

Future Planning Guide 2





Leadership and Ministry Development Resources

Future Planning 2 Guide

Unity Worldwide Ministries
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"Be truly glad. There is wonderful joy ahead!"
I Peter 1:6

Acknowledgements

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Unity Worldwide Ministries

Leadership and Ministry Development Resources

Welcoming System Guide

Spiritual Gifts Discovery

Sacred Service Ministry Guide

Emotional and Spiritual Maturity Development Guide

Leadership Development Guide

Future Planning 1 Guide

Future Planning 2 Guide

All resources available in 2015 as downloads at
www.UnityWorldwideMinistries.org/Guides.

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*First comes thought; then organization of that thought, into ideas and plans;
then transformation of those plans into reality.*

The beginning, as you will observe, is in your imagination.

-Napoleon Hill

Introduction and Intention

You are embarking on a journey that will allow your ministry to grow and become more conscious in its decisions and activities. The importance of an inspiring and guiding future plan cannot be overstated. For example, one of the field-testing ministries dreamed of bringing *Be Peace* (<http://bepeace.org/>) to their spiritual community and the public school system; as a result of including this goal in their Future Plan, the dream has become a reality.

Both *Future Planning 1 and 2 Guides* serve to support you in incorporating the best standards of practice for creating your own Future Plan. The intention of these guides is to provide an integrative, inclusive and conscious process that generates a sense of deep connection for your members and an exciting, motivating Plan for the future of your spiritual community. In coming together to implement the Plan, members will have opportunities to grow, contribute and serve in meaningful ways.

Your Future Plan is more than a document; it is a living guide that will be modified as new ideas and possibilities occur. It represents the consciousness held within the spiritual community as they carry out the actions noted that support the mission of the ministry.

The future planning process supports an integral, whole systems plan of development that consciously and systematically unfolds spiritual and emotional maturity within the membership. It engages more people in focusing on their shared future which leads to more involvement when it is time to implement the Plan through serving (see Unity Worldwide Ministries' *Sacred Service Guide* for more information at www.UnityWorldwideMinistries.org/Guides .)

Your Future Plan Becomes a Living Guide

By using the Future Plan as a guide, the energy from completing the process is sustained. Your ministry teams will refer to the Plan in their meetings to keep their role fresh in their minds and activity planning, as well as to celebrate successes. Leaders also refer to the Plan in their meetings and allow it to direct their decisions and activity planning. One field-testing ministry noted that the regular referencing of their Future Plan helped when people questioned if the ministry planned any inter-faith activities and was shown where this intention was written into the Future Plan and then explained the current progress. Another ministry commented that one person chose to become a member when they saw one of their passions was part of the Future Plan.

Using Your Future Plan to Focus and Guide Your Activities

Here are some other examples of the results the field-testing ministries experienced from using their Future Plan to focus and guide their activities and fulfill their dreams:

- Adopting a mission and vision statement has produced a high percentage of service minded individuals involved in some form of volunteerism. Almost half of the people attending Unity Spiritual Center of North Idaho are involved in sacred service within the ministry or in the local community or support global movements.
- Within two years, Unity of Panama City was a leader in hosting community-wide inter-faith events that grew into the Inter-faith Council of Panama City which had been a long-held dream until the Future Plan guided them into action.
- Unity of Melbourne has sold their building and bought a new building once they determined one of their goals was to have more space, especially for the Youth and Family ministry.
- Unity of Fairfax had two LUT's, yet required more to meet their congregation's desire for more classes. Five years later, they currently have 5-10 congregants who are working toward becoming LUTs.

What is your dream? Let's find out!

If you dream it, you can do it. ~ Walt Disney



Getting the Most Out of the Future Planning 1 and 2 Guides

The *Future Planning 1* and *2 Guides* are an aggregate of best practices designed to support **any size ministry** in creating a Future Plan together. The Guides provide a clear overview of the future planning process, step-by-step guidance and specific examples from successful experience in the field-testing ministries.

Ministry Size Adaptations: the complexity of your Future Planning process will ultimately depend on many factors, including the size of your ministry.

If you are a family or a small pastoral-sized ministry, it will be best to begin with *Future Planning 1 Guide, Step 1*, following the guidance given for a small ministry. For all size ministries, the steps in the process will take some time, yet will be engaging everyone who chooses to be involved in your ministry, building community and passion. Give yourself as much time as you need to complete the work of Step 1 and Step 2 before moving on to *Future Planning 2 Guide*.

It is also possible to begin your future planning process with this *Future Planning 2 Guide*. Before choosing this option, we recommend reviewing the steps and materials included in the *Future Planning 1 Guide*.

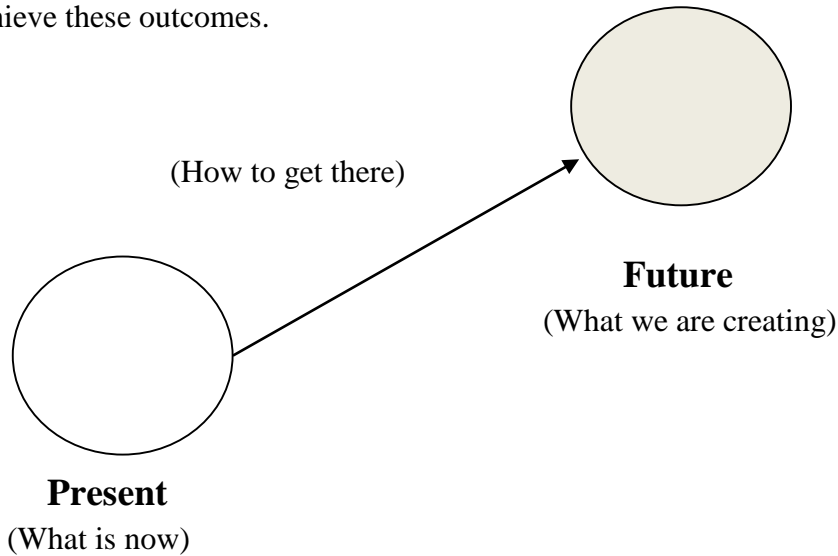
Future Planning 2 Guide Uniqueness: This *Future Planning 2 Guide* is unique among the other UWM Leadership and Ministry Development Resource Guides (see page 4 for a complete list) in that it is an overview of the future planning process, but without the detailed steps of how to do each step. This is due, in part, to the huge amount of detail that would be needed; it is also due to the many approaches that can be used to create a Future Plan. More importantly, the steps in this guide may require a **trained facilitator** (from Unity Worldwide Ministry’s Ministry Skills Team or a local professional) who can objectively guide your unique congregation through the different phases. Different facilitators may use different approaches.

Therefore, much of this guide explains **what** rather than **how**. It is a primer on what a Future Plan includes. The ending portion (*Implementing the Future Plan* and *Keeping the Vision, Mission, Core Values and Action Plan Alive*) share more specific “how-to” steps.

This process may feel challenging at first glance, yet many congregations can complete most of this in a weekend (plus extra time by the Future Planning Team to direct those that will add the finishing touches, especially with the Core Values and Action Plan.)

What is Future Planning?

A Future Plan is the result of a process to identify (1) your present situation (“what is”), (2) your driving vision, mission and core values, (3) the intended future outcomes, and (4) the goals and steps to achieve these outcomes.



A ministry that is growing and hopes to sustain growth needs a set of strategies to guide it. This sets a common intention for your future and allows program development and building a shared understanding of the steps and roles required to achieve the desired outcomes.

This *Future Planning 2 Guide* builds on the work done in *Future Planning 1 Guide* which supported you in identifying the Present (what is now.) Those results are the basis for the *Future Planning 2 Guide* which defines the Future (what you are creating and how to get there.)

It is strongly encouraged that you consider having a **trained facilitator** (Unity Worldwide Ministries’ Ministry Skills Team or a local professional) who will choose the approach to achieve the outcomes noted in this guide for defining your Vision, Mission, Core Values and Action Plan.



Benefits

Let's be honest. Many people have been involved in at least one future plan process with one or more of these negative results:

- One person's agenda ran over everyone else's ideas
- A long painful process that most people wanted to escape
- A plan that was shelved once it was written so it was not implemented

However, future planning *can* be engaging, meaningful and powerful. When it is well managed, the process and results can be life changing for a ministry. Here are some of the many benefits:

- Future planning is a tool for changing from "reactive to creative." **You** plan and design the future. It stimulates creative thinking about the future of your ministry.
- It is a way to foster team building by using an inclusive process. All the stakeholders are involved in many of the steps of the planning process which allows everyone to be heard. The result is a greater acceptance and ownership of the final result.
- Research from the Amherst Wilder Foundation has consistently shown that organizations with a future plan outperform those without one.
- Future planning can:
 - Stimulate ingenuity and new approaches
 - Increase everyone's investment in the ministry's future
 - Develop a vision that inspires everyone
 - Clarify values that guide decisions and behavior
 - Provide a framework for decisions
 - Align the ministry's mission, vision, values and actions
 - Guide teams in their planning and actions
 - Allow the spiritual community to observe and celebrate progress

While the ultimate goal of the future planning process is to develop a plan, the real value of the exercise often lies in the process itself. It engages stakeholders in the ministry by providing the opportunity to learn more about the organization, to share their perceptions of its current circumstances, and to discuss critical issues affecting the community in the future. The process should be designed to generate decisions arrived at by consensus. This approach encourages key stakeholders to believe in the ministry's vision of the future and increase their commitment to achieving it.

What Is Future Planning?

Simple Overview of Entire Future Plan Process

Unity Worldwide Ministries' *Future Planning 1 Guide* and *Future Planning 2 Guide* cover the following steps:

Future Planning 1 Guide covers steps:

1. Commit to planning and get organized.
2. Identify the present situation (what is).

Future Planning 2 Guide covers steps:

3. Set future direction (vision, mission, core values, outcomes and actions).
4. Implement the plan as a living, guiding document.
5. Keep the vision, mission, core values and action plan alive.

For step 3, we strongly encourage you to have a **trainer facilitator** (Unity Worldwide Ministries' Ministry Skills Team or a local professional) who will choose the approach.

Creation: The original plan of an idea in Spirit.
Charles Fillmore, *Revealing Word*



Already Completed Steps in the Future Planning Process

(The information below is an overview from *Future Planning 1 Guide*—please reference for more details.)

Step 1: Commit to Planning and Get Organized

Future planning is best when there is a dedication to the process and the resources to devote to the process. It is an exciting time to develop the thoughts, words and pictures that will propel you to a new future.

- **Develop a Future Planning Team**
See Appendix One (in *Future Planning 1 Guide*) for the Future Plan Team Role Description.
- **Create the Plan to Plan the Future**
There are significant decisions to be made about the planning process: facilitator, time frames, and more.

Step 2: Identify the Present (What Is)

This can be an engaging and re-energizing stage for your spiritual community.

As you take this step, you are setting in motion a powerful process with **two major tasks**:

1. **Conscious Conversations**
Involves reaching out and connecting with former and current participants in your ministry in a way that is loving, open, and accepting. In these Conscious Conversations, people share what they value in your spiritual community and what would help them be more connected. The feedback from these conversations will yield vital information from which the ministry can plan their future.
2. **Mapping What is**
Involves mapping the current ministry offerings. With this data, the entire community can evaluate what they want to retain as well as envisioning what they desire to create.

The above process is set forth in Future Planning Guide 1 (to download this guide, go to www.UnityWorldwideMinistries.org/Guides) The results are then used for the remaining process covered in this guide as the completed Internal Research in Step 3.

“Raise your eyes now, and look from the place where you are,
northward and southward and eastward and westward; for all the land
that you see I will give to you and to your offspring forever.”

Genesis 13: 14-15 NRSV

Resources for Creating a Future Plan

Future Planning benefits greatly from a **trained facilitator** outside your spiritual community who can objectively guide the congregation through the different phases. A facilitator who understands ministries helps to make the process engaging for the congregation in a way that fosters deeper connections and a sense of community. From this, there is an energy to continue to come together to implement the Plan.

Below are three resources that may be valuable for creating your Future Plan. These have been successfully used by Unity centers and are appropriate for ministries of all sizes. The first two can provide certified facilitators. If you choose a local facilitator, you may choose to share one or more of the last two options as a guide. (Note: be sure to check out anyone local since a facilitator can sometimes use a process that fits in the “business world,” but does not fit the needs of your ministry.) You want a professional with experience in working with ministries or non-profit organizations, in a way that is quick, fun and achieves the desired results.

- ***Creating Intentional Spiritual Community—A Vision, Mission and Core Values Process*** by Unity Worldwide Ministries Ministry Skills Team— Vision, mission, and core values creation is a grassroots process that invites all voting members of the spiritual community to attend and takes place over a full-day. For a list of qualified UWM Vision/Mission/Core Values facilitators please go to: <https://www.unityworldwideministries.org/transitionalpeacemaking-support> or contact revtboehm@aol.com and you will be connected with a facilitator near you.
- ***Strategic Planning Workbook for Nonprofit Organizations*** by Bryan W. Barry, 2005, Fieldstone Alliance—A five step approach for creating a future plan with nonprofits that understands how to make it engaging with a primarily volunteer constituency.
- ***Life Visioning Kit: A Step-by-Step Process for Realizing Your Highest Potential*** by Michael Beckwith, 2009, Sounds True, Inc. —A four step process for visioning and setting goals. While designed for individuals, some Unity ministries have used it effectively for creating their ministry’s Future Plan.

"Until one is committed, there is hesitancy, the chance to draw back-- Concerning all acts of initiative (and creation), there is one elementary truth that ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamed would have come his way. **Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it. Begin it now.**" ~ Goethe

Now onward to the next steps in your Future Planning Process...

Steps in the Future Planning 2 Process



Step 3: Setting the Future Direction

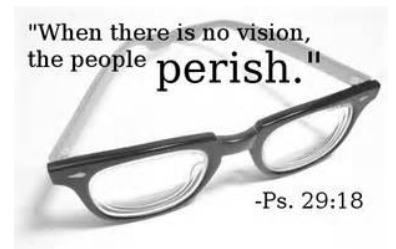
There are typically eight phases in creating a Future Plan. Based on best practices of excellence, the field-testing ministries went through the following phases. This guide explains *what* is to be created for Step 3 (Setting the Future Direction) with few *how-to* steps to accomplish this, as many different approaches can be used for this step and its eight phases. Please consider having a **trained facilitator** (Unity Worldwide Ministries' Ministry Skills Team or a local professional) who will choose the approach and support you.

Phase 1: Research

- a. **Internal Research**—informs the congregation about the present state of the **ministry**. (See Unity Worldwide Ministries' *Future Planning Guide 1* at www.UnityWorldwideMinistries.org/Guides which includes how to hold Conscious Conversations and Interviews to Map “What Is”)
- b. **External Research**—informs the congregation on meaningful trends outside the **ministry**. (See Unity Worldwide Ministries' Future Trends Ministry at www.unityworldwideministries.org, Barna Group, PEW Foundation, or other similar organizations.)

Phase 2: Vision for the World

This captures the congregation's **largest and boldest dream** for the world. While it may take a long time and journey to attain, it is the guiding light for the direction the ministry is choosing. This is also created with the fewest words necessary, which helps to make it memorable. The field-testing ministries were led through the “4 Whys” Process created by Richard Barrett and adapted by Susan Beck, to formulate their vision statements.



Examples:

- Centered in love, we joyously co-create a world of Oneness, peace, and harmony. ~Unity on the River
- Centered in Spirit, we celebrate a world of love, peace, and abundance for all. ~Unity of North Idaho
- Centered in the light of God, we joyfully co-create a world that works for all. ~Unity of Panama City
- Centered in Love, we celebrate a peaceful world united in the spirit of Aloha. ~Unity Church of Maui

Steps in Future Planning 2—Step 3

By starting with the phrase “Centered in love, Spirit, light of God and Love,” these vision statements clearly anchor spirituality.

You might want to consider aligning your vision with the larger Unity vision of, “A world powerfully transformed through the growing movement of shared spiritual awakening.” If your ministry already has a vision statement, you may wish to review it and consider aligning it with the larger Unity vision.



Unity of Toledo

Of the dozen priorities examined in the study, pastors are most interested in getting clarity about their organization's vision and mission. In all, 59% said they were "definitely" going to "assess our church's vision and mission" in the next year. Out of the 12 improvement priorities assessed in the study, this easily ranked as highest.

Barna Group Research on Congregations

Phase 3: Mission

This is a concise statement of **why this ministry exists**, what is uniquely theirs to do, or what their core business is. (If it is more than twenty words, it is becoming the longer Purpose Statement, so go back and pull out in a few words, the Mission.) The field-testing ministries were led through the “4 Whys” Process created by Richard Barrett and adapted by Susan Beck to formulate their mission statements.

Examples:

- We are a vibrant spiritual community that celebrates the Presence in all and awakens humanity to its divinity. ~Unity on the River
- We are a thriving spiritual community, inspiring and empowering individual and global transformation. ~Unity of North Idaho
- We are a vibrant, welcoming, loving community that *inspires personal transformation* by living Unity Principles and growing in Spiritual consciousness. ~Unity of Panama City
- We are a thriving spiritual 'ohana that honors the Divinity in all and inspires personal transformation by living Unity Principles. ~Unity Church of Maui

You might want to consider aligning your mission with the larger Unity mission of “Advancing the movement of spiritual awakening and transformation through Unity, a positive path for spiritual living.” If your ministry already has a mission statement, you may wish to review it and consider aligning it with the larger Unity mission.



Unity of Toledo

Phase 4: Core Values

Certain core values exist at the heart of every organization and are demonstrated by its culture and the behaviors of the people involved. By intentionally articulating the ministry's core values, the spiritual community can pave the way to demonstrating these core values in their ministry and enhancing the culture of that ministry. The greatest benefit of making the core values explicit is having a way for everyone to consciously live the values of the ministry, including the ministry itself.

In his books, *Liberating the Corporate Soul—Building a Visionary Organization and Building a Values Driven Organization—A Whole-System Approach*, Richard Barrett says (italics added to highlight key concepts):

“The purpose of establishing a set of values is to create a *code of behavior that builds a cohesive culture* and supports the organization’s [ministry’s] mission. The values provide a framework within which every member of the organization can operate with *responsible freedom*. When individuals fully embrace the organization’s values, *everyone becomes mutually accountable*. Values that are shared *build trust and create community*. They also create *cohesion and unity*.”

Values are “*rules*” for living and decision making. They are deeply-held beliefs that a certain way of being or a certain outcome is preferable to another. Values are externally demonstrated through behaviors. The phrase “*walking the talk*” means that there is no discrepancy between an individual’s values and behaviors. *Values “talk” while behaviors “walk.”* An organization’s values make an open declaration about how it expects everyone in the organization to behave.

Strong communities are characterized by sincere friendliness and the ability to pursue shared objectives quickly and efficiently. The strength of a community depends on the commitment of its individual members to live by the shared values. *To create a strong [organizational] culture, the*

values must be lived by everyone, most importantly by those in leadership positions. A strong core culture can be created only when there is alignment between values and behaviors [throughout] the organization.”

Examples of core values are:

- Compassionate
- Courageous
- Creative
- Enthusiastic
- Flexible
- Generous
- Grateful
- Inclusive
- Integrity
- Joy / Joyous
- Love / Loving
- Open / Open-minded
- Playful
- Spirit-Led / Spirit-Filled
- Spiritual / Spirituality
- Stewardship
- Service
- Transformation
- Truthful
- Whole (Wholeness, Holistic)

Most ministries will have between three and five core values. This keeps the focus on how each person and the ministry is “to be” as they do their shared activities. This calls for more definition to ensure a shared understanding and to serve as a guide.



Unity of Panama City

Example of a completed core value process (with explanations afterwards):

Sample Core Values

(1) The Core Value and Its Meaning	(2) Rationale	(3) Ministry's Actions	(4) Individual Behaviors
<i>Spirit Led</i>			
We turn to Spirit for guidance and active communication.	We create order, peace and harmony in ourselves and others when we align our daily actions with Spirit's guidance	<p>[Ministry's name] begins all gatherings with prayer and meditation.</p> <p>[Ministry's name] Board of Trustees sits in the silence before major decisions are made.</p> <p>[Ministry's name] teaches spiritual principles and practices, such as meditation and prayer, to help adults and children cultivate their communion with Spirit.</p>	<p>I have a daily spiritual practice that keeps me conscious of Spirit at work in my life.</p> <p>I take life's challenges and celebrations into my prayer practice.</p> <p>I complete classes and workshops that support my spiritual growth.</p>

- (1) The **meaning** is a statement of what the core value means to the spiritual community. It is a definitional statement. It is developed using any applicable input from the congregational discovery meeting. It should be only one sentence long so it can be easily used and remembered.
- (2) The **rationale** is a statement that answers the question, “Why is this core value important to our spiritual community?” Again, it is developed using any applicable input from the congregational discovery meeting. If there is difficulty answering this question, the value you are dealing with is probably not a core value for the spiritual community. More discernment may be necessary.
- (3) The **ministry's actions** are statements that answer the question, “What will the ministry do to clearly demonstrate a practice of this core value?” Three statements are sufficient for demonstration, and they must be action-oriented, rather than just a statement of principle. *It is important to start each statement with the name of the ministry* to indicate that it is an organizational action implemented by someone or a group or team on behalf of the ministry as a whole. The ministry must implement these actions to be in alignment with the core values.

Steps in Future Planning 2—Step 3

- (4) The ***individual behaviors*** are statements that indicate how individuals within the spiritual community will “walk the talk” of the core values. They are individual actions to be taken by the people. Again, three action-oriented statements are sufficient. They should be easily understood and practiced by individual congregants within the spiritual community.

See other examples in Appendix Two—Core Values Template and Examples.

Please note: Several ways of creating core values have evolved within the Unity movement. The Unity Worldwide Ministries Ministry Skills Team, in its work with over one-hundred Unity ministries, has found that simplifying the process by not including the rationale and by using the word “behaviors” rather than “actions” is easily understood and worked with by Unity ministries and achieves the purpose of core values.



Unity of Panama City

Our word has power and is creative.

Charles Fillmore, *Revealing Word*, page 213

Phase 5: Intentions

Now that you have your vision and mission, it is time to decide your spiritual community's Intentions—what will they do. So, the next step is to discern together one-to-three broad Intention Statements that fit your vision and mission. The Intention Statements are *really big, short statements* representing 3-5 year intentions of the ministry (not getting caught up in the *how* of it all). Make them *exciting* and create *enthusiasm*. They answer the question, “How will we know we are successful?”

Phase 6: Objectives

Next, define the Objectives for each Intention Statement. Objectives give action (answering how) to Intentions. Create three to five broad-in-nature Objectives for each Intention that will take 3-5 years to achieve. Think big. Lead with enthusiastic descriptive words that create further enthusiasm.

Phase 7: Goals

Goals move the objectives in the direction of fulfilling Intentions. Goals are outcome-oriented and measurable. Create one or more goals for each objective that can be completed in a 1-3 year time frame. Effective goals state how much of what kind of performance (success measurement), by when it is to be accomplished, and by whom.

Example of Intention, Objectives and Goals:

Intention 1: Unity Church of Maui is a heart-centered spiritual community in which joy, passionate involvement and positive energy are seen and experienced.

Objective 1: Unity Church of Maui is Love in Action

Goal: Unity Church of Maui's active Compassion Team offers wellness contacts, referrals and enhanced support to elderly and infirmed congregants by (date). (Champion: name)

Objective 2: Unity Church of Maui is a welcoming spiritual community

Goal: UCM is such a welcoming ministry that 50% of newcomers are active participating congregants one year later by (date). (Champion: name)

Phase 8: Action Planning

This is a process to make each Goal actionable. Either assign it to an already functioning team or choose a champion to head each goal team. The champion organizes a team of volunteers. The champion and team members create action plans. They plan the activities that will lead the team to achieve the goal. Once the team plans the work, then it's time to work the Plan. List the actions that need to happen, by which team member, by when/due date, what is the cost, how many days, etc.

In being mission-driven, one field-testing ministry took an additional step in action planning by reviewing the results from their internal research where they mapped “what is” describing their present situation. They assessed which current aspects of their ministry supported their new vision, mission, intentions and goals. Those current services or programs that did not align with their new vision, mission, intentions and goals were discussed to determine if they could be released or needed to be retained. New ideas for the ministry were then assessed to discern which ones supported the new vision, mission, intentions and goals. Those ideas were part of the Action Plan.



Step 4: Implementing the Future Plan

Taking Action

- Assess if your current teams can address your goals or if creating a new team is appropriate. In one field-testing ministry, one goal focused on Youth and Family Ministry and there was an existing team to work on this; however, a new goal which focused on developing an Inter-faith Council needed a new team since none existed at that time.
- Champions volunteer to lead any new goal-oriented teams
 - Enroll / enlist a team to achieve the goal
 - Coach the team to create action plans - planning the activities that will lead the team to achieve the goal
 - Once the team plans the work, then it's time to work the Plan!
- The Champion supports the new team to put the Plan into action by
 - Requesting/recruiting resources for the team's work, if needed
 - Coaching the team to develop other action plans, as needed, to complete the goal
 - Keeping the team on track toward implementing the plans and achieving the goal

- Updating the board/staff on progress and completion of the goal
- Determining when the action plans and goals are completed

Steps in Making Goals Actionable

Measures of Success

To start, spend a little time getting clear on your measures of success, especially if the goal is qualitative (subjective) in nature.

For each goal, ask: “How will we know we’re successful?”

- How will we “measure” it?
- Can we measure it quantitatively (numbers) or anecdotally (through self-reported journaling/stories, etc.)

Example of Measures of Success

Goal: *Our Board and Staff are model leaders who “walk the talk” and teach our core values to others by 6/30/09. (Champion: Danielle) (Note: This is the first phase of this goal for action planning)*

Measures of Success: “Walk the talk” means all leaders:

- Can recite the values, their definitions, and individual behaviors
- Understand and demonstrate the individual behaviors
- Are experiencing a rise in their consciousness as a result of walking the talk (anecdotal evidence—self reported)
 - A calmer life; being in the flow (synchronicity); less internal conflict
 - More trust of Spirit (no fear)
 - More positive outlook and manifestation
 - More room for fun and joy – lightness
- Are experiencing enhanced relationships as a result of walking the talk (anecdotal evidence within leadership and with others)
 - Less external conflict
 - Appreciative communication

Developing Potential Approaches

Translate the measures of success into specific approaches for action

- First, think of any things that are crucial to the success of this goal and then any **potential challenges** to success. This will assist in coming up with potential approaches that will achieve the measures of success
- Then, list specific **approaches** that are closely tied to important measurable outcomes and that answer the critical success factors and potential challenges to success

(**Note:** Don't develop specific actions just yet!)

Example of Action Planning

Goal: *Our Board and staff are model leaders who “walk the talk” and teach our core values to others by 6/30/09. (Champion: Danielle)*

Crucial Success Factors:

- Can recite the core values, their definitions, individual behaviors - observed
- Being open to what's ours to do and staying with what's ours to do as an action planning team
- Board and staff buy-in (agreement that this is important and they will do it)
- Board and staff behaviors demonstrate core values; experience a rise in their consciousness; and experience enhanced relationships

Potential Challenges:

- Board and staff don't have time in their schedules to take this on

Potential Approaches:

1. Have the board and staff members each complete an individualized program to learn the core values and practice them (coaches provided)
2. Pair the board members up to complete a program to learn and practice the core values
3. Pair the staff members up to complete a program to learn and practice the core values
4. Have the board and staff members work together to complete a five-month program to learn the core values and practice them – **Priority #1**

Approach Chosen: #4

- Have the board and staff members work together to complete a five-month program to learn the core values and practice them

Now Brainstorm Actions

Some actions we could take:

- Have a kick-off ritual, including signing a covenant to make the leaders' commitment visible to congregation
- Pair board and staff members up to support each other
- Take one core value per month for integration for 5 months and design a brief study and practice guide
- Hand out cards with the core values on them
- Create/use a meditation CD on core values (five meditations)
- Move the core values banners around so they get attention
- Send periodic emails about the core values
- Invite people (outside speakers) to come in and speak about our core values – retreats, meetings, etc.



Unity of Toledo

More Brainstorming...

Some more actions we could take:

- Recite core values and meanings at the start of all meetings from memory
(**measurement**)
- In meetings: (**measurement**)
 - During check in ask: “How are we demonstrating our core values?” and “Is there more we can do?”
 - End meetings asking: “How did we demonstrate our core values during this meeting?”
 - Notice and acknowledge demonstrated behaviors with written acknowledgement cards to give to each other (**measurement**)
 - Written / online journaling – leaders noting how they’re demonstrating (create a format) and also what they’re experiencing (rise in consciousness and enhanced relationships)
 - Tell and collect stories about core values measures of success (**measurement**)

Critical Point for Successful Implementation: All appropriate approaches can be developed into action plans at *some* point. It is important to **prioritize** what needs to happen first, second, etc. **to avoid being overwhelmed. Recognize the actions will happen over time**, so focus on the *next* step.)

The Action Plan

Goal: *Our Board and Staff are model leaders who “walk the talk” and teach our core values to others by 6/30/09. (Champion: Danielle)*

- **First Approach Chosen:** Have the board and staff members work together to complete a five-month program to learn the core values and practice them
- **Action Plan:**

<u>Actions</u>	<u>Who</u>	<u>Due Date</u>	<u>Cost</u>	<u>Estimated Time Needed</u>

Look Back Briefly

When the action plan is complete, look back to see if you've covered everything

- Have you created a complete action plan to achieve the goal?
- Have the crucial success factors been covered?
- Have you addressed any potential challenges, just in case?
- Have you included your measures of success in the action plan so you'll know if you've achieved your goal?

Once you can answer “yes” to these, you're ready to work the Plan!





Step 5: Keeping the Vision, Mission, Core Values and Action Plan Alive

Once the future plan is written and adopted, the real work begins. This is more than taking actions defined in the plan. It is keeping the plan alive in a consistent way so it continues to inspire and guide everyone in your spiritual community. The vision, mission, and core values are embodied by every member as they are brought alive in tangible ways.

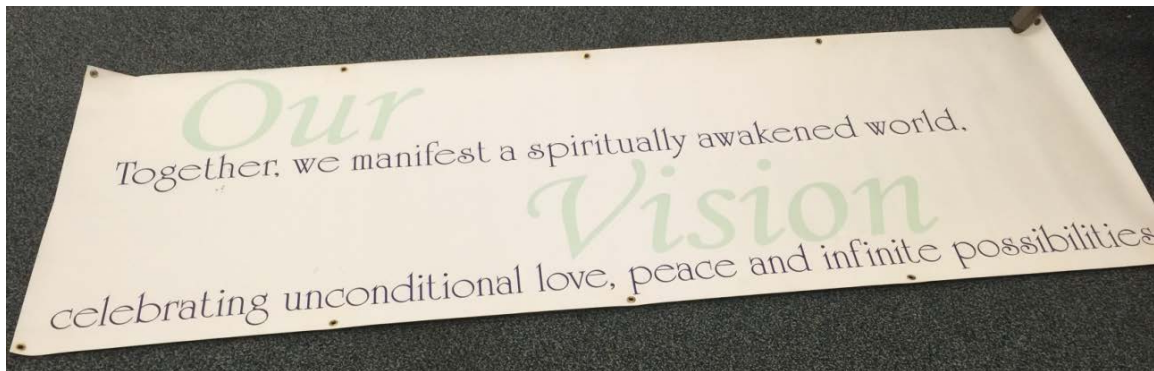
*These ideas are shared to spark your own creativity.
Your ministry may adopt one or more – or create your own –
based on your size and resources.*

Tangible Ways to Keep the Vision and Mission Alive

- Put them everything that makes sense.
 - In the Sunday bulletin
 - In the Welcome packet
 - In newsletters
 - On the web site
 - On your Face Book page
 - On bulletin boards
 - On facility use request forms
- Use them creatively
 - Design a beautiful bookmark with the vision and mission that goes in every book sold in your bookstore and/or the welcome packet given to guests
 - Hang a banner in your sanctuary or main lobby with the vision and mission



Unity of North Idaho



Unity of Melbourne

- Make the vision and mission part of a Sunday experience
 - Have a few talks during the year based on the vision and mission
 - Ask people to share their three-minute story of an experience supporting the vision and/or mission either live or in an edited video (and add this to your web site or You Tube)
 - Put the vision to music and sing it like a chant every Sunday
 - Use the mission as a call and response periodically

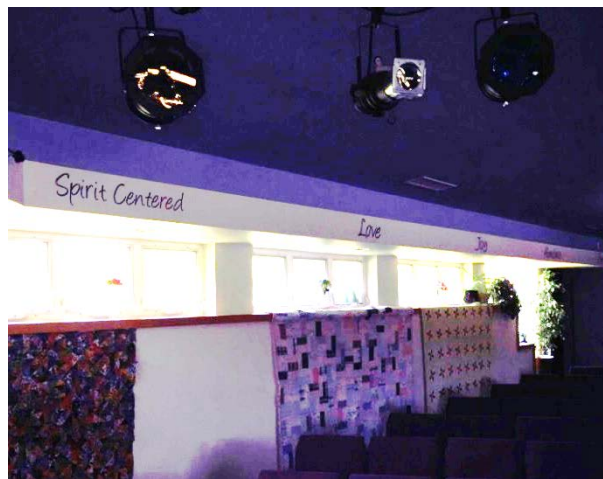
Tangible Ways to Keep the Core Values Alive and Embody Them

This is an ongoing process of embedding, *nurturing*, *cultivating*, or *animating* your core values in your spiritual community. It is more than a one-time activity. We humans learn best with repetition and concrete examples. To spark your own creativity, the following are examples that worked well in the field-testing ministries. You may wish to adopt some or create your own.

- Post them on everything that makes sense
 - In newsletters
 - In the Welcome packet
 - On the web site and consider adding a link to more details
 - On your Face Book page
 - On bulletin boards
 - On meeting agenda forms
 - On business cards

Steps in Future Planning 2—Step 5

- Use them creatively
 - Design a beautiful bookmark with the core values that goes in every book sold in your bookstore and/or the welcome packet given to guests (this can be combined with the vision and mission bookmark)
 - Create a booklet with the core values
 - Design a card with your vision, mission, and core values to place in seat pockets in the sanctuary since people often check out what is in the seat pockets
 - Hang banners in your sanctuary or main lobby with the core value



Unity Spiritual Center of North Idaho

- Move the core values banners around so they get attention
- Create/use a meditation CD on core values (five meditations)
- Take one core value per month for integration for 5 months and design a brief study and practice guide
- Create beautiful Power Point slides that can scroll before or after a Sunday service or could be used as themes during the year. Two slide examples from a field-testing ministry are:



Unity of Panama City

Steps in Future Planning 2—Step 5

- One field-testing ministry had five tables in the fellowship area painted by artists in the ministry with each table reflecting one core value with its definition and how this is embodied in the actions of the community and each individual. Each unique design was then used for greeting cards sold in the bookstore and used by leaders for notes to people.



- Have the youth create a mobile with the core values and the definitions (or more) and hang in a visible place.
- Encourage teams and the Board to discuss the core values regularly
 - It can be a part of self-evaluation: how are we living these and how could we be more in alignment?
 - Relate the values to the work they are doing
 - Consider how their Heart Agreements could be better aligned with these values
 - Share with the congregation how leaders are working to embody the core values (on a Sunday, in a newsletter, or a community meeting)
- Make the core values part of a Sunday experience
 - Have a talk series during the year based on the core values
 - Let someone share how being in alignment with one core value made a difference in their life.
 - Several ministries painted five rocks and each was labeled with one core value.

Steps in Future Planning 2—Step 5

- In one field-testing community, the Core Values Team (that took the input from members and crafted the final core values work) looked for examples of people embodying one of the core values in a meaningful way.

On a Sunday, a team member or the minister would share a brief “**Caught You**” **Value story** (recognizing a person “caught” embodying that value). The person “caught” receives the rock with that core value on it and then observes and recognizes someone else who demonstrated that core value. So the rocks get passed from one person to another over time (it may take a month or more before the next person is acknowledged).

- In another community, a seven-week series focusing on their core values kicked it off by inviting the congregation to select one rock (the core value was face down so the rocks all looked alike) representing one core value to take home and focus on embodying that value



Tangible Ways to Keep the Future Plan Alive

- Annually reassess the Intentions and Goals to discern what changes are required (for example, a goal may be complete and can be deleted or a new goal may have emerged)
- One larger field-testing ministry created the position of Transformational Leadership Coordinator who oversaw the Tactical Action Teams directing/implementing the plan.
- One community formed a Next Steps Team to focus on ideas to continually evolve how they can live the 4 Quadrants of the Thriving Ministry model (see Appendix 3—*Future Planning 1 Guide*), their core values and the Future Plan
- Another center used a Sunday service (after the talk on future planning) and divided up the congregation to brainstorm ideas for fleshing out their Future Plan goals
- One community created posters with their goals and progress

Steps in Future Planning 2—Step 5

- Another ministry has ministry teams and the board review the Future Plan quarterly and report on progress or planned actions for the next quarter.
- Another ministry has monthly Community Chats and discusses the Future Plan two or three times per year and celebrating progress as well as re-focusing on next actions.

**If one advances confidently in the direction of his dreams,
and endeavors to live the life he has imagined,
he will meet with a success unexpected in common hours.
Henry David Thoreau**



Future Planning 2 Guide

Appendix One

Future Plan Team Role Description

Future Plan Team Role Description

This team encourages key ministry leaders to be in sacred service to the whole spiritual community by planning and coordinating how to bring all members together to create their future.

Purpose: The purpose of the Future Plan Team is to bring together key leaders of the ministry to define the activities needed to achieve the Future Plan.

Led by: Minister or designee

Reports to: The Board

Accountabilities:

We count on the Future Plan Team members to:

1. Develop a schedule of activities and timeframes for completing the Future Plan.
2. Guide the Evolutionary Council in their activities and define what ministry teams or operational areas are to be mapped.
3. Determine which process will be used for creating the actual plan (Future Guide 2).
4. Encourage engagement of the whole community in various planning activities as a way to foster greater ownership.
5. Communicate on a regular basis with the congregation to inform, build enthusiasm, and nurture a sense of shared completion.
6. Ensure publication of the completed Future Plan and dissemination (print, web site and other means).
7. Coordinate with the Sacred Service Council regarding implementation of the Future Plan and reports quarterly on progress.

Qualifications Required: Member, Team Leader or designee, Board Member, Credentialed Leaders, Staff, and Sacred Service Ministry Coordinator.

Time Required: 2 hours per month for up to twelve months for Future Team meetings; along with congregation, up to four days for actual planning events during the twelve months

Contact Information for this Sacred Service Position:

Team Leader: Paul Planner

Phone Number: 713-888-888; best to call 7:00-9:00 PM

Email Address: planningpaul@gmail.com

Future Planning 2 Guide

Appendix Two

Core Values

Templates

Examples

Core Values Template

The template below is used in the “4 Whys” process, an adaptation of Richard Barrett’s work.

Core Values Template			
Core Value	Rationale (Why)	Organizational Actions	Individual Behaviors
What does this core value mean for us? (A sentence we can affirm together.)	Describe why this is a core value. (This is the underlying reason for selecting this value as one of the core values of the church/center.)	Ministry's Actions Specifically states what, as an organization, the ministry/church, will do to demonstrate this core value. (What will leaders, teams, etc., do on behalf of the ministry/center to demonstrate this core value?)	Individual's Behaviors State the actions/ behaviors that leaders and congregants as individuals would take on to model this core value. (How would individuals "walk the talk?")
[Value]			
<i>Definition (Starting with "We...")</i>			
[Value]			
<i>Definition (Starting with "We...")</i>			
[Value]			
<i>Definition (Starting with "We...")</i>			
[Value]			
<i>Definition (Starting with "We...")</i>			
[Value]			
<i>Definition (Starting with "We...")</i>			

Core Values—Spiritual Community & Individual Behaviors Worksheet—Template

The template below is used by the UWM Ministry Skills Team. It is also an adaptation of Richard Barrett’s work.

Core Values -Spiritual Community Behaviors- Individual Behaviors Worksheet

How people will know when we are walking our talk, when are being who we say we are!

CORE VALUE & DEFINITION	SPIRITUAL COMMUNITY BEHAVIORS	INDIVIDUAL BEHAVIORS
Core Value Definition	1. 2. 3.	1. 2. 3.
Core Value Definition	1. 2. 3.	1. 2. 3.
Core Value Definition	1. 2. 3.	1. 2. 3.
Core Value Definition	1. 2. 3.	1. 2. 3.
Core Value Definition	1. 2. 3.	1. 2. 3.

Introduction: Example of Core Values

Below are examples of core values common to and used in many Unity ministries. There are many possibilities to choose from. If any of the examples resonate with you, feel free to use them as your own or revise them to suit your ministry. You do not need to start from scratch.

Examples of Core Values			
Core Value	Rationale (Why)	Organizational Actions	Individual Behaviors
Definition - What does this core value mean for us? (A sentence we can affirm together)	Describe why this is one of our core values.	What must a ministry do as an organization (not as a group of people) to demonstrate this particular value (<u>specific actions</u>)?	What individual behaviors specifically demonstrate this core value? How would this core value be demonstrated by individuals "walking their talk?"
Spirit-Guided / Spirit-Centered / Spirit Led / Spiritual			
1. We are centered in Christ Consciousness. 2. We turn within for wisdom and understanding. 3. We turn within to Spirit for guidance and active communication.	1. There is only one presence and one power. 2. When we are spirit guided, we know and live the Truth. 3. We create order, peace, and harmony in ourselves and others when we align our daily actions with spiritual principles.	[Ministry name or acronym] recognizes its connection with spirit by beginning each meeting, service, class, and event with prayer and by affirming our core values, vision, and mission.	I use the five Unity Principles to guide me through my day.
		[Ministry] leaders and members sit in the silence before making decisions.	I enrich my spirituality by participating in classes and ministry teams.
		[Ministry] provides opportunities to raise the spiritual consciousness of our community through worship, education, and service.	I trust in Spirit and am open to change manifesting in me.
		[Ministry] teaches spiritual principles and practices such as prayer and meditation to cultivate communion with Spirit.	I experience Spirit's unconditional love through my practice of gratitude.
		[Ministry], trusting in Divine Love, opens all gatherings with prayer.	I open myself to Spirit through prayer and meditation.
		[Ministry's] Board of Trustees sits in the silence before making major decisions.	

		At all levels of organization, [Ministry] is Spirit-Led in all decisions and actions as we sit in the silence before beginning any activities.	I have a daily spiritual practice that keeps me conscious of Spirit.
		[Ministry] begins all gatherings with prayer.	I attend classes and workshops that support my spiritual growth.
		[Ministry] teaches spiritual principles and practices, such as meditation and prayer, to help adults and children cultivate communion with the Divine.	I take life's challenges and celebrations into my prayer practice.
		[Ministry] continually deepens and expands our ministry's understanding of Unity principles and supports people in consistently aligning with them.	

Integrity

<p>1. We act with honesty, openness, and commitment.</p> <p>2. We are conscious, congruent, and conscientious, telling the truth and taking authentic action.</p>	<p>When we act in accordance with our values, we experience wholeness.</p>	[Ministry's] board members, ministry team leaders, and members practice their roles and responsibilities with commitment, honesty, and respect.	I fulfill my responsibilities to myself, others and the planet with integrity, respect, and commitment.
		[Ministry's] leaders commit to and model UWM's code of ethics.	I resolve disagreements by speaking directly to those individuals I am in conflict with.
		[Ministry's] leaders are transparent by communicating board decisions and financial transactions to the congregation.	I work with others for the highest good of the ministry.
		[Ministry's] board of trustees creates an environment of trust by seeking input from the congregation before major decisions.	I am impeccable with my word.

		[Ministry's] board of trustees practice full, accurate and timely communication with the congregation.	I am ethical and open in thoughts, words, and deeds.
		[Ministry's] minister and board of trustees lead with truthfulness and scrupulously principled openness.	I deal with myself and others in a truthful, sincere, and forthright manner.

Authentic

We are trustworthy and reliable in all our interactions.	When we live authentically, we experience wholeness and harmony.	[Ministry's] leadership creates an environment of trust in which each person can awaken to who they have come here to be.	I keep my word when I make commitments.
		[Ministry's] minister and board of trustees act in a trustworthy, forthright and reliable manner with the congregation.	I "walk my talk" with my own core values.
		[Ministry's] leaders fulfill their responsibilities with integrity, respect and commitment.	I always tell the truth about others.

Loving / Love / Unconditional Love

<p>1. We embrace all as expressions of God.</p> <p>2. We recognize and embrace the divinity in all.</p> <p>3. We live in harmony as we value and honor the divinity within ourselves and each other in our everyday lives.</p>	<p>1. Love is inherently who we are.</p> <p>2. Love is who we are and expands as we express it.</p> <p>3. We enhance our interpersonal relationships through love. Love benefits the community and the world. When</p>	[Ministry's] minister, board and greeting team welcome a diverse community by embracing all people in all they do and say.	I always look for the good in others and speak well of them.
		[Ministry] provides loving support to its members through the Chaplaincy Program and Prayer Team Ministry.	I am a compassionate listener and respectful of others.
		[Ministry] provides opportunities to greet one another with a hand shake or hug during worship services.	I am able to love others because I love myself.



4. We express unconditional love, an inner quality that sees good everywhere and in everyone	we love, we grow in consciousness and the world becomes more peaceful.	[Ministry] leadership models the respect of all people wherever they are on their path through loving words and actions.	I consciously choose to make a heart connection in all my interactions.
	4. We are reflections of God, and God is Love.	[Ministry] provides opportunities to express Love through service to each other and the community.	I act with loving kindness and compassion toward myself and others.
		[Ministry] ushers and greeters identify and welcome first timers and offer them a welcome packet which includes a name badge and a recording of a service.	I give my time and resources for the highest good of my community and the world.
		[Ministry] develops a consciousness of love through our spiritual development programs and opportunities for service.	I continually seek to expand loving relationships in my world.
		[Ministry's] Ministers and Peacemaking Team create a community of caring, appreciation, and peacefulness.	I am compassionate and considerate of others.
		[Ministry's] Welcoming Team greets everyone in love and focuses loving energy on the congregation.	I am considerate of others and listen with empathy.
		[Ministry's] Youth and Family Ministry Team provides programs to support our children in experiencing themselves as the perfect creations of God that they are.	I love myself completely, as Spirit does, and I express my divine perfection and wholeness.
		[Ministry] actively expresses love in the world through sacred service outreach programs.	

Joyful / Joy

We are joyful stewards of God.	To Serve is to be joyful.	[Ministry's] Youth Education fosters and encourages the joyful, creative expression of our	I participate in activities that bring me joy.
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		children through age appropriate curriculum and activities.	
		[Ministry] hosts musicians who inspire joy, laughter, hand clapping, singing, and dancing.	I joyfully connect with others in fellowship.
		[Ministry] hosts speakers and seminars to enhance congregants' ability to express creativity, lightness and joy.	I consciously appreciate life every day.
		[Ministry] celebrates our joy in God through services and programs that promote music, fun and laughter.	I choose to be optimistic.
		[Ministry] creates a Youth and Family Ministry program that is fun, inspiring and grounded in Unity teachings.	I appreciate humor wherever I find it.
		[Ministry's] leaders promote outreach to the community in joyful service.	I take time to laugh and play in childlike wonder.
		[Ministry] Minister and Service Team sponsor activities and groups that speak to many people's joys and passions.	I participate in activities that bring me joy.

Service			
We actively participate in the transformation of our church, the community and the world	We are inspired and enriched by contributing to activities that benefit others. Our service allows deeper connections.	[Ministry's] Volunteer Coordinator creates opportunity for congregants to participate in community and global outreach.	I enthusiastically volunteer my time, talent, and treasure.
		[Ministry's] Board recognizes and celebrates its volunteers.	I look for new ways to be of service and take authentic action.
		[Ministry's] leaders demonstrate and teach the laws of prosperity.	I practice the law of giving and receiving.
		[Ministry] promotes personal growth by providing opportunities to serve the church and the community.	I look for new ways to be of service and take authentic action.
		[Ministry's] Leadership Team creates opportunities and an environment that encourages people to serve.	I let others know of opportunities for service.
		[Ministry's] minister, board and volunteer coordinator support, value and acknowledge those who serve.	
Transforming / Transformation / Evolving			
We actively evolve into our highest and best expression of Being.	As we transform individually, we inspire transformation in our community and the world.	[Ministry] offers a wide variety classes and programs to encourage personal transformation in our spiritual community.	I actively participate in classes and other small groups that support my transformation.
		[Ministry] Sunday services inspire transformation through prayer, meditation, uplifting and diverse music and lessons.	I have a daily meditation and prayer practice that support me in being the best expression of Spirit that I can be.
		[Ministry] leadership models and encourages the practice of the five Unity principles.	I practice the five Unity Principles in my daily life.
		[Ministry] moves towards greater sustainability of the environment through our decisions, use of resources, and classes.	I pray, meditate, study, and apply Unity principles daily. I actively support and practice the [Ministry] core values.

Abundance / Prosperity			
We know that God is our Source and celebrate the unlimited possibilities present in every moment.	We live in a continuous flow of giving and receiving.	[Ministry] tithes to others to demonstrate the spiritual principle of the law of circulation.	I tithe to share what has been graciously given to me, acknowledging my spiritual source.
		[Ministry] provides everyone the tools to develop and demonstrate the consciousness of stewardship.	I recognize my interdependence with all living things by taking action to respect the environment.
		[Ministry] is sensitive to the environment and takes appropriate action to make the ministry "green."	I am a good steward and use all my resources responsibly.
		[Ministry's] Board and Ministry Teams create our long-range plans knowing that anything is possible. We think big!	I give generously of my time, talent and treasure.
		[Ministry's] Volunteer Ministry Team brings people in to the conscious awareness of the value of service.	I speak of what is possible, not what is impossible.
		[Ministry] provides adults and children the tools to develop and demonstrate the consciousness of prosperity.	
		[Ministry] tithes to institutions / people in practice of the law of giving and receiving -- giving without focus on receiving; knowing that we will be richly blessed by our giving.	
		[Ministry] reaches out to the community in sacred service.	

Stewardship			
We joyously receive and nurture all life's gifts and resources, using them wisely for divine purposes.		[Ministry] tithes to others to demonstrate the spiritual principle of the law of circulation.	I tithe to share what has been graciously given to me, acknowledging my spiritual source.
		[Ministry] provides everyone the tools to develop and demonstrate the consciousness of stewardship.	I recognize my interdependence with all living things by taking action to respect the environment.
		[Ministry] is sensitive to the environment and takes appropriate action to make the ministry "green."	I am a good steward and use all my resources responsibly.
Compassionate / Compassion			
1. We do unto others as we would have them do unto us. 2. We act with empathy, consideration and loving kindness in all our actions.	When we act with compassion we experience Oneness.	[Ministry's] Pastoral Care Minister and Chaplain Team ensure our congregants are supported during life challenges.	I practice non-violent communication in my interactions with others.
		[Ministry] leaders support the Out and About Group which leads outreach activities for our local community with resources and volunteers.	I act with loving kindness and compassion toward myself and others.
		[Ministry's] leaders model compassionate non-violent communication and teach it to others.	I listen attentively with an understanding heart.
Inclusiveness			
We embrace all people as expressions of God.	As we recognize that everyone is in God, the One Presence and One Power in the universe, we grow in awareness and appreciation of diversity.	[Ministry] fosters authentic relationships in individuals and groups, children and families, and across all generations through our small group ministry.	I reach out to others and acknowledge the Christ Nature within each person.
		[Ministry] practices Unity's Joint Statement on <i>Honoring Diversity within the Unity Movement</i> by welcoming ALL people as part of our congregation.	I am compassionate and considerate of all.

		[Ministry] reaches out to other organized faiths in the community to initiate and participate in interfaith activities.	I attend classes and events that expose me to different faiths and cultures.
		[Ministry] embraces diversity by educating adults and children through classes, workshops and other experiences.	I participate in activities that increase my understanding and embrace of all people.

Oneness

<p>1. We are one in Spirit.</p> <p>2. We are interconnected and individual expressions of the one God.</p>	<p>1. We are all part of the one spiritual source, God.</p> <p>2. Whatever we do to others, we do to ourselves, and vice versa.</p>	[Ministry's] leaders model compassionate communication and teach it to others.	I behold the Christ in others.
		[Ministry's] leaders use and teach other members the "Agreeing and Disagreeing in Love" process.	I respect and accept the views of others.
		[Ministry] provides opportunities to join in one voice through praise, song, and chant.	I joyfully connect with others in fellowship.
		[Ministry] creates goals that support congregants working together for the common good.	I reach out to others in a spirit of true appreciation of the value of each one.
		[Ministry] actively supports inclusiveness in all our educational and spiritual development and service programs.	I look for and acknowledge the Christ Spirit within each person.
		[Ministry] supports the Association's statement on diversity through its programs and communications.	My individual actions are in accord with and for the benefit of all.

Peace			
We are in harmony with God, humankind and all creation.	As we experience harmony and serenity, we can "be peace" in the world.	[Ministry's] minister, board and staff practice the principles of Agreeing and Disagreeing in Love.	I practice forgiveness daily.
		[Ministry] provides classes and workshops that promote peace.	I practice non-violent communication.
		[Ministry] participates in local, national and global programs and organizations that promote peace.	I participate in classes and workshops that promote peace.
		[Ministry] supports the <i>Be Peace</i> program in the church and reaches out to teach it to others.	I support local, national and international programs and organizations that promote peace.