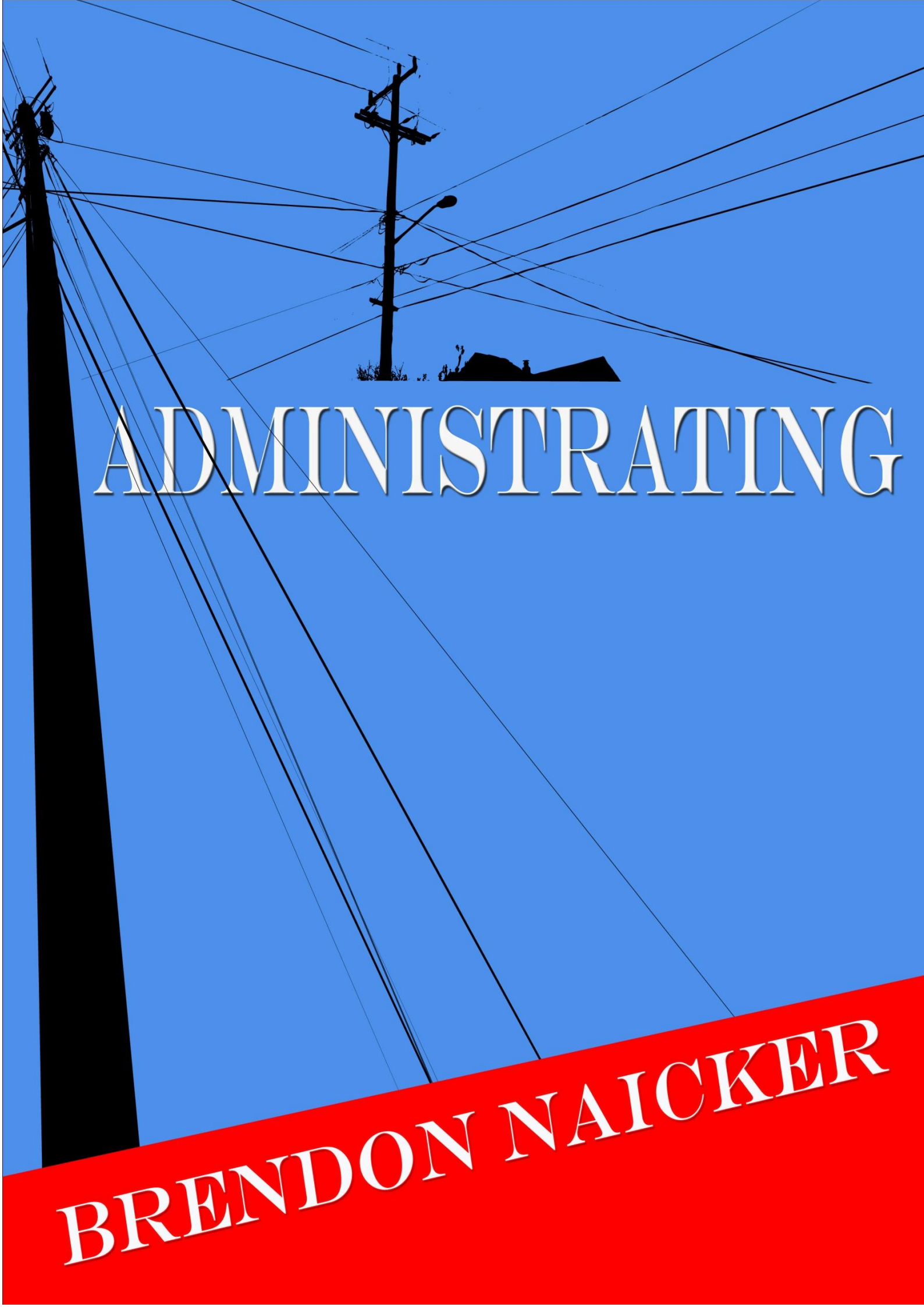
ADMINISTRATING
BRENDON NAICKER

Sower Media

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Introduction

This book reviews in limited detail various aspects of administration, from a principle viewpoint, as well as examining practicalities of overall church administration and organization.

In actuality, most pastors are many things; primary teacher and spiritual mentor, counsellor, and healer. All of those functions are historically given to the local pastor. But being an administrator is usually the most problematic for pastors, being the organizer of a hopefully growing local ministry. This section will address very clearly the role of the pastor as administrator, and provide some specific helps.

One of the most difficult areas of ministry, as expressed by most spiritual leaders, is that of administration. It *does* seem as though the paperwork never ends! Between governments reporting, reports to the congregation, and the letters and faxes that must be generated on a regular basis, it is very easy for men and women in spiritual oversight to become bogged down in the day-to-day details of paper. Yet one need not be defeated by the paperwork of life. As in every area of life, God wants for His leaders to be as professional as possible, so as to overcome the obstacles to administrative management of a local church.

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Management

Certain principles of management must be followed to ensure that the plans and procedures that have been outlined by the leadership are actually accomplished. Management is the development of people, not just the direction of "things." The Word of God speaks about the need to build into the lives of people skills necessary for them to lead others to the fullness of Christ. This is pictured in Ex. 18, in the advice given by Jethro to Moses. Jethro gave good advice, but was the advice actually God-given? Jethro may have been quite correct that Moses might burn himself out if he continued at the pace he was moving. The advice to raise up leaders to assist in sharing the load in many ways was good, but many of those leaders later became a thorn in the flesh for dear brother Moses.

In the book of Numbers, Moses complained to God about his heavy load and cried out for help. God brought seventy elders who were already full of His Spirit who could come along side Moses and assist him in the organization and management of the children of Israel. There are often good ideas, and then there may be *God-ideas*. As leaders, the pursuit of God ideas, often found in the prayer closet and born of adversity are the ideas which will bring eternal results.

In practical terms, the principle of management should flow with the management of people. Pastors should be willing to look for faithful men and faithful women into whom they can impart their life and vision. These faithful people will be willing to take positions of leadership and contribute to the work. They need to be members of the local church, willing to follow the leader, and selected by the leaders of that local assembly. The selection of leaders should never be taken lightly. Christ prayed all night before selecting His followers (Luke 6: 12-13). Also note that Jesus selected twelve from amongst many that had initially followed Him. It is unclear from the Scriptures how Jesus made the selections, but they were made in consultation and agreement with the Father. Also, the advisory presbytery can be a true blessing in the selection of primary leaders for a local fellowship.

The leaders must be willing to give clear-cut duties and responsibilities to these management or government personnel. These leaders will need supervision, training and assistance, and be given the supplies and tools necessary to fulfil their job, whatever it may be. Any questions or concerns regarding duties or the authority to act should be resolved quickly and become a part of overall policy. As pastors manage people, they must recognize that their management should be primarily people-oriented, and secondarily project-oriented. If leaders manage people well, inspiring them to work hard for the Kingdom of God, the projects and a positive outcome of project development will follow.

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Why must a pastor be involved in administration at all?

Many requirements must be met in the role of pastor, both from a legal viewpoint, as well as ensuring positive communication to those to whom the pastor is ministering. Ultimately, all administration should flow from the office of the pastor who is clearly called, and who recognizes his or her primary function as a member in the Body of Christ. The focus of administration is to prepare, train and equip the saints of God to do the work of ministry. Administration itself is one area of ministry that must be done. Most pastors can solve their problems with relative speed if they will find and empower someone trainable in administrative functions. According to the word of God, the pastor cannot do everything himself. He must be willing to delegate to others so that the overall administration of church life may be completed.

Definition of an Administration

To define the term, an administrator is an individual who executes, manages, directs, dispenses, or distributes whatever it is that needs to be done; the act of directing. Three primary patterns of leadership or directing style among executives have been identified. These are called the dominator, the compromiser, and the harmonizer. They are also known as the *autocratic*, *laissez-faire*, and the *democratic* styles.

- **Dominator**

The dominator sees themselves and functions as a relatively blunt, no-nonsense leader. They tend to make decisions for everyone under them. They are very strong advocates of a company, "team-work" style, but tend to tolerate disagreements with disdain. They believe that participation in management simply means to agree with the decisions *he or she* has already made. Essentially, they believe in a "put up or shut-up" form of leadership. Compromise creates great difficulty. Thus, they carry the basic belief that a strong leader must be an individual that functions from a place of absolute authority and requires obedience in virtually everything. Finally, they tend to rule by intimidation, not by relationship. If mistakes are made, punishment falls quickly and severely. Many leaders in local churches fit well within this model of management. They are often effective, especially in inner city areas where the ability to make decisions and to discipline, are limited. Unfortunately, the churches under them tend to disintegrate when they depart, unless another leader, not always as benevolent, comes to the fore.

- **Compromiser**

The compromiser is a relatively easy leader under which to work, especially in comparison to the dominator. They do not want to push people around because they disagree philosophically with that approach. They look for good results by finding a way to work together in areas of harmony and agreement. They will avoid conflict at any cost. They want to get the job done, but they also

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want people to be pleased and happy. They tend towards the pragmatic in overall management orientation, simply looking for various ways to get the job done. Further, the Compromiser will often overlook mistakes, and will rarely discipline even where correction is needed. A high priority for the Compromiser is making peace, but sometimes their peacemaking comes at too high a cost.

- **Harmonizer**

The Harmonizer also believes strongly in teamwork. As a leader, they believe that one should be considerate of others, and show understanding to each others' personal needs and desires. At the same time, they strive very hard toward excellence in productivity. The Harmonizer wants to find people who will be compatible to one another and who will have genuine concern for the needs of the members of the Body of Christ. Ultimately, they would like to create an environment where people enjoy participating and working together, especially for the cause of Christ, building mutual trust and confidence in one another.

Each type of leader has strengths and weaknesses. Some of each of these three styles may influence a leader, but one style will tend to dominate. Each style has its place of effectiveness, but for the long run, the Harmonizer tends to be the most effective in their role as pastoral leader.

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Organization

Regardless of the administrative gifts or leadership style of an individual spiritual overseer, leadership and management require organization. Pastors often organize the local church according to patterns which have already been learned, some of which may be quite healthy and effective. Leaders must be willing to change if growth is to occur. Organization became essential in many places in the Word of God to ensure the completion of a task.

Jesus organized the Twelve before sending them out two by two. A significant amount of organization was required for the feeding of the five thousand. Organization is seen in the selection of the seven deacons and in the development of the local church. Paul, Barnabas, and Silas raised up elders and deacons in the various churches that they planted, as part of the expansion of the gospel in the first century church. Organization in the church is essential in order to reach the largest number of people with the gospel. People need to accomplish meaningful work; not just busy work, but that which furthers the goals and vision of the local church. Organization is needed for the purposes of coordination, direction and continuity of church life, including cooperation with other churches in order to see a greater good occur within a community.

Proper organization prevents the overlapping and overlooking of needs within a congregation. The apostles in Acts 6 were clearly unaware that the food distribution was not going as smoothly as they hoped. Thus it came to their attention, and they took action. With proper organization in place, leaders are able to anticipate and give oversight *before* the needs occurring within the Body of Christ are overlooked.

Albert Beavens provides five elements of effective organization:[1]

1. Clearly see the task to be accomplished.
2. Be willing to select, enlist, and prepare leaders who are able and wise enough to lead in a successful accomplishment of the task.
3. Help these leaders to see the task and inspire them to do it. As a part of that, one will hopefully show others the big picture and how their part fits into the overall accomplishment of the vision for the church.
4. Place the load of the accomplishment of the given task squarely on their shoulders, and require that they carry out their responsibility fully and adequately. Leaders should provide for accountability. Amazingly, pastors will often delegate a task but never check to see if it was finished. When an individual does not finish and is never brought to accountability, he

[1] Albert Beavens, *The Local Church, Its Purpose and Program*, (New York: Abbington Press, 1937), 166.

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learns that the pastor's wishes do not really matter. They are rarely willing to volunteer to work for the church again.

5. Provide inspiration for their efforts by counsel and friendship. Show each group and its leaders how their work relates to the total work of the local church. All efforts should lead back to the overall vision.

Thus, part of the role of a local church pastor or elder in leadership is to keep their eyes open for any who demonstrates leadership ability. That leadership ability is extremely important. When someone is found with the remotest ability, they need to be drawn into leadership confidence, find their areas of interest, and begin to train and equip them to take responsibility that will lead to the blessing of others within the Body of Christ.

The primary tasks of oversight, which is likely to engage every administrator, i.e., senior pastor, can be broken down into three broad categories. The first are the spiritual activities of the church. These are the primary spiritual activities. They include the overall organization and administration of the worship services, such as:

- Who is to preach, lead worship, etc?
- Any evangelistic or other special services.
- Prayer and praise services.
- Specialized services such as baptism or the Lord's Supper.
- Wedding and funeral services.
- Special dedications.
- Ordinations, as God raises up leaders within your church.

Secondly, the overseer, usually the pastor or church administrator, oversees the business matters of the church, including but not limited to:

- The tasks and activities of the elder or trustee board.
- Oversight of the upkeep of the church property. That does not mean that the pastor must personally clean the toilets and paint the walls, although when first starting out, they very well may. Rather, the Pastor will supervise or oversee, to ensure that the needs are properly cared for.
- Protection of the flock and God's resources.
- Other various needs, such as insurance, etc.
- Preparing and raising the church budget. This includes oversight of all the finances within the local church.

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- Oversight, for special purposes, of new church construction, improvement, and/or enlargement of present facilities.
- Oversight of church accounting and record keeping systems which are required by law.
- Proper communication within the local church.
- Oversight of the business meetings of the church, including the annual reports provided to the entire congregation.

The responsibilities listed in this second section are usually the least exciting for most pastors. However, if done well, it will create less difficulty in areas of *spiritual* service within the local church.

Third and often neglected, a church administrator or pastoral leader is responsible to administer the general program for the development of a healthy tone of interpersonal relationships with the people of God. A shepherd is responsible to provide an atmosphere whereby people can express their feelings, needs and hurts, in a positive, caring atmosphere. Thus, the spiritual leader must familiarize themselves with various forms of communication, written and oral, to be able to facilitate this task.

Along with being concerned about these primary organizational areas, keep in mind the primary goals for all churches regarding their active involvements.

1. All churches should be involved in New Testament evangelism. The primary program for evangelism and revival is that of church planting. Every church should be involved in planting other churches, thus expanding the Kingdom of God.
2. Christians are to provide care, including healing and restoration of those that are broken.
3. Pastors need to be actively involved in the strengthening of families. Any time that homes are strengthened, the local church and community are strengthened. Thus a family orientation is vital for the building of a local fellowship.
4. Senior leadership should be community-involved. A local fellowship can best serve a community for it is betterment by active involvement in community activity. This should include outreach for the poor, ministry to widows and orphans, etc.
5. Pastors and leaders in general should be friendly, open and warm, both in the church and in the community. Sixth, an international missions mandate is needed to keep the local church from being too short-sighted. Any church that neglects missions becomes self-absorbed, and will miss much of the reason for existence. They only see themselves, limiting their ability to influence others.
6. Finally, leaders need to exhibit concern for the whole Body of Christ, and its strength.

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From these various goals, leadership will develop plans to obtain them. They include such things as the building of the local church, leading and worship, preaching the gospel, teaching God's people, being willing to do pastoral care and counselling, praying, planting, and developing programs that will meet the specific needs of a local community. All of these are a part of the organizational tasks that leaders must be willing to tackle as growth in a local fellowship occurs.

Growth comes through overall administration. Administration comes through departmentalization. Departmentalization of local churches is needed in order to properly grow on a wider foundation. Anticipating growth and the organization for growth must occur *before* the need for growth occurs. Remember that as leaders organize, it is done with a focus towards the future, building on a larger or wider foundation to ensure that the needs of a local community are met.

Thought Questions

1. **List some demands that must be met in order to realize growth.**
2. **What is management's orientation?**
   - *2.1.* ***Which style of management is most effective, and why?***
   - *2.2.* ***What does management focus on, and why?***
3. **Church growth does not only refer to numbers. To what else does it refer?**
4. **List the 5 elements of effective organization as outlined by Dr. Beavens.**

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Dynamics of Leadership: Different Models

1. Commitment to Excellence or a passion to do whatever you do to the best possible. This is often missing in the church, which is expected to get along with second hand or worse.
2. Dedication, to the task and my guess is to each other. Thus, a sense of awe is produced or teamwork, where everyone is equally vested in excellence in standard.
3. Consistency or doing quality things in a quality manner every time. No chaos, but predictability which breeds confidence and security.
4. Attention to Detail, a favourite military leadership phrase, which means that the small things do matter. A clean work site, a smile, a word of kindness, no detail is insignificant.
5. Consistent Innovation, creativity is encouraged and rewarded. When a leader releases his/her people to be creative, creative solutions can and will be found.
6. No Surprises, communication, frequent team meetings, awareness of the big picture is encouraged. An informed crew is a happy one, and is ready for a clear answer to a question from the customer.
7. No Excuses, if you fail, you admit, submit, and commit. That is, you admit your failure without excuse, you submit to correction and/or make amends if possible, and commit to excellence and its pursuit.

Of course, no organization is able to 100% fulfil each area. But if a whole group (or church) had the same focus, the growth curve would certainly be expanded. Another view of dynamic leadership can be found in S. R. Covey book, 7 *Habits of Highly Effective People*.

Here are Covey's big seven:

1. Be Proactive (not reactive). You must have personal vision and direction for your life and work. If you are constantly putting out fires, going from one crisis to another, you can never fulfil your calling.
2. Begin with the End in Mind. Personal leadership and results orientation are encouraged. This smacks of New Age, but his point is good. You must have something you are shooting for if you are going to hit the target. Thus, your focus on vision must be future and now.
3. First things First. Choices must be made between what is urgent and what is important.
4. Think Win/Win, Not Win/Lose. Teamwork and mutual benefit networking or corporative relationships are much more effective than needless competition.
5. Seek First to Understand, then to be understood. A leader must learn to be an empathetic listener.

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6. Synergize. A creative cooperation or unity of purpose must be found. And,
7. Sharpen the Saw. A leader must remain balanced, and learn to have balanced self-renewal.

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The Pastor and Programs:

What is planning?

According to Webster, a plan is "*a method or scheme of procedure or arrangement, a project, program, outline, or schedule.*" Church planning is the outlining of a total strategy for accomplishing the stated objectives of the local church. The plan should flow from the overall vision for that church and its mission statement. This planning can take two primary forms; long-range planning which is usually a projection of from two to five years, and short range planning, which include the program for a year, broken down into specific goals, with backward planning to the day that implementation begin.

Why should pastors plan the local church?

Should not leaders be, especially as Charismatic or Pentecostal believers, fully open to the flow of the Holy Spirit, simply doing whatever God wants? Of course, pastors *do* want to do what God wants and allow for the Holy Spirit to flow. But everything that God has done, He has done within a framework of organization and control. Even the universe follows certain established laws which have been instituted by God. Churches also need to run according to godly principles, including the principle of planning.

Planning enables the staff, volunteers and individual members of the local church to anticipate what is likely to occur during any specific time frame. It also relates the various parts of the local church to its whole, which is vitally important. It also enables a person to more clearly grasp the purpose of the church's existence. Although the leadership may be very clear as to what God has called the church to, the rest of the church may not be so clear. Thus it is inherent upon God's leaders to provide a clear rationale in through planning and program development, so the church will know in *what* they are involved, and *why*.

Planning assists the church in knowing at what stage they are and where they are headed. Thus they will be able to check and chart their progress. Planning provides a systematic approach to the implementing of the church's objectives. It allows for evaluating its progress to ensure sharper focus for future development. Planning avoids unnecessary waste in activity and finances, by unifying and correlating the activities and functions of the local church. Planning develops creativity, in terms of what and how the work of God is accomplished.

There are several things which must be decided in the development of an overall planning. It begins with the question, who does what? The overall focus of planning must flow first from the senior pastor, and then from those that are designated leadership. That leadership includes every

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department leader, such as the Sunday School chairman or director, outreach ministry director, Worship leader, as well as those involved in other areas of leadership, such as the elders and deacons. Everyone that has a vested interest in the development of the local church should be a part of their organizational structure, especially in planning and procedures.

Secondly, how is it to be done? Keep in mind certain helpful thoughts. First, planning should flow from a logical process rather than helter-skelter. It should develop realistic objectives and goals as part of the overall planning. Planning must be inclusive, involving the total church program for that specific fiscal or calendar year. Flexibility should accompany planning. The plan is simply a means to an end, not the end in itself.

Planning must be projected into the future, for continuity and direction. It is very helpful to start your future planning by having an overall meeting with the entire leadership. It is helpful to meet several weeks or months ahead of the implementation of the plan, to set time aside for prayer and such functions as brainstorming.

You, the overall spiritual leader, will be presenting to the planning meeting a general guideline of what the church is about. You will also present before the people the overall vision. If the vision is to reach the community for Christ, you should state that clearly. If your vision is to build a family oriented local church, state that clearly. Vision statements are often a brief picture taken from the Word of God, with your specific emphasis that illustrates the thrust of your local fellowship. From the vision you will develop a mission statement. What are we going to do as we go about fulfilling the vision? Then, based upon the various needs of your congregation, you will develop objectives for each department that will flow toward the fulfilment of the overall vision and mission statement.

For example, in the Christian Education department, you may have an objective of increasing the number of children within the Sunday School department by ten percent over the next year. If you have fifty people in your Sunday School program, a ten percent increase would be five additional people, an extremely modest and obtainable objective. You may wish to increase it significantly. Or you may state an objective to build a solid Sunday School program to meet the needs of your local church.

The goals might include:

1) Find teachers, determining the number needed. 2) We must bring more children into the program, increased by *X* amount. Then you develop your plan for that department. How are we going to go about meeting the goal and the objective for this department? All of that, then, goes into an overall document of which everyone within the local church needs to be aware. The overall

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planning calendar for the church for that year will follow the outline of various departmental needs. If one of the goals is to build a Sunday School, we may need to have a Sunday School campaign or two during the year. Those campaigns would be programmed into the calendar at a time when everyone can help give support to the program. If an objective for the ministry is to develop a nursing home outreach, emphasis for that ministry should be provided during the year. Thus, as you develop your overall calendar, everything will flow together.

Once plans are developed, they must be coordinated with the one who will oversee the general church calendar to ascertain that all is flowing without conflict. As the planning process concludes, the entire plan is presented to the congregation. Charts or other forms of communication are helpful to show everyone in the local church the comprehensive plans, so they can prayerfully involve themselves in what God is doing in the congregation.

How to Motivate People to Serve

The greatest complaint that I hear from pastors, beyond the overall administrative burden of the church, is in the *motivation* of God's people to work within the church. How does one motivate an individual, essentially a volunteer, to serve?

At best, fifteen to twenty percent of the local congregation accomplishes eighty percent of the work. This has been true in evangelical churches for as long as statistics have been kept, an unfortunate reality. Churches that are truly growing in the kingdom of God have been able to break through this twenty percent barrier. They have significantly more of the congregation actively involved in the ministry.

Why are some people in the congregation unwilling to serve?

First, the average layman is unclear about two primary things. They are unclear regarding their role in the church, and uncertain about the objectives of the church. Perhaps they do not know that the Holy Spirit has provided spiritual gifts to him or her and through the exercise of these spiritual gifts, they can make a significant contribution to their local church. They are unaware as to how they might fit into one or another area of ministry. They must be educated and motivated by leadership, enlightened as to how they might exercise their unique gifts.

Secondly, the average lay person suffers from a sense of inferiority, especially in light of professional ministry. They do not feel capable or qualified to do much of worth. They need the assurance that they will be equipped, prepared and supported if they move into an area of service.

Finally, the average lay person has never been challenged! Most pastors indicate that if their members merely show up on Sunday, give an offering, or perhaps tithe, that they will be meeting the expectation for a true Christian. What a far cry from the New Testament Church, when

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the norm was virtually one hundred percent participation and the giving of all that one had! We have come a long way from the apostolic model.

There are some great ways to *squelch or destroy motivation*. They include: Overload. When a capable worker is found, pastors' tendency is to pour work on them until they finally break or fall apart. Secondly, the importance people play in terms of their service to the Lord is frequently minimized. Rather than encouraging people and giving public testimony of their importance in the Body of Christ, leaders often either ignore or fail to provide to them the kind of encouragement and affirmation they need. Thirdly, pastors often fail to ensure that the prospective worker will receive the needed materials and training. The concept that lay leaders or perspective leaders should be as highly motivated as the pastor is a misnomer. They should not be allowed to sink or swim based upon their own merits. Given that choice, most will choose not to enter the water at all. If leadership fails to compliment a worker before criticizing him, or tell others in the local church how disappointed they are about his service, this can devastate a worker. Pastors must realize by now that the three fastest forms of communication (short of Internet) are telephone, telefax, and tele-church member! If leaders want to start a fire, criticize one member to another, and then see what happens.

Pastoral leaders must be actively involved in motivating people positively by communicating clearly the expectations of a job to be accomplished and continuously affirming their importance to the work of God. In doing so, the people's effectiveness will improve. Further, this positive communication can help to recruit others for much needed assistance. The pastors own involvement, excitement and enthusiasm about what God is doing are contagious! This does not refer to self-inflation or bragging. Others will respond when leaders simply and enthusiastically relate how great and marvellous the Lord is and how wonderful it will be to all work together to see the Kingdom of God expanded.

Some other practical suggestions that can be incorporated to motivate reluctant leaders include:

- Preaching on subjects that deal with the gifts of the Holy Spirit.
- Challenging people to look at their areas of gifting.
- Willingness to spend time with people in the church that show a desire for leadership.
- Helping to draw out of others their various gifts.

Once those gifts are determined, it is then inherent upon leadership to begin plugging them into areas where they can exercise their gift effectively.

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As stated previously, but which cannot be over emphasized, leaders need to be willing to delegate the responsibility and the authority to see jobs accomplished. As delegation occurs, freedom to accomplish tasks in their own style will naturally follow.

It is helpful to recognize on a regular basis those that are doing work in the kingdom of God with such things as certificates of achievement. Tangible rewards are good. The presentation of special little gifts can help build a sense of purpose and meaning. Affirmation is vital and desperately needed, including personal compliments, recognition from the pulpit, and just noticing well-done tasks.

As needs develop, such as in leadership, be willing to announce the need and actively recruit people for involvement in ministry. One pastor has said that he does not believe in volunteers. There should be no such thing as volunteers, since all of us have already volunteered to be members of the Army of God. People need to be challenged and given places of responsibility so that the goals of the overall church can be accomplished.

As in any area of leadership, the pastor, as a servant-leader, has a focus and task of continuously motivating the leaders under him to fulfil the vision of the local church. The ability to motivate people to work in the programs that have been designed and developed by the leadership is very much an art form, and should flow from the desire of the pastor to see excellence throughout all areas of the ministry.

Thought Questions

1. What does planning accomplish for the church?
2. What contributes to creating the 20% barrier?
3. The church exists for which 4 purposes?
4. How can the leader destroy others' motivation?

4.1 Name at least 3 positive ways to increase motivation to service.

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A Call to Accountability

"Then the Lord said to Cain, 'Where is Able your brother?' And he said, 'I do not know. Am I my brother's keeper?'" (Genesis 4:9).

Throughout the ages the hearts of men have been asking this question. In a world that advocates each man for himself, it is difficult to know the answer. Not until the coming of the Lord Jesus did we get a clear view of the truth of this issue. He answered beyond a shadow of doubt that we are our brother's keeper.

> *"They devoted themselves to the apostles' teaching and to the fellowship, to the breaking of bread, and to prayer. Everyone was filled with awe, and many wonders and miraculous signs were done by the apostles. All the believers were together and had everything in common. Selling their possessions and goods, they gave to anyone as he had need. Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favour of all the people. And the Lord added to their number daily those who were being saved"* (Acts 2:42-47).

This is a model of life that the Lord Himself laid out for His people to follow forever.

"Anyone who claims to be in the light but hates his brother is still in the darkness. Whoever loves his brother lives in the light, and there is nothing in him to make him stumble. But whoever hates his brother is in the darkness and walks around in the darkness; he does not know where he is going, because the darkness has blinded him" (I John 2:9-11).

Accountability and Team Ministry

When Jesus called the disciples, He specifically called them as a **team**. He called twelve, gathered them around Him for three years and taught them, among other things, the value of team ministry and accountability.

Together they were taught the kingdom of God by the words and works of Jesus. Together they were corrected and rebuked. Together they were sensitized to the things of the Spirit. Together they were taught spiritual warfare. Not one of them was greater or lesser than the other, for we know God is no respecter of persons. The only difference between them, other than their personality traits, was their gifts and callings. Each of them learned to respect the other in his particular arena of anointing, realizing that he was incomplete without the other. They always had multiplied ability among them. They had protection from Satan's inroads into their lives.

The only one of the original twelve disciples who went into darkness was Judas. We must ask ourselves why? One possible explanation is that he never subjected himself to the scrutiny of his

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brothers. There were hidden agendas in his heart that he refused to deal with, resulting in an immoral, dishonest lifestyle.

- **Judas Iscariot's** life was secretive. He had an aloof lifestyle which served to destroy him. This destructive lifestyle brings the same result in the modern church of today. Jesus never used a rod to illustrate how we would bring men into the kingdom of God. He used a net. Nets take the help of the whole to bring in the harvest. A man alone could only bring in a few fish in a net, but many men working together can bring in multitudes of fish. It is time for the church to wake up to the fact that when we operate as God intended us to, there will be the greatest harvest ever seen.
- **John the Baptist** was a mighty prophet of God, who preached the Kingdom of God in the spirit of Elijah. So powerful was his ministry and so pure was his life that Jesus commended him as the greatest man born from women. When John first ministered, the crowds would come. But when Jesus began to minister, even his disciples began to follow after the "New leader on the Block." John's response to Christ's popularity is interesting, especially in light of ministers today. His statement was He must increase, but I must decrease (John 3). As difficult as this may have been for John, he recognized who he was and who he wasn't. He came to focus men to Christ, not to himself. His joy was complete knowing that the bridegroom was come, bringing salvation to the world. He willingly stepped aside for the greater ministry, and will be honoured forever for his humility and ministry. God has called us to be fellow workers for the Gospel.

Once the foundation of brotherhood has truly been laid, there is nothing that men cannot do together. Great Apostles, Prophets, Evangelists, Pastors, and Teachers can all do what they are good at and at the same time reap the benefits coming from the other gifts.

Before Jesus sent out the disciples to follow their ministries, He first taught them humility and servanthood through their accountable relationships with one another. The next thing He taught them was to work together. In Matthew 10, Jesus sent the disciples out giving them power over sickness, disease, and unclean spirits. He told them to go and preach the gospel of the kingdom. Here they were working together as a team to proclaim the gospel. We see them working together again in feeding the five thousand in Luke 9. Note that these men were all Apostles, each submitted to the other. We must not be afraid to work with men of the same or greater calibre than us. The blessings will be tremendous.

The responsibility of the church is too much for one man to handle and the decisions will soon wear down the most tenacious of men. This eliminates the frustration of the pastor who cannot win

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souls, but has vision for many. He can move alongside the evangelist working as a team and see the vision accomplished. This eliminates the frustration of the evangelist who can win souls but cannot disciple them. Through the Pastor, he can see thousands won to Christ and brought into the fullness of Jesus. Oh, the joy of being able to concentrate your efforts on the things that God has called you to and still enjoy the fruit of what you are not called to do.

Further we are fellow soldiers of the cross.

Paul and Silas are probably the greatest New Testament examples of brothers fighting together. As they did the work of the Lord, they were committed to prison, being beaten continually as a reward. Most men would have given up but not them. They encouraged one another in the Lord and found Jesus in every circumstance they encountered, so much so that Paul said he had learned in every circumstance to be content.

> *"I know what it is to be in need, and I know what it is to have plenty. I have learned the secret of being content in any and every situation, whether well-fed or hungry, whether living in plenty or in want. I can do everything through him who gives me strength"* (Philippians 4:12-13).

How many men are there today who are carrying burdens the Lord never intended them to carry? How many men and women of God are there today, ministering alone, bearing fruit but inside are fighting overwhelming odds against moral temptation. Peter's greatest fall came when he separated himself from the brethren and ended in moral breakdown. It is time for men and women to call out to God for all that He has for them. We must shun the desire to surround ourselves with those only submitted to us and join forces with men of like passion and vision. At this point, hundreds of visions will be fulfilled which at this moment are unreachable.

Every time there is a move amongst men of God to unite in team ministry, showing mutual accountability, hell will fight with a vengeance. Darkness hates light, but will tolerate small lights shining alone. However, when small lights begin to cluster together, especially in prayer believing for the fresh breath of God to blow on their lights, thus expanding and intensifying the glow, the devil will attempt to sabotage. All he has to use is deception, but he will use it anyway he can, with an onslaught of temptation. The lust of the flesh will be intensified, the lust of the eyes will attack and especially the pride of life will rear its ugly head. The focus is to bring the wants out of each of us, thus a committed relationship of mutual accountability, love and respect is needed to withstand the devil's schemes. United we stand, divided we fall. May the Lord give us wisdom to unite in heart and purpose for the greater good of the Body of Christ.

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The Pastoral Pitfalls

The Scriptures designate them *the lust of the flesh, the lust of the eyes, and the pride of life* (1 John 2:16). No spiritual leader is exempt from these areas of temptation. Even Christ Himself was tempted in all of these areas, yet without sin. It is important to take a close look at these three areas, *the lust of the flesh, the lust of the eyes, and the pride of life*, in order to, as Solomon admonished his boys:

"Keep your heart with all diligence; for out of it flow the issues of life" (Proverbs 4:23).

In this chapter some of a pastor's potential pitfalls are presented to provide understanding and assistance in avoiding the difficulties that many fellow brethren have had over the past few years. First of all, one are of concern can be potentially be the pleasures of life. God created mankind with the ability and appetite for pleasure. However, many things can be detractors from our call in the Lord. Simple things, such as hobbies which should be productive and helpful, can become a consuming passion for many pastors. Ministers of the Gospel are people of purpose. Hobbies can be helpful, as can any area of pleasure, but it should never distract us from our primary purpose in the things of God. Pleasures that are often legitimate but not always expedient, can lead us away from our primary focus. Various sports, hunting, fishing, even golf, can be considered a detractor if they take too much time and precedence in a spiritual leaders life.

Shepherds must take care in terms of the company that they choose, as well as places of entertainment that they frequent. Many leaders have the liberty to attend a movie or enjoy a restaurant with an attached bar. Fifty years ago, that would not have been as acceptable. Remember that people are watching their leaders; take care not to be a stumbling block to a weaker sheep. Leaders also need to guard against fatigue, which breaks down the normal defences against temptation.

Another area of great potential pitfall is that of morals. The Bible says in 2 Tim. 2:22 that all Christians are to flee youthful lusts. It doesn't say to try and fight it. Only in fleeing or running from lust can a leader avoid the power of its temptation. As men and women of God, be extremely careful not to be drawn into areas of sexual temptation. Avoid the very appearance of evil (1 Thes 5:22). Be honest, tell the truth and be above reproach in every business dealing. There is a real need to guard our morals in front of others. Be especially careful in how one treats members of the opposite sex, in speech and familiarity, because intentions can be misinterpreted. Ones dress and habits should be modest. Concern for how others see leadership should not become a paranoiac preoccupation. However, caution is always judicious.

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Ministerial Integrity

The Bible speaks of several areas of integrity, especially for leaders. Here are some of the most important for leaders to be concerned with.

- First, a pastor should be chaste. The minister is the representative of the kingdom of God. As such, they must always be concerned about their name and reputation in front of the community. As mentioned above, circumspect behaviour in all private and public dealings, both in business and in personal relationships should be a part of the pastor's life and walk.
- Secondly, shepherds must be scrupulously honest. Specifically, pastors need to pay their bills. If through misfortune one becomes overwhelmed with debt, they need to make every effort to pay all of their bills. A pastor's word should be his bond. When entering into a covenant agreement or a contract with someone, fulfil it, whether that be a pledge made for missions, a business dealing, the purchase of a car or a home, or consumer credit. Caution would dictate that one avoid entering into business with members of the pastors own local church. Lay leaders are often happy to help in a time of difficulty for the local pastor. At the same time, it is amazing how quickly friends part company when it comes down to simple things like *money.* Thus, avoid any entanglements, whether it is through business, or loans, etc., from members of one's own congregation.

In terms of overall integrity, all leaders must carefully utilize the time the Lord has given. The pastor is not really his own boss, though in many ways it may appear so. Shepherds must be submitted to the Lordship of Christ and to others within the Body of Christ. There is much to be done in ministry. Most pastors have no difficulty with that reality; in fact, most pastors work fifty to fifty-five hours every week, week in and week out. A few have learned to skip in areas of responsibility and do not show integrity in terms of time commitments. When leading and feeding the flock, do so with the purpose of fully caring for them, not just for financial gain.

> "*Shepherd the flock of God among you, exercising oversight not under compulsion, but voluntarily, according to the will of God; and not for sordid gain, but with eagerness; nor yet as lording it over those allotted to your charge, but proving to be examples to the flock. And when the Chief Shepherd appears, you will receive the unfading crown of glory" (1 Pet. 5:2-4 NAS***).**

Thus, spiritual leaders are to be faithful in keeping stated office hours. Further, they should be faithful to ensure that proper supervision and follow-up on personal commitments are made. When a pastor does not keep to commitments made, they lose much of their salt and light ability with the

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congregation. These are all issues of integrity. Integrity is one of the few things that pastors have in terms of ministry.

Some other practical advice would include the need to avoid secular entanglements. Many love to merchandise the gospel. Guard against the temptation to divide time between spiritual ministry and secular pursuits for personal advantage. There is no sin in secular employment for the minister where it is needed. When the church provides a proper livelihood, the minister's time should be devoted to advancing the kingdom of God.

> 2 Tim. 2:4 says, "*No man that goes to war entangles himself with the affairs of this life. But they work so they might please Him who has chosen him to be a soldier."*

Our loyalty is to Christ. With the pastor's great privilege of serving the flock of God comes an equally great responsibility. A pastor's hope is to live their life in such a way that others will follow them as they follow Christ (1 Cor. 11:1).

Many spiritual leaders would rather not talk about the things of God when they get together. It is like talking "shop." Instead, they want to talk about their golf score or the latest jokes. It is fairly common in every area of life to relieve stress by talking irreverently. But leaders in spiritual oversight need to be very careful that their focus be primarily on the things of God.

Avoid a party spirit. Leaders should avoid taking sides in petty quarrels or controversies because pastors are shepherds of the whole flock. All human beings are subject to influence to some degree. All people, no matter how spiritual, have natural sympathies, likes and dislikes. Some members of the congregation will always be more likable than others. Beware the taking of sides, for it can actually ruin ones ministry. Shepherds must be servants of all.

The person God allows the pastor to minister to deserve attention and care. One cannot minister effectively to someone that is unknown or unfamiliar. While avoiding familiarity, the minister must live close to his people. Their hearts need consistent care. Let me re-emphasize: This cannot be done from the pulpit alone, in spite of the importance of prayer and ministry of the Word. Pastors, need to be involved with the congregation, to learn about them, know them, and understand them to the best of one's ability. The large church pastor can at least ensure that the needs of the people are being adequately provided for, as discussed in the previous chapter.

Time can be a major problem for pastors. Leaders must plan ahead for all services. In 1 Cor. 14:40 it says, "*Let all things be done decently and in order."* Shepherds need to prepare for the local service. Many pastors feel that their anointing will be affected if they meet people prior to the beginning of a service. Some, generally out of insecurity, will avoid being to the service on time, or

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will come in fifteen to twenty minutes late. They then wonder why so many others straggle in late as well. Sheep will follow their shepherd. The habits that the leader has will often be reflected in the children that God provides to them.

They will follow a leader's example. Nothing makes a better impression than being business-like, prompt and alert. This is especially true of a minister of the gospel of Jesus Christ. Pastors must discipline themselves. All humans, including dynamic Holy Ghost filled ministers have various areas of weaknesses. However, as the Apostle Paul proclaimed, where I am weak, there I am strong (because of the grace of God flowing through his life. Finally, a leader must keep their bodies under subjection.

> *"I bring...my body into subjection: lest...when I have preached to others, I myself should be disqualified" (1 Cor. 9:27}.*

In summary, the primary pitfalls of pastoral care and ministry can be seen in one of three areas, the lust of the flesh, the lust of the eyes, and the pride of life. The lust of the flesh refers to ones desire to fulfil the needs of one's own life, physically and emotionally. Pastoral ministry is extremely intense, active, and difficult. It would be easy to neglect one's own physical needs. These needs include the sexual needs which are common to all men and women. Of course, God intended for these needs to be met within the relationship of marriage, and it is important to make sure that these needs are cared for in a balanced fashion. Many a male leader has been lead or wandered into sin resulting in serious and permanent consequences do to the lack of attention to these basic needs.

Loneliness greatly increases one's vulnerability. A pastor involved in counselling ministry, an evangelist travelling during an extended outreach ministry can become easy prey to the devil in areas of loneliness. After feelings of loneliness or spousal neglect, it is easy to allow one's mind to wander into areas of fantasy, and into temptation to fulfil the lust of the flesh. Many men of God would never submit themselves to adultery or fornication because of fear of the consequences. But they will often sublimate those feelings and needs. Instead of dealing with the poor relationship with their spouse and the need for counselling care and healing, they will instead sublimate it into other areas of "isms," (such as alcoholism, workaholism, foodaholism, or even adrenalinism).

The later is especially insidious, and can be seen in the need for constant high pressure, high powered services to feed those feelings of inadequacy or loneliness that have developed due to a lack of fulfilment within the sexual arena of life. These things must be talked about and cared for in pastoral ministry. Make no mistake: All leaders are subject to temptations of the flesh. Again, this is why leaders must guard their hearts. Guarding ones heart and mind comes through proper

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accountability and a willingness to submit to counsel and accountability from others in the Body of Christ.

The second area is the lust of the eyes. The Word still says, "*Thou shalt not covet*." Covetousness continues to be a major problem, especially within the church. There is nothing inherently wrong in a pastor having a nice home, car, and a relatively comfortable lifestyle, if available. These may be gifts from God to enjoy and share. But spiritual leaders often justify their greed by cloaking it in religion. Pastors want to build a larger church for the Kingdom of God. They want a bigger car so that they can transport more people, and yet they never transport them. The justification of covetousness, jealousy, and the desire to have other people's goods can be overheard at most any leader's conference. Pastors even covet others' spiritual gifts of God. Leaders so need to guard their hearts, and be very careful not to sin the sin of covetousness. To harbour the lust of the eyes can be a major pitfall for those in full-time service, blocking the fulfilment of one's destiny in God.

The last is the pride of life. Once a pastor obtains their goals, comfort can be real downfall. If one places their self-worth in titles and positions, the size of their congregation, or anything other than Jesus Christ and Him crucified, a downfall is on its way. Shepherds are aware that pride comes before a fall. Pride says, "You have nothing to say to me because my ministry is bigger than your ministry." It says, "I'm not open to your correction; you are not a part of *my* denominational structure." Pride prevents growth and dwarfs ones spiritual life. Pastors approach the eve of their own destruction any time they allow the sin of pride, especially in one's own life achievements, to enter their heart.

These are the primary pitfalls that face every leader. The devil loves to destroy or strike the shepherd. If given the chance, he will divide, conquer, and scatter the sheep. Today God is bringing change to the church. He is shifting the focus away from being independent local churches or representing a certain denomination within a community. Rather, there is a growing realization of just how much pastors in a locality need one another. Leaders must learn to be mutually and relationally accountable to one another and assist each other, in order to not fall into the pitfalls that have wreaked havoc and destruction to the Body of Christ.

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Thought Questions

1. All pastoral pitfalls fall within 3 broad categories. Name them and give the Bible reference.
2. List some areas in life to beware.
3. Name 4 areas in which a pastor must maintain integrity.
4. What seemingly minor pitfall can actually ruin your ministry?

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The Balance between Gift and Character

The Lord's purpose for man is stated in Scripture, in Genesis 1:26-28: *"And God said let us make man after our own image, in our likeness and let them have dominion."* In Galatians 4:19: *"...I travail in birth until Christ be formed in you..."* and II Timothy 3:17: *"...That the man of God be perfect..."* The purpose of God for man has not changed. The character and personality of the Lord Jesus Christ must be developed in the Church's leaders before it can be developed in His people.

A balance between gifts and character is the Lord's will for every true leader of God. The imbalance of gifts in leaders VS character has caused many problems in the church. Many media Christians are considered to be a laughing stock by those who see their lack of character. God is concerned not only with a leader's gift and anointing, but also his lifestyle and character.

The character is the seat of one's moral being. Character can be seen as the action of an individual when under pressure. Also, character is the combination of qualities distinguishing a person. Character is not only how a person acts, but it is also his motives and attitudes. Character is not measured without everyday disappointments, irritations, and pressures - weaknesses are exposed when the negative occurs. Character is not only having wisdom to know what others should do according to Bible principles, but also living in harmony with those principles for oneself. Character is not only how a person treats other Christians; it is also how he treats other people whether they be of another culture, race, or are strangers. Character is not only how a person relates to his spiritual family, but also how he treats his natural family.

Character is developed through the "dealings of God." This is primarily seen when the believer lacks the discipline to develop his character, the Lord will provide learning experiences and circumstances to help him. If the Body of Christ is going to be developed in character through the dealings of God, the leaders must be the first to allow God to change their character. This most often occurs during the wilderness experiences common to all believers.

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The Call to Servanthood

Jesus said in Matthew 16:18:

"And also I say unto you that you are Peter, and on this rock I will build My Church, and the gates of hell will not prevail against it."

Jesus is our supreme example of a true servant leader. He came to serve in His life and in His death. During Christ's earthly ministry His focus was on training His disciples to follow after Him, as He followed His Father. He gave them ample opportunity to minister freely as they had received, (Matt. 10:8) and came into the full measure of their gifting and calling after the Holy Spirit was poured out on the day of Pentecost.

In our modern day, the emphasis has shifted from His church and our ministry to my church ministry that we expect the Lord to bless. Rather than perceiving ourselves and acting as servants of the King of Kings, we desire to be catered to. It has been said that the three best "jobs" in the ghetto are the pimp, the pusher and the preacher. How tragic that for so many in the urban centre or in our rural mega-churches the perception of the preacher is that of an exploiter, not a servant willing to lay down his life for the sheep.

Biblically, no ministry is exclusive of the other. Therefore, to look at our calling without taking into account all the other callings in the Body of Christ is at best incomplete. Is it possible that the church today is still wrestling with the question the disciples asked?

"Who is the greatest in the kingdom of God?" (Matthew 18:1)

"He who is the greatest among you shall be your servant. And whoever shall exalt himself will be humbled, and he who humbles himself will be exalted" (Matthew 23:11).

Jesus taught that the marks of greatness were humility and servanthood, not self-exaltation and promotion. There is no question that the Lord has provided for the victory of His Church and the exaltation of His Name on this earth. The question we must ask today is by what means has the Lord advocated in His Word to accomplish that goal? Inasmuch as Christ is our example of true servanthood, we must look to Him first to see the type of person we are to be.

Why a Servant?

The whole world expected the Christ, the anointed one, to come in the form of a king. Instead, He came in the form of a servant:

> *"Let this mind be in you which was also in Christ Jesus, Who, being in the form of God, did not consider it robbery to be equal with God, but made Himself of no reputation, taking on the form of a servant, and coming in the likeness of men. And being found in appearance*

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as a man, He humbled Himself and became obedient to the point of death, even the death of the cross" (Phil. 2:5-8).

Jesus did not come as a king, to an exalted position in the world system, or to the Jewish hierarchy, although He could have. He came into the world in the most humble of states, as a commoner, seemingly no different than any other person in the land. He humbled Himself from His rightful position as God and became an obedient servant. Jesus became a servant because it was His Father's will to win back His mankind, not through the commanding position of the throne, but through the lowly position of a servant.

We must accept from His model of life and the mandate of the scriptures that we as the body of Christ are to follow His example and, from the humility and servanthood of our lives, WIN A WORLD FOR JESUS.

Jesus Served His Disciples:

Jesus called and taught His disciples in the mode of a servant. In John 13:1-20, we see that Jesus' service to His disciples was strong even at the end of His earthly ministry with them. He washed their feet, guided, guarded and governed them. He counselled, exhorted and rebuked them. Through His love, they became all that God had intended them to be before the foundation of the earth.

Jesus Was Exalted

"Therefore God exalted him to the highest place and gave him the name that is above every name, that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father" (Phil. 2:9-11).

The Lord was exalted beyond measure because He was the servant of all. From God's perspective, one who is willing to lay down his life for his brothers and sisters is the only one deserving of exaltation.

The Present Day Service of Jesus:

B*ut He, because He continues forever, has an unchangeable priesthood. Therefore, He is also able to save to the uttermost those who come to God through Him, since He ever lives to make intercession for them"* (Hebrews 7:24).

When Jesus ascended on high and was seated in heavenly places, His life of earthly service was finished. But His life of service took on another dynamic that operates to this day in the Church.

Jesus is in intense intercessory prayer for His Church. He is still praying the prayers of John 17 that we would hold to the Word of God that we would keep His commandments and abide in His

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love. He is praying that we would learn to lay down our lives for one another and that we would seek oneness in the body of Christ.

Jesus is serving the Church through His prayers to make us all that we can be so that He might reveal us to the world as the glorious church without spot or wrinkle (Ephesians 5:27).

We are the Body of Christ. As such, we are to be united, thus avoiding the indictment presented by the Apostle Paul in I Cor. 1:10, 12-13 which states, *"Now I exhort you, brethren, by the name of our Lord Jesus Christ, that you all agree, and there be no divisions among you, but you be made complete in the same mind and in the same judgment." "Now I mean this, that each one of you is saying, "I am of Paul," and "I of Apollo's," and "I of Cephas," and "I of Christ." "Has Christ been divided? Paul was not crucified for you, was he? Or were you baptized in the name of Paul?"*

Jesus rejected the exaltation of Man and Demons:

"Again, the devil took him up to a very high mountain and showed him the kingdoms of the world and their splendour. 'All this I will give you', he said, 'if you will bow down and worship me.' Jesus said to him, 'Away from me, Satan!" For it is written: 'Worship the Lord your God, and serve Him only'" (Matthew 4:8-10).

Here we read Matthew's account of the third temptation of Jesus by Satan. The devil showed Jesus all the kingdoms of the earth and in essence said, "I'll make you the most powerful man on the face of the earth if you worship me." Jesus' answer showed His obedient, servant attitude and reinforced His great commitment to His Father. It is also notable that the disciples themselves, moved by the spirit of this world, tried to get Jesus to exalt Himself against the will of the Father.

"From that time on Jesus began to explain to his disciples that he must go to Jerusalem and suffer many things at the hands of the elders, chief priests and teachers of the law, and that he must be killed and on the third day be raised to life. Peter took him aside and began to rebuke him. 'Never, Lord!' he said. 'This shall never happen to you!' Jesus turned and said to Peter, 'Out of my sight, Satan! You are a stumbling block to me; you do not have in mind the things of God, but the things of men'" (Matthew 16:21-23).

"When Jesus' followers saw what was going to happen, they said, 'Lord, should we strike with our swords?' And one of them struck the servant of the high priest, cutting off his right ear. But Jesus answered, 'No more of this!'" (Luke 22:49-51).

The spirit of the world always speaks to the sons of God to exalt themselves. The Spirit of Christ always speaks to the sons of men to humble themselves.

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Paul, another example:

A. Humility Expressed:

Paul expresses humility best in the scriptures. Here are but three of the most poignant.

"For I am the least of the Apostles and do not even desire to be called an Apostle because I persecuted the Church of God. But by the grace of God, I am what I am and His grace to me was not without effect" (I Corinthians 15:9).

"Although I am less than the least of all God's people, this grace was given to me; to preach to the Gentiles..." (Galatians 3:8).

"*Do not cause anyone to stumble, whether Jews, Greeks or the church of God, even as I try to please everybody in every way. For I am not seeking my own good, but the good of many, so that they may be saved. Follow my example, as I follow the example of Christ" (I Corinthians 10:32).*

Paul had built in checks and balances in His relationship with the Lord. He was well aware of his previous reprobate condition. The memory of his past kept him in check and provided for his life as a servant. His work was the work of grace, the undeserved favour of the Lord.

Whenever a man loses sight of his beginnings, and begins to hear the voice of the crowd to exalt him, he is being set up for a fall.

The Apostle Paul, like so many of the great saints of God throughout church history, understood that to conserve one's life or self leads to death, but to spend one's self for Christ and His Church was life. We need to return to his humble and appropriate perspective.

The Calling of the Saints:

The saints of God are all called to walk in intimate fellowship with the Lord and one another. Leaders are to set the example of this godly life.

"...that all of them may be one, Father, just as You are in Me and I am in You..." (John 17:21A).

"There are different kinds of gifts, but the same Spirit. There are different kinds of service, but the same Lord. There are different kinds of working, but the same God works all of them in all men" (I Corinthians 12:4-6).

"As it is, there are many parts but one body. The eye cannot say to the hand, 'I don't need you!' And the head cannot say to the feet, 'I don't need you!' On the contrary, those parts of the body that seem to be weaker are indispensable" (I Corinthians 12:20-22).

"If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact God has arranged the parts in the body, every one of them, just as He wanted them to be" (I Corinthians 12:17-18).

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The exhortation of Jesus as well as Paul makes it abundantly clear that the members of the body are mutually dependent upon one another for the church to function accurately. Whenever one member begins to work independently of the other, a palsied condition arises and the whole body ceases to function correctly.

"If one part suffers, every part suffers with it..." (I Corinthians 12:26).

Once again, it is necessary for us to refer to the words of the Apostle Paul:

"*Let this mind be in you which was also in Christ Jesus..."* (Philippians 2:5)

Thus, the Highest Calling of the Saints is to serve, it is our greatest calling on this earth is to love and serve the Lord our God with all of our being and our next priority is to love and serve one another.

The 60's were such turbulent times, with intense social upheaval. This led to the 70's and 80's with the focus on self-satisfaction, self-actualization, and self-abuse. The church has been severely impacted negatively by the spirit of the age, resulting in self-centred action by ministers and spiritual leaders. Could it be that the admonition of the Lord could relate to the self-absorbed minister of today? Let the scripture provide for us sober thought (Matt. 25:31-46):

When the Son of man shall come in his glory and all the holy angels with him, then shall he sit upon the throne of his glory. And before him shall be gathered all nations: and he shall separate them one from another as a shepherd divideth his sheep from the goats: And he shall set the sheep on his right hand, but the goats on the left.

Then shall the King say unto them on his right hand, Come, ye blessed of my Father, inherit the kingdom prepared for you from the foundation of the world:

For I was hungry, and ye gave me meat: I was thirsty and ye gave me drink: I was a stranger, and ye took me in:

Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me:

Then shall the righteous answer him, Lord, when saw we thee a hungry, and fed thee? or thirst and gave thee drink?

When saw we thee a stranger, and took thee in? or naked and clothed thee?

Or when saw we thee sick, or in prison, and came unto thee?

And the King shall answer and say unto them, Verily I say unto you, Inasmuch as we have done it unto one of the least of these my brethren, ye have done it unto me.

Then shall ye say also unto them on the left hand, Depart from me, ye cursed, into everlasting fire, prepared for the devil and his angels.

For I was an hungry, and ye gave me no meat: I was thirsty, and ye gave me no drink:

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I was a stranger, and ye took me not in: naked, and ye clothed me not: sick, and in prison and ye visited me not.

Then shall they also answer him, saying, Lord, when saw we thee hungry, or athirst, or a stranger, or naked, or sick, or in prison, and did not minister unto thee?

Then shall he answer them, saying, verily I say unto you, Inasmuch as ye did it not to one of the least of these, ye did it not to me.

And these shall go away into everlasting punishment: but the righteous into life eternal.

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The Leader: A Life in Balance

Spiritual

In Luke 2:52, we see that Jesus grew in all aspects of his life: mentally, socially, physically and spiritually. He did so in perfect balance. He was not a physical "macho man," nor was he so spiritually minded that he was no earthly good. As with Jesus, our supreme example, we are to grow up in Him in a balanced fashion to incur our long-term effectiveness. Let us briefly examine some of the areas of balance and potential imbalance in leader's lives.

A leader's relationship with the Lord is built upon character as well as depth in God's Word and prayer. Recent surveys indicate that less than 25% of pastors have daily devotional lives, separate from studying for sermons, and Bible studies. Most would indicate how vital spiritual development is, yet find difficult to cultivate a spiritual discipline.

Personal

The habits, lifestyle, and patterns, which a leader adopts, will have a great influence upon the ministry received from the Lord. Decision on personal habits must be made based upon the Word of God and personal conviction: A consistent righteous lifestyle is a positive example to God's people.

The Home

Probably the most difficult and affected area of a leader's life is his home life. A leader's personal family life will be the basis for ministry to the family of God. A leader should have his own home in order (I Timothy 3:4).

Marriage

A leader in marital life will only be successful as he continues to mature and develop character. A man without a developed character will bring his character deficiencies into the home with him. His/her spouse must also be developing order for the relationship to be healthy. A leader's married life will only blossom if his character is cultivated; otherwise, he/she will never be able to consistently meet the needs of his/her spouse. For more on the importance of marriage and family in ministry, see Pastoral Theology and Marriage & Family Life, both by this author.

Social

A leader's friends and friendships reflect the kind of character he has. A leader must develop his character in order to have successful social relationships. Loyalty and acceptance are two great factors required in friendship. If a man has character, he will have the needed elements for a consistent social life. Leaders can tend to be loners. A social life is needed to keep perspective on the "real world."

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Educational

Education by itself is not enough to build good character. Education can be a powerful force in the life of a leader and good character will enable a leader to receive an education in as well as out of the classroom. Continuing education through cultivating good reading habits will stimulate the leader's vision.

Ministerial

The work of a leader who is an Ephesians 4:11 (5 fold) governmental ministry will find that character is the very focus of all that he will do. Ministry function is, in itself, a manifestation of a leader's character. What he is will come out in what he does in his ministry. All 5 fold ministry must meet the requirements for the elders (I Peter 5:1).

Financial

Jesus Christ said if a man did not know how to take care of money, God would not commit to him the true spiritual riches of the kingdom. A leader's wisdom, true desires, values, self-esteem, and ability to give are all demonstrated not necessarily by how much money he earns, but by how he uses the money that he has.

Many men and women of God have been disqualified from the ministry through weaknesses that have been exploited by Satan. No human being is perfect, including spiritual leaders. However, we must strive to be as whole as possible. Where weaknesses are found, accountable relationships will help to bolster and sustain through prayer. By searching God's Word and perseverance, God will take our weaknesses and make us strong, leading us to become leaders that will glorify God.

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Importance of a Plan

God had a plan in creation (followed one step at a time) and in redemption. Jesus taught the importance of planning (Luke 14:28-32; Matthew 7:24-27). Scripture commends planning and following the plan (Proverbs 16:1, 3, 9; 21:15; Exodus 25:9, 40). Blueprints are important in construction.

A plan enables you to co-ordinate and direct energy in the most effective way, avoiding purposeless activity (I Corinthians 9:26).

How to Plan

We need time to seek the guidance of the Holy Spirit. We must of course submit ourselves to the perfect will of the Lord. In addition to seeking the guidance of the Holy Spirit, you should review your objectives. You should list various aspects, tasks, jobs - objective breakdown. Next, you need to evaluate your work force and their potential. Then you will match work force with various tasks.

In addition to the foregoing, you must plan your program. Set goals, which are steps in how to best achieve your objective, and how to enlist, motivate, and promote people to fulfil the plan. Then you will need to set a target date! Goals that are to be clearly established and measurable include a realistic time frame for their accomplishments are of paramount value.

Budget.

Be sure to seek experienced counsel before finalizing plans.

Personnel in Leadership

Determining and selecting your task force is of the utmost importance. However, since the church is people, the best objectives and finest plans are useless without them. Of course, since most workers are volunteers, being a “people person” is a vital skill.

Leaders must become people experts, learning to relate, motivate, correct, encourage, and develop **people.** The focus should be on assisting them to find an effective place of service in the Body of Christ.

Choosing Personnel

That you must work with what you have, an important principle to remember is that the Lord knows who you have in your ministry, good or bad, happy or sad, self motivated or a plodder (John 17:6, 9, 12).

You must sincerely thank God for each one - Paul certainly did (Ephesians 1:16; I Thess. 1:2; Philippians 1:3). Pray that every person will stand perfect and complete in the will of God (Colossians 4:12).

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One of the primary scriptural mandates for leaders is to choose faithful people (II Timothy 2:2). “And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also.”

Look for spiritual hunger - a worshiper, responsive to the word, a prayer,

Look for those who want responsibility rather than authority, whose hearts are fixed on service and not position or fame.

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Plan Effective Business Meetings

The most effective business meeting strategy might be to hold no meeting. Many business meetings are ineffective simply because someone assumed a meeting should be held. Often, meetings lack an agenda, a specified purpose, and objectives other than to discuss a topic or two. So that's what happens. People discuss topics and eventually the meeting winds down with little or nothing really accomplished. These guidelines will help ensure the meetings that are held are effective meetings.

Effective Business Meetings

Meetings are very good choices for some purposes, and very poor for others. Meetings are most effective when:

- The purpose of the meeting is clearly stated in advance
- Objectives are clear, specific, and appropriate to a meeting
- A meeting is the best approach to the objective
- People appropriate to the objective attend

Meeting Planning

The meeting purpose should be stated clearly in an agenda provided well in advance of the meeting date, providing attendees have enough time to arrange to attend and to prepare.

The agenda should also state the meeting's objectives so the right people are prepared and attend.

Decisions

There are two objectives best achieved in a meeting format. One is the need to make a decision that requires the input and participation of several people. An example might be a meeting held to decide whether to bid on a contract involving technologies or skills new to the organization.

Disseminate Complex Information

The second objective best achieved in a meeting is dissemination and discussion of complex new policies or policy changes, especially those that might be controversial. For example, a salary administration policy that changes from cost of living increases to profit sharing is sure to generate fears, questions, and lots of discussion.

Status Reports

Many meetings are held simply to allow staff members to share their accomplishments. This purpose might be better accomplished and more efficiently completed by routing short status reports by email. An exception might be if staff member's work is highly integrated and inter-related. If not, brief status reports will work better.

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Meeting Attendees

If the meeting objective is to make a decision, it's important that the people attending have the authority to decide. What if appropriate people can't attend? Postpone the meeting if possible. Otherwise, every decision the group tries to make will be stymied by the absence of some critical participants.

An exception might be if time is a critical factor. This writer had experience with a group that agreed in advance to accept the decision of members who could attend if a decision was required before all could participate. This process worked very well.

Example of a Strong Agenda

Please attend a meeting of the product planning group next Wednesday at 10 am in the conference room. We will meet for one hour and must decide whether to include proposed feature A12 (specs attached) in the scheduled first delivery on August 15th.

Please confirm your attendance. Send a delegate with decision authority if you cannot attend.

Meeting Criteria

Hold a meeting if a decision must be made or complex information must be presented. Don't hold a meeting to simply share status unless the attendees' work is highly integrated and dependent. In advance, send an agenda with purpose, objectives, and meeting duration. Don't forget the logistics of location and start time. If this is a follow-up meeting, include action item reports, with names, in the objectives. Distribute routine information via email or memo.

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Role of the Secretary in a Successful Meeting

A meeting, small or large, requires a person to carry out the secretarial obligations in an effective manner. In most organizations and meetings, the secretary's role is a very influential one. Most of the time it is a legal requirement to have a secretary for the meeting, at other times it is a formal requirement.

Role of Secretary in a Successful Meeting

An effective secretary can assist the chair in planning, conducting and concluding a meeting. The secretary can take much of the load off the chair, so that the chair can spend his time more effectively and efficiently.

The role of the secretary starts before the meeting continues during and beyond the meeting. Thus the preparatory, administrative, clerical and follow up work falls under the jurisdiction of the secretary.

Role of Secretary before the Meeting

1. Discussion with the chair regarding the purpose of the meeting is the first responsibility of the secretary. How to make the meeting more effective?
2. Preparation of agenda in consultation with the chair.
3. Make a list of members to be invited for the meeting.
4. Send meeting invitation to all members concerned. The constitution and bylaws of the organization may stipulate a certain time period before which the meeting intimation should be sent. For example, a general body meeting may have to be informed one month before, a director board meeting, one or two weeks and an election meeting one month prior to the meeting.
5. Send minutes of the previous meeting and agenda to all concerned.
6. A reminder about the meeting to all members, either through e-mail or SMS. SMS is the most effective medium for this purpose.
7. Help chair in making the meeting arrangements; contacting the guests, if any; contacting the committee chairs and others who have to present reports during the meeting.
8. Prepare the report handouts, copies of the minutes of previous meeting, agenda printouts etc. for distribution during the meeting.
9. Get the stationery required for the chair and members and set it in front of each seat.
10. Keep the attendance register, minute's book etc. ready before the meeting.

Role of Secretary during the Meeting

1. Recording the minutes is the most important responsibility of the secretary during the meeting. This may be done in many ways: taking shorthand notes, recording the proceedings with a voice recorder or entrusting a short hand clerical staff to record the minutes. While using voice recorder, it is always safe to take down notes also; the recorder should be used as a review reference source. These recording should be copied to discs, labelled and filed soon after the meeting is over.

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2. He should present the minutes of the previous meeting and also present the follow up action taken on each item.
3. Secretary will take the roll call or circulate the attendance register to be signed by the members.
4. In addition to the constitution and bye laws of the organization, the secretary should also have a copy of the Robert's Rule of Order and assist the chair in keeping the order and decorum of the meeting.
5. Secretary should supervise the provision of refreshments, stationeries etc during the meeting.

Role of Secretary after the Meeting

1. After the meeting is over, the secretary should help the treasurer to pay off the bills, help the chair to send thank you notes and collect the stationeries and other movable assets of the organization from the meeting places. In most organizations, the secretary is the custodian of movable assets.
2. The minutes should be prepared within a couple of days after the meeting. It should be done when the memory is still fresh. Send a copy to the chair for suggestions. Once approved by the chair, prepare a plan of action and follow up notes depending upon the decisions reached at the meeting.
3. Contact persons responsible for carrying out the plans and projects discussed in the meeting; send notes whenever necessary.

The secretary, thus, is the facilitator of a successful meeting with lots of important responsibilities of his own.

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Stages of an Effective Meeting

Each stage of a meeting has specific goals to achieve. The chairperson and members should have these objectives in mind throughout the meeting.

The following are the functional stages of an effective meeting:

Effective Meeting: Studying a Specific Problem

- Studying a specific problem involves looking at the problem from different points of view
- The first step is to define the problem: What is it? What are the far reaching effects of the problem on the organizations?
- Analyze the data available and see what the group can learn from it.
- Look at the problem using intuition: let the gut feeling prevail.
- Look at the negative aspects of the problem. Will it work? If not, why?
- Now look at the problem in a positive light: what are the benefits? How can it be used to benefit the organization?
- Are there better ways to deal with the problem?
- The chairperson should control the whole problem analysis exercise by alternating between different points of view as described above.

Effective Meeting Solutions: Generating Alternatives

- List the problems one by one.
- Brainstorm the members for solutions. Tell the members to come out with a solution that comes into their minds. No discussions, no criticisms. The secretary should tabulate the ideas on a white board.

Effective Meeting Solutions: Evaluating the Alternatives

- Once the ideas from members are recorded, analyze the pros and cons for each.
- Make a list of ideas that could be considered.
- Can these be improvised or bettered?

Effective Meeting: Making Decisions and Considering the Outcome

- Select the best solutions offered by the members.
- How to best adapt these to suit the organization's needs.
- What could be the outcome of the actions planned?

Helpful Hints for a Successful Meeting

- Prepared speeches should not be allowed in a decision making meeting. They may not match the mood, they cannot take into account speeches made earlier, they may repeat points already made and fail to reply to points already made.
- Visual aids should be used as aids only, not as propaganda. All visual aids need be updated. It is unnerving to see out of date facts and figures projected and explained.
- All participants should realize that they are supposed to contribute something creative to the meeting; otherwise they will not be there in the first place!

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- All members should arrive in time. It is discourteous to other members not to do so. Remember everyone's time is precious.
- There should be no private discussions during the meeting. If anything is not understood, raise your hand and ask for clarification.
- Participants should abide by majority decisions and cooperate to carry out the decisions.
- Chairperson should break the ice by asking each member (in a small group) to provide his overview of the problem, taking a minute each.
- If grouping is required to form an action team, select members at random; the risk of getting inactive persons in the same group is remote.
- After every 90 minutes productivity starts to fade; give a break.
- Like the start of the meeting, ending time should also be as planned.

After the meeting, action has to be initiated to produce the minutes and reports of the meeting; pay bill and the speaker; prepare a report to any sponsors and send letters of appreciation.

Features of a Successful Meeting

Any meeting, to be successful, should be planned well ahead. Optimum preparations on the part of the chairperson and members will make the meeting fruitful and successful.

In order to conduct a successful meeting, the chairperson and members should have an elementary knowledge of formal meeting motions and also be aware of the special features which make a meeting effective and successful.

- Every meeting should have a purpose. A meeting without a specific goal to meet is doomed even before it has been called to order.
- A meeting is conducted with the following objectives: To find facts, get or provide information on certain projects, find solutions to problems, make decisions, prepare a plan of action, initiate the action, divide responsibilities, follow up of actions taken and their results, inspire and organize individuals for and against certain issues, promote products or events, protest against certain issues, receive reports, discuss and take action on them.
- Before conducting a meeting, ask yourself: Is this meeting really necessary? In order to assess the necessity of meetings in your organization, try not holding a regular meeting. Did it have any adverse effects on the functioning of the organization? If no, you should review your meeting schedules.
- Each meeting should be educative and informative: The members will not be motivated or inspired unless you provide them with some new info during the meeting.
- Well conducted meetings compel people to consider and reconsider matters, reanalyze assumptions and prejudices.
- Brainstorming sessions conducted properly can provide invaluable ideas that will help the organization plan its activities and fundraising programs. Pooling of these ideas will improve the chances of finding appropriate solutions to specific problems being discussed.
- Sticking to formal meeting procedures and using appropriate motions, a chairman can stimulate members to examine different facets of a problem and find acceptable solutions to the group.
- One major advantage of meetings is that a group is willing to take more risks compared to individuals alone.
- The meeting place should be consistent with the goals of the meeting. The following should be reviewed by the chairman and secretary: parking facilities, refreshments, washrooms, lavatories, cloak room, ventilation, noise disturbances, signs, water and glasses, wastepaper

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baskets, name plates, pencils, papers , flags, ruler, gong, lectern, laptop, projector (if presentations), sound system and lighting (members should not face glaring lights).

- Seating arrangements should not be too comfortable, minimally so. Members should face the chairperson, not each other. An oval seating arrangement with at least 5 feet distance between the members on both sides will be ideal for small group meetings.
- Written agenda for scheduled meetings and a verbal one for unscheduled meetings is a must.
- Meetings should start on time and end on time.
- Socializing and personal comments and attacks should not be allowed during the meeting.

The above features of a successful meeting are pointers which could help the chair conduct the proceedings in an effective manner.

An Introduction to Formal Meeting Motions

Effective Tools for Productive Meetings

A formal meeting motion is a statement made by a registered member during a meeting describing what is to be done and how it is to be accomplished. Motions facilitate action. For any organization to function effectively, the chair and members should have a basic understanding of different types of motions and their appropriate uses.

How to Propose a Motion?

- A member should raise his hand to be noticed by the chair. Once he gets the attention of the chair, he can state the motion.
- The motion is made thus: "I move that this meeting (or organization)…….. (add what is to be done, who is responsible, when to do it and how to finance it)."
- Motions should be worded carefully so that there is no misunderstanding.
- Usually, a motion should be seconded by another member, who raises his hand and states: "I second the motion".
- After discussion (except in some), the meeting, by a majority, adopts the motion.
- Only one motion is considered at one time.
- Some motions can be amended, debated or reconsidered while others cannot be.

What are the Different Types of Motions?

The different types of motions that govern the parliamentary procedures and formal meetings are:

- *The main motion*: For taking action on behalf of the organization; debatable; requires majority vote.
- *Subsidiary motion*: Subsidiary to the main motion; some debatable, some not; requires majority.
- *Incidental motion*: Incidental during the consideration of main motion; mostly debatable; requires majority.

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- *Privileged motion*: Brought out when rights infringed; not debatable; only some requires majority.
- *Lay on the table motion*: Postpone indefinitely; not debatable; majority required.

Main motion is the principal motion which gets the job done. All other motions are procedural and assist in obtaining the maximum results within the available time frame.

What are the Advantages of Motions?

If the chairman and the members are trained properly, the motions can be very useful tools in the effective conduct of a meeting. The motions help to avoid confusion and speed up action. Jobs get done after due considerations but without procrastination. Proper use of motions also gives a chance for every member to be heard. Adherence to formal meeting procedures thus provides the required decorum and discipline to the meeting.

What are the Limitations of Motions?

If not utilized properly, the motions can cause hindrance to the proceedings by bringing in unnecessary rules and regulations. A vociferous minority can literally highjack a meeting with procedural points of order, points of privilege, etc. The chair has to be very stern during such occurrences if he is to chair meetings effectively.

Types of Formal Meeting Motions

Parliamentary procedures followed by the highest legislatures of world democracies form the basis for formal meeting procedures all over the world. Apart from the obvious advantages in leadership training and disciplined thinking that comes from concise debate and clearly led discussion, the introduction of formal meeting procedures will give an objective lesson in working democracy.

The advantages of implementing various types of formal meeting motions as the tools for efficient conduct of meetings include orderly meetings, opportunities for all to be heard, decisions by the majority and protection of the minority.

Main Motion

Main motion is the call for action. It gets the work done during the meeting or outside the meeting as a natural follow up of the call for action. Some motions, like the privileged motions, get precedence over the main motion. Motion to adjourn the meeting, though considered a privileged motion, is at times placed under the heading of a main motion. Examples of main motion are:

- *General business transactions*, facilitating the main plans of action.
- *Take from table*: Take a motion that has been laid before and start action on it.
- *Reconsider* a motion/action.
- *Rescind* a motion/action, appeal or withdraw a motion.
- Propose a *special order of business*, which is not listed in the agenda.

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Subsidiary Motion

As the name suggests, this is a subsidiary motion to the main motion, which helps to facilitate or modify the action to be taken on the main motion. The following are some of the subsidiary motions:

- *Lay on table*: See below.
- *Limit debate*, stop further debate.
- *Postpone* to a certain time.
- *Refer* to committee.
- *Amend* the main motion.
- *Postpone* indefinitely, similar to lay on table.

For details, see the illustration.

Lay on the Table Motion

This is a subsidiary motion, but considered a separate entity in itself due to its importance. Laying on the table means to take a main motion from the floor, where action can be taken, and lay it aside on the table, where no action can be taken, for an indefinite period. This motion is taken up to allow for more time to study the problem raised by the main motion. Later, when it is deemed apt or necessary, the members can take the motion from the table and put it on the floor (not literally!) for further discussion and action.

Incidental Motion

These are incidental to the consideration of a main motion. They are not planned in advance, just happen as the meeting progresses. Examples are:

- *Suspend rules* for the time being to facilitate smooth conduct of business.
- *Withdraw* a motion.
- *Object* to a consideration.
- *Point of order*: If there is any flouting of the parliamentary procedures by anyone, a member can raise a point of order to bring this to the attention of the chair.
- *Appeal* for a *decision from the chair.*
- *Roll Call*: In case there is a fall in the required quorum during important business transactions, a member can ask for a roll call or head count.

For details, see the illustration.

Privileged Motion

If something happens or is about to happen during the meeting that infringes on the rights of the member, organization etc, and a member can raise a privileged motion: “Mr. Chairman, a point of privilege…….. (state what it is).”

Privileged motion gets precedence over all other motions including the main motion being discussed at the time. The chair has to make a ruling immediately on the privileged motion. Examples of privileged motion are:

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- *Point of privilege*, denoting infringement of rights.
- *Fix time for next meeting*
- *Adjourn*
- *Recess*, for some time, to rest, or for consideration of important business.
- *Orders of the day*, if the order is being side tracked during the discussions.

For details, see the illustration.

Finally, a word of caution: if one uses the motions and the other tools judiciously, every meeting will be enjoyable, fruitful, disciplined and well conducted. But if one is arrogant and uses the motions of point of order, point of privilege, lay on the table etc irresponsibly, the smooth functioning of the organization can be affected adversely.

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How to Chair Meetings Effectively

Chairmanship is a learned skill. It has to be practiced and perfected. A chair is considered successful when he provides opportunity for everyone to be heard gives appropriate rulings and protects the minority while abiding by the majority decisions.

Ten Commandments for the Chair

1. ***Be Prepared.***

   The number one rule for effective chairmanship is to be prepared well in advance for the meeting. He should, with the help of the secretary of the organization, draft an agenda for the meeting which reflects the purpose of the meeting. He should see to it that all committees and subcommittees are given equal chances to be heard without hindrance. He should contact the chairs of various committees and check what they are going to deliver. Prioritize the items according to importance. If some topics are current, motivate the concerned committees to present their reports. Spread the agenda evenly to provide for everyone to be heard. Being prepared will enable the chair to guide the meeting in the proper direction rather than allow it to drift aimlessly. Adhering to proper formal meeting procedures by the chair will uphold democratic principles and increase the efficiency and effectiveness of the procedures.

2. ***Be Prompt.***

   Prompt responses to the members' opinions and suggestions are very important in keeping the meetings under control. Use common sense. Never let the discussion linger on. Never let things get out of your command.

3. ***Be Punctual.***

   A chair should be the first to arrive at the meeting place. He should realize that time is very precious. A chair must insist that meetings start on time and end on time. Frivolous discussion should be discouraged.

4. ***Be Strict.***

   A chair should be strict without being rude. Always see to it that the rule and decorum of the organization are observed by the members. Never allow personal attacks and ego boosting performances by the members.

5. ***Be Impartial.***

   Many a times, the discussions may reach a point where the chair will have to make a ruling depending on the preceding discussions. The general trend of the discussion may have gone against the chair's own conviction. But the majority should always be given weight age. Chair may mention his reservations while proclaiming his rulings, though.

6. ***Be Honest.***

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Being honest and open is the best virtue for a chair. Even though the chair has to stick with the majority decision, the chair will be respected if he reveals his own calibre and credibility.

7. ***Be Rational.***

Common sense and reasoning can be of great virtues for a chair. A rational chair will be efficient in judging the members' moods and guiding the discussion in the appropriate direction.

8. ***Be Humorous.***

A humorous chair can convert the most monotonous meeting into a colourful and enjoyable experience. The humour should be spontaneous and well timed.

9. ***Be Current.***

Keep updated on the current affairs of the organization, the society, the nation and the world. This will come handy during the discussions.

10. ***Be Knowledgeable.***

Above all, the chair should have a sound knowledge of the parliamentary procedures and rules governing the conduct of a meeting. A basic knowledge about different types of motions will be a useful tool while chairing a meeting.

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Sample Meeting Agenda

Meeting Agenda Purpose and Template

An effective meeting agenda, which states what activities will take place during the meeting, serves various important functions:

- It forces the meeting leader or group to think out what needs to be accomplished
- Provided ahead of time (as it should be), the agenda lets people know what to expect and allows them to prepare as necessary
- It provides a blueprint or path for the meeting to follow
- It reminds people of what there is left to cover if time gets to be an issue

Public agendas are typically binding – meaning the meeting participants cannot stray from the items they said they would cover. However, agendas for private organizations are often flexible (depending on your stated bylaws)

Here is a meeting agenda template with explanations regarding key sections:

The **header** is particularly useful if participants belong to various groups/organizations, or if the agenda will be made public record:

- Organization Name
- Group Meeting Agenda
- Location
- Date
- Starting and Ending Time

The **body** of the agenda lists the actual items to be covered during the meeting. When possible, use actionable words such as *approve, discuss, adopt, and announce* to let participants know what is expected of them. At the end of each item is a suggested time allotted (adding up to an hour and a half long meeting), but in reality time allotted will depend on your group's particular circumstances.

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- Welcome/Introductions/Warm-Up Activity – Doing one of these is particularly helpful for groups that don't get together often. It is also a good way of getting the meeting started while not making late-comers miss anything substantive. (10 min)
- Approve/adopt previous meeting minutes – Obviously, only necessary if minutes are kept. (5 min)
- Discuss the topics at hand. This will usually be broken up into several parts, and will take up the bulk of the meeting. This is where you would include items like "Review annual budget" or "Brainstorm fundraising ideas" or "Hear report from Finance Committee". (60 min total)
- Announcements – This is often kept to the end of the meeting, but because new information can sometimes change the focus of a meeting, it may be useful to have announcements early on. (10 min)
- Decide on time and agenda for next meeting. (5 min).

As you can see from this sample, a good meeting agenda is short and simple.

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Non-profit Transparency and Accountability Tools

Non-profit status carries with it a specific set of obligations for the owners and managers of the company. Increasingly, this status is coming under scrutiny by the government and private contributors. Public and private supporters want to be sure that not for profit organizations operate legally and ethically. Organizational transparency is an important tool of non-profit leadership that helps convey to supports that the business is operating in accordance with the law and the company's mission, vision and values.

Major Legal Problems for Nonprofits and Their Impact on Trust

Three areas where not for profit organizations can run into trouble include: financial irregularities, fraud, and extravagant compensation for executives. Misuse of funds contributed in good faith by donors to further the cause of the business can create a firestorm of mistrust. The appropriate, judicious use of financial resources is a measure of the trustworthiness of the organization and once lost can be almost impossible to recover.

Transparency and Accountability

Transparency is accurately reporting the financial transactions of the organization as well as any transgressions. Through regular disclosure and reporting, constituents (those who receive services from the non-profit, the leaderships of the company, funders and the public) will have a greater sense of trust/faith in the company.

To that end, organizations must:

- Report on how their funds are used, especially those that have donated.
- Use the donor's gift for the purpose intended by the contributor
- Consume only the smallest percentage of financial gifts for administrative overhead
- Provide thorough and ongoing training for their board and management on their legal and ethical obligations.
- Conduct self assessments of their board members
- Regularly evaluate the executive director

Non-profit status is an important designation which confers a certain legal standing as well as an ethical promise. Tax exempt status infers that the organization will perform an important function in the community, is worthy of the financial support of the government and private donors, and will use funds effectively. Violating this standard will result in legal action as well as a loss of future financial and public trust. Organizational transparency and accountability are important tools for maintaining the public trust and ongoing tax exempt status.

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Taking Minutes

Taking minutes at a meeting is not always a popular activity, but it is an important one. The meeting minutes serve as a record of what action the board of directors has taken. There is no single format to take minutes. You can do what makes sense for you and your group. However, following these tips can help make writing meeting minutes easier:

- Remember that meeting minutes are for future and outside readers as much as they are for the people present. Make sure whatever you write down will be clear to people coming into the process at a later time.
- Typing meeting minutes on a laptop can make the process quicker and easier; however, a pen and paper work well, too, and might keep you from writing down too much information.
- Make a note of who is present. If necessary, pass around a sign-in sheet.
- Use the meeting agenda as an outline for the minutes.
- Details do not belong in meeting minutes. Do write down any motions and decisions made and the key findings of any committee reports.
- Use bullet points to make the minutes easier to read. Each bullet statement should represent a different finding, discussion, or decision. Use nested bullets (bulleted statements within a bullet) if appropriate.
- Make a note of issues that were tabled until future meetings; this will serve as an important reminder to the board of things that still need to be done.
- Transcribe or review minutes as soon as possible after the meeting, while your memory of what happened is still fresh.
- Before you submit the meeting minutes, proofread for typos and omissions.

Follow the format of the sample meeting minute template below to help you record meeting minutes.

Name of Organization

Board Meeting Minutes: Month Day, Year

Time and location

Present: Name board members in attendance

Absent: Name absent board members. You may want to subdivide this category into people with and without proxies.

Others Present: List any organizational staff and guests and their affiliations here

Proceedings:

- Meeting called to order at (time) by (person, usually chair)
- Minutes from (prior meeting date) amended and approved.
- Subcommittee Reports – (highlights of information presented and discussions had)
- Any action taken. For instance, MOTION to (do action); seconded and passed.
- Meeting adjourned at (time)

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Future Business:

Here is a place to remind people of:

- conversations that were tabled until next time,
- possible agendas for upcoming meetings,
- assignments that board members have taken on

Minutes submitted by (name)

Tips on taking minutes

Set the Stage

1. An effective way to keep yourself organized and ensure that no pertinent information is omitted is to use the meeting agenda as a guide for taking the minutes. Attendees will most likely remember things in the order that they happened. Mimicking that order maintains the flow of communication. It is also a good idea to connect with the meeting facilitator or project manager prior to the meeting to gather more information on expectations of how the minutes should be captured as well as any special instructions for disseminating the minutes after the meeting.

Be Thorough but Concise

2. Include information that will be helpful after the conclusion of the meeting or when people have to refer back to the meeting notes. Decide what is vital and record it. The minutes should read like a short story; readers should understand what took place at the meeting, what actions will take place as a result of the meeting and who is responsible for those actions.

Work Smarter Not Harder

3. One of the most difficult things about taking minutes is physically writing the minutes. If possible, use a laptop to record the minutes into a word processing document. Afterward you can easily save or email the minutes. If a laptop is not available for the meeting, take the minutes in shorthand to save time. If you will have more time after the meeting, consider taping the meeting with a mini tape recorder, listening to the transcription later and typing up the minutes.

Be Efficient

4. Meeting minutes should ideally be available for review as soon as possible but no more than one to two business days after the meeting. If it will take you a little longer to complete the full set of minutes, send out any information that is time-sensitive or that needs immediate action separately in order to buy yourself additional time.

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This book reviews in limited detail various aspects of administration, from a principle viewpoint, as well as examining practicalities of overall church administration and organization. In actuality, most pastors are many things; primary teacher and spiritual mentor, counsellor, and healer. All of those functions are historically given to the local pastor. But being an administrator is usually the most problematic for pastors, being the organizer of a hopefully growing local ministry. This section will address very clearly the role of the pastor as administrator, and provide some specific helps. One of the most difficult areas of ministry, as expressed by most spiritual leaders, is that of administration. It does seem as though the paperwork never ends! Between governments reporting, reports to the congregation, and the letters and faxes that must be generated on a regular basis, it is very easy for men and women in spiritual oversight to become bogged down in the day-to-day details of paper.
Yet one need not be defeated by the paperwork of life. As in every area of life, God wants for His leaders to be as professional as possible, so as to overcome the obstacles to administrative management of a local church.

About the Author

Brendon serves as pastor of Cardiff City Church and managing director of Sower Estates. He has authored several books including, Apostles: Who and what are they? The Doctrine of Subsequence, Just the Basics, and Fable Razzle-Dazzle them. Brendon was born in South Africa however currently residing in the United Kingdom for the past ten-years. Brendon is a graduate of Oral Roberts University (Oklahoma, U.S.A). He holds a Master of Arts degree from the University of Wales in Theology and a Master of Arts in Christian Theology from Trinity Seminary & Canterbury Christchurch University. He is married to Sophie. They have three children, Jean-Pierre, Emmanuelle, and Jean-Philippe.

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