

Organizational Theory for Non-Profit Communities

(Appendix 5)

After a thorough analysis of the current management structure, this non-profit religious organization required an extensive scanning of the internal and external environments to restructure the organization with regards to how constructive outreach opportunities in the community would make a positive impact in people's lives. This organizational design for non-profit organizations, adapted from several business models, will provide any community service organization a solid framework to serve the interest and needs of those in its community.

Stepping Ahead - Phase I

RELATIONSHIPS

- Relationships
 - Organization has to have its very own personality (think of the organization as a living, breathing being – time and place for all things).
 - See yourself and life as separate from the church.
 - How much time for friendships also?
 - Testing lists.
 - What are your points (SWOT Analysis)?
 - SWOT Testing
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
 - Give each value listed in the 4 categories a number of 1 to 10 with 10 being the greatest and then sum up each of the 4 sections. Strengths/Threats and Opportunities/Weaknesses go hand in hand. When the negative outweighs the positive on a major scale, disaster may be around the corner, when the positive outweighs the negative, growth and expansion can occur – logical reasoning.
 - Personality comments:
 - Don't confuse culture/personality with the organization.
 - There has to be some diversity or the organization will die. It may reflect some of you or the team, but not all of you. Being an exact match means you will be doing it all and a major risk of group think. If the organization's personality is hinging around one person, you – it will always rest up on you and will never be able to stand on its own.
 - There has to be a separation point: you, your role, and then the church before you can delegate things off to others.
 - If it is about others, then we have to think about their personalities as well – everyone is unique.
 - Difference of reaching, and automatically attracting (we will automatically attract people like us).
- Purpose of meetings
 - We as one to discuss things abroad about the issues – people are your resources, without them, you will have nothing else.
 - Top leaders/staff about twice a month (every 2 weeks) as you have to keep the communications system and contacts alive.
 - Discuss what they are doing briefly, charge to get out and explore new ways.
 - Bring to the table our ideas for their support and what we see the church as a whole doing and the direction as a whole.
 - List members.
 - Key players once a month
 - Divvy between people who are serving and leading.
 - Key players is the top people that help other segments and those that are in between the grow class 201 and reflect class 301.
 - List members.
- Staff Recommendations
 - Who we have
 - Abilities
 - Likes
 - Individuals to make phone calls on church role to see what is happening/going on in people's lives and report back to staff. It would show that someone other than the pastor really cares. One problem, we are losing them after we get them here. Jumping to fast in getting them on a self-sustaining level – it is a change that they can't handle very well on their own and will not come quickly. We put all of this energy

in developing the relationships, and then we just dump them as we try to force them through the process when we should lead them but forget about their needs. There will always be new needs at different levels – that will not stop until we get them into the core, and then a whole new set of needs will occur. You can't move people until you are ready to deal with their needs at each level and already have something in place, at least a proto-type – aka, don't move faster than the organization can handle. You have to build some margin in the process to really get to the heart of the people's true basic need that is outside and inside the individual. Meeting needs will create a commitment and a loyalty that is nearly unbreakable. Be cautious about the evaluation of supply/demand and prolonging implementation.

PEOPLE LOCATIONS

- Base Coaches are important at each phase, but we have to get a team through 301 reflection time in group or on a personal basis before we have a miss match big time of people leading to find out what they enjoy and what they love to do.
 - Roles of team players.
 - What is important at each base now – the ministry functions and focus, not a leader (a leader is jumping ahead to quick).

CULTURE REVIEW

- Culture assessment – totally unchurched to give them a true purpose and meaning in life
 - Mindset and focus: We are a church that focuses on meeting the needs of people that will have the greatest influence and to begin to jump start their life on a process that will be very rewarding and fulfilling utilizing everything we can get our hands on and keeping a balance in our personal and ministerial lives.
 - Define who is the unchurched and needs.
 - We need a model:
 - We have ideas from PDC of needs.
 - Focus is, what we are going to do about them.
 - It is almost a game play on peoples wants, but it is not.
 - Our Focus:
 - Define purpose and meaning.
 - We have to show them about purpose and meaning.
 - A place to model purpose and meaning for them.
 - A place for them to explore what purpose and meaning is.
- All church models focus on one thing, other people and their needs.
 - It is the methods and ways that change.
 - We have to see what needs we can meet (inventory assessment) and run for it.
 - That is done in our top team meetings and in the SALT meetings.
- Commitments – people look and see this before they will commit to anything.
 - Change focus off of self onto others.
 - Culturally aware “Get with the 90's” theme in college, aware of Tri-Cities about 2-4 years behind everyone else as the prevalent/dominate culture/theme.
 - High expectations are taught in the classes, and are seen more in our everyday lives (walk means more than just talk) with the expectations to be a balanced life and following God.
 - Beliefs mean more than anything; speak about beliefs as we go.
 - Risk taking – focus on reaching others instead of keeping others.
 - Small Groups that look beyond self and group interest needs.
 - Effective leadership – staff focus more on personal evangelism.
 - Effective preaching – learn to give away assignments, delegating things out.
 - Prayer – corporate prayer ministries, pray often and pray together (prayer is a source of comfort, strength, and direction).
- Time to March forward

Marching Forward - Phase II

- Major Questions of Overall Ministry: (The secret of PDC is there is a reason for all things)
 - Why this?
 - What roles?
(people, family, community, changeable events, unchangeable events, etc.)
 - Time value and worth?

- Who are we?
 - Vision
 - Mission
 - Target
 - Purpose
 - Results (are expectations wrong?)

- Who is searching for what?
 - What are people longing for? You can only minister to those that have had the same experiences that you as a leader and the leadership team have experienced.
 - What types of ministries then will be needed to fulfill that search people are desperately seeking for?
 - What do you think makes people happy, joyful, and peaceful?
 - What makes you happy, joyful, and peaceful?

- Moving people – three steps focus to first love God, self, and then others.
 - Change takes a while – things do not and cannot happen over night no matter how difficult we try (be careful of the shock effect this may have on people's emotional, mental, psychology systems including ours) as this is a process and can take up an entire lifetime.
 - We have to think of the changes that we are asking for?
 - How long psychologically will it take to get through it and over it?

- Change agent
 - Affirm what we have.
 - Overcoming issue, people see the church as a cornerstone in heritage and traditional values.
Ask: what do people think of this? (Great reflection tool).
 - Deeply search the founding principles to review and analyze
 - Is the teaching and language of things taking us to where we are going?
 - “Old Crew” has to have time to adjust in less focus, attention, and dealing with possible insecurities.
 - People will only follow a vision until it costs, unless they know why, they will leave and this is no area of assumptions.
 - Review the gifts not the zeal.
 - Constant vision clarification.
 - Will require a team effort.
 - Check individual member's goals.
 - Develop goals together as a team.
 - Strategy has to fit with existing skills.
 - Start with our existing values and build a bridge for the way.
 - Crucial interchange with those that have same goals.

- Characteristics of making change happen
 - We expect change – things will be different.
 - We demand urgency – rate of importance.
 - We are aggressive – fight for it.
 - We are performance driven – has to move somewhere.
 - We are decisive in what we want and our results – specifics.
 - We are determined – what sacrifice.
 - We are target focus as to the theme of **Reaching One More For Jesus** – purpose.
 - We are always open to new things – time scale to review.
 - Goal: We want change to where things are moving around us and we are not moving those things..
 - Ideal Concept: We don't focus on problems any more but on what we are going to do about the problems.

Strategy Development - Phase III

- Strategic issues abroad:
 - Major trends.
 - Recent developments.
 - Progression of events.

- Getting outside of the box:
 - External environment.
 - Resources Capable.
 - Organize and position the best people for this strategy.
 - Full communication.

- Key to effectiveness:
 - Know what we are looking for – it is to be effective, not exclusive.
 - Go where the “fish are biting” – find responsive hearts.

- Learn to think like your target:
 - Ask: What do you think the greatest need is in this area?
 - Habits
 - Preferences
 - “Feeding Patterns”
 - Ask: Are you actively attending any church?
 - Ask: Why do you think most people don't attend church?
 - Ask: If you were to look for a church to attend, what kind of things would you look for?
 - Ask: What could I do for you? What advice can you give to a minister who really wants to be helpful to people?
 - Known facts:
 - Normal complaints: “Church is boring, especially the sermons. The messages don't relate to my life.”
 - Normal complaints: “Church members are unfriendly to visitors. If I go to church I want to feel welcomed without being embarrassed.”
 - Normal complaints: “The church is more interested in my money than in me.”
 - Normal complaints: “We worry about the quality of the church's child care.”

- Get on your target's terms.
 - Understand and adapting to their culture.
 - Let your target determine your approach.
 - Beginning with the felt needs of the unchurched.
 - Understanding and responding to the hang-ups of the unchurched.
 - Change methods whenever necessary.

METHODS – Different ways to reach others, there is not one specific required method!!!

- Target's Response (the outside world)
 - What are their strengths?
 - What are their weaknesses?
 - What are their objectives and strategies in life?
 - How susceptible to our alternative methods?
 - Is what we are doing enough to counter-attack things that may crowd them out?
 - How do we stand against things that may be complete in their lives?
 - How do they value change and the move in/out of life?
 - What does success mean to them?
 - Relationships to key people?
 - How they view substitutes?
 - Response to these factors?
 - Economic
 - Social
 - Cultural
 - Demographic
 - Geographic
 - Political
 - Government
 - Technology
 - Competitive environment

- It Costs to Reach Your Community.
 - Evangelism is an investment as the church hinges on advertising and evangelism.
 - People give to a vision – not a need.
 - If you spend less on evangelism:
 - You are going to get less.
 - Funding is measured by the communication of the vision.
 - Spiritual insight – “God’s work done God’s way will not lack God’s support.”

Looking Inside and Out – Phase IV

(aka, Double Take Proces)

- Inside scoop and view points:
 - Membership/Connect
 - Target successfully identifiable.
 - Good position among outside forces.
 - Target level on decline or increasing.
 - Way of outreaching reliable and effective.
 - Is overall outreach program effective.
 - How often is the target scanned?
 - How is our quality rating as overall church and how do we handle people after they change?
 - What we say and give out, is it worth the sacrifice paid?
 - How effective are we at getting the word out?
 - Sufficient funding.
 - Do we provide the experience and training when we want people to step up?
 - Maturity/Growing
 - Do we supply necessary materials for reliable and reasonable growth?
 - Is our physical/emotional environment in appropriate condition?
 - A way to value the quality of growth people are doing.
 - Are necessary growth elements in proper places?
 - Areas in which we are spiritually competent in as a church.
 - Ministry/Reflect
 - Strategy/
 - Objectives and goals – are they measurable and efficient.
 - Ministry leaders planned effectively?
 - Delegating ministry areas well.
 - Appropriate structure.
 - Role descriptions specific and clear.
 - Staff morale level.
 - Turnover rate, and return volunteers to serve.
 - Rewards and Control issues effective.
 - Missions/Share
 - Are we putting others first?
 - Mission's coordinator sufficient?
 - Update of what is going on in the world around us.
 - Is the needs shared among members and staff adequately?
 - Is our outreach atypical of other groups or different?
 - Are missions simple and practical?
 - Are other staff and members aware of the importance of this?
 - Adequate training available to do the missions?
 - New ideas/methods being sought?
 - Magnification/Serving
 - Adequate facilities?
 - Personnel qualified to do the job?
 - Are we supporting and giving them what they need?
 - Adequate tools for the job?
 - Communication between this and staff appropriate?
 - Is it strong enough against outside forces?
 - Finance/Administration
 - Where are we strong/weak – where is all our funding being applied?
 - Raising funds – have our members reached that maturity level sufficiently?
 - Sufficient working capital – margin.

- Budget procedures effective?
 - Do we have good relations with those that give to the church/cause?
 - Finance/Administration personnel well trained?
- Outside scoop and view points:
 - Economic factors
 - Spending money
 - Financial rates
 - Trends in purchasing
 - Productivity level
 - Policies
 - Tax rates
 - International affairs
 - Social/Cultural Values
 - Marriage, divorce, children, special interests
 - Programs
 - Accessibility of business
 - Attitudes
 - Lifestyles
 - Trusts
 - Education
 - Regulations
 - Social programs
 - Theory on existing churches
 - Waste/pollution – opinion about the environment
 - Political/Legal-Government
 - Laws
 - Change in laws
 - Committees
 - Controls
 - Employment and subsidies
 - Relationships internationally
 - Policies
 - Size of organizations
 - Technology
 - What is available?
 - What is necessary and useable?
 - How critical is it to possess?
 - More important on the process or products?
 - Is it objectively required to meet the need?
 - Another side product to meet the need?
 - Requirement for more “stuff”?
 - Other parts/components needed/required?
 - Returns on this as an investment?
 - Applying all we have for latest technology?
 - Will technology meet growth requirements?

Changes and Structure for the Strategy - Phase V

- Process and obstacles of change:
 - Process of Change
 - When you change your thinking, you change your beliefs.
 - When you change your beliefs, you change your expectations.
 - When you change your expectations, you change your attitude.
 - When you change your attitude, you change your behavior.
 - When you change your behavior, you change your performance.
 - When you change your performance, you change your life.
 - Obstacles of Change
 - What areas of my thinking do I need to change?
 - What beliefs do I hold that hold me back?
 - What expectations hinder my personal growth?
 - What attitudes hurt my success?
 - What behavioral areas must I change to give me a boost?
 - What things are keeping me from a peak performance?
- Different levels of leadership (5 Circles of Purpose Driven Leadership).
 - Position - people may follow you, but only BECAUSE THEY HAVE TO. Influence is based on a job description, and people won't follow you beyond the bounds of your stated authority. (Community)
 - Permission - People will follow you BECAUSE THEY WANT TO. This phase of leadership makes work fun for everyone. Followers go the extra mile with a good attitude. (Crowd)
 - Production - People follow BECAUSE OF WHAT THE LEADER HAS DONE FOR THE ORGANIZATION. Momentum picks up speed as followers see the RESULTS their leader has achieved and make a conscious decision to "get on board." As a result, they catch the vision and act on it; they begin to share the success. (Congregation)
 - People Development - Leaders who practice people development make it their goal to REPRODUCE their own leadership in others. People follow BECAUSE OF WHAT THE LEADER HAS DONE FOR THEM. (Committed)
 - Personhood - Few leaders reach this level. People follow them BECAUSE OF WHO THEY ARE AND WHAT THEY REPRESENT. Their reputation precedes them, and people flock to them and their organizations. Few make it here, but those who do are larger than me. (Core)
- Perception of the Base Coaches (V=Vision, M=Mission, T=Target, P=Purpose, R=Results)
 - Membership – V,M,T,P,R
 - Maturity – V,M,T,P,R
 - Ministry – V,M,T,P,R
 - Missions – V,M,T,P,R
 - Magnification – V,M,T,P,R
- Developing our Teams (brief overview) –
 - The Environment
 - Ministry Teams Needed
 - Team Building
 - Empowering People
 - Maintaining the Team
 - Recognizing Excellence

- Critical Success Point – key areas we need in order to survive.
 - Enhancement
 - Immersion – “Wow” effect?
 - Experience of God in the services?
 - Communication process?
 - Familiarity of what is taking place?
 - Personalization?
 - Usefulness?
 - Effectively retaining targets
 - Value of presence/ownership?
 - Differentiating/loyalty?
 - Persistence/clear direction?
 - Intelligence/reasoning & usage of knowledge learned?
 - Convenience?
 - Worthwhile/Sustainable environment?
 - Control
 - Guided Access – not dictated.
 - Constant Strategies – thinking just one step ahead.
 - Functionality – adaptive process.
 - Security – always there.
 - Tracking – marking where you have come from.
 - Updates – current trends, in or out?

What? You mean change? - Phase VI

- Key factors of change:
 - Review the timing.
 - Analyze the extent of change.
 - Awareness of how people who are being changed perceive the need to change.
 - Believe and accept the idea change should occur.
 - Degree to which members are dedicated to making the proposed change to work.

- Change Agents Responsibility:
 - Position of authority.
 - Knowledge of plans, rationale, strategies and tactics.
 - Visualize and develop concepts into the goals, obstacles, and intended outcomes.

- Different methods of change and changing lives:
 - Facilitative – assist members of a change target group in making the change or using their abilities or resources in conducting the change (best when members of target group have some sense of what they want to do, but do not have all the means to do it).
 - Concepts and actions:
 - Lending a helping hand.
 - Believe a change has to take place.
 - Demonstration.
 - Know the groups needs and learn to be self-sustaining.
 - Pointers:
 - Easy burnout.
 - Difficulty adjusting to change.
 - Evaluate time line extremely carefully.
 - Not very secure level of change.

 - Informational – members of target groups will act rationally in the face of factual information; moreover, given adequate information they will recognize the problem and come to a mutually agreeable solution because the facts are so compelling.
 - Concepts and actions:
 - Long or short changes.
 - Arouse ideas, hide concept of change.
 - Correct causes and symptoms, awareness, remedies.
 - High level of commitment is required.
 - Management posses and transmits knowledge, facts, opinions.
 - Pointers:
 - Large amounts of information can be overwhelming.
 - Good impact on short-term influence.

 - Attitudinal – loosening up old attitudes and moving to new attitudes and to stabilize attitudes. Intended change is to be non-superficial and long-lasting impact, nearly a permanent change.
 - Concepts and actions:
 - Extended period of time.
 - Can be seen as risky, confusing, and threatening.
 - Create openness, make important increase in commitments over time.
 - Persuasive abilities.
 - Pointers:
 - Changing attitudes takes a long period of time.

- Extensive economical resources may be required.
 - Recommend third-party support for organizational staff.
 - Group settings required for moral, emotional, spiritual support to speak and discuss frustrations, inner anger, and inner conflicts.
- Political – depends on giving, withholding, competing, or bargaining for scarce resources so as to accomplish the planned change’s objectives.
 - Concepts and actions:
 - Quick approach and environment acceptable to change.
 - Powerful for maneuvering small changes.
 - No need for change by members, only action for compliance rather than commitment.
 - Using resources to achieve results.
 - Pointers:
 - Control of resources may be a conflicting manner.
 - Can become very “cut-throat” when one side is not willing to give to the other side its requests.
- Objects of why we resist change (Review SWOT Analysis)
 - Individuals
 - Fear of inadequate skills.
 - Not familiar with the required tasks.
 - Insecurity of the task significance.
 - Threat to independence and self-sufficiency.
 - Dread of feedback from superiors.
 - Organizational process of change resistance
 - Fear of losing control.
 - Implement a reward system (motivation is the key, lack of motivation is why change has not already happened).
 - Appraisal process of reflecting on performance, new or future requirements is unknown.
 - Decision process – giving up the rights of who is doing what.
- Organizational Culture to consider (Implementation of our Inside and Out Phase)
 - Indicators that will affect the organization.
 - Latest stories and events.
 - Rites/Rituals are the important?
 - Language – organization own meaning of words and acronyms.
 - Symbols – logos, slogans, insignias, office furnishings, emblems.
 - Norms of behavior
 - Task – share of information among members.
 - Social – interpersonal behaviors of members.
 - Basic Values
 - Performance – productivity and outcomes.
 - People – social and personal qualities of the church/organization.
 - Core Assumptions
 - Nature of human nature – very intrinsic information.
 - Organization’s relation to its internal and external environment (inside and out) of dominance, submission, and harmony.
 - Nature of reality, truth, time, space – facts about data, truth vs. false, known and deserved.
 - Nature of human activity – what is the right thing to do.
 - Nature of human relationships – right away to relate to each other (power and love struggle).

- Structural Dimensions
 - Complexity – the required minimum of departments, groups, training, and management levels:
 - Review technology output.
 - Review administrative.
 - Review labor force.
 - Formalization – means by which people determine which tasks performed, prioritization of how, when and by whom.
 - Centralization – who participates in the decision-making; management or members.
 - Coordination – integrating differentiated resources and activities in a unity of effort (rules, plans, policies, boundaries, etc.).

- Key points about change
 - Your initial plan will not always work to get the desired results.
 - Flexibility is the key concept for success.

Incorporating Others - Phase VII

TEAMS – are all about communication beyond you, cubical, PC – if that is not present, then there is no team.

TEAMS will determine success or failure

- Releasing power and control – the heartbeat of your growth
 - Keeping the best people:
 - Everything depends on leadership.
 - People the closest to you will determine personal and business success.
 - Personnel potential determines an organizational growth potential.
 - Attitude makes all the difference; you will be as strong as your weakest link.
 - Make clear what needs to be done:
 - Expectations should be at how to add value and personal growth instead of task.
 - Give job measurements that have improvements.
 - Set goals.
 - Continual communication and constructive feedback is the life and death of an organization.
 - Let them do what needs to be done:
 - After you make clear what to do, let them run.
 - Clarify responsibilities.
 - Do not give authority without responsibilities.
 - You will only empower people by letting them give their lives to something that creates value.
- Maintaining the team
 - Key Point: It's about keeping the mission and vision alive to build others and keep unity among the team. An adequate organizational structure provides management help and encouragement for the teams of staff and volunteers. Procedures and policies should be for beneficial reasons, not for harm or hindrance to growth.
 - Teach your culture in more than a book or manual – greater understanding of relationships, authority, boundaries, expectations, and available resources (unwritten rules of behavior and lifestyle).
 - Treat the paid professionals professionally (everyone wants benefits) – that means:
 - Being treated fairly
 - Vacation policy
 - Who received benefits
 - Holidays
 - How compensation is established
 - What are guidelines for conduct
 - How are terminations handled
 - A grievance policy
 - Performance reviews
 - Provide for continuing education
 - The skills you have now will be obsolete in 4 years.
 - Provide training and education so that all workers and volunteers are always seeing new possibilities for the application of their gifts.
 - Provide new tools – we need to provide necessary tools or access to necessary tools for our staff members.
 - Seek the involvement of team members
 - It is easier to remain motivated if the team sets the goals.
 - Action comes when one has contributed to the action plan.
 - Participation in the decisions, planning, and other activities need to be done as this will help the individual(s) to take ownership of the needed actions.
 - The congregation/body will never venture beyond the pace or attitudes of the leadership.
 - Strongly emphasize a high level of staff commitment.
 - Break down barriers

- Deming states that 85% of an organization's problems are caused by its management – because management is held responsible for policies, procedures, and a result of poor process or policy planning.
 - There has to be an environment to collaborate.
 - Resolve conflict quickly – ignoring it will help no one, work on a fix not a blame.

- Designing Teams

- A review of your purpose and reasoning.
 - Who you are serving and what needs they have.
 - Education level.
 - Cultures and diversity.
 - Consider your mission is to be accomplished for each group,
 - What is the process?
 - Identify raw material.
 - Identify finished product.
 - What is the transformation process (remembering there are no rejects)?
- Focus of teams
 - Teams should plan together, share together, promote together, *pray* together and generally stick together where skills of expertise, gifts, abilities, and perspective that each member brings can be used.
 - Encourage cross-functional training – if not, setup for total chaos.
 - Integrated strategies should be formed by cross functional defined teams.
 - Collaboration has to exist to help and support each ministry – each ministry is not out there on its own and each participant has to understand his or her role and responsibilities in such a manner that it enhances the work of others.
 - Cooperation has to be understood between departments as each participant understands his or her role in the overall ministry and completes his or her responsibilities accordingly.
- Team Formation
 - Identify the goals or expected outcomes of the team activity.
 - Establishing the boundaries for the team.
 - Identify the relationship of team activity to the overall mission and vision of the congregation.
 - Creating time constraints and deadlines.
 - Clearly stating the authority of the team to make changes.
 - Providing the necessary resources for the team to accomplish its goal.
- Team Personnel
 - Search for well respected individuals that have the necessary skills.
 - Team leader to coordinate and plan the meetings (lead meetings, coordinate activities, and provide direction).
 - Make sure assignments are clear and follow-up on their completion.
 - Team leader is to encourage the team effort.
 - Eight members or less is an idea size.
- Teamwork defined as:
 - Building trust – each team member must trust the others to accept him or her and his or her ideas and trust management.
 - Enhancing communications – individuals need to be able to express themselves and be understood freely among members.
 - Resolving conflicts – when people are involved, conflicts will happen – they cannot be ignored.
 - Sharing a common vision and mission – this is the unifying factor that makes sense of the activities of the team.
 - Building cooperation and collaboration instead of competition among team members.
 - Unlock the creativity with in each team member.
 - Reward the total team effort.
 - Share responsibilities and empower members.
- Teamwork means:
 - T-Training as in keeping up-to-date with skills and techniques.
 - E-Empowering members in order to risk involvement in providing solutions.

- A-Assisting teams by management to break down barriers and obstacles for smooth operation.
- M-Motivation as the activities between the team and the mission and vision keeps those motivated.
- W-Wining attitude to always seek a win-win to unlock creativity and imagination.
- O-Optimized resources as to make sure your team includes the right people.
- R-Respect the different gifts and abilities each are given.
- K-Keeping in touch as in having good, frequent communication.

- Selecting Team Members

- Competition – something that society values and will happen. Focus should:
 - Not be about highest pay.
 - Not be about highest attention.
 - Not be about the most contacts.
 - Not be about the most favorable.
- Performance appraisals.
 - Feedback to the individual and from the individual and then to those on the same team.
 - Placed established just compensation and pay accordingly.
 - Formal communication should exist between the individual and the evaluator on a convenient basis.
 - A time to evaluate his or her own performance
 - Goal setting by the individual
 - Discussion of barriers and obstacles
 - Joint discussion between the church worker and the manager.
- Intrinsic motivation – help to take inward pride in their service. Those that approach service as serving the body/organization rather than serving in the body/organization will serve out of obligation rather than obedience. “Slaves” see the job; “servants” see the calling. “Slaves” seek credit for their efforts; “servants” honor God and others with their efforts. “Slaves” see people as interruptions; “servants” see them as the reason for their work.
- A positive work environment – one that is supportive of an empowered staff and volunteer team.
- Fair compensation – Money is rarely a positive motivator for doing ministry work. With having limited resources, plan hiring, purchasing resources, and training in such a way that a position can be secure and that some amount of pay rise or future incentive will be possible. Money can have the potential of being a highly negative motivator if there are high compensation gaps. People will talk about their compensation no matter what.
- Recognition – praise in public, correct in private.
- Private recognition – simple notes or acts of kindness.
- Promotions – can be a new level of responsibility to recognize exceptional performance. Consider using existing staff people this will aid in cross-functional teams.

- Team Building – only way you will get anywhere

- Know your needs.
 - Strategic planning – thinking a head 1 to 5 years:
 - What are the objectives (what do we want to accomplish or be at in 3 to 5 years or in the next 6 months).
 - For each objective, list the goals you want to accomplish – people and teams have to have direction.
 - For each goal, list the action to take – if no action, then we will be spinning our wheels.
 - Identify needs – people staff and resources required for the projects or ministries.
- Decide if you will need unpaid and paid support.
 - Change to paid staff as funding is available and workload is more than a volunteer has time for – review the time involved to do the ministry and estimate 25-35% more than what you see.
 - Volunteers often place ministry work as a low priority – place some commitments/accountability in the teams.
 - The task requires special skills and abilities that may not be available through volunteers – take an inventory of people and their skills in their current positions.

- Lines of authority and responsibility need to be focused and sharpened – focus on who are the primary decision makers.
 - Hire winners and as employees.
 - Create written job descriptions.
 - List qualifications – education, skills, personality, experience, inter-personal skills, writing ability, compatibility, and faith maturity level.
 - Function of job
 - Qualifications
 - Supervision
 - Duties and responsibilities
 - Administrative
 - Conduct a search for possible candidates.
 - Conduct formal and informal interviews with the potential candidates.
 - Do reference checks as you are liable for the people you hire.
 - Take responsibility seriously.
 - You have a responsibility to hire the best person available for the position – the best candidate may not be the person volunteering.
 - You have a responsibility to safeguard your congregation or organization from persons convicted of crimes.
 - You have a responsibility for stewardship of the given resources – the best person is not always the first person.
 - You have a responsibility not to discriminate against individuals on the basis of sex, race, or any other factor that would not hamper job performance, and a responsibility to ascertain whether the person can legally work in the US.
 - Place volunteers strategically (self-directed people in team leading).
 - Define volunteer positions as what is the purpose of the job? Match of people with gifts to positions needing those gifts will result in meaningful and successful volunteer team ministries. The question still has to be answered, “What is my job?” The answer should not be about the tasks involved but about utilizing their gifts.
 - Match volunteers to team ministries
 - Spiritual gifts.
 - Heart
 - Abilities
 - Passion
 - Experiences

- The TEAM Environment

- Trust – reliance on the character, ability, strength, or truth of someone or something.
 - Character – what is their private life like and how open is it (a sum total of the internal values and beliefs that direct our behavior)
 - Integrity – actions match words
 - Loyalty – dedication, trust (dependable to get the job done)
 - Honesty – telling the truth and being fair (afraid to speak up)
 - Discipline – training one’s mental, moral, and physical abilities by instruction, control, and exercises
 - Humility – emphasize activities and not self (others-centered)
 - Ability – making sure candidates for any position meets the requirements and qualifications and can continue training on their own.
 - Strength – ability to carry on, complete tasks, start well and finish well, persevere in difficulties.
 - Truth – being honest no matter what.
 - Respect – everyone has a right to be respected (our viewpoints are going to be different).
 - Motivation – why people do the things they do, their desires; understand what motivates them and does that motivation line up with the ministry.
 - Attitude – how one views the world, the task, oneself, and others (good traits are sensitive, cooperative, fair, open-minded, respectful, hospitable, accessible, faithful, punctual, patient, encouraging).

- Building Trust – aligning these factors of character, ability, strength, truth, respect, motivation, and attitude.
 - Empowerment – power is necessary in order to accomplish work and must be shared and granted for strength, the abuse of power is wrong. Power increases effectiveness, makes more responsive to needs, builds self-esteem and self-worth. A leader gives parameters, goals, and coaches the associates; teams make the decision in creativity, gifts, innovation, take risks, learn, succeed or fail.
 - Empowered congregation/body – listening to their ideas, frustrations, and comments.
 - Empowered leadership – sharing responsibility with the management of the congregation.
 - Empowered management – ministry management team shares responsibility with individual employees or volunteers by taking away barriers and coaches them to accomplish the mission.
 - Empowered staff and volunteers – we have to return the power to the individual congregational member, who in a winsome cycle will give us more power to do more things (a continuous cycle).
- Shared vision – having a unified goal (if not, agendas will be about personal feelings progress will stop). Having a vision will lesson the likelihood of abusing power. There must be an environment to create trust, empower people, and establish a shared vision.

- Thinking Ahead means life or death

- Specific goals:
- Specific needs:
- The Big Picture:
 - Direction
 - Focus
 - Information
 - Motivation
 - Enthusiasm
 - Inspiration
 - Anticipation and expectation
 - Humility

The Forever Journey of Point A to Point C - Phase VIII

The Suitcase:

- ❑ We have to be flexible with the goals and plans and review the outside environment.
- ❑ Plan for tomorrow, but live in today – what can we do internally for change.
- ❑ Recognize that anything can and is liable to happen – uncertain world with uncertain events.

The Ride:

- ❑ What is our position (direction) – where am I and how would I like to change (health assessment).
 - Characteristics or gifts.
 - What do you value.
 - Known abilities.
 - Organization's personality.
 - Experiences.
- ❑ Define your purpose (focus) – imagination is the key of what you want and why you exist; specific goals; decision making vs. problem solving – time has to be on your side.
 - What is our business?
 - The specific goals of (more vague, less likely to reach):
- ❑ Discover a promise (information) – what do you know that is true?
 - Research advantages.
 - Technology advantages.
 - Information advantages.
- ❑ Describe the profit (motivation) – profit is more than just money; how much value do you place on this goal, why you want the goal, and how will you feel when you reach it?
 - Enhancing lives.
 - “Having the one thing – nowhere else”.
 - Control is guided access.
 - Positioning.
 - Technology.
- ❑ Desire in prayer (enthusiasm) – a wish or deep desires, how dependent are you; do you honestly think you can do this alone, single-handedly?
 - Empowering.
 - Maintaining the team.
 - Restructuring who you have already.
 - Realize who works and who does not work.
 - Team member placement.
 - Open environment.
 - Thinking ahead.
- ❑ Diagnose the problems (inspiration) – What are the barriers? Why don't I have this already?
 - What are your obstacles?
 - What about your leadership and your current team?
 - What are the basic fundamental critical success points?
- ❑ Design a plan (anticipation/expectation) – what are the courses of action to overcome the problems?
 - Evaluate change – deeply look at self, deeply look at target.
 - Phases to implement change – what is your strategy; look at vision, mission.
 - Objects to be changed – technology, teams, administration, research, motivation.
 - Culture changes – outside review of environment.
 - Structure changes – internal review of inside environment.

- ❑ Discipline your personality (humility) – what about you as a person, are people more interested in you and your character more than the goals?
 - Decisions – how are they made?
 - Appetite – what do you crave, what possesses you?
 - Words – how do you communicate?
 - Time – what consumes your mind and thoughts?
 - SWOT Analysis of self and organization.
 - Continuing Education.

- ❑ Deposit the Price (surrender) – this will cost something, greater the goal, greater the sacrifice.
 - Money.
 - Family/Social time.
 - Staff time.

- ❑ Depend on people (seize the moment) – our greatest skill involves getting along with other people:
 - T – Teamwork
 - E – Empowering
 - A – Assisting
 - M – Motivation
 - W – Winning
 - O – Optimization
 - R – Respect
 - K - Keeping