



MINISTERS FORUM

INFORMATION
MINISTERS Can Use

MANAGEMENT OF GOD'S
BUSINESS

2 Corinthians
12:9-10

9) But he said to me, "My grace is sufficient for you, for my power is made perfect in weakness." Therefore I will boast all the more gladly about my weaknesses, so that Christ's power may rest on me.

10) That is why, for Christ's sake, I delight in weaknesses, in insults, in hardships, in persecutions, in difficulties. For when I am weak, then I am strong.



Greetings to you all in the name of the Most High God and Saviour Jesus Christ:

As indicated in the August Newsletter for the rest of the year there will be a focus on the 'Management of God's Business'- THE CHURCH . Attempts will be made to provide you with 'information you can use" that will enhance and enrich kingdom building. In this forum the whole question of what is management and what it entails will be explored in a manner that will be easier to understand God's expectations as we all occupy until He comes.

The first point to be established is that God is a God of Order and Accountability. A key word for us in this dialogue is the term 'Management' which has been defined in many ways by different persons/theorists, but focus will be on how two theorists defines it. Mary Parker-Follett defines it simply as: "the ART of getting things done through people". The other Henri Fayol defines Management as 'a process of reaching organizational goals by working with and through people and other organizational resources. Fayol also identified four (4) basic Functions and fourteen (14) Principles of Management which we are all familiar with and are involved with in the every day functioning of the church – The functions he termed:

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Vision, Mission, Goal and Objectives

"One Lord, One Faith, One Baptism."

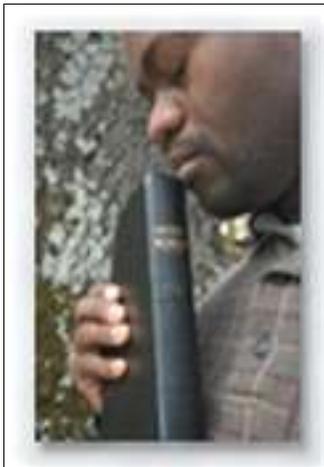
Ephesians 4:5

- Planning,
- Organizing
- Directing, and
- Controlling;

The fourteen (14) Principles he identified are : Division of work, Authority, Discipline, Unity of Command, Unity of Direction, Subordination of individual interest to the general interest, Remuneration, Scalar Chain, Order, Equity, Stability of tenure of personnel, Initiative and Espirit de corps .

Before these Functions and Principles are explored further it is important to note that these person who write about management may have expanded the strategies but were not the creators of this grand design. It was God who did, and allowed them to make it simpler for us to understand His marvelous work which can be fully understood from the Garden of Eden. This garden is where the 'Art' of Management was demonstrated by the Creator of all things who established the guidelines for effective Management of His business. – the Church.

Management of Gods Business Cont'd



A Recommended Book for the Minister

When God builds a Church

10 principles for growing a Remarkable Church
By: Rev. Bob Russell (1984)

After reading this book you will realize that when God builds a church it is built upon a sure foundation.

According to one Minister who read the book – “Read this book for Instruction. Read this book for Edification. Read this book to understand the timeless principle God uses to build a church, But above all, read this book to be reminded of the Magnificent God who builds churches and changes lives”

Let's visit the Garden of Eden and see how the Manager of Managers managed Creation with everything done in a n orderly, and timely manner with everything in its place using all the functions identified by Theorist Henri Fayol who He also created. What this will also confirms is that God believes that His work must be managed decently and in order, or as described in more modern language 'efficiently' and 'effectively'. I must say I do not know where the garden of Eden is located, neither have I even seen it but in my mind's eye and what is said in scriptures it was beautiful place , well kept and fascinating to be .

While the word 'fascinating' cannot aptly describe Eden it is an established fact that it was perfectly planned, organized, directed and controlled by the Creator. If we should take the word Planning which is defined as “an orderly step-by-step conception process for accomplishing an objective, setting goals, developing strategies (how) and outlining tasks, schedules to accomplish the established goals” it will realized that God must had planned this grand and awesome design as to how he wanted the garden to look and operate. Notice where the sea and rivers starts and stopped., where land began, where and why he planted trees, flowers , shrubs etc then the question of animals, insects, birds and even what we consider insignificants ants and worms etc. He also determined Day and Night –what should happen at daytime and what should happen at night time which tells me that His Organizing skills were great. Organizing is basically putting the plan in action. It is defined as “the systematic process of structuring, integrating, coordinating tasks, goals and activities to resources in order to attain objectives ”.

The Creator not only planned what he wanted to, nor just organize the resources He directed the process. In performing the Directing function the use of human relations skills such as *Communication, Leadership, Motivation* and *Delegation* are applied. You would have read how He would walked in the garden *in the cool of the Day* and communicated to the plants and animals, led the process of creation and motivated himself and the animals to live together in harmony.

The last function which speaks to Controlling which is often thought of in a negative light as it is often associated with 'force ' because it is being accountable for action and answers the question how (well') have we done. Unlike the beliefs of many, controlling is said to be an on-gong process of monitoring and evaluating activities to ensure that the planned goals and objectives are being achieved. It is the process of monitoring performance and taking actions to ensure the desired results. This process involves three (3) basic steps: (1) establishing standards (2) measuring performance against the standards established and (3) correcting deviations from the standards and plans.

Effectiveness

Adequate to accomplish a purpose

Efficiently

Performing or functioning in the best possible manner with the least waste of time and effort; having and using requisite skills, knowledge, competence and capability



If you observe how the Creator operated when he planned, organized and directed the establishment of the Garden His –He stepped back, looked at the garden , evaluated what He did and he said “it was good!”. He created everything for a purpose, the rain for when the earth is dry and the sun for when the earth is saturated from the rain. He designed a pair of every living creature for communication and companionship, and most of all that they can replenish the earth. The beautiful thing is that God created MAN to manage His work here on earth and man will have to account to God for His stewardship. The same is true of the church where God instructed every Pastor/Minister how to operate with a sense of purpose.



Management of God’s business is a serious matter and Pastors will have to account to God for how they manage His Church

An unhealthy organization exist when a church is unable to perform according to the vision God has given to its leaders.



The whole purpose of Organization and Management where the church is concerned is to ‘get it right’, that is to get the job that the Lord has laid on us done in an effective and efficient manner so that we will hear “well done”!. This can only happen if the church is healthy (organized in a healthy way).

Healthy Church Organization

A Church is organized in a healthy way when it is able to achieve its congregational goals in an effective manner. It is often said that churches face a constant struggle to avoid the extremes of being *Under-organized* and *Over - organized*.

The Under-Organized Church:

In the Under-Organized Church congregational leaders is said to struggle largely with efficiency, which is how to get things done. This is said to due mainly to inadequate organizing as church leaders find it difficult to ignite the right persons/fire to make the church work. According to one study conducted by a Minister some of the signs that indicate under organization in local churches include but not limited to the following:

- Pastor and paid staff are unsure which activities to delegate and to whom they can delegate;
- Members are unsure how they can best serve the church and where they can get involved;
- A lot of time and effort is spent trying to get programmes adopted or implemented;
- Workload at the church is unevenly distributed resulting in some leaders and members overworked while others are left out entirely;
- Church leaders are slow to discern and respond to the needs of the members;
- Members are only dimly aware of the congregational goals and not well informed about events in the daily life of the church;
- The church experiences significant overlapping of programmes and consequent duplication of efforts.

The Over-organized Church

Churches unbalanced by too much organization are said to be challenged by effectiveness: that is, what things should be done. Unlike the under-organized church, the over-organized church can move efficiently in getting things done. Work is smoothly delegated, job description are followed, and committees are deliberate. However, leaders soon find themselves in a ‘quandary’ over what the church ‘ought’ to do. The problem is tied to the inadequacy of ‘feedback’ from the congregation. The same mechanism (work delegation, job descriptions etc) that organize the church activities can

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also damage the two-way communication between church leaders and congregation. Some additional characteristics of the over-organized church are:

- reliance on written rather than face-to-face communication;
- Communication gaps between ministries and lack of interacting between ministry leaders;
- worship is carefully orchestrated with minimal lay participation (so worship becomes done to members rather than what members doing);
- Planned programming dominates the life of the church, with limited room for spontaneity or free flowing of the spirit of the Lord;

- Church leaders are valued primarily for how they ‘perform’ functions rather than for who they are and represent.

In the *Under-organized churches*, leaders are often overwhelmed with miscellaneous administrative duties the church is not efficiently provide for; while in the *Over-organized churches*, leaders can become isolated from much of the congregation because of elaborate structures, specialised duties and numerous committee responsibilities. This isolation of leaders can easily produce a “we-know-what’s-best-for-you” attitude as those who think they know it all develop policies with little input from the members on the ground.

The facilitating Church – Balanced Church

In what is considered to be the ‘Balanced church’ leaders equip their members for spiritual responsibilities which goes beyond the staff (those employed by the church). In the facilitating church:-

- both paid and unpaid staff have ministering responsibilities;
- Leaders determine the church’s unique vision;
- High priority is given to personalized discipling where leaders enable members to spiritually reproduce themselves and help others to grow spiritually;
- Attract members who expect to minister rather than be ministered on to;
- Places high priority on enabling members to discover and actualize their spiritual gifts;
- Local church is viewed not so much as an institution (collection of people, assets and resources) but as God’s community knit together by common purposes and shared spiritual gifts and perspectives.
- Rely on spiritual growth than formal programmes in generating numerical growth; on disciplining as the foundation of evangelism and on the Holy Spirit for member motivation.

3 BASIC PRINCIPLES OF A HEALTHY CHURCH- ORGANIZATION

Principle 1 –Harmony (Eph 4:3-4) Church activities must promote and enhance congregational unity and harmony. A balance must be maintained between effectiveness (what to do) and efficiency (how to do it). Leaders should be concerned about the needs of members and with enabling other members to meet these needs as far as possible. The harmony must be extended to every member having a sense of direction as to where the church is heading and understanding of his/her role in the direction the church is going. Hence the Vision, Mission and the Goals and Objectives must be clearly defined and understood by the body.

Principle 2 –Enabling (1 Thes.5: 11) Church organization must lead members to use their spiritual gifts fruitfully –be diligently devoted to Prayer so that God’s divine enabling becomes the foundation of all congregational efforts. The church must be run by Gods power first and not by human power. The church must allow members to become empowered through its teachings about why they were created, their purpose in life and allowing them the opportunity to become all that they can possibly become in Christ Jesus.

This involved leaders diligently searching for those who can do different type of work in the church by virtue of spiritual discernment and prayerfully assisting them to realize their ‘call’ in the church and otherwise. Thankfully, for me it was my Pastor who saw that I could do a particular task which I did not think I was capable of and assigned me that task. Upon recollection I not only enjoyed doing it but cause me to realize that I had it in me to do so and more in kingdom building..

*The Best
Church Leaders
are those who follow
Christ the most.
Churches
cannot be
organizationally
healthy unless they are
FIRST spiritually
healthy.
Healthy organizations
makes it easier for the
church to excel – more
result with less energy
expelled.
Rev. Phil VanAuken*

Worship the God that delivers, not only from fire; But while in the fire.
Rev. John Mark Bartlett—August 18, 2015



Principle 3 – Accountability (*Romans 14:12*) Church organization must hold members accountable to Christ and to one another for their behavior. Ministers, when it comes to Christian leadership, while members will hold you accountable it is a fact that you are often required to say difficult things and they will also challenge you—You may also want to bear in mind that when Paul was challenged and dragged before the Sanhedrin to be questioned about his preaching he stated —“we must obey God rather than men”. Members are also very much aware of the fact that Heb, 13:17 admonishes them to “*obey them that have rule over you, and submit yourselves for they watch over your souls*”.

The following suggestions can enhance healthy accountability as you manage God’s people:

- Church leaders should be held accountable both for what they do or attempt to do (effectiveness) and for how they do things (efficiency);
- Leaders must lead in a people-oriented manner and not to become isolated and impersonal;
- Leaders must be accountable for the spiritual growth and maturity of members
- The headship of the church must be organized around Christ, both in structure and practice;
- Church leaders should be chosen first on the basis of their relationship to Christ, not primarily for their business ability;
- An organization structure that best fit the size and type of church should be chosen— positions should be created as they are needed, not just because they look good on a chart.
- Every church member must fit in a Ministry, there must be something for everyone to be a part of and be comfortable to fulfill his/her “Call’.
- *Keep the body together. One of the easiest way to divide the body of Christ is to be constantly paying attention to criticism, some criticism can be razor-sharp, caustic and sarcastic; Yes!, It is a known fact that you are human and maybe some of these need to be addressed but remember that conflict often develops because leaders pay too much attention to the criticisms. If every critical word devastates you then part of the problem is that you may be too sensitive. If you do need to address the criticism do not make it bigger than it deserves to be. Remember if you respond to every criticism, then the critics run the church and that is not the will of the Lord.*
- *Common human needs of members must be addressed as far as possible, if help cannot be provided by the church itself there must be referral points or places. Every member is also a citizen of the country so benefits that can be had for citizens should also be encouraged. This therefore means that the church must be aware of where these services are available and establish links as far as possible.*

Accountability

Is a check and balance system to protect us from harm to ourselves and to others. We do this by being open to what we are thinking and doing so that we can receive encouragement and reproof when needed

Good management is ‘pro-active scheduling’ which produces results. “Crisis Management” on the other hand does not. Pro-active is being well organized and making plans by budgeting time so daily Ministerial crises and realities of life can be dealt with while still maintaining your call and goals. By setting priorities and keeping calendar of appointments and activities Ministers can be able to stay focused on goals and mission of the church while still being available to pastor/minister/shepherd the people.



Churchleadership.org—Institute of Church Leadership Development shared the view that Ministers influence a community of Christians who show the world the way God’s truth model His Character. What comes from the Christian and the local Church will be the image of God the community will see. Accountability is one of the means God uses to bring about growth and maturity with the freedom to be what God has created for us. The problem is that we live in a world that has become very individualistic, the prevailing attitude is to be your own boss stated with an attitude that undermines accountability to God and others. Leaders who are ultimately not accountable give the church and God a bad reputation.

Principles of Management as advocated by Henri Fayol

1. **Division of Labour** – is the tasks(s) assigned to, and completed by a group or individual in order to achieve efficiency. It is also seen as the breaking down of work/tasks that will achieve the full job.

2. **Authority** – Leaders have the power to give orders, giving them the right to assign jobs and make final decisions;

3. **Discipline** – Those assigned tasks must obey and respect the rules that govern established organizational policies and guidelines. Good discipline is the result of effective leadership;

4. **Unity of Command** – Orders/Directions must be received from one supervisor;

5. **Unity of Direction** – Each group of organizational activities that have the same objectives should be directed by one manager/leader using one plan for achievement of one common goal;

6. **Subordination** – the interest of any one employee or group of workers should not take precedence over the interest of the organization as a whole;

7. **Remuneration** – Workers must be paid fair wage for their services;

8. **Centralization** – refers to the degree to which workers being supervised are involved the decision-making;

9. **Scalar Chain** – is the line of authority from different levels of leadership to the lowest level , and communication should follow this chain;

10. **Order** – this principle is concerned with systematic arrangement of workers, equipment and material etc, meaning that there should be specific place for every worker in the organization;

11. **Equity** – Leaders/supervisors must be kind and fair to those who they lead/supervise;

12. **Stability of tenure of personnel** – leaders should provide orderly personnel planning and ensure that replacements are available to fill persons who leave or reassigned. High turnover of workers in inefficient.

13 **Initiative** – Workers/team members who are allowed to originate and carry out plans exert high levels of effort.

14. **Esprit-de-corps** – Promote team spirit, build harmony and unity with the church organization

Some words that the Manager/Minister must be clear on as the business of the Most High God is managed:

VISION
The Act or Power
of anticipating that which or
may come to be
That which is aspired towards.

MISSION
is a public declaration of
WHAT is done and **WHY** it is
done

GOALS
are general guidelines that explain
what is to be achieved
and are usually long term and
represent global visions

OBJECTIVE
defines strategies or implementation
steps to attain identified goals. They
are **Specific, measurable** and have
**defined completion dates. It outlines
WHO, WHAT, WHEN, WHERE and
HOW** to reach goals.

Often people overlook the true meaning of the story of the Prodigal Son. They forget that there are (not one but) two Prodigals. The younger brother is guilty of the sins of the flesh, whereas the elder brother is guilty of the sins of the Spirit. His problem was his Attitude—at the end of the parable, it is the elder brother that is outside his father’s house. Maxwell, John (1994) Attitude 101 The right attitude makes you a very good Manager.