

Leadership in Practice

Vision, Mission, and Strategy

Scottish Mission Leadership Skills Training Day, 1 February 2026

Christian Salcianu | HIM Research



**“God’s work,
done in God’s way,
will never lack
God’s supplies.”**

Hudson Taylor



**“A person can receive
only what is given them
from heaven.”**

John 3:27

**“What you see, write in a book and
send it to the seven churches.”**

Revelation 1:11

“What you see, write in a book and send it to the seven churches.”

See

Receive

VISION

The Father

Write

Articulate

MISSION

Jesus Christ

Send

Do

STRATEGY

The Holy Spirit

1. THE VISION

A close-up portrait of an elderly man with a thick, white beard and a head covering, looking upwards. The background is a bright blue sky with soft, out-of-focus light spots (bokeh). The word "VISION" is overlaid in large, semi-transparent blue letters across the upper right portion of the image.

VISION

“Then Jesus said to Simon,
‘Don’t be afraid; from now on
you will fish for people.’
So they pulled their boats up on shore,
left everything and followed him.”

(Luke 5:10-11)

“One night the Lord spoke to Paul in a vision:

‘Do not be afraid; keep on speaking, do not be silent. For I am with you, and no one is going to attack and harm you, because

I have many people in this city.’

So Paul stayed in Corinth for a year and a half, teaching them the word of God.”

(Acts 18:9-11)



“And God said,



‘I will be with you. And this will be the sign to you that it is I who have sent you: When you have brought the people out of Egypt, **you will worship God on this mountain.**’”

(Exodus 3:12)



VISION

- **Clarity:** “Vision is clear.” It answers “What?” / “Where to?”
- **Source:** It is supplied by God.
- **Focus:** Future, projecting a God-ordained reality.
- **Scope:** Higher than any human imagination.
- **Impact:** No to status quo. A desired change.

2. THE MISSION

MISSION



“God did **not** send his Son into the world **to condemn** the world, but **to save** the world through him.”
(John 3:17)

“The Son of Man came **to seek** and **to save** the lost.”
(Luke 19:10)

“Do not think that I have come to abolish the Law or the Prophets; I have **not** come **to abolish** them but **to fulfill** them.” (Matthew 5:17)

“The Son of Man did **not** come **to be served**, but **to serve**, and **to give his life** as a ransom for many.” (Mark 10:45)

MISSION

- **Clarity:** It responds to “Why?”/“What for?” (*raison d’être*)
- **Source:** Mandate from God, embodied by Jesus.
- **Focus:** Vision-focused, present-tense declaration.
- **Scope:** Universally applicable (entire organisation).
- **Impact:** Alignment for a cause.

VISION

MISSION

A picture	A movie
The destination	The journey
In the future	In the present
Higher (ideal)	Human (doable)
God-given	Human and divine partnership
Acts as a magnet	Acts as a propeller
Revelation	Commandment
Excitement & motivation	Meaning & purpose
Joyful	Painful
God-focused	Vision-focused



3. THE STRATEGY

STRATEGY





1 Samuel 17

Acts 17





2 Thessalonians 2



**Matthew 28, Mark 16
Luke 24, John 20**

STRATEGY

- **Clarity:** It answers the question “How?” (subject to change)
- **Source:** The Holy Spirit’s leading (team, data, reflections).
- **Focus:** Mission-focused, values-driven, results-oriented.
- **Scope:** A step by step approach (teams).
- **Impact:** Incremental changes.

MISSION

STRATEGY

Fixed (in stone)	Fluid (adaptable)
Universal (in time and space)	Specific (contextual, cultural)
Enduring (rarely changes, if ever)	Expiring (must be reviewed periodically)
Driven by heart	Driven by head
Defined by the calling	Defined by the guidance
Owned by everyone (all members)	Directed by leaders (team)
Focus on alignment (unity)	Focused on execution (many methods)
Commitment & sacrifice	Planning & resources allocation
Qualitative (faith, deep, direction)	Quantitative (growth, metrics)
Vision-focused	Mission-focused



WORDS (of caution)

RADICAL

URGENT

TOTAL

FINAL

PRAYER, MISSION

APPEAL, DECISION

MEMBER INVOLVEMENT

HOPE, CHANCE

WORDS (of clarity)

VISION

MISSION

STRATEGY



<i>What / Where to?</i>	<i>Why? What for?</i>	<i>How?</i>
Long term destination	Core mandate	Action plan
Mental image	Deep (internalised)	Implementation
Desired future	Buying in	Execution
Guiding purpose	Sacrifices for values	Goals & results
Aspirational	Commitment	Resource allocation
Ideal	Owning & stewardship	Evaluation to optimise



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