

Organizational Audit

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Global Leadership

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Industry

This organization, For Zion's Comfort, is a 501C3, not-for-profit. We are a congregation with a specific missions outreach to the Jewish people. As such, we can be grouped with other Messianic synagogues because we share a similar calling. We also identify with the church world both locally and around the world by virtue of our common faith in the saving power of the blood of Jesus (Yeshua). We present the gospel message from within a particular culture. Our operations are conducted in a Jewish cultural sphere that remains true to New Covenant, Apostolic teachings and does so as a mission center in and among our target group. We follow the synagogue practices that were once the pattern of the early Christian church. Our management team consists of 1] people who are called to this vision and 2] usually (but not exclusively) Jewish believers who want to reach their family , friends and other Jewish people with the good news of Messiah. Our meetings don't just have a "little Jewish flavor", they are culturally Jewish in expressions rooted in the turbulent history and varied experiences of Jewish people.

Most of the people we reach are either Jewish families, mixed- marriages or Gentiles who have a love and burden to learn about the Jewish heritage of their own faith while supporting (financially, in prayer and service) the work of our congregation.

We need to be relevant to the community in which we worship. If we are TOO Orthodox, for example, in our expression, then we will alienate many Jewish people who reject Orthodoxy. Our communities here on Long Island are very diverse: Jewish people who are Orthodox, Reform (a reaction to Orthodoxy), Conservative (a move back toward orthodoxy from Reform Judaism), other streams of Judaism, secular Jews and Jewish people who are currently active in some kind of cult group.

The UJA-Federation of NY conducted surveys that questioned, among other things, the level of connection Jewish people felt to their Jewishness. This is an important factor for us as it is only God who can break into the inner world of Jewish people who are deeply immersed in their Jewish identity. [Only He can do the work at all.] Here are some of their findings:

Nassau

- Nassau is the **third-largest county** in terms of its Jewish population.
- This county has the highest proportion of **married or partnered** Jewish households among all the eight counties.
- Nassau has the **second-highest proportion of wealthy Jewish households** after Westchester.
- Two of the six most **Jewishly engaged areas** are in Nassau: the Five Towns and Great Neck.
- Nassau has the **highest proportion of Conservative-identified** Jews among the eight counties.

Suffolk

- Suffolk is the only suburban county that has experienced **Jewish population** loss since 2002.
- Suffolk has a low level of Jewish residential density.³
- Nearly half of Suffolk's Jews reside outside of more Jewishly populated areas.
- Suffolk has the **lowest level of Jewish connections** among the eight counties; its Jewish engagement has weakened since 2002.

- Suffolk has the **highest intermarriage rate** of all the counties. (from ujaedny website)

Wealthy Jewish people may not want to associate with those who are not on their financial level. Inter-marriages are often presenting opportunities to present Yeshua as a bridge that connects between the Jewish-Christian worlds.

Also important to us is our connection to Jewish Believers in other parts of the world, but particularly, Israel. We have had over a dozen guest speakers from Israel and many others from other places - including Christian leaders. For us to hear about what God is doing in Israel is very encouraging and inspiring. The work we do is not without challenges, so a little encouragement from time to time goes a long way.

Leadership - Examine the types of diversity within leadership (age, gender, ethnicity, etc). What commitment and efforts is the organization making to build organization strength through diversity, leadership style and flexibility? Does the leadership lead or manage a global business?

In our Congregation, the ministry heads have often ranged from their 30's to their later 60's. Males and females have served in valuable positions and have been invaluable in the growth and maintenance of the congregation. In my absence, both women and men have taught in the main Services.

According to Goldsmith, et.al., "Companies gain when they develop an environment in which employees feel that their contributions are rewarded and their concerns are noticed." We have had a venue for open and honest discussions concerning the needs, necessities and negative experiences of the ministry. These were meetings in which praised God for the victories and prayed together for the next set of breakthroughs.

Because we are in “Jewish ministry”, I believe we are often dealing with people who have been very damaged (targets of the Enemy). This has required adapting my leadership style (Goldsmith, et.al., p.54) to be more compassionate and tolerant of people who are having ‘difficulty’ expressing themselves properly (whether by word or behavior). I credit the grace of God with any successes we have had, but global thinking was certainly, at least peripherally, a part of the training I received in a Missions Bible School (C.F.N.I.) in Dallas, Tx.

We have had women’s retreats, men’s retreats and leadership meetings combined with one-on-one meetings. We also sent young emerging leaders to training meetings where they could be with other young people in our movement. Young people tend to be more technologically savvy and the older people have more wisdom from life-experiences to share. The struggles of each tier on the ‘age scale’ have alerted us to special ministry needs that we were able to then address.

Personnel - Look at the diversity strategies for recruitment, training, promotion, retention, mentoring, educational and career path planning. Give a basic report on the breakdown of cultures, gender and age represented in your organization.

We select people to work with based on willingness to learn and serve and capabilities. Some people are better suited to ‘behind the scenes’ service and others are more comfortable up front. At one time, I had a dozen people who could teach (Jewish/non-Jewish, Males and females/ white/African-American/ Caribbean/ Guyanese). I also had an ethnically and age - diverse team of musicians that allowed me to have 3 different worship teams which rotated each week. Because of the grace of God upon my life to inspire young people and give them confidence to step out with their musical abilities, I have had young men and women go on to

much larger venues (nationally and internationally) as they served the Lord with their musical gifts.

Throughout the year, we train people with a sensitivity to Jewish religion, history, culture, anti-Semitism (including false stereotypes, anti-Jewish 'theologies' of the christian world - past and present), how to speak, share and be a credible witness of Messiah to Jewish people in many ways. We try to make our ministry transparent enough for people to learn without too much difficulty by repeating important concepts, reinforcing the culture and religious aspects of the Calendar Year that are so important to ingoing Jewish posterity. People from all backgrounds can appreciate these things and can begin to be more effective in their prayer and service to the Lord in their own spheres of influence and by inviting Jewish people to services when possible.

Our retention rate has varied. Some people were with us for 15 years, some for 20 years and others for 10-15 years. Many others came for a short season and moved on. Most of the time these relationships continued amicably but sometimes not. This is not necessarily a result of our ministry but rather a percentage of retention that is typical in most (all?) churches in America.

[More on this below.]

Organizational Culture - Does the culture of the organization embrace cultural and other measures of diversity? If so how? Can the success of the organization be attributed to diversity initiatives or global initiatives? Is the culture of organization one that asks questions and listens? Is it open and flexible?

We have also been very blessed to have had people join us from various ethnic backgrounds: African-American, American Indian, Haitian, African, Guyanese, Mexico, Colombia, Honduras, D.R, etc. One fellow had a Jewish mother and a Jamaican father so he

referred to himself as a ‘Jew-maicán’. We also had members from multiple language groups: French, Spanish, Finnish, Italian, Moroccan, modern Hebrew, modern Greek, Swahili, Hindi, etc. We even had a man who spoke with an Australian accent who was originally a Jew from Southern India. All of these people enriched our lives and brought so much to us in terms of energy, encouragement and opportunities to grow and be enriched.

I believe that in time, we will have an internet presence in many nations around the world. We have visitors from other nations come to our web site all the time. It is a goal of mine to extend our teaching materials to people from remote places where it is not easy to learn the things that we experience all the time.

While the primary culture that we express in our public meetings is Jewish, in various homes, there are numerous cultures that are a part of many families’ lives. But I would have to say that there is little room for multiculturalism except in our prayer meetings (where these things are a major focus) and our fellowship times (fun and food). The interesting thing is that it is precisely our specific (Jewish) cultural expression that attracts so many different cultures and ethnicities. And, when Jewish people come in who are not (yet) believers, they are struck by the love of our people and their awareness of Jewish culture and religion. Again, because we are a “mission”, our success depends upon the cultural distinctive that we present.

The following quote from Goldsmith says a lot:

In the midst of individual contributors with such diverse cultural, religious, sexual, and personal backgrounds, success will call for leaders who are comfortable with *diversity tension*—the stress and strain that accompanies mixtures of differences and similarities. The task of global leaders is not to minimize this tension but rather to use it as a creative force for change and, of

course, to make quality decisions in the midst of identity differences, similarities, and pressures. (Goldsmith, P. 64)

Cultural diversity has been present in our organization in the form of exchange of ideas and appreciating differences (strengths and weaknesses) of one another as we forge a unified team working toward the common vision. This has been stronger in times past than it is now, but it has been a part of our culture and is seen as a necessary component on the road to our future.

Website Message - Evaluate how well the site communicates that global diversity is important to the organization. Look under press release or other areas to determine the posture on global diversity.

We have a Facebook page that gets hits from all over the world. Our website also gets interest from all over. The content of our page contains: congregational information, regular meeting information, special Holy Day events and Special speakers as well as links to sermons, music and photos. When our congregation was larger, it was easy to see our diversity - even on our website, but I think a true global mindset is only experienced from within.

I believe the websites in general DO communicate our vision, but there are opportunities beyond what we are realizing at present.

Executive Summary:

In this section you will pretend that you have been sent by your company to a Global Leadership Seminar (i.e. this class), and have been asked to apply what you have learned to the organization. Your supervisor has asked you to write up a report on what you have learned and recommendations for the organization.

INDUSTRY: We need to look more closely at the cultural trends on Long Island. There are ways that we can gain from the 'Information Age' by adapting ourselves to the opportunities in specific: age groups, regions and interest groups. Our congregation can learn from other congregations what they are doing and what works best for them. We could also be more proactive in seeking like - minded people with whom we can build a better outreach and create a better training / discipleship environment in the congregation and internationally through our web presence. There is so much information on the internet that we could use to promote the good things the Lord has called us to. We are weak on researching our communities and launching effective efforts to reach those who can be reached. We have much to offer and this is a strength - which comes from the LORD. Knowing more about our communities today will give us more confidence to "do the work".

LEADERSHIP: Marshall Goldsmith has a quote on his site from Peter Drucker who noted: "The leader of the past knew how to tell. The leader of the future will know how to ask." This is a huge area of learning (probably by means of many mistakes) for us as we look toward building in the near future. Finding and empowering people with diverse strengths is a key to the success of any organization today. While this has been a part of our culture in the past, there is so much more we can do to equip ourselves to be able to listen and share and collator with others in the pursuit of our mission objectives (which are numerous). I hope to be able to learn how to ask more which will give people more of a sense of ownership and empowerment - thus attracting more leader-types to our organization.

PERSONNEL: To accomplish more, we need to enlist more partners who come from different age brackets. Goldsmith (p.68) quotes Beverly Kaye in stating that each age group has different motivations and values. We will have to educate ourselves more so that we will be able

to put this knowledge to good use. We also need better understand the people who are sent our way. Each one is precious to God and comes with various skills and talents. I need to be able to better ‘read’ the people to be able to place them into more productive roles and positions of service. Or, if I am taking the advice in this course, I will find partners who are good at this so that the best and brightest are put into the best places from which they can shine. This venture comes with time and is not without risk, but the benefits will only be realized when we are willing to trust God in the midst of “His” risky business.

ORGANIZATIONAL CULTURE: Learning how to be better at maximizing the benefits of “diversity tension” could have (in the future, I hope will) help us to grow and be stronger instead of losing members, quality servants / leaders because of these “differences”. I think we can learn how to listen more and use various perspectives / strengths more to our organization’s advantage. This is one of the valuable lessons that has become more clear to me through this course on Global Leadership. On Marshall Goldsmith’s website, he reiterates the importance of developing alliances and partnerships and sharing leadership. These are two places where I see the need for growth in our future as a congregation. I recommend that we look to build alliances with prayer groups, churches and people who want to learn, grow and be strengthened for service.

WEBSITE: Our website needs to convey information that is tailored to the target audiences we are wanting to reach. This includes unaffiliated Jewish believers and Christians who have a “Jewish-heart”. It includes churches who might be open to collaborating with us. It means being more deliberate about bringing in younger generations and following the principles set out in the Global Leadership: The Next Generation book. Another recommendation is to use the YouTube channel we have and begin to launch videos to draw different kinds of new people, talent and

fellow-builders. Our management of the website requires some tech savvy person who has the time and the burden to work with us to produce a site that encapsulates our goals.

References:

Goldsmith, M., Greenberg, C. L., Robertson, A., & Hu-Chan, M. (2003). Global Leadership: The Next Generation. Upper Saddle River, NJ: FT/Prentice Hall.

Goldsmith website:

<https://www.marshallgoldsmith.com/articles/five-global-leadership-factors/>

Shaarei HaShamayim websites:

<http://www.cshny.org>

<https://www.facebook.com/cshny/>

UJA website:

<https://www.ujafedny.org/api/assets/785690/>