

**BIBLICALLY BASED ANALYSIS
OF PLANNING
AND MANAGEMENT PRINCIPLES**

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ABSTRACT

Planning and Management principles are analyzed and compared with biblical principles. Two companies that have used these principles provide an example of how these concepts have been used for over two decades. It is concluded that the identified management and planning principles have a strong biblical base. It is concluded that the two companies used as examples have prospered using the best of planning management principles and biblical principles.

Keywords: Bible, Planning, Management

INTRODUCTION

What does the Bible say about planning? The Holy Spirit helps us know God's will and actions that are anointed. We do our best, then ask God for His best.

Proverbs 20:5 (paraphrased)

"A plan in the heart of man is like deep water."

Luke 14:28 (paraphrased)

"For which one of you when he wants to build a tower does not sit down and calculate the cost?"

Proverbs 24:3

"Through wisdom is a house built; and by understanding it is established."

1 Corinthians 14:33

"For God is not the author of confusion, but of peace"

1 Corinthians 14:40

"Let all things be done decently and in order."

Planning, roughly defined, is the process of looking to the future and determining how to get there. "The planning model for this paper has been used successfully in businesses, churches, non-profit organizations, hospitals, government, and athletic managements." (1)

LITERARY SEARCH

In the article *For God and Company*, Joseph Maglitta (1996) shows how managers at successful companies, like the information services at the Christian Broadcasting Network (CBN), believe that "their faith drives their business ethics and management style." The Vice President of the company assures that "the Bible is the user's guide to life All the good rules of business are there." The article further reflects on leaders in businesses whose faith molds their daily communications, duties, and obligations towards their employees.

In *A Conceptual Model of Spirituality and its Influence on Unethical Behaviour*, Carlos Biaggi (2013) identifies three dimensions for spirituality: communion with God, belief in God's truths, and walking with God. Managers' understanding of how to avoid unethical behavior can be "beneficial not only to Christian organizations but also to for-profit firms."

In *Can We Afford to Ignore Religion in Management Education?* Rao, Kumar, and Mishra (2014) describe the importance of spiritual content in managerial education and how recently integrating spiritualism in management education has gained momentum, added benefits, and reduced the number of malpractices. The interesting idea the authors emphasize is that Man, as a product of social and religious being, “cannot ignore the impact religion has on the conscious and subconscious mind.”

In *Bringing Christ to the Table of Leadership: Moving Towards a Theology of Leadership*, Russell Huizing (2011) emphasizes that all development should be informed by leadership studies that focus on “Scripture-bases, God-governed, Christ-centric reflection on the use of the gifts that the Holy Spirit has empowered all believers to accomplish His mission.” Huizing acknowledges that leadership is complex and has many styles, still, “it is here the Christian must discern between that which is truth relative to God’s revelation and that which pulls the leader away from components of Christian leadership.”

In *What’s Love Got to do with Leadership?* Angela Senander (2013) presents how the leadership of Pope Francis, Gregory Boyle, and SJ and Klause Martes invite reflection on love as a foundation for leadership. The author invites reflections from different individuals who brought their experiences of leadership in the business world and who promote a style of leadership characterized by love. After discussing cases, literature, and individuals, the author concludes with an invitation to “all business leaders to be more human by engaging in leadership rooted in love.”

In *Freedom as the Call of Being: Restoring the Foundations of Ethical Enterprise*, Jim Wishloff (2013) shows how the “way forward beyond socialism and capitalism requires that the true meaning of freedom be reappropriated as the basis or all economic activity ... the good for others is to be willed in what is produced, in how it is made, and in the process by which it is exchanged.”

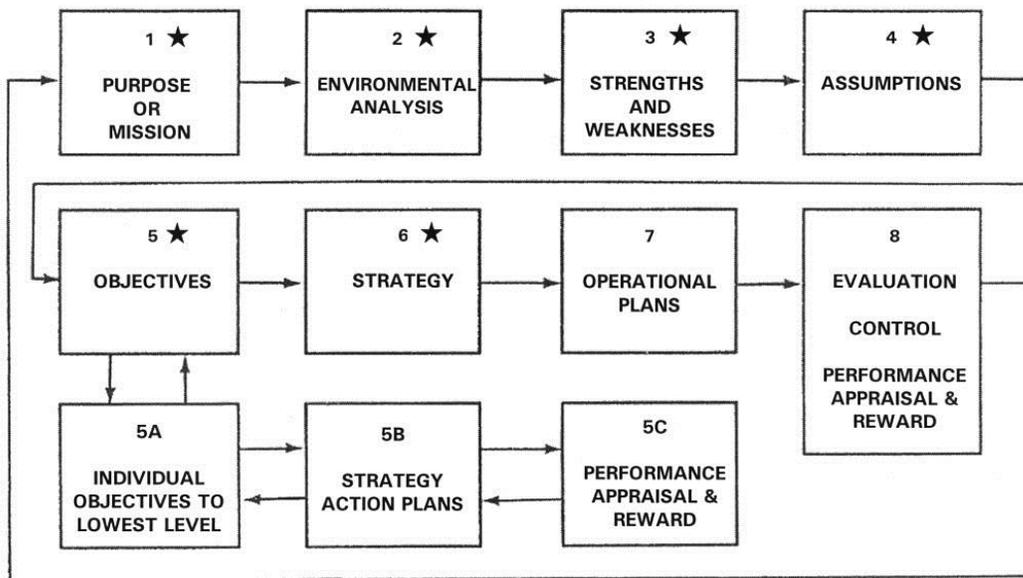
Strategic Planning Model

A model for the strategic planning process is shown in Figure I. Is this a biblical model? Subsequent portions of this paper will present testimonies of successful Christian companies following it, and scriptures in line with its various steps.

FIGURE I

Strategic Planning/MBO process.

From: Migliore (2000).



Purpose, Mission, Vision

Every organization that desires direction, purpose, and accountability, should have a mission statement. Note two mission statements of manufacturing companies with a strong Christian base. There are references to God, biblical principles, and scripture in both mission/purpose statements.

CROSS MANUFACTURING MISSION STATEMENT

Through the design, production, and marketing of a complete line of fluid power products for both domestic and international markets, Cross Manufacturing, Inc., exists:

To make more money, both now and in the future by meeting needs in the marketplace, i.e., serving our customers with quality products, on-time deliveries, and competitive pricing; and, at the same time;

To glorify God by reflecting Christ in every business transaction, i.e., follow basic biblical principles: honesty, integrity, honor others, be dependable, be fair, patient, and consistent. Provide value in the product. Treat suppliers, employees, and customers fairly. Provide a safe, ethical, discrimination-free environment for our employees. (8)

CARDONE INDUSTRIES, INC.
STATEMENT OF PURPOSE

We are in business to realize a profit for the mutual benefit of our employees, our customers, our suppliers, the community, and our owners.

Our corporate objectives are:

1. To honor God in all we do.
2. To help people develop.
3. To pursue excellence.
4. To grow profitably.

To this end, we pledge ourselves.

Our business is the Remanufacturing of Automobile Parts to serve the Automotive After Market.

MISSION STATEMENT: To be the best remanufacturer in the world.

We are in business:

1. To be customer driven.
2. To serve this market with the finest quality products at savings in cost over new parts, the most responsive fill service, and to make the Cardone line the highest profitable Remanufactured line for our customers.
3. To contribute to the conservation of America's natural energy and mineral resources through our recycling process.
4. To offer our customers the greatest possible profit potential.

Our intent is to provide our Cardone Family Members with a safe, healthy, comfortable working environment, to be equal opportunity employers, to encourage a holistic family atmosphere in our working relationships, to make clear that everyone is an equal, to encourage the development of people through training and to instill the belief that everyone is part of a viable, unified team and part of The Cardone Family.

Cardone Industries is committed to conducting its business relationships in the highest ethical standards as to be a credit to God, its owners, our employees, their families, our customers, our suppliers, and the community. Each, through a separate entity, is part of one unified family and the mutual benefit of the whole is achieved as the needs of one another are responded to.

Our intent is to be the leader in Market Share for each new immature line while selectively maintaining market share on mature product lines and at the same time maintaining our position as a low cost producer of remanufactured products. Our intent is to build long-term lasting relationships and maintain a servanthood position with each customer and supplier. We believe in servant leadership as the most effective way to lead.

Our position is that of a pioneer and proud leader in the automotive remanufacturing industry. Realizing we are accountable to God to be good stewards of all the resources He has entrusted to us, we are therefore committed to the highest level of efficiency in every operation. We are one, with the help of God, in constant pursuit of excellence. We firmly believe that . . . *If you want a long and satisfying life . . . never forget to be truthful and kind . . . if you want favor with both God and man, and a reputation for good judgment and common sense, then trust the Lord completely . . . In everything you do, put God first, and He will direct you and crown your efforts with success.*

Selections from *the Bible: Proverbs 3, The Living Bible (9)*

BIBLICAL/MANAGEMENT COMPARISON

Proverbs 11:14 (NIV)

“For lack of guidance a nation (or in our case ‘a person’) falls, but many advisors make victory sure.”

Proverbs 15:22 (NIV)

“Plans fail for lack of counsel, but with many advisers they succeed.”

Proverbs 20:18

“Every purpose is established by counsel”

Proverbs 16:20

“He that handleth a matter wisely shall find good”

Proverbs 29:18

“Where there is no vision, the people perish”

Joel 2:28, Acts 2:17

“. . . Your old men shall dream dreams, your young men shall see visions.”

Romans 12:3 (NIV)

“For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you.”

Galatians 6:34 (NIV)

“If anyone thinks he is something when he is nothing, he deceives himself. Each one should test his own actions. Then he can take pride in himself, without comparing himself to somebody else”

Ephesians 4:1 (NIV)

“. . . I urge you to live a life worthy of the calling you have received.”

Psalms 37:4 (NIV)

“Delight yourself in the Lord and he will give you the desires of your heart.”

Matthew 6:33 (NIV)

“But seek first his kingdom and his righteousness, and all these things will be given to you as well.”

Environmental Analysis

Every organization must monitor the outside environment, what is going on in the market place. External factors must be considered in developing a plan.

Proverbs 25:2

“It is the glory of God to conceal a thing: but the honour of kings is to search out a matter.”

Proverbs 22:3

“A prudent man foreseeth the evil, and hideth himself: but the simple pass on, and are punished.”

Strengths and Weaknesses

A well thought-out plan recognizes organization strengths and weaknesses. The organization takes advantage of its strengths and tries to correct weaknesses.

Luke 12:48 (paraphrased)

“To whom much is given, much is required.”

2 Timothy 3:17 (AMP)

“. . . Complete and proficient, well-fitted and thoroughly equipped for every good work.”

Objectives

Objectives are the specific and measurable expected results of your plan. What are you shooting for?

Philippians 3:14 (NASB)

“I press toward the goal for the prize of the upward call of God in Christ Jesus.”

Habakkuk 2:2 (ESV)

And the LORD answered me: “Write the vision; make it plain on tablets, so he may run who reads it.”

Strategy

Strategy is the game plan to achieve objectives.

Matthew 5:15 (paraphrased)

“Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house.”

1 Corinthians 9:26 (NIV)

Therefore I do not run like a man running aimlessly; I do not fight like a man beating the air.

1 Corinthians 9:26 (TLB)

So I run straight to the goal with purpose in every step. I fight to win. I'm not just shadow-boxing or playing around.

Operational Plan

Finally action must take place. Once developed, the plan must be implemented.

2 Timothy 2:15

“Study to shew thyself approved unto God, a workman that needeth not to be ashamed”

2 Timothy 3:17 (AMP)

“. . . Complete and proficient, well-fitted and thoroughly equipped for every good work.”

Luke 14:28 (paraphrased)

“For which one of you when he wants to build a tower does not sit down and calculate the cost?”

James 1:23

“For if any be a hearer of the word, and not a doer, he is like unto a man beholding his natural face in a glass.”

Corinthians 14:40

“Let all things be done decently and in order.”

Corinthians 16:9

“For a great door and effectual is opened unto me, and there are many adversaries.”

Philippians 4:13

“I can do all things through Christ which strengtheneth me.”

Colossians 3:17

“And whatsoever ye do in word or deed, do all in the name of the Lord Jesus”

Proverbs 16:9 (TLB)

“We should make plans—counting on God to direct us.”

Colossians 3:23 (NIV)

“Whatever you do, work at it with all your heart, as working for the Lord, not for men.”

Nehemiah 2:4

“ . . . For what dost thou make request? So I prayed to the God of heaven.”

Hebrews 12:1b (NIV)

... let us throw off everything that hinders and the sin that so easily entangles, and let us run with perseverance the race marked out for us.

Reward

A good planning process provides both extrinsic and intrinsic rewards for all members of the organization.

Corinthians 3:8 (paraphrased)

“Now he who plants and he who waters are one; but each will receive his own reward according to his own labor.”

Proverbs 13:21 (paraphrased)

“ . . . the righteous will be rewarded with prosperity.”

Philippians 3:14

“I press toward the mark for the prize of the high calling of God in Christ Jesus.”

Planning in General

Proverbs 15:22 (NIV)

“Plans fail for lack of counsel, but with many advisers they succeed.”

Proverbs 16:10

“A divine sentence is in the lips of the king: his mouth transgresseth not in judgment.”

Proverbs 19:20

“Hear counsel and receive instruction, that thou mayest be wise”

Proverbs 20:5 (paraphrased)

“A plan in the heart of a man is like deep water.”

Proverbs 24:3

“Through wisdom is an house builded; and by understanding it is established.”

Corinthians 14:33

“For God is not the author of confusion, but of peace”

Biblical Backup to Planning and Management

Proverbs 16:3, 24:3 (TLB)

“Commit your work to the Lord, then it will succeed.”

“Any enterprise is built by wise planning.”

Psalms 20:4 (TLB)

“May he grant you your heart’s desire and fulfill all your plans.”

Isaiah 46:11

“. . . What I have planned, that will I do”

Isaiah 14:24, 25 (NIV)

“The Lord Almighty has sworn, Surely, as I have planned, so it will be, and as I have purposed, so it will stand.”

Proverbs 29:18

“Where there is no vision, the people perish: but he that keepeth the law, happy is he.”

Acts 2:17

“. . . And your young men shall see visions, and your old men shall dream dreams.”

CONCLUSION

The logical conclusion is that the model of planning presented in this article has a biblical base. Organization leaders can identify these steps and be confident there is a spiritual base. The two family-owned businesses, Cardone Industries, Inc., and Cross Manufacturing – introduced in the Purpose portion of this article – are models of companies that not only have Christian values in their purpose statement but practice what they preach. Can the organization make an honorable profit and prosper using Christian biblical principles? Both Cardone and Cross remain profitable. Both companies plant profits into worthy causes.

The success of these two companies is well documented. Cardone Industries is highlighted in the article “A Family that Doesn't Fear the Dirty Work” (Mathis, 2000), which covers the success of the company. Cross Manufacturing (“Cross to Bear”, 1999) received the very prestigious Ernst & Young Entrepreneur of the Year Award in the turnaround category. Both of these companies use the model in Figure I as the basis for their planning. Therefore it can be concluded that biblical principles can be used and will contribute to the success of a for-profit enterprise.

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