look like when implemented amongst our people groups by the power of the Holy Spirit.

今天，我们将编写一个融合了“神的心”和“四田地”典范的异象文稿。这个异象是当我们通过圣灵的能力在服事群体中实施“四田地”进程时的样子。

Here's an example of a vision script using the Four Fields. See if you can identify God's Heart, the Four Fields, and Leadership Development in it.

以下是使用“四田地”的异象例子。看看你是否能在其中识别出“神的心”、“四田地”和“领袖发展”。

SAMPLE VISION SCRIPT

Our vision is to see healthy, multiplying churches amongst the 1000 Aggie villages in Brazos County, composed of believers who have genuinely transformed lives.

“我们的异象是在布拉索斯县的 1000 个阿吉村庄中看到健康、增长的教会，这些教会由生命真正转化的信徒组成。”

Believers regularly seek opportunities to bear witness to what God has done in their lives because of the transformation they have experienced, having found a new hope and power for living. Marriages and relationships have been restored. People have been delivered from addiction. Communities are no longer fearful of spirits because they understand that the Creator of the universe loves them and has given them his Holy Spirit.

信徒经常寻求机会见证神在他们生活中所做的一切，因为他们的生命经历了转化，找到了新的生活希望和力量。婚姻和关系已经恢复、人们已经摆脱了毒瘾、社区不再害怕鬼魂，因为他们明白宇宙的创造主爱他们，并已将祂的圣灵赐给他们。

When believers share with others, they do so in a very natural way, not preachy or condescending, using a language and communication style that people will understand, not a high and lofty language. As believers share their faith and invite others to participate in this new life with them, new groups of believers gather in homes in villages all around Brazos County. The group is initially led by an outsider who led them to faith, but they do so using a very simple, reproducible process, not something that only a pastor or educated person can do. Eventually the local believers begin to lead the groups. Through this process, people's lives and families are impacted because of two reasons: the worldview change they progressively experience through exposure to Biblical truth and the transformation that takes place by applying the truths from scripture in their day-to-day lives.

当信徒与人分享时，是很自然的方式，不是说教，也不是居高临下，而是用人们会理解的语言和沟通方式，不是高深学术的语言。当信徒分享他们的信仰并邀请其他人与他们一起参与这个新生活时，新的信徒团体聚集在布拉索斯县周围村庄的家中。该小组最初是由一个外人带领他们信主的，但他们使用非常简单、可复制的过程来带领，这不是只有牧师或受过教育的人才能做到的。最终，当地的信徒开始带领小组。在这个过程中，人们的生活和家庭受到影响，原因有两个：他们通过接触圣经真理逐渐经历世界观的改变，以及通过在日常生活中应用圣经真理而发生的生命转化。

As people's lives are transformed, the power of God is regularly shared from person to person and village to village. Disciples and churches multiply, and new churches begin. In each sub-district in the area, local, godly leaders have been raised up from within. They deeply love every believer and every church in their care. They are prayerful, humble, inspirational, and visionary leaders who seek to empower others and deeply believe that God desires to offer hope and a new power for life to every Aggie person, family, and village.

随着人们生命的转化，神的大能经常在人与人之间、村与村之间运行。门徒和教会倍增，新的教会开始了。在该地区的每个分区中，都从内部兴起了当地敬虔的领袖。他们深深地爱着每一个信徒和他们所照顾的每一个教会。他们是虔诚的、谦逊的、鼓舞人心的、有远见的领袖，他们愿意授权他人，并深信神希望为阿吉的每个人、家庭和村庄提供生命的希望和新能力。

MISSION: WHAT DO WE DO? 使命：我们要做什么？(我们达致异象的行动)

Mission provides day-to-day clarity by defining the identity and scope of your ministry. Without a clear mission, you can easily drift off target and head into either too many directions, or the wrong direction.

使命为定义你事工的特性和范围提供清晰度。如果没有明确的使命，你很容易偏离目标，并陷入过多的方向或错误的方向。

An example of a mission statement looks like this.

以下是使命的一个例子。

“Our mission is to participate in the Spirit’s work of ushering in the Kingdom of God to Brazos County, by partnering with local believers, working together to share the Gospel, make disciples, and multiply biblical, indigenous churches from which local Godly leaders emerge.”

“我们的使命是与圣灵同工，将神的国度引入布拉索斯县，与当地信徒共同合作传福音，使人成为门徒，并倍增合乎圣经本土化的教会以促成当地敬虔的领袖从中出现。”

As a result of having a good mission statement, if a new opportunity comes up to start a language school or open a coffee shop, you can look back at your mission statement and ask, “Is this new opportunity consistent with our mission?” “How would it help us accomplish our mission?”

有了一个好的使命，如果有开办语言学校或开咖啡店的新机会，你可以回顾一下你的使命，问一问：“这个新机会与我们的使命一致吗？”“它将如何帮助我们完成我们的使命？”

A mission statement tells us who we are and what we do. Vision tells us where we are going. Both mission and vision inform our strategy.

使命告诉我们我们是谁，我们做什么。异象告诉我们要去哪里。使命和异象都为我们的策略提供了依据。

STRATEGY: HOW DO WE GET THERE? 策略：我们怎么去到那里？(我们如何有效完成使命)

The previous training we’ve done has been primarily about strategy. Using the Four Fields as a paradigm, we’ve talked about our role as outsiders, how to get started in a new place, how to sow the Gospel broadly in a reproducible way, how to make disciples who multiply, how to start churches that multiply, and finally how to develop leaders that multiply.

之前我们已进行过的培训主要是关于策略的。以”四田地”作为典范，我们讨论了身为局外人的角色，如何在新地方开始，如何以可复制的方式广传福音，如何使门徒倍增，如何建立倍增的教会，最后是如何培育倍增的领袖。

After articulating your vision and mission, we will help you articulate a strategy using the Four Fields paradigm.

在阐明你的异象和使命后，我们将帮助你使用“四田地”来阐明策略。

In the following pages, you will find an example ministry plan to refer to as well as a blank plan to fill out. Within each section, you will also see some questions, which exist to serve as prompts as you think through your plan. The last part of each section is for goal setting, which is explained below.

在接下来的课程中，你会找到一个可以参考的事工计划书示例，以及一个需要填写的空白计划表格。在每个部分中，你还会看到一些问题，这些问题可作为你思考计划时的提示。每个部分的最后一部分是目标设定，下面将对此进行说明。

SMART GOALS 精明目标 (SMART 目标)

In addition to thinking through how we will implement each of the four fields, we actually want to set goals for how we will do that.

除了思考我们将如何实施这“四田地”中的每个阶段外，我们实际上还需要为每个阶段设定目标。

A SMART goal is used to help us create high quality goals. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely.

SMART 目标（精明目标）用于帮助我们建立高质量的目标。SMART 是一个首字母缩写词，代表具体性、可量化性、可行性、针对性，时限性。

S - specific 具体性

M - measurable 可量化性

A - attainable 可行性

R - relevant 针对性

T - timebound 时限性

SMART goals are then followed by Action Steps. Action steps are essentially steps that need to be done prior to achieving the primary goal. Action steps should say who is doing what by when.

“精明目标”之后是“行动步骤”。行动步骤本质上是实现主要目标之前需要完成的步骤。行动步骤应该是在什么时候会去做什么。

EXAMPLES OF SMART GOALS WITH ACTION STEPS 带有行动步骤的精明目标示例

Goal: We will search for people of peace in 20 villages in Brazos County by May 31.

Action Step: Xiao Li and Wang Yong will locate 20 villages on the map and write down the names by May 15.

Action Step: Xiao Li will create a schedule and plan to go to 2 villages per week by May 15.

目标：我们将在 5 月 31 日前在布拉索斯县的 20 个村庄寻找平安之子。

行动步骤：小李和王勇将在 5 月 15 日前在地图上找到 20 个村庄并写下名字。

行动步骤：小李将在 5 月 15 日前制定时间表并计划每周去 2 个村庄。

Goal: Recruit a small team of people, and we will share the Gospel with 100 people by April 15.

Action Step: I will contact Bill, Frank, and Susan to see if they will do this with me by Jan 15.

Action Step: I will train Bill, Frank, and Susan about Oikos, People of Peace, and sharing the Gospel by Feb 1.

目标：招募一小群人，我们将在 4 月 15 日前与 100 人分享福音。

行动步骤：我将联系比尔、弗兰克和苏珊，看看他们是否会在 1 月 15 日之前与我联系。

行动步骤：我将在 2 月 1 日前对比尔、弗兰克和苏珊进行关于家族、平安之子和分享福音的培训。

Goal: Have a complete and recorded story set by March 31.

Action Step: Wang Yong and Frank will find a local partner to help craft and record the stories by Dec 1.

Action Step: Xiao Li will finish crafting the stories by Jan 1.

目标：在 3 月 31 日前完成一个完整录制的故事集。

行动步骤：王勇和弗兰克将在 12 月 1 日前寻找当地合作同工帮助编写和录制故事集。

行动步骤：小李将在 1 月 1 日前完成编写故事集。

Goal: We will hold a 4 Four Fields training by November 30.

Action Step: I will contact Pastor Wang to cast vision for this training Oct 1.

Action Step: I will contact people in the small groups that I know of to cast vision for this training by Oct 1.

目标：我们将在 11 月 31 日之前举办 4 场四场训练。

行动步骤：我会在 10 月 1 日联系王牧师，为这次培训传递异象。

行动步骤：我将在 10 月 1 日前联系我认识的小组中的人，为这次培训传递异象。

CREATING A PLAN 书写计划

Divide the trainees into teams based upon the people group they work with or individually if that works better. Allow for about 1-2 hours for them to create a plan. Have them use the plan template and the example plan to create their own plan. While they are planning, as the trainer, move from group to group (or person to person), and observe what they are doing, provide feedback, and encourage them.

将受训者按他们所服事的群体分成小组（如果效果更好可以个人书写）。给他们大约 1-2 小时的时间来书写计划。让他们使用计划表格和参考示例计划书来书写自己的计划。身为培训者，当他们在书写计划时，你应从一个小组转移到另一个小组（或个人转移到个人），观察他们在做什么，提供反馈并鼓励他们。

PRESENTING THE FOUR FIELDS PLAN 呈献“四田地”的计划书

After the trainees have completed their plan, allow each group or individual to come to the front and together review their plan in front of the group (about 10 minutes each).

受训者完成计划后，让每个小组或个人到台前，向大家呈献他们的计划（每人约 10 分钟）。

1. Introduce their people group or population
 2. Read their vision statement and mission statement to the group
 3. Share from their planning worksheet about how they will mobilize prayer, apply each of the four fields, and develop leaders.
 4. Trainers and trainees ask questions and give feedback.
 5. When they are done, invite several trainees to pray over them and their plan.
1. 介绍他们服事的群体或人口
 2. 向大家读出他们的异象宣言和使命宣言
 3. 从他们的计划书中分享他们将如何动员祷告、应用这“四田地”中的每个阶段，以及培养领袖。
 4. 培训者与受培训者问问题、反馈。
 5. 完成后，邀请几位受训者为他们和他们的计划祷告。