



**Living
Wholeness
Community
Strategic
Plan**

2022-2024

SUCCINCT

God Centered Transformation

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Prepared in conjunction with the Living Wholeness Community including

- Board of Directors
- Executive Team
- Leadership Team
- Members
- National Representatives and Teams
- Alumni

The plans contained herein are the property of Living Wholeness.

Prepared and collated by

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- LW Executive including Dr.'s John Warlow and Carolyn Russell
- LW Board of Directors including John Allison, Daniel Lindahl, and Dr Jill Willis.

It is important to make special mention of the extremely insightful thorough review by Dr. Jill Willis.

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Feedback and suggestions welcome.

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Psalm 20:4

May He give you the desire of your heart and make all your plans succeed.

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Introduction

Living Wholeness, abbreviated to LW, is essentially a community of Christians who are fascinated by God’s love for transformation of people. Transformation conceptualized by God the Father, invited and encouraged by the Word of God, made possible and accompanied by the Son of God, and empowered by the Spirit of God.

This Strategic Plan document concerns the hopes for the Living Wholeness community for the years 2022-2024.

Living Wholeness has a website on which can be found all manner of articles, updates, trainings, resources, and so on. Please access it if you haven’t. www.livingwholeness.org.

However, we do reproduce the summarized LW Vision and Mission statement for ease of reference, as indeed this strategic plan must align with the overall vision and goals of the organization.

The LW community has significantly grown and developed, has become registered, is settling various basic governance and processes, and is now looking to how God will lead us into the future. If previous growth is any indication, this next phase, focused on both consolidation and growth, will, we trust, take the agency to again a new level.

Also to mention that this Strategic Plan includes two dimensions – consolidation of existing work completed to date (business as usual) and the natural extension of this; and specific special project initiatives. Both are covered within this document.

Living Wholeness



Vision: Wholistic God-centred transformation of the whole person.

Purpose: Offering people a way, through the Christian Wholeness Framework, (CWF) to live out the Bible’s Great Commandment, New Commandment and Great Commission: intimacy with God, imitating Christ, influencing for the gospel, all through being indwelt by the Holy Spirit.

Values: Living Wholeness values love and acceptance, truth and integrity, choice and hope, God-centred lives and relationships, personal vulnerability, and facing life’s issues in a healthy way. Living Wholeness also values healthy relational processes, by offering choice, respect and value to individuals and people within systems.

Strategy: To encourage and equip people who together, relying on God and walking relationally with others, learn, live, use, and give to others the Christian Wholeness Framework. To offer education and training, (primarily train the trainer), supported by relevant resources, undergirded by research, and growing the Living Wholeness Community.

Executive Summaries

We present the plan here at basic, overview, and Exec summary level.

The comprehensive version of this document contains the full indepth Strategic Plan, which can be requested from David Nikles.

This Succinct version contains

The Basics

The Overview

The Executive Summary

The Basics

Consolidation

Comprehensive improvements plus remaining open to Gods leading

New Initiatives

Online learning platform

LW App

Communications Hub

BST/LW Biblical Transformation Center

Explore an Asian Hub

PLUS

Remain open to Gods fresh leading

TWO: The Overview

This overview introduces the major six departments and what we intend to do within each, thus integrating both the consolidation process and new initiatives. The In Depth Plan discusses all these initiatives in detail.

1.0 TRAINING DEPARTMENT

Aim: Teach the fullness of the Christian Wholeness Framework

- 1.1 Invest in Participants
- 1.2 Training Course Review
- 1.3 Prioritize and consolidate courses and training

2.0 RESOURCES DEPARTMENT

Aim: Consolidate & enhance accessibility of LW materials

- 2.1 Develop Library
- 2.2 Product Development
- 2.3 Develop the LW Lexicon
- 2.4 Investigate an online learning platform
- 2.5 Develop a LW App

3.0 RESEARCH DEPARTMENT

Aim: Investigate and publicize the capacities of the LW.

- 3.1 Clarify Research Design
- 3.2 Dissemination of research outcomes
- 3.3 LW Postgraduate Empowerment Group

4.0 COMMUNITY DEPARTMENT

Aim: Invest in the LW community, developing:

- 4.1 Community Care
- 4.2 Professional Development
- 4.3 Partnerships, and
- 4.4 Explore a LW Asian Hub

5.0 BUSINESS DEPARTMENT

Aim: Manage business needs of the LW community

- 5.1 Grow Marketing & Sales
- 5.2 Strengthen Finance
- 5.3 Complete Governance

6.0 ADMINISTRATION DEPARTMENT

Aim: Administrative support

Executive Summary

A wider bite again into what we are planning.

Living Wholeness is structured as below.

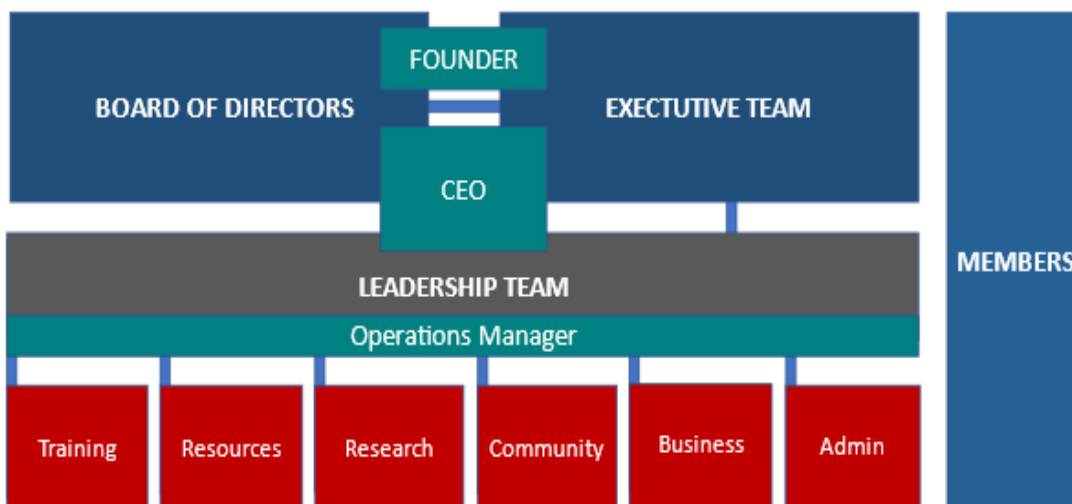
Both Founder and CEO are directors and exec members.

LW has an active Board and Executive Team, affiliated with its members.

The CEO, assisted by the Operations Manager, relates to these teams as well as the hands-on Leadership Team, who in turn lead the 6 departments in cluster leadership style.

The 6 departments are:

- Training
- Resources
- Research
- Community
- Business
- Administration



This Strategic Plan has been prepared for the 3 year period 2022-2024.

It will be reviewed and recalibrated at the end of each calendar year.

In summary the plan includes initiatives to

- Consolidate what is good and has been worked hard on so far, thus raising accessibility for a wider audience.
- Develop specific special project initiatives, most of which have been dreams for LW until now.
- Prioritize the work in an orderly fashion over the three-year cycle.

Key Initiatives

The major foci of this strategic plan are consolidation and growth, working hard to consolidate and increase accessibility of what we have, and responding to increasing requests and needs with strategies for growth.

Consolidation

Actually in some ways the bulk of this first strategic plan should be and is continuing to consolidate what we already have: our training courses, resources, research, and community, to more effectively support and undergird LW work, thus facilitating better accessibility and therefore sustainable growth.

Open to Gods Leading

We serve a God who knows the future but also knows us and what we do and don't need to know, so much delighting in the journey with us, more than telling us the destinations. Hence, we absolutely reserve the space for Him to lead and guide us as He desires when He desires, and we want to remain open to Him while also sensing this plan is what He has for us as well.

Five Special Projects: Strategic New Initiatives

In this context however there are five new specific ventures we believe will add to our long-term growth. Special Projects are highlighted through the report in grey. Three of these are very achievable and feasible as priority growth developments:

- **Online learning platform (Resources Dept, item 2.4)**
- **LW App (Resources Dept, item 2.5)**
- **Communications hub (Community Dept, item 4.1A)**

The other two of these are dependent on factors beyond our immediate control.

- **BST/LW Biblical Transformation Center (Community Dept, item 4.3A)**

This has been on our official formal partner, BST's (Brisbane School of Theology) radar for some time and we are in early discussions about this. Hence it should be high priority for full exploration within this 3-year cycle.

This center would be a space primarily for teaching on pastoral care, but also potentially including for, resource access, research, intercultural interaction, writing, potentially hosting visiting scholars, all in pursuit of developing a cutting-edge space for exploration of the process of Transformation. Integration of the often-separate disciplines of Theology Psychology Biology and Sociology under a single umbrella would then offer a springboard from which the wider community may access the Center's fruit.

The concept of a center of excellence within academic Theological Institutions has been gaining prominence over the last decade. BST already has a one, a Center of Asian Christianity. BST is keen to partner further with Living Wholeness to explore and develop a Biblical Transformation Center. This is by no means the definitive name yet.

Second is the concept of an

- **Asian Hub (Community Dept, item 4.4)**

Again, a priority but a complex issue, we would propose exploration of this within the first 2 years of the 3 year cycle with view to actual development potentially within year 3. Again, it is multi factorial and the actual process may be lots quicker or slower.

An Asian hub could have many facets and did exist as Dawen/The Bridge from 2006-2018. However, there would be many benefits from the establishment of a physical center within Asia from which would flow an office, admin support, meeting and training space, resource collection, community strengthening, as well as a very important role in being a presence within Asia, and the very many connections and interactions that flow from such a presence within the region we primarily serve. Visits to and from national representatives and teams would flow from this space.

Departmental Priorities

Initiatives in blue are either underway already or part of the general ongoing strategic and essential development of LW.

1.0 TRAINING DEPARTMENT

Aim: Teach the fullness of the Christian Wholeness Framework Towards God Centered Transformation

The training department have responsibility for curriculum development, preparation, pilot teaching, revising and consolidating currently 20 courses. Ten are in use and 10 are in various stages of preparation.

1.1 Participants: (The people we train, including these groups, are our priority!)

- A. **Individuals**, and within marriage/relationships, and families
- B. **Lay to Professionals**: Lay Pastoral Counsellor Coach Supervisor Educator Researcher level LW students
- C. **Trainers** (of these): at levels appropriate to their capacities
- D. **Communities**: including organizations, Churches, Seminaries, and denominations.

1.2 Training Course Initiatives

- A. Support and empower the existing trainer team, primarily the leadership team, but also beyond this
- B. Systematically identify, mentor and empower emerging LW trainers
- C. Teach existing courses
- D. Prioritize, consolidate and refine existing unfinished courses
- E. Develop training courses currently in planning phase
- F. Further develop the PACT and Master Trainer streams which are the intentional pool of future trainers and leaders
- G. Notable amongst the courses is the Lay Counsellor Course which has been organized into a project in partnership with Healthserve, offering training to 150 Lay Counsellors in 6 Asian nations. The project is at present around half way through a 3 year cycle.

1.3 Prioritize and consolidate courses and training overall

- A. Finalize a course development matrix promoting a high professional standard
- B. Complete associated training materials
- C. Create a clearer training pathway, linear and also nonlinear.

2.0 RESOURCES DEPARTMENT

Aim: Consolidate and thus raise accessibility of LW materials for the public, and LW community, as appropriate.

2.1 Library

- A. Catalog, and develop a data management system for raising access for, and keeping up to date, all completed LW material
 - Governance documents
 - Training materials, PowerPoints, standard handouts, student manuals and logbooks,
 - Videos of trainings, role plays for use in training
 - Writings including LW books, articles, book chapters where the book is not yet completed
 - Translated materials
 - Online Courses
- A. Document and refine the LW translation process, with translation, storage and distribution of LW materials

2.2 Product Development

The resources department will also continue to develop and refine

- A. The product and training standard development process (a 9 box matrix designed by the Board several years ago)
- B. A coherent look and feel with a high level of professionalism for LW products both online and hard copy of books
- C. Seek connection with a recognized publisher, previously an unsuccessful goal

2.3 Develop the LW Lexicon – in essence a dictionary of LW terms and thinking

2.4 Investigate, pilot and commence an online learning platform for education

- A. Research and recommend a system for approval by the Executive and Board.
- B. Pilot at least one course in 2022 (Intro to CWF, a simple 6 hours course)
- C. Explore use of pre-course learning via online units and video

2.5 Develop a LW App

- A. Oversee the development for a LW app relevant for both clients, counsellors and trainers.

3.0 RESEARCH DEPARTMENT

Aim: Investigate, collate, analyze, and publicize, the capacities and transformative impact of the CWF and the LW community.

3.1 Research Design

- A. Continue to develop and train interested LW members in research skills.
- B. Continue to gather data in Human Research Ethics Approval (QUT approval 4924) project *Evaluating the impact of Living Wholeness community counsellor training in multiple contexts*
- C. Evaluate and develop survey tools for ongoing training and seek ethics variation

3.2 Dissemination of research outcomes

Develop and monitor research data storage protocols and processes.

- A. Continue to work on academic journal outcomes (1.5 - 2 year process). Currently three articles planned along these lines.
 - I. Using Steps and Shapes in Christian Lay Counselling
 - II. History of LW in 14 Nations
 - III. Efficacy of the CWF in Lay Counsellor Training in Asia

3.3 LW Postgraduate Empowerment Group

- A. Meet at 3 monthly intervals to encourage a group of LW community post graduate students (PhD/Post grad level research students)

4.0 COMMUNITY DEPARTMENT

Aim: Acknowledge and invest in strengthening the people and organism of the LW community, without whom there is no LW.

4.1 Community Care (Caring for the people of the LW community)

- A. Develop a communications hub
- B. Strengthen internal member care - preventative, and where needed
- C. Strengthen prayer
- D. Refine and develop national teams and representatives
- E. Develop retreats
- F. Strengthen the celebratory culture of LW

4.2 Professional Development (Strengthening the professional capacities of the LW community)

- A. LW Leaders training (for CEO and leadership team in particular)
- B. LW
 - I. Conferences
 - II. Webinars and training events
- C. Cyclical sabbatical for senior leaders

4.3 Partnerships

- A. Explore a Biblical Transformational Center with BST
- B. Strengthen and grow LW's relationships with major partners including seminaries and agencies

4.4 Explore a LW Asian Hub

5.0 BUSINESS DEPARTMENT

Aim: Manage the business needs of the LW community in a wholistic God centered faith filled fashion

5.1 Marketing & Sales

- A. Strengthen marketing as training products come available for open sale
- B. Access consultants or wisdom of board and others
- C. Improved website and social media presence including LW on Wikipedia
- D. Smoother sales processes

5.2 Finance

- A. Budget
- B. Donor Interface
 - I. Strengthening relationships with partners and existing donors
 - II. Seeking wider donor base

5.3 Governance

- A. LW Book of Governance to be completed and made accessible to relevant people

6.0 ADMINISTRATION DEPARTMENT

Aim: Administrative support for the whole LW community

6.1 Departmental Support

Streamline, consolidate, and grow where needed in these areas:

- A. Support of Training, Resources, Research, Community and Business Departments
- B. Maintain current level of bookkeeping and accountant liaison (this is excellent)
- C. Prepare reports, surveys, mailouts, and Annual Report and their distribution
- D. Membership Management – keeping up to date and interacting with members
- E. Communications with teams, leaders, students
- F. Website Management
- G. Video editing
- H. Marketing support

Budget

As a point of reference, income for the year March 2021-2022 was around **\$37000**.

- Donations made up 75% at **\$27,000**
- Earnings made up 25% at **\$10,000**

One expectation is to slowly increase the earnings and reduce dependence on donations by around 20% each pa.

Source	2022	2023	2024	2025	2026
Earnings	25	45	65	85	100
Donations	75	55	35	15	0

However, in parallel, LW is a not-for-profit company and has a strong presence in the social enterprise arena. People see what is happening and like to join the team in various ways, whether student, trainer, leader, intercessor, or donor. With the planned 6 special projects there will remain a need for special project funding. Although LW general funds may be able to cover some of these costs, this is where we would look particularly to our donor partners to raise funds as these projects are explored, developed, initiated, and completed. This would require around \$20,000 over 3 years from donors for 5 special projects and an unknown amount for the sixth. This seems reasonable.

In summary the expected income and expenses for the next 3 years are as below

- Income \$129,000
- Expenses \$105,000

This covers business as usual plus 5 of the six special projects (\$20,000).

All six projects require exploration and further costings before adoption and commencement.

The sixth item, an Asian hub, has a difficult to define price tag and again has not been rarified.

The intention is if we proceed with this, we also proceed with a special fund raising drive as well. From experience we have seen that if God wants something to happen then funding it is never a problem.

Conclusion

If we are to see the completion of all or most of the hopes in this document in 3 years we have a lot of work to do!

As Solomon wisely says in Proverbs 16:3 Commit to the Lord whatever you do and your plans will succeed.

Indeed, we do absolutely commit our ways and plans to Him, for without Him we are lost and have no hope but with Him we have the hope that as we offer our 2 loaves and half a fish He will multiply what we have given and it will grow into something beautiful.

In fact, this is a key concept that LW is built on. Our giving our very selves to the service of Jesus. For LW is built on people who have given lives to see the vision He has called each of us to, different parts and different angles of it, to grow and develop.

While it is interesting to observe what God does with other ministries and indeed give thanks that they have grown, we sense God has a unique plan with LW. He tends to delight in using us as broken people, under resourced, limited connections, limited capacities, and seems to have no big concern at the slowness of our growth.

It is very important to the LW community that we remain God led, work at a sustainable rate, work strategically and cooperatively with each other, and in all things give God the glory for the results. This pace that we can manage over the long term, tends to also coincide with His pace for us as an agency.

Dear reader, thanks you for hearing our hopes and dreams. Do feel free to dream with us, to hope with us for a better world, perhaps even to find a place for yourself within LW community where you too can offer your best years in His service and together with others see something amazing grow.

Practically then, our next steps as leaders are to interact together with the plan and see how and where we can each add value. We are a community who have an act and reflect; an action and contemplation; a respond and evaluate cycle. Let's continue that as we move forward, it is a sure recipe for success.

And one day we will all stand in awe and see river of the water of life, as clear as crystal, flowing from the throne of God and of the Lamb down the middle of the great street of the city. On each side of the river stood the tree of life, bearing twelve crops of fruit, yielding its fruit every month. And the leaves of the tree are for the healing of the nations. No longer will there be any curse. The throne of God will be in the city and His servants will serve Him. They will see His face and His name will be on their foreheads. There will be no more night. They will not need the light of a lamp or the light of the sun for the Lord God will give them light. And they will reign for ever and ever. Rev 22:1-5.

For more information, please request the

Living Wholeness Community COMPREHENSIVE Strategic Plan

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