

# Promised Land Ministries

## Ministry Architecture

The term "**Ministry Architecture**" is used to refer to a process, model or profession. A formal definition of the meaning is defined as:

**"A Blueprint of the Enterprise that provides a common understanding of the organization and is used to align strategic objectives and tactical demands."**

### Strategic

The science and art of employing the forces of a group to afford the maximum support to adopted policies in peace or war; the use of strategy; a careful plan or method; a cleverly contrived trick or scheme for gaining an end; the art of devising or employing plans or stratagems toward a goal.

### Tactical

Relating to combat tactics: as the order, fit, arrangement or the placement of weapons in battle formation at the battlefield; relating to the design of air attack in close support of ground forces; relating to small-scale actions serving a larger purpose; made or carried out with only a limited or immediate end in view; showing skill, cleverness, or resourcefulness in handling situations in planning or maneuvering to accomplish a purpose or outcome.

Ministry Architecture articulates the structure of an enterprise in terms of its capabilities, governance structure, ministry processes, and ministry activities.

- (1) **The ministry capability is "what"** the organization does;
- (2) **The ministry processes are "how"** the organization executes its capabilities.

In articulating the governance and activities, the ministry architecture considers all external actors to an enterprise, to ensure that flow in and out of the enterprise are captured.

Ministry Governance: includes discipleship cost models, Kingdom regulations and requirements, Best practices and corporate regulatory governance **all affecting how** the ministry goes about the execution of doing it's business.

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### Ministry Architecture Provides the Different Views of an Organization

In order to develop an **integrated view** of an enterprise, many different views of an organization are typically developed. The key views of the enterprise within the ministry architecture are (SPOCK): 1) the Ministry **Strategy view**, 2) the Ministry **Process view**, 3) the **Organizational view** 4) the Ministry **Capabilities view** and 5) the Ministry **Kingdom view**:

- (1) The **Ministry Strategy view captures the Tactical and Strategic Goals** that drive an organization forward. The goals are decomposed into various tactical approaches for achieving these goals and for providing traceability through the organization. These tactical and strategic goals are mapped to metrics that provide ongoing evaluation of how successfully the organization is achieving its goals.
- (2) The **Ministry Process view defines the set of strategic, core and support processes** that transcend functional and organizational boundaries. It sets the context of the enterprise by identifying and describing entities such as the services, communities, and external systems that interact with the ministry. The processes also describe which people, resources and controls are involved in the process. The lowest process level describes the manual and automated tasks that make up workflow.
- (3) The **Organizational view captures the relationships among roles, capabilities** and ministry units, the decomposition of those ministry units into subunits, and the internal or external leadership of those units.
- (4) The **Ministry Capabilities view describes the primary ministry activities** of an enterprise and the pieces of the organization that perform those functions. This view further distinguishes between kingdom functions, discipleship-related functions, ministry execution, and ministry leadership functions.

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- (5) The Ministry Kingdom view establishes the primary mission “Make Disciples” within the organization and relationships between those semantics. These semantics form the vocabulary that the organization relies upon to communicate and structure the understanding of the process areas they operate within.

In addition to the above (5) SPOCK views of the enterprise, the relationships connecting the aforementioned views form the foundation of the ministry architecture. This foundation provides the framework that supports the achievement of key goals; planning and execution of various ministry scenarios; and delivery of bottom line ministry value.

### **Ministry Architecture is a Disciplined Approach!**

**Ministry Architecture is a disciplined approach** to creating and maintaining ministry models (vehicles) that serves as a **ministry foundation of the enterprise to enhance accountabilities and improve decision-making.**

**Ministry Architecture's value proposition,** unlike other disciplines is to **increase organizational effectiveness by mapping and modeling** the ministry to the **organization's Kingdom vision and strategic goals (Evangelize, Make Disciples & Produce Fruit).**

- **Mapping identifies gaps** between **the current** (where you are) and **target ministry capabilities** (identifying processes, people, and tools where you what to be).
- **Modeling discovers ministry requirements (functions or added value)in the area of** varies services and their relationships, and ministry integration points.

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### Ministry Strategy

It is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives and then allocating resources to implement the policies, and plans, projects and programs.

#### **Ministry Strategy (3) main processes are:**

##### **(1) Strategy Formulation**

- Objectives must be set. These objectives should be parallel to a timeline; some are in the short-term and others on the long-term. This involves crafting vision statements (long term view of a possible future), mission statements (the role how the organization sees itself in society), overall corporate objectives (both financial and strategic), strategic ministry unit objectives (both financial and strategic), and tactical objectives.
- All of these objectives provide a strategic plan of the details of how to achieve the plan.

**This strategy formulation process is sometimes referred to as determining (1) where you are now, determining (2) where you want to go, and then determining (3) how to get there. These three questions are the essence of strategic planning.**

##### **(2) Strategy Implementation**

- Allocation and leadership of sufficient resources (financial, personnel, time, technology support)
- Establishing a chain of command or some alternative structure (such as cross functional teams)
- Assigning responsibility of specific tasks or processes to specific individuals or groups

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- Manage the process. This includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary.
- When implementing new programs, this involves acquiring the requisite resources, developing the process, training, process testing, documentation, and integration with legacy processes.

### (3) Strategy Evaluation

- Measuring the effectiveness of the organizational strategy, it's extremely important to conduct a SWOT analysis to figure out the strengths, weaknesses, opportunities and threats (both internal and external) of the entity in question. This may require to take certain precautionary measures or even to change the entire strategy.

In corporate strategy, the following present a model in which strategic options are evaluated against three key success criteria:

- **Suitability (would it work?)**
- **Feasibility (can it be made to work?)**
- **Acceptability (will they use it?)**

#### **Suitability**

Suitability deals with the overall rationale of the strategy. The key point to consider is whether the strategy would address the key strategic issues underlined by the organization's strategic position.

- Does it make economic sense?

#### **Feasibility**

Feasibility is concerned with the resources required to implement the strategy are available, can be developed. Resources include **funding, people, time and activities.**

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### Acceptability

Acceptability is concerned with the benefits expected. For example, shareholders would expect the increase of their wealth, employees would expect improvement in their careers and the Lord would expect better value for His investment in servants.

### Ministry Process Method

A **ministry process** or **ministry method** is a collection of related, structured activities or tasks that produce a specific service or serve a particular goal for the Lord's kingdom.

There are three types of ministry processes:

1. **Leadership processes, the processes that govern the operation** of a service. Typical leadership processes include "Corporate Governance" and "Strategic Leadership".
2. **Operational processes, processes that constitute the core ministry and create the primary value stream**. Typical operational processes are Evangelizing, Making Disciples, Marketing, and Producing Fruit (Meeting Needs).
3. **Supporting processes, which support the core processes**. Examples include Accounting, Recruitment of talent, Technical support.

A ministry process **begins with a kingdom's need** and **ends with a kingdom's need fulfillment**. Process oriented organizations break down the barriers of structural departments and try to avoid functional silos (Pharisee).

A **functional silo (Pharisee)** exists when the ministry processes of a functional unit within the division of labor of an organization **focus inwardly on their functional objectives**. This becomes problematic when the direction of focus **creates barriers** that **do not serve a reasonable ministry purpose** and **negatively impacts the unit's ability to serve their role in the broader mission of the organization and kingdom**.

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A ministry process can be decomposed into several sub-processes, which have their own inherent characteristic, but also contribute to achieving the goal of the super-process. The analysis of ministry processes includes the mapping of processes and sub-processes down to activity level.

**Ministry Processes are designed to add value for the kingdom** and should not include unnecessary activities. The **outcome of a well designed ministry process is increased effectiveness** (value for the kingdom) and **increased efficiency** (decrease costs for the ministry).

### **The span of control**

The span of control is the number of sub-ordinates a ministry leader manages within a structural organization. Introducing a new ministry process concept has a considerable impact on the structural elements of the organization and thus also on the span of control.

There are instead several factors influencing the balance between the desired level of control, and the manageability of the organization.

- Mental activity no ministry leader supervising more than 5-6 direct subordinates.
- Physical work first level leaders could have up to 30 subordinates.

### **The value define a process as**

**”a collection of activities that takes one or more kinds of input and creates an output that is of value to the kingdom.”**

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### **Solution Divisions of the Ministry Architect (MA)**

#### **Ministry Planning and General Leadership**

- Takes ownership of a particular solution offering in targeted area.
- Develops and executes the solution strategy and ministry plan to support the growth of the solution offering in targeted area.
- Take responsibility in shaping, designing, and planning specific service lines within solution targeted area.
- Spearheads the marketing and promotion of solution in targeted area within and outside of organization.

#### **Subject Matter Expertise** (Evangelize, Make Disciples, Produce Fruit Processes)

- Acts as a visionary and strategist related to solution targeted area.
- Survey landscape and market for solution insights, direction, and methodologies.
- Provides subject matter expertise to identify and translate ministry requirements into software architecture and design documentation.
- Actively seeks out speaking engagements at conferences and authorship opportunities to publish articles in religious publications.

#### **Ministry Development**

- Assists Marketing Departments to develop marketing materials and positioning strategies for solution area in conjunction with overall marketing message framework.
- Assists in the ministry development life cycle by serving as a solution Subject Matter Expert (SME) in order to assist in the identification and qualification of ministry development opportunities.
- Manages evangelism and marketing activities for disciple campaigns.
- In conjunction with the Corporate Evangelism Development team, develop and maintain regional seamless relationships within the campaign.

#### **Methodology and Quality Assurance Analyst (QA)**

- Leads development of formalized solution methodologies.
- Builds and maintains repository of deliverables, methodologies and ministry development documents.



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- The Solutions Architect also develops Key performance indicators (KPI's) in order to provide accurate reports on development progress. The Solutions Architect utilizes these reports to lead Governance meetings with executive staff
- Author, or direct the authorship, of white papers to further the insight and thought leadership within the solution target area. The QA should strive to develop Best practice; processes, solutions for reuse on future projects.

### **Work Force Leadership, Supervision and Mentoring (Mgr)**

- Manages a small team of direct reports who are responsible for driving service lines within the target area.
- Assists staffing coordinators in defining project team requirements for projects within target area.
- Work with MA in defining overall recruiting needs and expertise within target area.
- Work with MA to establish a professional development needs for practitioners of target area.
- Mentor and guide more junior technical resources

### **Responsibilities of Enterprise IT Architects (IT Prof)**

- Alignment of IT strategy and planning with ministry's ministry goals.
- Optimization of activities leadership approaches through an understanding of evolving ministry needs and technology capabilities.
- Long-term strategic responsibility for the ministry's IT systems.
- Promotion of shared infrastructure and applications to reduce costs and improve activities flows. Ensure that projects do not duplicate functionality or diverge from each other and ministry and IT strategies.
- Work with solution architects to provide a consensus based enterprise solution that is scalable, adaptable and in synchronization with ever changing ministry needs.
- Leadership of the risks associated with activities and IT assets through appropriate standards and security policies.
- Direct or indirect involvement in the development of policies, standards and guidelines that direct the selection, development, implementation and use of Activities Technology within the enterprise.
- Build employee knowledge and skills in specific areas of expertise.

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### Balanced Scorecard

The **Balanced Scorecard** (BSC) is a performance leadership tool which began as a concept for measuring whether the smaller-scale operational activities of a ministry are aligned with its larger-scale objectives in terms of vision and strategy.

By focusing not only on **financial outcomes** but also on the **operational, marketing** and **developmental** inputs to these, the Balanced Scorecard helps provide a more comprehensive view of a ministry, which in turn helps organizations act in their best long-term interests.

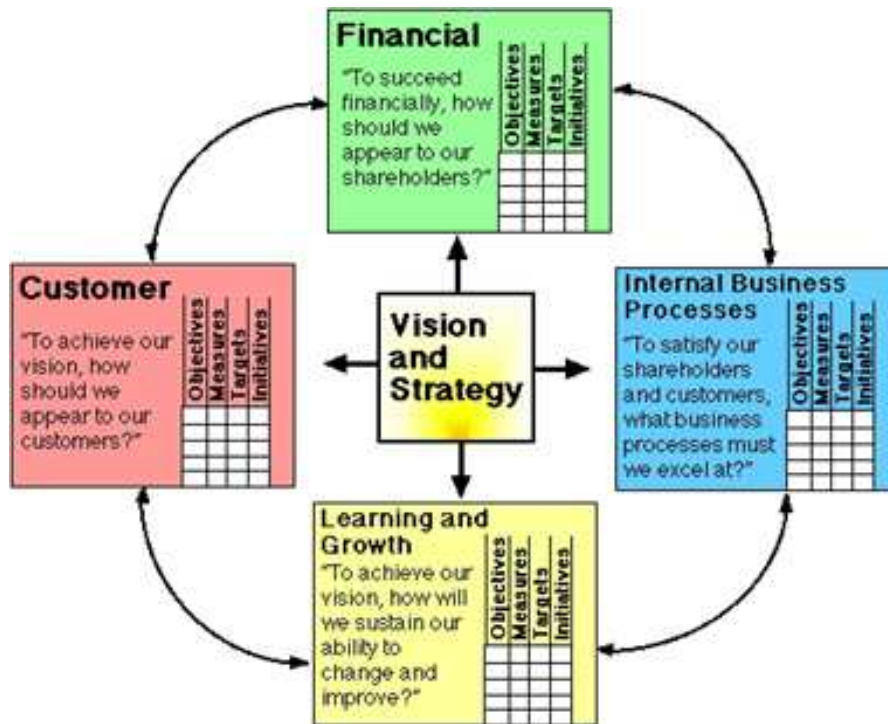
**Implementing Balanced Scorecards typically includes four processes:**

1. Translating the vision into operational goals
2. Communicating the vision and link it to individual performance
3. Ministry planning
4. Feedback and learning, and adjusting the strategy accordingly.

The Balanced Scorecard is a framework, or what can be best characterized as a “strategic leadership system” that claims to incorporate all quantitative and abstract measures of true importance to the enterprise. “The Balanced Scorecard provides leaders with the instrumentation they need to navigate to future competitive success”.

The balanced scorecard is a strategic planning and leadership system that is used extensively in ministry to align ministry activities to the vision and strategy of the kingdom, improve internal and external communications, and monitor ministry performance against strategic goals.

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## Graded Categories

- **Objectives** (Evangelize, Make Disciples, Produce Fruit)
- **Measurements** (Success Rate)
- **Targets** (Effected Communities)
- **Initiatives** (Processes)