

Management

Make Things Happen In Your
Ministry;

Represent God correctly.



Why Manage?

- ✦ Your Stewardship demands it.
- ✦ The fulfillment of your mission requires it.
- ✦ Your legacy embraces it: it has been the backbone of ministerial administration for over 3,000 years.

-James E. Means

Be an effective manager: Get the job done-

- ✦ Analyze past performance.
- ✦ Plan for the future.
- ✦ Supervise and coordinate activities of associates.
- ✦ Make good use of material and financial resources.

-James E. Means

What's Your Style?

I Commander:

Decisive, exhorter, controlling, competitive, demanding, perfectionist, confrontational, results-focused, power-conscious, dominating

II Shepherd:

People-pleasing, spontaneous, informal, sharing and participative, sensitive, accommodating, procrastinating, emotional, conflict-avoiding, contemplative.

III Bureaucrat:

Organized, efficient, politically-sensitive, closure-oriented, concern for routine, planner, formal, detached, information-focused, detail-intensive.

IV Entrepreneur:

Change-oriented, innovative, persuasive, visionary, non-traditional, questioning, long-run focus, experimental, activist, controversial.



Managerial Challenge	Commander	Shepherd	Bureaucrat	Entrepreneur
Stimulating Productivity	A	D	B	C
Conflict Resolution	A	B	C	D
Fostering Change	D	B	C	A
Bolstering Morale	A	B	C	D
Implementing Routine Work	B	C	A	D
Implementing New Projects	C	D	B	A
Building Relationships	D	A	C	B
Crisis Management	A	D	B	C
Goal Setting	B	D	A	C
Connecting with Peoples' Feelings	D	A	C	B

Managing Church Government

Rules, Regulations & Policies
facilitate effectiveness.

Effective Leaders must
maintain balance between the
rules and the goals of the
organization.

-Larry Osbourne

As A Manager, You Must:

1. Know the rules; (read, ask, investigate)
2. Be skilful in navigating bureaucratic roadblocks; (assess, build and make use of equity)
3. Be able to establish new policies and procedures to realize, not defeat, the organization's long-term goals. (focus on function, not form; know the purpose-include explanations; proceed cautiously-timing is crucial; consider future implications)

-Larry W. Osborne

U.S. Supreme Court:

...all “who unite themselves to [a church] do so with an implied consent to its government, and are bound to submit to it.”



A church's government ...is defined in its Constitution or Bylaws.

Church Documents:

✦ Charter (Articles of Incorporation)-

Document filed with the State to incorporate a church. Identifies name, address, period of duration, and purposes of corporation; doctrinal tenets of church; names and addresses of incorporators and directors.

✦ Constitution (Bylaws)-

forth rules relating to officers, members and meetings. Should address all foreseeable issues of internal administration so as o maintain internal autonomy.

Sets

Documents should be reviewed for consistency and relevance.

-Richard R. Hammar

The Pastor and the Board:

✦ Role:

- a. Leadership
- b. Time investment
- c. Training
- d. Flexibility
- e. Transparency
- f. Teach ability

✦ Relationship:

- a. Fellowship
- b. Retreats
- c. Encouragement
- d. Support

*-Larry W. Osborne
-Charles R. Swindoll*

The Church Office:

- ✦ Combines Christian Ministry with Sound Business Practice.
- ✦ Must be organized for greatest efficiency and effectiveness: Book-keeping and records, communication, correspondence and publications facilitated by: Acoustics, lighting, carpeting, air-conditioning, equipment (phone system, fax, photocopier, filing systems, stationery...)
- ✦ Needs a Personnel Policy Handbook- that identifies: procedural standards, the location of documents, keys and supplies, roles and responsibilities of personnel.

-David R. Pollock

Office Furnishings & Layout.

For greatest efficiency, the following should be considered.

- ✦ Traffic control-establish reception area.
- ✦ Office layout-optimize space to avoid distractions.
- ✦ Lighting-affects morale and productivity.
- ✦ Phone System-lease vs. purchase (expense & troubleshooting).
- ✦ Fax Machine-reduces mailing expenses.
- ✦ Answering Machine-For Directory and Standardized information, and message reception.
- ✦ Copier/Duplicator-Need determined by monthly output. Rent vs. purchase.
- ✦ Mailing Equipment-labelers, bar-code embossers.

-Nick B. Nicholaou

Office Supplies

- ✦ Attempt to use a single supplier for all office supplies at discounted price. Choose merchant carefully.
- ✦ Establish inventory controls, reordering levels and procedures.
- ✦ Secure supplies centrally.
- ✦ Establish limited access and assign responsibility.
- ✦ Trace and charge usage to departments.

-David R. Pollock

Basic Office Rules:

- ✦ The minister's work takes precedence.
- ✦ Office Manager delegates secretarial work (where more than two secretaries are employed).
- ✦ Specific assignments done by specific people.
- ✦ Time-log must be maintained. (1/2 hour tracking & assessments).
- ✦ Use efficient routines.
- ✦ Make to-do lists.
- ✦ Avoid interruptions.
- ✦ Let the computer work for you.

-David R. Pollock

Pastors and Office Management

- ✦ Envision the ministry.
- ✦ Define the tasks to be accomplished.
- ✦ Set resources in place to accomplish the tasks.
- ✦ Develop performance goals for staff.
- ✦ Institute performance-evaluation process.
- ✦ Route information to relevant staff.
- ✦ Model what you demand.
- ✦ Office-a hub for caring.

-John R. Throop

Motivate Your Secretary

- ✦ Prepare her for reality.
- ✦ Keep her informed.
- ✦ Consider her range of responsibilities.
- ✦ See her as a minister.
- ✦ Don't put her services on the spot.
- ✦ Treat "internal injuries."
- ✦ Be her Pastor
- ✦ Trust her.
- ✦ Support her publicly
- ✦ Affirm her regularly.

-Kenneth Quick

Effective Church Publications

Publications should be coherent, appealing and straightforward.

- ✦ Communicate Frequently
- ✦ Pursue Quality
- ✦ Contain Costs

Consider a Publications Team to coordinate Publications.

-Douglas J. Brouwer

Printing

- ✦ Ensure your printer has the appropriate equipment.
- ✦ Compare prices.
- ✦ Provide job-specifications-leave nothing to chance or guesswork.
- ✦ Search out cost-cutters.

-Wayne Kiser

Mailing & Correspondence

Stay in contact with your members- keep them connected.

- ✦ Specialized Church Software available
- ✦ Unique format shells can be created
- ✦ Master schedule for member mailings and reports helps.
- ✦ Bulk mailing option-minimum 200 pieces per mailing.

-John R. Throop

Maintaining Church Records.

Continuity

- ✦ Identify each record-keeping function.
- ✦ Group by similarity.
- ✦ Identify appropriate location for records.
- ✦ Keep Membership directory current

Confidentiality

- ✦ Records of contributions.
- ✦ Minutes of Board Meetings (esp. closed/executive sessions).

These and similar files should be kept locked or under restricted access. Custodial responsibility must be delegated.

-David R. Pollock

Maintaining the Calendar

- ✦ Ideally, there should be one centrally coordinated church calendar to avoid scheduling conflicts.
- ✦ Design reservation form for premises use. Have printed room-usage guidelines available.
- ✦ Time: Ensure that there are no conflicts.
- ✦ Setting: Activity must be appropriate for setting.
- ✦ Proximity: Let the nature of the function determine its proximity to other activities.

-David R. Pollock

Church Computer System

Functions:

- ▶ Membership Records
- ▶ Accounting
- ▶ Correspondence
- ▶ Publications
- ▶ Sermon Preparation & Bible Study.
- ▶ Faxes
- ▶ Music Ministry

-Bryan E. Siverly

Purchasing Management Software

- ✦ Form a Research group
- ✦ Consider your budget
- ✦ Determine your needs
- ✦ Create a list of potential packages.
- ✦ Sort and Match
- ✦ Ask important questions.

-Steve Hewitt.

Computer Concerns

- ✦ In-house maintenance.
- ✦ Policies and Procedures.
- ✦ Security.
- ✦ Data-integrity: back up frequently.
- ✦ Liabilities: computer related health hazards.

-Bryan E. Siverly

Temptations

- ▶ Addictions
- ▶ Ethical decisions
- ▶ Copyright laws



-Bryan E. Siverly

Desktop Publishing Requirements

- ✦ Fast computer: Apple Mac/IBM compatible
- ✦ Large hard drive.
- ✦ Lots of RAM: at least 8MB
- ✦ A good monitor: hi-resolution, non-interlaced, at least 15" diagonal screen.
- ✦ High resolution printer- 1200 DPI +
- ✦ Software: try before you buy.

-Bryan E. Siverly.

Buildings and Grounds Management

First impressions *do* last: the facility may be seen as the most tangible show of our faith. It should be:

- ▶ Functional
- ▶ Attractive
- ▶ Flexible
- ▶ Safe
- ▶ Economical

-Robert H. Welch

Property Committee

Ensures buildings & grounds consistent with standards set.

- ✦ Establishes guidelines for use & maintenance.
- ✦ Safety & Security.
- ✦ Cost Control & Equipment Purchases.
- ✦ Custodial Operations.
- ✦ Housekeeping.

-Robert h. Welch

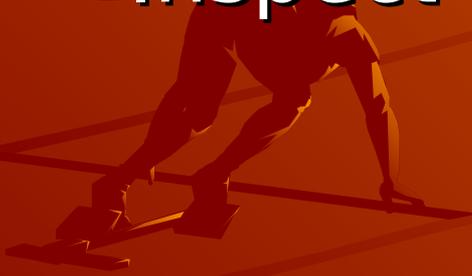
Insurance Needs

- ✦ Risk Management options:
Eliminate, Lower, Accept, Shift (Insure).
- ✦ Types of insurance:
 1. Fire Insurance,
 2. Liability Insurance,
 3. Automobile Insurance,
 4. Worker's Compensation Insurance.

-David R. Pollock.

Safety Matters!

- ▶ Plan for it.
- ▶ Equip for it
- ▶ Build for it
- ▶ Inspect for it



-Robert H. Welsh

Managing Construction and Remodeling.

- ✦ Establish a long-range growth strategy.
- ✦ Establish a program and project budget.
- ✦ Select Architect, choose contractor.
- ✦ Determine the Delivery System.
- ✦ Resolve Conflicts.

-R. Leslie Nichols.

Cost Estimation and Control

- ✦ Define the scope of your project.
- ✦ Convert occupancy to building area.
- ✦ Convert building area to cost.
- ✦ Add additional construction & furnishing costs.
- ✦ Add first year's increase in operating expenses.
(moving in & start-up costs.)
- ✦ Add cost of financing.
- ✦ Allow for inflation.
- ✦ Compare real cost with real expectation to arrive
at real prospect.

-Ray Bowman with Eddy Hall

What is your Role?

- ✦ Delegate Responsibility
- ✦ Stick to Pastoral issues
- ✦ Become knowledgeable in areas of great concern.
- ✦ Teach people to notice what facilities communicate.

-Leith Anderson

The Building Committee

- Recruit the right people.
- Organize for continuity.
- Clarify everything.
- Prepare for everything.
- Communicate with the congregation.

-R. Leslie Nicholas

Zoning and Permits

Take nothing for granted

- ✦ Do homework.
- ✦ Let the experts speak.
- ✦ Be co-operative (with the zoning board).
- ✦ Communicate a community vision.
- ✦ Document everything.
- ✦ Look around.
- ✦ Litigation is only a last resort.

-Craig Brian Larson

Aesthetics

Create a positive, lasting impression. (Classical, Romantic, Modern.)

- ✦ Consider existing structures-compliment, don't complicate.
- ✦ Set priorities & balance durability, utility and beauty with economic and legal realities.

-R. Leslie Nicholas

Acoustics

Create a significant emotional effect through sound.

1. Room shape, size, ceiling height & materials used are crucial-use an acoustics expert in the project planning stages.
2. Avoid Sound deadeners (e.g. hexagon or octagon with walls equal length & height, arch in front of choir, etc.)
3. Place instruments strategically.
4. Block out/muffle external noises, as well as internal, non-musical sources.

-Joseph De Buglio