

# MASTERING THE BUSINESS SIDE OF MINISTRY

*The Workbook*

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**By**

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## INTRODUCTION

The objective of **Mastering The Business Side Of Ministry** is to provide ministry leaders with practical business planning information, business strategy preparation and a marketing strategy plan assisting the growth of your ministry to “the level” that God called it to be.

The objective of this section is for you and your ministry to be number one in your city, the nation and world. Our goal should be to increase the value, not just make your ministry bigger. *All scripture verses are referenced from the King James Version (KJV), unless otherwise indicated.*

Most ministries understand the importance of communicating (preaching) a good message and the basic concepts of ministry marketing (colorful brochures, fancy flyers, etc.), however many fail to grow due to a lack of attention on the business side of their organization.

The Bible teaches that in order for your dream to reach its zenith, we cannot neglect an understanding of business principles:

*Ecclesiastes 5:3 For a dream cometh through the multitude of business...*

*Proverbs 16:1 The preparations (plans as in business plans) of the heart in man, and the answer of the tongue, is from the LORD.*

### Focus Questions:

- What can you do to make your ministry dominant in your city?
- What have you done in the last two years to improve your relative position in your city?
- How can you make your ministry different from all other choices that are trying to attract new members?
- How do you make your ministry the obvious choice for the Christians in your city?

Many ministry leaders think only about business strategy and business planning when they're applying for a bank loan. However, business intelligence is vital for growth.

**For the purpose of simplicity, I want to communicate with you as if you know nothing about business. Then, I will help you formulate the following: 1) a business strategy, 2) a marketing strategy and 3) a business plan to ensure your ministry's success.**

The specific detail of your ministry will differ than say an accounting firm, a dry cleaner or construction company. But the intent is the same—to provide a thorough description of your ministry activities and a written strategy to make maximum impact on your community, the nation and the world!

## Chapter 1

### BUSINESS STRATEGY

#### **A Business Strategy is a systematic, plan of action toward success.**

##### Focus Questions:

What can you do to make your ministry dominant in your city?

What have you done in the last two years to improve your relative position in your city?

##### Ministry Marketing vs. Business Strategy

Many ministry leaders understand the concepts of marketing relative to creating advertisements for special events. Advertising such as event flyers, ministry brochures and media commercials are often construed as a plan for growth. While marketing is important, it should not take priority over a ministry's business strategy. Even the most well-conceived marketing plan doesn't assure growth. In most cases, a marketing plan can be seen as hit or miss. ***A ministry should have a strategy in place before spending any marketing dollars. The purpose of marketing should be to support your overall ministry strategy, not lead it.*** We will discuss marketing in greater detail in the next section.

God always has a strategy.

(Genesis 3:15) God's strategy is to win back His people.

When God calls a man or woman to lead a body of people (an organization), He provides them with a systematic plan of action to ensure its success. Moses had a strategy to keep the children of Israel moving in the right direction:

*And the LORD said unto Moses, Wherefore criest thou unto me? Speak unto the children of Israel, that they go forward. (Exodus 14:15)*

Why do ministries lose adherent members?

Studies tell us: 3% of members move away or die; 5% are lead to shop elsewhere by friends; 9% other churches provides better services; 14% are unsatisfied with the ministry; 68% sin and/or indifference makes them feel no one cares about them, so ultimately they leave.

Over 80% of people who leave are either dissatisfied with your ministry or feel as if no one cares about them. To make huge gains you must start by paying attention to these two issues.

Successful companies have strategies:

Both Fortune 500 corporations and military organizations strategically plan their success. They do not leave their products' or operations' long-term success to chance. The leaders of these organizations create a highly detailed systematic plan of action. Then communicate that information to the rest of the organization. From the shipping department to the president's office, these companies communicate their strategies to everyone within the organization to move their products or services.

A strategy must begin with a goal. To have an effective strategy, success must be defined and then measured.

Over the next three months, my ministry goals for each area of the ministry are:

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Over the next year, my ministry goals for each area of the ministry are:

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What financial resources do I need to reach my goals?

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How can I best impact the people that can help me?

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Who has the resources?

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How can I get the resources?

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I know when I have or have not achieved my goals when I...

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I know that I have reached the next level of my ministry when...

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My mission statement is:

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## Chapter 2

### MARKETING STRATEGY

**Marketing is the skill of figuring out what people need;  
then communicating that you can fulfill the need.**

#### Focus Questions

- How can you make your ministry different from all other ministries that are trying to attract new members?
- How do you make our ministry the obvious choice for the Christians in your city?

#### Impact Marketing - The Objective

- The primary objective of Impact Marketing should not be to sell more products or fill up pews with more people. The objective is to create and influence an entire industry with your vision.
- Impact marketing is used to change the way people see you.
- Impact marketing focuses on individuals, not large amounts of people.

#### Corporate Marketing vs. Ministry Marketing

- Coca Cola used marketing to make an ordinary sugared beverage a global experience. The product wasn't unique, offering no price advantages or special distribution.
- Nike used marketing to invent an entire industry - increasing fifty times the amount of money spent on sneakers.
- Marlboro cigarettes dominate an entire industry filled with ruthless competitors like generic cigarettes and copycats, but they dominate because of marketing. The methodology is different, but the objective is the same.
- Federal Express made a brilliant promise, "When it positively, absolutely has to be there overnight." They kept it simple. Simple marketing equations can birth an entire industry and is responsible for billions of dollars in profits in the marketing arenas.

*Many ministry leaders resist marketing. They like everyone to believe that their ministry or business is so compelling, so unique that people will want to hear all about their organization's attributes. However, without consistent impact upon individuals, ultimately the message will be ignored.*

**Why is marketing important?**

**Clutter** - makes marketing necessary, too many services in too little space/time.

- Clutter refers to the crowding and confusion in the marketplace caused by the unbelievable number of products people are trying to sell.
- There are too many competitors chasing too few dollars.

**Positioning** - because we live in the information age, people are faced with information overload; therefore people force everything into stereotypes then file it away in their minds. They position everything, people, products and places according to their reputation and advertising. There is not enough focus in people’s minds to get the whole story. Marketing helps you to avoid stereotypes.

Once you are positioned, it’s difficult to get out. So you might as well choose a position to occupy.

**How To Stand Out—If You Don’t Stand Out, You Will Disappear**

Positioning - There are many ministries and some are ignored. Find one unique position you can stake out in people’s mind, one attribute or benefit. Communicate it and defend it.

Rule of Positioning - *You remain anonymous unless you position yourself.*

Secret: Great men and women position themselves. You must choose a position or have it chosen for you.

What would you like to be known for? \_\_\_\_\_

To make your message stick in the minds of people, describe your position in eight words or less.

\_\_\_\_\_

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For example: Robert Watkins’ position: *An evangelist who understands and teaches success principles.*

The message behind position isn’t to invent something brand-new out of the thin air. It’s just the opposite. You position yourself well when you capture part of your essence in accordance with your passion, then communicate it in a short phrase or symbol.

Chose a position you can live with, be proud of and a position you can deliver.

**How do some people manage to get what they want?**

- They know what they want and they communicate it.
- They make promises and they keep them.



### How to Impact Everyone You Meet Starting Now

Ensure you possess the following traits in your everyday life.

- **Passion** - Bring excitement and energy to everything you do.
- **Honesty** - Respect the power of your words and be consistent in your actions.
- **Self-awareness** - See yourself as others see you.
- **Positivity** - Expect the best. Be someone who can make lemonade out of lemons.
- **Humor** - Don't take yourself too seriously.
- **Attention** - Pay attention to the moment. Maximize the value of where you are now.
- **Sow** - Always consider how to give to people.
- **Over Marketing** - Know when to stop.

Make a list of four things that can make your ministry stand out.

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Write down four weapons or tools you could implement to improve your current marketing campaign.

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Make a list of four things you really should measure but have been afraid to.

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Make a list of areas in your life in which you would have succeeded if you would have been a little more patient.

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Make a list of things about your ministry that you are proud of.

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Make a list of how to promote each attribute that you are proud of.

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Chapter 3

**BUSINESS PLANNING FOR MINISTRIES**

**A Business Plan is a written description of your ministry’s operations.**

Focus Questions:

- How can I plan for my ministry’s success?
- How can I ensure I have everything I need for my ministry to make an impact?

Business planning takes a hard look at your overall business and decides:

1. What needs fixing?
2. What needs to be nurtured?
3. What needs to be thrown out?

Four things to know about an effective business plan.

- Your business plan should be written. Simply “thinking about it” won’t do.
- A good business plan is simply a written description of your ministry – as it operates now, and as you expect it to grow in the future. Be as detailed as possible.
- Write your plan, then become an enemy or very critical of your plan. This will help you to remain objective and realistic.
- With a written plan, the probability of success is greatly increased.

Business Planning Questions for Fiscal Year (FY) 200\_

**Financial Preparation**

How much money do you expect earn at the end of next year? \_\_\_\_\_

How much money do you expect your ministry to gross next year? \_\_\_\_\_

What can I do to increase revenues this year? \_\_\_\_\_

How can I decrease costs this year? \_\_\_\_\_

How much money will your ministry net in five years? \_\_\_\_\_

What services and products do I offer? \_\_\_\_\_

Itemize them by type (speaking engagements, books, tape albums, etc.), by price range (less than \$20; \$20-50; \$3,000 to \$5,000; etc).

How will I make my income next year?

- Speaking Engagements           % \_\_\_\_\_
- Counseling                        % \_\_\_\_\_
- Product sales                    % \_\_\_\_\_
- Training                            % \_\_\_\_\_
- Salary                               % \_\_\_\_\_

Do I have any liabilities? \_\_\_\_\_

What are they? \_\_\_\_\_

Can I eliminate them? \_\_\_\_\_

Can I convert them to assets? \_\_\_\_\_

Who do I market my products and services to? \_\_\_\_\_

What are my monetary assets?  
\_\_\_\_\_

How much is liquid? ('Liquid' means easily spendable. If someone owes you money, that is a monetary asset, but you can't spend it now.)

What does my cash flow look like?  
\_\_\_\_\_

How much do I owe?  
\_\_\_\_\_

How large is my credit line?  
\_\_\_\_\_

How many speaking engagements do I expect to accept?  
\_\_\_\_\_

How much product do I expect to sell?  
\_\_\_\_\_

**Impact Preparation**

Who do I market my products and services to?

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How can I reach them? (Advertising, direct mail, trade shows, cold calling, etc.)

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How many people will I reach this year?

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How much will the marketing material cost?

\_\_\_\_\_

How much revenue will it generate?

\_\_\_\_\_

How is the Internet going to affect my ministry?

\_\_\_\_\_

What conventions, meetings or workshops do I need to attend in the next year?

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When and where are they scheduled?

\_\_\_\_\_

Are there any scheduling conflicts?

\_\_\_\_\_

Where do I see the overall Body of Christ going?

\_\_\_\_\_

Where does my ministry fit in?

\_\_\_\_\_

Am I prepared to handle the growth or changes when they come?

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**Asset Preparation**

What equipment do I need? (Computer, fax machine, copy machine, voice mail, e-mail, paper shredder, microphone, slide projector, etc.) \_\_\_\_\_

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What is the state of each item? (Operational: needs to upgraded, needs to be replaced, to be purchased etc.) \_\_\_\_\_

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What are my unique assets?

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**Ministry Preparation**

What can I do or provide that the average minister doesn't or can't? How long will they remain unique to me? How long will they remain assets? What other unique assets can I acquire?

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How will I accomplish this?

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What training do I need?

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Where will I get it?

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How much will it cost? \_\_\_\_\_

How much time will it require? \_\_\_\_\_

Who performs the following services for my ministry? If they're unavailable, who can I use as backup?

- |                            |                      |
|----------------------------|----------------------|
| Accounting and bookkeeping | Photography          |
| Tax preparation            | Web Site creation    |
| Investment counseling      | Travel reservations  |
| Credit counseling          | Insurance            |
| Legal counseling           | Inventory management |
| Printing                   | Shipping             |
| Copying                    | Partnership mailing  |
| Graphic design             | Answering the phone  |
| Copywriting                | Answering e-mail     |
| Editing                    | Typing               |
| Product development        | Tape duplication     |
| Writing proposals          |                      |

## Chapter 4

### THE SIX BUSINESS REALITIES FOR MINISTERS

*“For a dream cometh through the multitude of business...”  
Ecclesiastes 5:3*

**Objective: To show you how to win in business.**

#### **Business Reality #1:**

**When you cease to solve problems, your income will cease.**

You will only be pursued for the problems that you solve. Everything created is the solution to a specific problem. Mechanics solve car problems; dentists solve teeth problems; lawyers solve legal problems; ministers solve spiritual problems. The primary problem your vision was born to solve is attached to the purpose of your vision.

Here's the problem for many ministries (from a business standpoint): They try to solve every problem. You were created to solve a specific problem here on the earth, not all problems. As the leader, you have neither the time nor resources to solve every problem.

When you focus on solving the problems of people, several things will occur in your ministry:

*You will gain the attention of great men.*

Remember Rebekah? When Abraham's chief servant was tired, Rebekah took the initiative to solve the problem; she watered the camels. That is where she met Abraham's son, Isaac. Upon their marriage, Abraham's wealth was transferred into her life.

*Your income will increase.*

Your salary depends upon the kind of problems you solve. Attorneys make \$300/hr., garbage men make \$15/hr. Why? If there are many people capable of solving the same problem that you solve, your income will be less. If you can solve a specific problem, your income will increase. Your telephone will never ring unless someone has a problem they want you to solve.

*It will separate you from other similar ministries.*

The problem you solve will determine the quality of people who pursue you. You will only be known for either the problems you create or the problems you solve—you choose. If other ministries solve the same type of problems you seek to solve, you will only be as great or little as they are.

My ministry seeks to solve the following problem:

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**Business Reality #2:**

**In business, you don't always get what you deserve. You get what you negotiate.**

Why do some people always manage to get what they want? Three reasons:

- They know what they want.
- They know how to communicate what they want.
- They do things to get what they want.

God is just, but the world will not give you your fair share. In business, you must learn how to negotiate to get the things you need. The best outcome is when both parties win. One technique that you may find helpful is the obligation question. Rather than allowing a negotiation to go on and on, you restate the other side's request, and add: "If we can successfully address this point, are we done?"

**Business Reality #3:**

**When you run out of cash, your options become limited.**

Many ministers leave "giving" up in the air. Some say, "God will cause people to give." But what happens when the people are disobedient and don't give, then what? Well-capitalized ministries understand their "financial drivers." They also know how to get money to do what God has called them to do.

Figure out what are your financial drivers.

- What motivates people to give money to your ministry?
- Is there a reason for people to give?

**Business Reality #4:**

**If you are unsure about your market, your market will be unsure about you.**

An excellent marketer can tell you exactly who he is selling to. They can describe in detail the benefits that their prospects want. A great person once said, "if you aim at nothing, you'll hit nothing." If you ask most pastors who their target is for their ministry, they'll say, "We want anyone who wants us."

God has called you to minister to all people, but who is your target market?

- The affluent?
- Street people?
- Emotionally hurting people?
- Drug addicts?

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\_\_\_\_\_.



**Business Reality #5:****If you can't sell, your vision will be stale.**

All ministries and businesses must be able to sell. I am not referring to selling to make money. I am speaking of possessing the ability to “cast” your vision into the hearts of people. A leader does not have to be able to sell books, tapes or products. However, the leader must be able to consistently and effectively learn how to sell your vision. By “selling” your vision, I mean sowing your vision into the hearts of people.

Here are five great rules of selling anything:

- Get the people's attention.
- Convert attention into interest.
- Convert interest into conviction.
- Convert conviction into desire.
- Close the deal.

Sell your vision to at least one person everyday; in 6 months or less, your organization will excel to another level.

**Business Reality #6:****A shady character equals a shabby business.**

God is concerned with your character, “*A good name is better than precious ointment...*” (Ecclesiastes 7:1). Clients, bankers, investors, employees and vendors are also concerned with your character. Principles such as reliability, integrity and honesty are major keys to long-term success. My father always taught me if I do what I say, my services will always be in demand.

As a leader, the perception that people have of you is important. To increase your business skills in ministry, what part of your character do you need to work on? Remember that no one is perfect. We all have flaws in which we need to overcome.

No one wants to be associated with the types of people in the following list, but make a mental note of the following areas in which you may need to improve.

Unreliable	Reckless	Whimsical	Loud
Moody	Carnal	Erratic	Braggadocios
Dishonest	Unconvincing	Shady	Negative
Insincere	Exaggerator	Dubious	Seedy
Immoral	Swear (bad language)	Questionable	Bombastic
Deceptive	Unpredictable	Overly Sensitive	Unreasonable
Irresponsible	Unscrupulous	Lecherous	Inconsistent
Fickle	Temperamental	Liar	Illogical
Unstable	Frivolous	Pretentious	Unrealistic

Here's a final note on character. In ministry, if the people around you have any of the negative characteristics, it will be a reflection of your organization. As the leader, it your job to get rid of negative

people and place their character in position where it cannot harm the ministry. It's not the people that you fire that will make your life miserable; it's the people you don't.

## Chapter 5

### EXCELLENCE IN MINISTRY

***“...know His will, and approve the things that are excellent...”***  
***Romans 2:18 (NKJV)***

Focus Questions:

- How can I make my ministry excellent?
- How can I avoid mediocrity in my ministry?
- How can I teach my people to be excellent?

#### **Is your ministry excellent? If not, it can be!**

Many ministries and corporations ask me to speak on the subject of excellence. However, I always advise them that we cannot discuss *Business Excellence* or *Ministry Excellence* without discussing *Personal Excellence*.

The excellence in any organization begins with individuals within the organization. If the people are not excellent, the organization will not be excellent. Bill Kimsey, CEO of Ernst and Young International, writes, “Winning in this business is more about having the best people than anything else.” I believe the same thing is true in ministry.

*Webster's Dictionary* defines excellence as *the state of being exceptionally good in quality and character*. The root word of excellence is *excel* which is defined as *to be greater or to surpass others*. Henceforth, to be a person of excellence is *to surpass others by being exceptionally good in quality and character*.

A good example of a person whose personal excellence caused promotion, preferential treatment and publicity in his life is Daniel. “Then this **Daniel was preferred** above the presidents and princes, **because an excellent spirit was in him**; and the king thought to set him over the whole realm (Daniel 6:3).”

Daniel's godly character and tenacious stance concerning his faith to God lead him to be preferred over other more tenured leaders. It wasn't Daniel's expensive clothes or neatly cropped hair that caused the king to pick him out of the crowd. Daniel's excellent spirit caused King Darius to publicly proclaim Daniel's promotion when others seemed to be more qualified.

As the leader, when you live your personal life in excellence, it will lift up a standard for your followers to reach for.

## Ten Observations of Excellent People

People who have become excellent have several distinguishing facets. Here are ten observations that I have made that will help you become excellent at what you do along with several challenging questions to help you become excellent.

### **1. People of excellence are honest about where they are and then they raise the bar.**

Excellence doesn't suggest you are the smartest and wisest in the earth. Excellence means you understand your current position in life and you seek to raise it to another level. People of excellence understand their personal strengths and weakness, but work hard to make themselves better at what they do.

Do you work hard to constantly improve yourself? \_\_\_\_\_

### **2. People of excellence perceive average and stagnation as enemies.**

A person seeking to be excellent does not tolerate average. Stagnation, mediocrity, ordinary and complacency do not reside in the vocabulary of excellent people. These words are enemies. Excellent people lose sleep when his or her performance is mediocre or below standard.

How do you feel after a late or mediocre delivery of your service? \_\_\_\_\_

Do you find ways to improve your next opportunity or simply accept complacency? \_\_\_\_\_

### **3. People of excellence understand the potential threats to their excellence.**

Professional athletes understand they simply cannot gorge on hamburgers, hot dogs and potato chips if they want to perform at an optimum level. An undisciplined life only leads to destroy fulfillment of their dreams. There are spiritual, political, social, physical and mental threats that can hamper your daily success. A person of excellence is always prepared and recognizes potential threats before they can cause any damage to him. Let's for a moment examine a few things we can do to ensure the threats don't overtake us:

**1. Rise early and start the day off right** – Spend time in the morning by yourself preparing your attitude for the day. As a leader, you need to understand that your mood affects the mood of everyone around you.

**2. Always do the right thing** – Everyone is constantly faced with integrity issues. Perhaps adding a little more to your expense report or telling a small lie can make things a little easier. A small fire can lead to catastrophe.

**3. Watch and Pray** – One well known preacher says that everyday he reads the Bible and the newspaper because he wants to know what both sides are doing. You need to have your finger on the pulse of your neighborhood, community, the nation and the world. It is also to your benefit to find out what God is doing now. What God was doing last year, He is not doing now. What the world was doing five years ago has now changed. Neither God nor the world stands still. To be an excellent person, you have to watch and pray.

What threatens your excellence? i.e. Overeating, lack of exercise, lack of knowledge?

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**4. People of excellence realize they cannot be perfect, but can come close.**

As men and women of God, we know that there was only one perfect man who lived on the earth, which was Jesus Christ. He was perfect because He never sinned and completely obeyed God with His life. However, you and I were born into sin (Psalms 51:5), therefore we make mistakes through our imperfections. *Perfection should never be the goal of any person.*  
*However, excellent people realize when mistakes are made, they ensure they're never made again.*

There are two benefits to making mistakes, 1) you learn what doesn't work and 2) you give yourself an opportunity to try a new approach.

What have you learned from past mistakes?

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**5. People of excellence excel from year to year.**

To excel means to leap from one level to another level. A friend of mine, Dr. Nathaniel Johnson, an obstetrician, became a wealthy man many years ago through several practices he owned. However, he never lets his success stagnate his educational and professional growth. Even now with all of his houses, fine cars and money, he constantly attends seminars, reads books and constantly studies his profession like a college student prepares for a final exam. Each year, his expertise becomes more and more in demand because of his commitment to excellence.

What have you learned this year that you didn't know or understand last year?

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**6. People of excellence constantly work on themselves.**

If you are not satisfied with your job or career, the best way to change is to work on yourself. Excellent people don't settle for excuses for why they are not excelling. They constantly work on themselves. The work never stops. If they are overweight, they work on it. If they need to make more money, they work on it. Excellent people don't wait for someone to motivate them to action. Their motivation is internal.

Do you understand your personal motivations? \_\_\_\_\_ What are they? \_\_\_\_\_

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**7. People of excellence dress above their environment.**

You can always notice people striving for excellence, because of the way they dress. They don't necessarily wear the finest labels or the most expensive suits, but the clothes they do wear are not tattered. If they have to wear a uniform, it's normally pressed. If they have to wear a suit, their shoes are polished and their shirts are cleaned. Their clothes fit. It's not the actual clothes, but the *way* they wear their clothes, which allows them to be noticed above everyone else, even if everyone is wearing the same thing.

What can you do to improve your personal dress code? \_\_\_\_\_

**8. People of excellence expect excellence.**

God is an excellent God. Heaven is excellent. The earth is excellent. Everything God made is excellent. God expects and deserves excellence from His people.

Do you expect excellence from your followers or do you accept mediocrity? \_\_\_\_\_

**9. People of excellence are influential.**

Who are the people around you that are getting the promotions? Who are the people whose advice always seems to be in demand? Whether you like them or not, they have the power to influence the way other people think. Of course there are class clowns that normally obtain a degree of influence. That’s not what I am talking about. Class clowns can be funny but never taken seriously. People of excellence leave a lasting mark on people and organizations.

Are you a person of influence? \_\_\_\_\_ If not, what are several things you can do to become a person of influence?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**10. People of excellence are attracted to excellence.**

I noticed in high school and in college that people of common personalities and interests flocked together. The cool guys hung out together, the computer “nerds” gathered together, the beautiful people grouped together (they never let me be a part of that group!). However, there would always be certain students who were committed to excellence in education. These students would say “no” to parties and stay up late to work on term papers and other homework. Their commitment to excellence has caused many of them to be today’s leaders.

**Where to Begin**

In our pursuit to become excellent and to help us get unstuck from dead-end jobs, financial pressures and mediocre living, let’s immediately determine what we need to do to be a person of excellence. Remember that excellence doesn’t mean that you are perfect; it means being the very best that you can be.

1. **Improve everything that is not excellent** - Work on you. Stand in the mirror and take an honest look at yourself.
2. **Challenge the status quo in your life** - Words like comfortable, average and mediocre are enemies to excellence.
3. **Get rid of bad habits** - You may say, “but I don’t smoke, drink or gamble.” Perhaps not, but do you eat more than you should? Do you watch more television than your share?
4. **Develop new relationships** - The next person you meet could be an important relationship. You should seek out relationships that help you excel to the next level in a certain area of your life.
5. **Expand your knowledge base** - Knowledge is power. Without it, you are powerless.
6. **Create a mission statement** – A mission statement defines your reason for being. It reflects your ideals, visions and dreams.
7. **Develop a long-term strategy** – As you grow, you may notice that you get so wrapped up in the day-to-day concerns that you stop planning for the future. Excellence demands preparation.
8. **Conduct a personal survey** – Get in the habit of surveying your customers and parishioners. This is a sure-fire way to get better at what you do.

### **A Few Excellent Thoughts to Help You “Stand Out”**

Let me provide for you a few thoughts to help you create an excellent spirit. Apply the following lists to your daily tasks. They will help separate you from those who just want to “get by.” People, who are “stuck” in life, do the exact opposite of the list below.

Write the following list down and store them in a place where you visit often.

- ☞ Don't accept mediocrity!
- ☞ Make people feel important.
- ☞ A negative attitude cancels out all positive skills.
- ☞ Remember that little things make a big difference.
- ☞ Tell people how much you appreciate them.
- ☞ Under promise. Over perform.
- ☞ Never be too busy to work hard.
- ☞ Grade yourself after every performance or work day.
- ☞ Always be honest with yourself.
- ☞ People will pay more for excellent customer service.
- ☞ Stay away from people with bad attitudes.
- ☞ Emulate people of excellence.
- ☞ Image is reality.
- ☞ First impressions are lasting.
- ☞ Expect excellence from yourself and others.
- ☞ Don't just talk about it, do it!
- ☞ When a mistake is made, correct it immediately.
- ☞ Read, study, listen, and then communicate.
- ☞ Do the simple things in an excellent way.
- ☞ Excellence is not an option.
- ☞ Be excellent at all times. Everyone is watching.

The above phrases sound simple, but if you meditate on them and apply them to your daily tasks, promotion is headed your way!

## Chapter 6

### TEAMWORK MAKES THE DREAMWORK

**“...for waging war you need guidance, and for victory many advisers.”  
Proverbs 24:6 (NIV).**

Focus Questions:

- How do I take the vision from “Me” to “We”?
- How do I ensure I have the right people on my team?

As the challenge escalates, the need for teamwork elevates. The team around you will be responsible for running with the vision. An inexperienced, incompetent and incapable team can lead the vision away from the excellency of God and into collapse.

Many of us work hard to secure financial capital. However, many of us neglect the main ingredient of any organization: Human Capital. I submit to you that without human capital you will not maximize your financial capital potential. It's the human capital (people) that determines how far you go. Developing people should be the number one priority of all leaders. *The more people you develop, the greater the extent of your dreams.*

*The Dream is only What Could Be.*

*The Team is the Reality of the Dream.*

To excel to the top and maximize your potential; you must have solid answers for the following three Mt. Everest questions:

1. How do I get on top?
2. What are the obstacles?
3. Who can help get me there?

In the New Testament, Jesus (a priest) worked intimately with skilled men to fulfill the will of God in His ministry. After being tempted for forty days in the wilderness, the first thing we see Jesus doing after preaching the Gospel is recruiting His team, not asking for money. *“Now as he walked by the sea of Galilee, he saw Simon (Peter) and Andrew his brother casting a net into the sea: for they were fishers. And Jesus said unto them, Come ye after me, and I will make you to become fishers of men. And straightway they forsook their nets, and followed him.” (Mark 1:16-18).* It was imperative that Jesus had the right people on his team that understood both business and spiritual principles.

Jesus chose people who could advance His vision. For example:

Peter was a fisherman experienced in the marketplace.  
John was a physician with influence in the community.  
Matthew was a tax collector who was skilled in financial matters.

This is how Jesus related a story in His sermon to Matthew, a tax collector and vital member of His team:

*Two men went up into the temple to pray; the one a Pharisee, and the other a publican. The Pharisee stood and prayed thus with himself, God, I thank thee, that I am not as other men are, extortioners, unjust, adulterers, or even as this publican (a tax collector). I fast twice in the week, I give tithes of all that I possess. And the publican (a tax collector), standing afar off, would not lift up so much as his eyes unto heaven, but smote upon his breast, saying, God be merciful to me a sinner. I tell you, this man went down to his house justified rather than the other: for every one that exalteth himself shall be abased; and he that humbleth himself shall be exalted (Luke 18:10-14).*

Jesus was taking His vision from **Me to We**. The quickest way to advance your vision is through relationships with people of influence. As Jesus displayed throughout His ministry, here's how to the **Take the Vision from Me to We** to obtain qualified, experienced people on your team without spending a lot of money:

1. The Leader has a vision.
2. The Leader shares this vision with Influencers (those with position and without).
3. The Leader asks for the Influencers' input and ideas (casting vision through questions).
4. The Leader adds the Influencers' inputs.
5. The Leader asks the Influencers to share the vision with those they influence.
6. The Leader and the Influencers model the vision.
7. The Leader and Influencers together ask for the buy-in.

How do you know you have a person who is a team player in your ministry? Here are four indicators:

1. They have made significant **investment** into the ministry – time, finances, etc.
2. They are **consistent** – they do what they say.
3. There is a constant **sense of urgency** – they are not lackadaisical in their commitment.
4. They display **passion** for the vision.

Great leaders know how to “put people in their place” according to:

- |                |                |
|----------------|----------------|
| 1) Giftedness  | 5) Potential   |
| 2) Training    | 6) Timing      |
| 3) Experience  | 7) Skill Set   |
| 4) Temperament | 8) Opportunity |

The state of your dream is determined by the competency of your team. A weak player on your team will help the ministry *lose opportunities*; they will *decrease overall morale* and *weaken productivity*. John Maxwell writes that “the strength of the team is impacted by its weakest link.” Questions to ask yourself about a “weak player”:

- Are they out of their league?
- Are they out of position?
- Are they out of their understanding?
- Are they out of their comfort zone?
- Are they out of their performance requirements?

There's a difference between contribution and competency. Contribution deals with *effort*; competency deals with *ability*. The lack of ability will stagnate movement.



So once you find a person or people who have ability to get the job done right, how do you keep them motivated?

### What Can Motivate People?

**Significant Value** – People want to be a part of a group or ministry where they see their time and resources spent adding value to a cause or to other people. People don't like to waste time. People enjoy making significant contributions. Motivation comes from a desire to reach an end result.

**Clear Expectations** – Motivation arises in people when they understand exactly what is expected of them and are given the proper tools to get jobs done. People will jump off the ship when the expectation becomes uncertain.

**Recognition** – People want to be noticed. They want credit for personal achievements and appreciation for their contribution. Often, recognition is just a way of saying “thanks.” It's a small thing, but can be a constant motivator.

### What Can De-Motivate People?

**Insensitivity** – People are your greatest resource; therefore take time and know about them. Make people your priority. Take note of even the insignificant matters in their life and speak from the heart. A little insensitivity will de-motivate a person to ultimately quit.

**Manipulation** – No one likes to feel maneuvered or used. Manipulation tears down trust in any relationship. Build people up through praise, encouragement and recognition and they will stay loyal and trustworthy. Remember, give and it shall be given. But when you consistently take from people, ultimately they will take from you.

**Discouragement** – Growth is important to everyone wanting success. Growth is motivating and encouraging. Public criticism, even in jest, is hurting and de-motivating. Belittling a person can cause emotional and spiritual damage and destroy a person's self-confidence. My mother also told me if I didn't have anything nice to say, don't say it. Those were good words to live by.

Here are several ways to engage in better team building:

- Know the *personal agenda* of each player on your team.
- Map out a *team mission*.
- Define the *role* of each player.
- Create a *group identity*.
- Use words like *we* and *our*.
- *Communicate* effectively with everyone.

## Chapter 7

### BASIC SPEAKING AGREEMENT

*“The Lord God hath given me the tongue of the learned, that I should know to speak a word in season to him that is weary...” Isaiah 50:4*

**A speaking agreement confirms that you will speak for a church or group and provides specific details about the engagement both personally and financially.**

Even if you are speaking “for free,” it can be a good idea to have a basic speaking agreement prepared. Putting the details in writing helps to avoid misunderstandings. A speaking agreement also creates a greater sense of commitment to the ministry by both parties.

Of course, as a person of integrity, you will be fully committed to a “freebie” just as you would a fee-paid engagement. Always present yourself as a person of excellence. Remember you are ministering unto the Lord. A written agreement tends to generate more respect for you and your ministry.

Traditionally, the fees for speaking are often paid on-site or immediately following the presentation. If you have a set fee it is best to advise the pastor or group leader of this in writing. They may require that you submit an invoice. Since you may or may not be aware of your specific expenses until the day of the engagement, it is not unusual to bill the group for expenses afterward, even if you’re paid your fee on-site. Keep all receipts.

You may want to state a cancellation fee in your agreement. This reduces the likelihood of group leaders changing their minds after you’ve committed to the date. It also compensates you in part for “lost time”. (You might have turned down other opportunities to minister elsewhere).

You should decide whether you require a deposit prior to the engagement. A deposit helps to cover your expenses in preparing for the engagement.

\*\*\*\* These are just guidelines. Please be sensitive when dealing with pastors and meeting planners relative to financial matters, but be firm concerning your standards. \*\*\*\*

#### **Sample Speaking Engagement Contract**

I have provided a contract between my ministry, Watkins Ministries, and a church. I have also provided a sample speaking agreement for your personal use.

**WATKINS MINISTRIES, Inc.**  
“Leading God’s People to Success, Excellence and Victory”

Speaking Preferences

Between

Pastor Leon Bible of Gospel Tabernacle Church

And

Minister Robert J. Watkins of Watkins Ministries, Inc.

**General**

Date of Speaking:	Sunday, June 25, 2020
Time of Service:	10:00 a.m. & 6:00 p.m.
A/V equipment required:	Wireless Clip-on w/professional operator
Composition and Size of Audience:	Sunday Morning Worship Service
Special Music:	Provided by Church
Subject of Teaching/Theme:	“How To Tap Into Mighty Works” (subject to change)
Audio Tape of Teaching:	Provided by Church; Master tape preferred
Video Production:	Provided by Watkins Ministries
Travel:	Rental Car (2 ½ hour drive) directions provided by church
Hotel Reservation made by:	Church
Hotel Arrival Date/Time:	June 24, 2020
Special Guests/Staff:	Minister Jackie and Gale (wife, daughter) Minister Johnny Davis and wife, Laverne 7 Staff Members

**Financial Specifics**

- No deposit required prior to engagement.
- Love offerings and/or honorarium accepted.
- Expenses to be paid on-site by church.
- Watkins Ministries, Inc. is a non-profit organization.
- Make checks payable to Kings & Priests Unlimited

**Product Sales**

A 6’ to 8’ foot long table is required to sell books, tapes and other Watkins Ministries products. Product table to be set up by Robert Watkins Ministries’ staff personnel prior to service.

If you are in agreement with these requirements, please sign this and fax to: **(404) 601.9692**. We are confident the teaching of Minister Watkins will be a great blessing to the Gospel Tabernacle family with signs and wonders following!

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Pastor/Authorized Signature \_\_\_\_\_ Date \_\_\_\_\_



Chapter 8

**PREPARATION QUESTIONNAIRE**

*“...Prepare ye the way of the Lord, make his paths straight.” Matthew 3:3*

**A “preparation questionnaire” is a tool to accumulate information about the group to whom you will be speaking.**

Most ministers recognize that the more they know about their audiences, the better their message will be received. Whether they want to tailor their message or simply know ahead of time what to expect when they step into the pulpit, they recognize the usefulness of accumulating as much relevant information as possible.

The preparation questionnaire, which follows, contains many of the questions that you may need answered in order to enhance your ministry to God’s people. Some speakers may prefer to use the questionnaire as a guide as they talk with meeting planners about the meeting. Of course, not all questions are relevant to every audience, engagement or speaker. Tailor the following questions to meet your needs.

Some speakers may want to send the questionnaires to churches for them to complete and return to the speaker. Review the following sample questionnaire below.

**PREPARATION QUESTIONNAIRE FORM**

Please help us properly prepare for our time of ministry at your church. The answers to the following questions will enable us to ensure the needs of your people are met.

Please answer the questions as fully as possible. Feel free to skip any questions that are not relevant. Thank you.

1. What is the purpose of the meeting? What is the theme?  
\_\_\_\_\_  
\_\_\_\_\_

2. What are the major challenges faced by the people who will be attending the meeting?  
1.  
2.  
3.

3. What time is your church called to order? \_\_\_\_\_

When does it normally end? \_\_\_\_\_  
What time does the speaker begin? \_\_\_\_\_

4. Number of people expected to attend the meeting? \_\_\_\_\_  
Average Age: \_\_\_\_\_ Range of Ages: \_\_\_\_\_ to \_\_\_\_\_  
Sex: \_\_\_\_\_ % Male \_\_\_\_\_ % of Female

5. What significant events have occurred in your church during the past year?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. What interesting events (not necessarily significant) have occurred in your church in the past year?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. What are you trying to accomplish with this meeting?  
\_\_\_\_\_  
\_\_\_\_\_

8. What would you like the congregation to receive from the Lord during the meeting?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. What idea(s) would you like the congregation to learn from my program?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Are there any sensitive issues that I should avoid?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Are there any particular topics or issues that I should address during my program?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Do you have any suggestions to help me make this meeting successful?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. If I have a problem, who should I contact? Please provide business, pager, cellular and home phone numbers:

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14. I have found that church members want to take something home with them, to continue the learning process. Would you like for me to make my books and tapes available after I speak?

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When returning this questionnaire, please send any printed materials (brochures, newsletters, etc.) on your church. Please send to:

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## Chapter 9

### PACKING LISTS FOR TRAVELING MINISTERS

*“For the Lord knoweth the way of the righteous...”  
Psalms 1:6*

**A packing list is a checklist of items that a traveling minister might need while traveling.**

Most evangelists travel—some of them, like me, travel often. Whether you are speaking for an hour or conducting a two-week revival, you may do a lot of living out of a suitcase as an itinerant minister.

Whether you travel occasionally or extensively, using a checklist to guide your packing offers numerous advantages:

- Packing takes less time.
- You’re less likely to forget something.
- You’ll save precious space by not packing something you don’t need.

Since you’ll have different types of trips, you should have several different types of checklists. The “business packing list” is a good guide to developing your own basic packing list for all your traveling needs.

Traveling internationally offers the evangelist many opportunities, but it also presents its own challenges. If you forget something, while traveling domestically, it is normally not a problem—you just go buy it. When you are traveling internationally, if you *can* find it, it probably will be incredibly expensive.

Packing for an international trip, especially to a third world country, usually requires much more preparation than you may be used to. Exactly what you carry depends on where you are going. The following are suggestions to get you started.

These lists are not complete. It does not have personal items, which might be classified as “toiletries.” The list contains suggestions. Delete those items that are inappropriate to you.



**PACKING LIST**  
**GENERAL BUSINESS FORM**

Cash (for tips)  
Airline tickets  
Driver's license  
Itinerary and confirmations  
Sunglasses  
Glasses or contact lenses  
Business cards  
Hair dryer  
Exercise clothes  
Walking shoes  
Rain coat  
Umbrella  
Sewing kit  
Alarm clock  
Letterhead stationery  
Postage stamps

Envelopes  
Checkbook  
Credit cards  
Disposable razor  
Phone book  
Calendar  
Auto registration (if driving)  
Medication /Aspirin  
Insurance papers  
Contact names  
Vitamins  
Emergency contact numbers  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PACKING LIST**  
**Speaking Packing List Form**

Brochures  
Handouts  
Handout master  
Workbook master  
Name tag  
Evaluation form  
Cough drops  
Products for sale  
Product order form  
Pad for receipts  
Invoice  
Masking tape  
Table covers

Microphone  
Formal and casual attire  
Portable computer  
Computer battery pack  
Cellular phone  
Telephone cord for internet  
Charger for cell phone  
Blank expense reports  
Tape recorder  
Lint brush  
Breath mints or strips

## PACKING LIST

### International and Third World Travel Form

#### International

Passport  
Visa(s)  
Health Certificate  
Photocopies of all travel documents  
Address and phone numbers of American  
Embassy

Medication (decongestants, etc).  
Foreign language phrase book  
Travelers checks  
Money belt  
Camera / extra camera batteries  
Envelope for foreign currency  
Laundry detergent  
Cash in currency of country  
Cough drops

#### Third World

Soap  
Shampoo  
Toilet paper  
Facial paper  
Malaria pills  
Antibiotics

Packages of dried fruit (if food becomes  
unavailable)  
Crackers  
Chewing gum (for gifts)  
Bug spray  
Battery operated fan  
Diarrhea medication

## Chapter 10

### SPEAKER EVALUATION

***“For if we would judge ourselves, we should not be judged.”  
1 Corinthians 11:31***

**A “speaker evaluation form” enables you to get information on your audience and receive feedback to help you improve.**

Speakers occasionally request the pastor or meeting planner to complete an evaluation form after their speaking engagement. There are a few reasons why I recommend you do this.

The most common reason for evaluation is to simply receive feedback (positive and negative) relative to your ministry. You can use this form to determine the effectiveness of your staff (the way they answered the telephone, to the way they respond to changes). You can use the information to help improve your ministry style or to determine the effectiveness of your message. Be open to hear from God relative to your message and effectiveness, but do not ignore areas where you need to improve.

Another reason to use evaluation forms is to ask the question “do you know of any other organization, church or group who could benefit from my message?” This is an excellent way to obtain leads for future ministry opportunities.

Another reason is to determine who was in the congregation. After you receive the names and addresses, you can follow up with a letter of thanks for filling out the form. You can then continue to correspond with them and update them on your ministry’s activities.

Finally, ask the question, “May we use your quote/praise report in our ministry brochure or newsletter?” This is a great way to add positive material to your marketing program to let others know the impact of your ministry.

**MINISTRY EVALUATION FORM**

**We Value Your Opinion!**

Please help us increase the value of our ministry by sharing your response to the program.

How would you rate the presentation?  Excellent  Good  Fair  Poor

What information did you find the most valuable? \_\_\_\_\_  
\_\_\_\_\_

How do you intend to use the information?  
\_\_\_\_\_  
\_\_\_\_\_

What do you wish more time was allotted for? \_\_\_\_\_  
\_\_\_\_\_

Do you know of other organizations or churches that would benefit from our ministry? If so, who should we contact? \_\_\_\_\_  
\_\_\_\_\_

Thank you for your responses! May we quote you?  Yes  No

Your Name: \_\_\_\_\_  
Ministry Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State, Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Fax: \_\_\_\_\_  
Email: \_\_\_\_\_

## Chapter 11

### CRUSADE OR CONVENTION

#### ON-SITE CHECKLIST

*“Prepare your work outside, make it fit for yourself in the field  
and afterward build your house.”*

*Proverbs 24:27 (NKJV)*

**The “on-site” checklist is a list of questions  
that you should answer before the program.**

When conducting an off-site convention or crusade, a good itinerant ministry is able to handle problems before they occur. An excellent presentation begins considerably before you utter your first words on stage.

To accomplish this, ministers need to be totally familiar with their speaking environment. Hours before the engagement, you should examine the room from every angle, visualize your congregation and imagine how you will appear to them. The further in advance you do this, the easier it will be to solve challenges before they happen.

I like to observe the speaking room or church the evening before the engagement to ensure everything is perfect. This will also help you sleep better at night!

The following questions “on-site” checklist indicate information you might need to effectively minister or information you need to know.

**ON-SITE CHECKLIST**

- Is the room set up as you requested?
- What is the seating ratio? i.e. classroom style, theatre style, etc.
- Are requested staging items and props in place?
- Is the room set at a comfortable temperature (about 70 degrees)?
- Where is the temperature control? Who can work it? How do you reach them?
- Where can signs and posters be placed? How should you mount them?
- Has all the A/V equipment you requested arrived? Is it set up? Has it been tested?
- Who is the A/V technician? What is his experience?
- Is there a backup microphone? Has it been tested?
- How is the room lighting controlled? Will it be changed during the time you are ministering? If so, do you have someone to change it and do they know when to change it?
- Are there any areas of inadequate lighting in your speaking area? Can they be fixed?
- Are the batteries fresh in your microphone?
- Can the attendees see the stage or a screen from all areas of the room?
- Have all the wires and cables been taped down with duct tape to avoid tripping?
- How will you know how you are doing on time? Is there a clock easily visible from the pulpit?
- Have the back rows been roped off to encourage people to sit toward the front?
- Do people know to turn off cell phones and pagers?
- Is the pulpit large enough for your notes, bibles and other material?

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## Chapter 13

### TIME MANAGEMENT FOR MINISTERS

Have you ever sat at an airport and watched the people move throughout the terminal? Some walk slowly, others run frantically. The difference in pace is always related to time. Some are early, and well prepared. Others are late due to unexpected delays or simple procrastination.

Because you cannot separate success from a wise use of time, time is an important part of life. Many evangelists attempt to be successful without giving much thought to time, but those who truly attain success, respect and honor time in their personal and ministry life.

To the Galatians, Paul wrote, “Let us not grow weary while doing good...As we have opportunity, let us do good to all” NKJV (Gal. 6:9-10). The Greek word for “opportunity” means making the most of your time. Time and opportunity are vitally linked to success in ministry.

Wasting time is sin. God is maker and ruler of time and He has entrusted us with this precious gift. We must recognize that God is the One who defines what is a waste. God defines a waste of time as anything that does not contribute to the fulfillment of His plan and purpose for us. You may ask, “Are recreation and rest wastes of time?” Not necessarily. God desires for you and I to take time to rejuvenate our bodies and minds and to have moments of pleasure and enjoyment. But as Ecclesiastes 3:1 declares, “To everything there is a season, and a time for every purpose under the heaven.”

Let’s explore how to win back our time and improve the quality of our ministries. To achieve this we must be willing to make a few changes as it relates to time wasters (television, daydreaming, procrastination, useless telephone conversations, surfing the “net”).

The Bible gives us seven keys for good time management. Examine them closely and take charge of your schedules and agendas. Based on what God intends for our daily schedule, make the appropriate adjustment and win back your time!

### 7 BIBLICAL KEYS TO GOOD TIME MANAGEMENT

#### **Key #1 Take Responsibility**

The first key is to take responsibility for your use of time. The Bible challenges us to redeem the time, which means to make the most of our time that God has given us (Eph 5:16). Make a quality decision to take charge of your time. If you don’t manage your time, somebody else will.

#### **Key #2 Seek God’s Direction**

We must recognize that God has things for us to do on a daily basis. Ephesians 2:10 declares, “We are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them.” NKJV Eph. 2:10 God has preplanned, prepared and prearranged your day. Each day, ask

the Lord to help you identify His plan for your day. Ask Him who, how and when should you minister by using the gifts that He has blessed you with.

Don't limit God's guidance to just work or ministry, inquire of Him when to spend recreational and family time as well. You'll have greater peace when you do.

### **Key #3 Plan Your Schedule**

Days, week, and months can float by without accomplishing the fulfillment of God's goals for your life. Without a well-thought schedule of daily deadlines, goals and dreams can slip away. Set a schedule, with deadlines, on a calendar or personal planner. Organize your time for maximum productivity and efficiency. If mornings are your most productive times, don't allow phone calls, appointments or meetings to drain your energy. Schedule calls and other appointments in the afternoon hours. Plan your schedule to maximize each moment of your day.

### **Key #4 Stay Organized**

Throughout the Bible, we find numerous references about doing things in an orderly manner (Exodus 10:1-16 for example). Organization is the master key to efficiency. Continually searching for a document or lost items is a waste of time. While the definition of being organized may differ from person to person, seek the Lord to help stay organized in your ministry, finances and personal life. Without organization, you have confusion that is not of God.

### **Key #5 Depend Upon God's Wisdom**

We read in Proverbs 4:7 that "wisdom is the principal thing; therefore get wisdom..." According to this scripture, wisdom is the most important thing that a man or woman can obtain. Wisdom is the ability to use knowledge. While you may know what you have to do that day, ask God to give you His ability to do it. I guarantee that once you get God's wisdom on your knowledge, you'll do it better, smarter and quicker.

### **Key #6 Eliminate the Unimportant**

I am convinced that God has a strong dislike for distractions and derailments from His plan. We are wise to heed the same words that God spoke to Joshua concerning his life. He said, "Do not turn from it to the right hand or to the left, that you may prosper wherever you go" NKJV (Josh 1:7). If a crisis or someone interrupts your concentration, do not allow it to consume your whole day and detour you from God's plan. Stay on track with your day by prioritizing the most important task to the least. There are many tasks to do, but use laser focus and concentration on the top few. Pursue your goals vigorously.

### **Key #7 Review Your Day**

At the end of the day, evaluate your day. Compare what you did to what you intended to do. Ask yourself:

Did I make good use of my time?

Did I waste God's time?

Did I maintain my concentration?

Did I make progress (perhaps a little) towards accomplishing God's goal for my day?

Did I engage in activities that were truly prioritized?

How did I handle today's distractions?

After an honest review, give God praise for His guidance for the successful tasks you accomplished. If you recognized you made mistakes or have fallen short of the intended schedule you set for yourself, ask the Lord's forgiveness for any wasted time. Don't give up on the pursuit of your daily goals. Make adjustments, learn from the mistakes and begin the next day with enthusiasm and courage.



## Chapter 13

### WRITING EFFECTIVE PARTNER LETTERS

*“The Lord gave the word: great was the company of those that published it.”  
(Psalms 68:11)*

Why is effectively written, grammatically correct communication important for ministers of the gospel? Because you never get a second chance to make a good first impression.

Letters are a popular form of written communication and can be an integral part our ministries, i.e. partner letters, letters of invitations, etc. It is important that we become effective writers. We have all received written information with vague or incorrect information. God’s Word states that all things should be done decently and in order and that a lack of knowledge causes God’s people to suffer. Increasing our knowledge concerning written information can only ease the suffering.

If God felt His spoken (Rhema) Word needed to become the written (Logos) Word, we should feel the same way. Everything has evolved or changed over time except the written Word of God. The Bible tells us that spoken words are powerful weapons. Once you harness the power of the written word relative to your ministry, your organization will excel to another level. The following information will show you how.

There are four steps, which yield efficient results in letter writing. They are: plan, write, revise and edit.

#### **Plan-Write-Revise-Edit**

The first step of planning saves a lot of time. Prepare a clear outline of the purpose of your letter. An outline will help you keep track of your thoughts and establish order. Outlines do not have to be the formal Roman numeral, capital letter or lower case letter rigid style, but a simple bullet list or rough draft regarding your purpose.

After planning prepare to write your first draft. If you cannot find a place to begin go back to your outline. Reading your outline or chronological notes again will assist you in finding a point to begin building your letter.

Visualize your purpose, see your readers and begin effectively writing according to your outline. Use simple language because verbose, sesquipedalian letters are usually nebulous and opprobrium to the reader. Yes, letters with long difficult words are vague and can embarrass or loose the reader. Your letter should be readable to a 13-year old. Readability is simply choices and consideration. As a writer, you should choose an understandable style and always consider the reader.

Use words to express not impress. Be clear and understandable. Be economical; do not waste the reader’s time. Be straightforward—keep your words in the natural order—subject-verb-object. Avoid jargon, clichés, and trite phrases. The letter should be specific, with active verbs, relatively short sentences with paragraphs that do not exceed 6 lines.

After planning and writing comes revision. Before beginning this stage, walk away for a few moments and focus your thoughts elsewhere. When you return to your letter, read it aloud as though you were a first time reader searching for purpose. Be tough and critical and look for things to change. If you find yourself adding or rewriting the document, consider returning to the planning stage.

The final step is editing. Check for spelling, grammatical and punctuation errors. This is the toughest step. I will offer a strong word of advice—use your computer checkers but do not rely totally on them. There are mistakes computers will not catch. The human language is too complex for machines.

Always make it easy to enter and pleasing to exit your letter. Indent paragraphs to draw the reader into the text. The first paragraphs should be short and to the point allowing exiting ease. When a reader sees the end is near, they are more apt to begin.

### **Two Types of Letters**

There are two basic types of letters commonly used in ministry: (1) *the direct request*  
(2) *the persuasive*.

#### **The Direct Request**

The direct request centers on why you need the requested item and how it will be used. The most important feature of informative letters is capturing the reader's attention. Good newsletters are the easiest to write and a lot of fun. These letters can motivate readers. Negative letters are usually difficult and I offer three guidelines--establish good will, present the negative news and close positively, which reestablishes goodwill.

#### **The Persuasive Letter**

The persuasive letter is most often used in ministry. If we had to categorize the Word of God it would best fit in the persuasive type. Simply speaking information to a listener is a lot easier than persuading a reader with words. We have been given the assignment of fishing for men. Therefore we must use the written Word of God to persuade believers and non-believers to behave, think and feel according to God's Word. The art of persuasion is considered a difficult science for some, but we are overcomers!

Three theoretical steps to good persuasive writing are:

- Establish common ground.
- State the problem and solution.
- End with a strong action close.

These are simply stated yet a challenge to do effectively, especially when using words on a page. Let's dig a little deeper for more understanding.

- Grasp the attention of your readers by establishing goals, presenting benefits or finding a common ground.
- Let the reader know what problem will be solved by him being persuaded.
- Explain the solutions showing advantages over disadvantages.
- Number the benefits.
- Make the reader aware of the action they should take.

Proverbs 4:7 NKJV says, “...in all thy getting, get understanding.” Understanding is the key to persuasion. Persuasion is simplified by getting a good understanding of your readers and your material.

You must present your information in a way that makes a difference to the reader. Changing behavior is a challenging goal of persuasion. Change takes effort and consistency, so be persistent. Realize that objections are okay, but that you are offering a life changing benefit, a valuable reward. Always outline the benefits, visualize the advantages for the reader. Always identify your source as the Word of God.

**Be clear**— if the reader struggles to understand the benefit you’re presenting, you will not persuade them to accept the idea. Tell the reader exactly what you want. Do not be subtle or shy. Make the reader understand the purpose of the letter and what you want them to do.

Controlling the tone refers to the concept of person. The use of “I” is more authoritative. “I” is used by experts. If you want to be familiar, use the second person. Use the word “you” to address your readers directly as if conversing with them. This method is very persuasive. The objective approach is third person. The use of third person should be avoided unless writing a formal letter. Objectivity removes personal involvement or opinion.

Purpose, evidence and reason are steps used to convince people. Your reasoning step should be packed with power. Studies state the most persuasive words are—discovery, easy, guarantee, health, love, money, new, proven, results, safety, save and you.

Write strong introductions and conclusions. Write actively—subject/verb/object. Avoid “to be” and “to have” as well as negativity. Motivate the reader by writing from their perspective, know your purpose, be clear, use subject lines, indentation, short opening paragraphs and post scripts.

I hope my message fulfilled your goals. I used the steps of persuasion. I presented a concern, offered a few solutions, which hopefully gave you reason to put forth an effort to become an effective letter writer. Grammar is a word that tends to make many people cringe and others feel the picky rules can be avoided. Incorrect spelling and grammar can easily undermine your credibility.

I also suggest a good grammar book be used when writing and perhaps a writing software. We referenced a book entitled *The Manager’s Guide to Business Writing* by Suzanne D. Sparks.

Remember, just as God’s written Word represents God—your written word represents you!!!



## ABOUT DR. ROBERT WATKINS

Growing up impoverished, Robert has dedicated his life to helping individuals, corporations and ministries maximize their leadership and financial potential.

Through his compassion to see people win in life, Robert founded the leadership and financial empowerment organization, Kings & Priests Unlimited. Under his leadership, Kings & Priests Unlimited has evolved into a global, multi-faceted network of influential business and ministry leaders.

A popular speaker and best-selling author, Robert's practical and proven valued-based teaching has established him as a well sought-after authority on personal and business success. He travels extensively both nationally and internationally to promote successful living for thousands of people that have become victims of debt and a lack of purpose.

Robert also has successfully founded and directs Young Leaders Unlimited, the financial and entrepreneurial firm for teenager. His personal mandate is to impact the lives of One Million Teens over the next ten years. His One Million Teen Mandate continues to transform the lives of parents, teachers, pastors, governmental officials and families.

He is the author of several books, including the best selling “How To Hear From God” and the powerful entrepreneurial and leadership program “Be Your Own Boss”. It was in 2005, that Robert Watkins received a doctorate degree in business and ministry from Ministry Institute International.

Dr. Watkins’ books, tapes and other material are distributed throughout the world including Malaysia, Nigeria, Singapore and Israel, to name a few. In his “Kings & Priests Business Academy”, Robert serves as trained hundreds of CEOs, senior pastors, business owners and professionals.

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