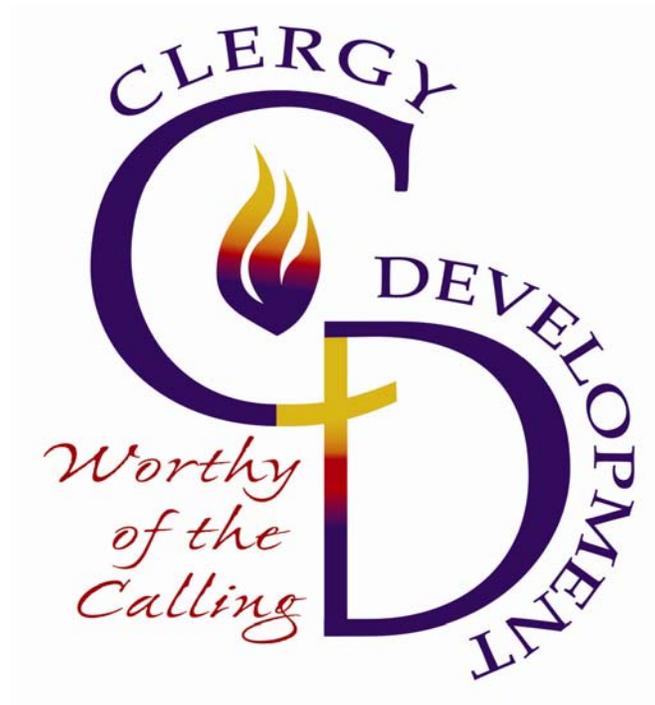

Student Guide

Administering the Local Church



Clergy Development
Church of the Nazarene
Kansas City, Missouri
816-333-7000 ext. 2468; 800-306-7651 (USA)
2004

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The **Modular Course of Study** is an outcome-based curriculum designed to implement the educational paradigm defined by the Breckenridge Consultations. Clergy Development is responsible for maintaining and distributing the Modular Course of Study for the Church of the Nazarene.

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Series Foreword

A Vision for Christian Ministry: Clergy Education in the Church of the Nazarene

The chief purpose of all persons—indeed, all of the creation—is to worship, love, and serve God. God has made himself known in His deeds of creation and redemption. As the Redeemer, God has called into existence a people: the Church, who embody, celebrate, and declare His name and His ways. The life of God with His people and the world constitutes the Story of God. That story is recorded principally in the Old and New Testaments, and continues to be told by the resurrected Christ who lives and reigns as Head of His Church. The Church lives to declare the whole Story of God. This it does in many ways—in the lives of its members who are even now being transformed by Christ through preaching, the sacraments, in oral testimony, community life, and in mission. All members of the Body of Christ are called to exercise a ministry of witness and service. No one is excluded.

In God's own wisdom He calls some persons to fulfill the ministry of proclaiming the gospel and caring for God's people, in a form referred to as the ordained ministry. God is the initial actor in this call, not humans. In the Church of the Nazarene we believe God calls and persons respond. They do not elect the Christian ministry. All persons whom God calls to the ordained ministry should continue to be amazed that He would call them. They should continue to be humbled by God's call. The *Manual* of the Church of the Nazarene states, "we recognize and hold that the Head of the Church calls some men and women to the more official and public work of the ministry." It adds, "The church, illuminated by the Holy Spirit, will recognize the Lord's call" (*Manual*, Church of the Nazarene, paragraph 400).

An ordained Christian minister has as his or her chief responsibility to declare in many ways the whole Story of God as fulfilled in Jesus of Nazareth. His or her charge is to "tend the flock of God . . . not under compulsion, but willingly, not for sordid gain but eagerly. Do not lord it over those in your charge, but be examples to the flock" (1 Pet 5:2-3, NRSV). The minister fulfills this charge under the supervision of Christ, the chief Shepherd (1 Pet 5:4). Such ministry can be fulfilled only after a period of careful preparation. Indeed, given the ever-changing demands placed upon the minister, "preparation" never ceases.

A person who enters the Christian ministry becomes in a distinct sense a steward of the gospel of God (Titus 1:7). A steward is one who is entrusted to care for what belongs to another. A steward may be one who takes care of another person or who manages the property of someone else. All Christians are stewards of the grace of God. But in addition, in a peculiar sense a Christian minister is a steward of the "mystery of God," which is Christ, the Redeemer, the Messiah of God. In all faithfulness, the minister is called to "make known with boldness the mystery of the gospel" (Eph 6:19, NRSV). Like Paul, he or she must faithfully preach "the boundless riches of Christ, and to make everyone see what is the plan of the mystery hidden for ages in God who created all things; so that through the church the wisdom of God in its rich variety might now be made known to the rulers and authorities in the heavenly places" (Eph 3:8-10, NRSV).

In fulfilling this commission, there is plenty of room for diligence and alertness, but no room for laziness or privilege (Titus 1:5-9). Good stewards recognize that they are

stewards only, not the owners, and that they will give an account of their stewardship to the master. Faithfulness to one's charge and to the Lord who issued it is the steward's principal passion. When properly understood, the Christian ministry should never be thought of as a "job." It is ministry—uniquely Christian ministry. No higher responsibility or joy can be known than to become a steward of the Story of God in Christ's Church. The person who embraces God's call to the ordained ministry will stand in the company of the apostles, the Early Fathers of the Church, the Reformers of the Middle Ages, the Protestant Reformers, and many persons around the world today who joyfully serve as stewards of the gospel of God.

Obviously, one who does not recognize, or who understands but rejects, just how complete and inclusive a minister's stewardship must be, should not start down the path that leads to ordination. In a peculiar sense, a Christian minister must in all respects model the gospel of God. He or she is to "shun" the love of money. Instead, the minister must "pursue righteousness, godliness, faith, love, endurance, gentleness." He or she must "fight the good fight of the faith" and "take hold of the eternal life, to which you were called" (1 Tim 6: 11-12, NRSV).

Hence, the Church of the Nazarene believes "the minister of Christ is to be in all things a pattern to the flock—in punctuality, discretion, diligence, earnestness; 'in purity, understanding, patience and kindness; in the Holy Spirit and in sincere love; in truthful speech and in the power of God; with weapons of righteousness in the right hand and in the left' (2 Cor 6: 6-7)" (*Manual*, Church of the Nazarene, paragraph 401.1). The minister of Christ "must be above reproach as God's steward, not self-willed, not quick-tempered, not addicted to wine, not pugnacious, not fond of sordid gain, ⁸but hospitable, loving what is good, sensible, just, devout, self-controlled, ⁹holding fast the faithful word which is in accordance with the teaching . . . able both to exhort in sound doctrine and to refute those who contradict." (Titus 1: 7-9, NASB).

In order to be a good steward of God's Story one must, among other things, give oneself to careful and systematic study, both before and after ordination. This will occur not because he or she is forced to do so, but out of a love for God and His people, the world He is working to redeem, and out of an inescapable sense of responsibility. It cannot be too strongly emphasized that the attitude one brings to preparation for the ministry reveals much about what he or she thinks of God, the gospel, and Christ's Church. The God who became incarnate in Jesus and who made a way of salvation for all gave His very best in the life, death, and resurrection of His Son. In order to be a good steward, a Christian minister must respond in kind. Jesus told numerous parables about stewards who did not recognize the importance of what had been entrusted to them (Mt 21: 33-44; 25: 14-30; Mk 13: 34-37; Lk 12: 35-40; 19: 11-27; 20: 9-18).

Preparation for ministry in Christ's Church—one's education in all its dimensions—should be pursued in full light of the responsibility before God and His people that the ministry involves. This requires that one take advantage of the best educational resources at his or her disposal.

The Church of the Nazarene recognizes how large is the responsibility associated with the ordained Christian ministry and accepts it fully. Part of the way we recognize our responsibility before God is seen in the requirements we make for ordination and the practice of ministry. We believe the call to and practice of Christian ministry is a gift, not a right or privilege. We believe God holds a minister to the highest of religious, moral, personal, and professional standards. We are not reluctant to expect those

standards to be observed from the time of one's call until his or her death. We believe Christian ministry should first be a form of worship. The practice of ministry is both an offering to God and a service to His Church. By the miracle of grace, the work of the ministry can become a means of grace for God's people (Rom 12: 1-3). One's education for ministry is also a form of worship.

The modules comprising the Course of Study that may lead a person to candidacy for ordination have been carefully designed to prepare one for the kind of ministry we have described. Their common purpose is to provide a holistic preparation for entrance into the ordained Christian ministry. They reflect the Church's wisdom, experience, and responsibility before God. The modules show how highly the Church of the Nazarene regards the gospel, the people of God, the world for which Christ gave His life, and Christian ministry. Completing the modules will normally take three or four years. But no one should feel pressured to meet this schedule.

The careful study for which the modules call should show that before God and His Church one accepts the stewardly responsibility associated with ordained ministry.

Acknowledgments

Every module is the accumulation of effort by many people. Someone writes the original manuscript, others offer suggestions to strengthen the content and make the material more easily understood, and finally an editor formats the module for publication. This module is no different. Many people have contributed to this module. Every effort has been made to represent accurately the original intent of the principal contributors.

Principal Contributor

The principal contributor for lessons 1—15 for this module is Dr. Neil Wiseman. Dr. Wiseman wants to be known as a friend of pastors though his journey of ministry includes a variety of assignments. His involvement in pastoral development includes 15 years teaching at Nazarene Bible College (8 as academic dean), pastoring local congregations, directing Clergy Development for the denomination, and teaching and serving as college chaplain at Trevecca Nazarene University in Nashville. His classroom development of ministers includes courses in preaching, spiritual formation, life and work of the minister, and leadership. He has served in pastors' retreats or continuing education events on more than 25 districts in the last 3 years.

Other creative contributions to ministry include writing or editing 30 books (8 titles for pastors coauthored with H. B. London of Focus on the Family), founding and directing the Small Church Institute, designing and editing *GROW* magazine, and creating the widely distributed *Preaching Today* cassette sermon service for Christianity Today.

He now gives his full time to writing and speaking in pastors' retreats, laypersons' retreats, and continuing education events for ministers.

The principal contributor for lessons 16—20 for this module is Dr. Steve Weber. Dr. Weber has served the Church of the Nazarene for over 35 years. He has served as youth pastor, senior pastor, and was a missionary to the country of Haiti. In 1983 the general church asked Dr. Weber to move to Kansas City and organize what is now known as Nazarene Compassionate Ministries. As the director of Nazarene Compassionate Ministries he literally traveled the world for nearly 13 years, offering the love of Jesus through concrete acts of compassion. In 1995, Dr. Weber was elected to the position of Stewardship Development Ministries for the Church of the Nazarene. He has directed this ministry since that time. He has also worked in the start-up phase of several exciting ministries, such as the JESUS Film partnership between the Church of the Nazarene and Campus Crusade for Christ.

Dr. Weber has a unique educational background. His undergraduate degree is in economics from California State University at Long Beach. He also has graduate degrees from Nazarene Theological Seminary, Fuller Seminary-School of World Mission, and California Graduate School of Theology.

Dr. Weber has a wife, Linda, and two adult children.

Responder

Each module was reviewed by at least one content specialist to ensure that the content did not represent a single, narrow view or opinion. The responder provided suggestions the principal contributor could integrate into this module.

Dr. Wenton Fyne was the responder for this module. Dr. Fyne is the senior pastor of the Beulah Church of the Nazarene in Brooklyn New York. Prior to this, he founded and pastured the Far Rockaway Church of the Nazarene. During the time in Far Rockaway, he started a Neighborhood Multipurpose Center, which is now a fully operated 501C3 Coop. Dr. Fyne has over 25 years of pastoral experience.

Dr. Fyne holds a BA in theology from Jamaica Wesleyan College, a MA in Pastoral Counseling from Eastern Nazarene College and a Doctorate of Ministry in Church Planning/Administration from International Seminary.

He and his wife, Olga, are proud parents of three children—Kerry-Ann, Dwayne and Justin.

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Syllabus

Administering the Local Church

Educational Institution, Setting, or Educational Provider:

Location of the Course:

Course Dates:

Name of the Instructor:

Instructor's Address, Telephone, and E-mail Address:

Module Vision Statement:

Administration starts with a thorough understanding of Christ's mission for His Church locally and globally. Such an understanding is needed to shape and motivate the accomplishment of interrelated ministries and tasks in a particular congregation. In a local congregation, administration could be defined as implementing and managing the mission of Christ in His Church.

Administration is a continual and intentional process that connects and uses gifts of individual believers, to enable a particular congregation to win people to Christ and to build a spiritually healthy church. In the process, service does to the spirit of the one who serves something like what physical conditioning does to the body; as a result, the believer's spiritual stamina develops. These three outcomes are incredibly significant: new people won, disciples developed, and churches strengthened.

This module deals over and over with the development of the administrator, that's the student, the prospective pastor. As the basic foundation for such development, this module teaches that all church leaders work from three ever-present realities: (1) what you are, (2) what you know, and (3) what you do.

Unlike the way secular businesses operate, the church does its work in and through relationships—voluntary relationships built on a common faith. While the chief executive officer (CEO) of a business hires and fires and has authority to use personnel as a business commodity, the pastor leads by inspiration, instruction, information, and influence. While a business may build for a decade or a generation, the pastor and the congregation build for eternity. While profit may be the aim of a business, the church's purpose is to bring as many people as possible to Christ and then help mature those believers into disciples. While churches should be businesslike in their work, Kingdom work is much bigger and more lasting than anything any business can do. Thus, the administrative leader of a congregation should learn as much as possible about secular leadership strategies and management principles, but

always be guided within by the unique differences between Kingdom and secular business.

Specific directives for the ministry of administration can be found throughout Scripture, especially in the references to overseer and/or bishop. Then, too, pervasive support from Scripture can be found wherever order, organization, and efficiency are discussed; examples would be the encounter between Moses and his father-in-law (Ex 18: 13ff.) and Jesus instructing the disciples on how to organize the feeding of the 5,000 (Mk 6: 14ff.).

For several decades, a creative progression has developed in the discussion of the church's administrative work. First the function was called "church administration." Next came "church management." And more recently it has been called church leadership. Whatever the name or designation for this part of ministry, the pastor must understand that administration is never an end in itself. Rather, administration is the way the gospel moves from concept to reality, in a congregation and through that congregation to its community. One writer said administration is how the gospel gets done. Another said administration is the delivery system for the gospel.

Several basic issues about administration are clear:

- Budgets, facilities, calendars, and programs can and should be managed.
- People are to be led but not managed.
- As a branch manager of the eternal church of the living God, be sure to operate from a higher level than mere business strategies.

A veteran church leader commented that administration is an art form, something like an oil painting. This module attempts to help the beginning artist understand the basics of the art: color, form, canvas, and brushes. The painting will be unique and personal.

Educational Assumptions

1. The work of the Holy Spirit is essential to any process of Christian education at any level. We will consistently request and expect the Spirit's presence within and among us.
2. Christian teaching and learning is best done in the context of community (people being and working together). Community is the gift of the Spirit but may be enhanced or hindered by human effort. Communities have common values, stories, practices, and goals. Explicit effort will be invested to enhance community within the class. Group work will take place in every lesson.
3. Every adult student has knowledge and experiences to contribute to the class. We learn not only from the instructor and the reading assignments, but also from each other. Each student is valued not only as a learner but also as a teacher. That is one reason so many exercises in this course are cooperative and collaborative in nature.
4. Journaling is an ideal way to bring theory and practice together as students synthesize the principles and content of the lessons with their own experiences, preferences, and ideas.

Outcome Statements

This module contributes to the development of the following abilities as defined in the *U.S. Sourcebook for Ministerial Development*.

PROGRAM OUTCOMES

- CP 4 Ability to write an integrative philosophy of ministry that will answer “why I do what I do when I do it”
- CP 5 Ability to provide oversight of a congregation using management skills including leadership, conflict resolution, and administration
- CP 6 Ability to manage ministry resources (time, human, financial, etc.) in a way consistent with a church’s size and characteristics
- CP 7 Ability to conceive and articulate purpose, mission, vision, and to develop strategic plans in a local church
- CP 8 Ability to develop team-building skills, identify and cultivate spiritual gifts, recruit volunteers, diagnose and intervene in problems
- CP 9 Ability to appropriately manage personal and church finance

OUTCOME STATEMENTS

- Ability to clarify one’s “call” to the Christian ministry
- Ability to manage the organization and deployment of people according to their gifts
- Ability to manage personal and organizational finance above reproach and demonstrate faithful stewardship beginning with storehouse tithing
- Ability to interpret conflict as a positive step in the growth of persons and organizations
- Ability to identify and learn from personal challenges that are markers of growth in one’s pilgrimage

Recommended Reading

Course Requirements

1. **Class attendance, attention, and participation** are especially important. Students are responsible for **all** assignments and in-class work. Much of the work in this course is small-group work. Cooperative, small-group work cannot be made up. That makes attendance imperative. Even if one does extra reading or writing, the values of discussion, dialogue, and learning from each other are thwarted. If one lesson is missed, the instructor will require extra work before completion can be acknowledged. If two or more classes are missed, the student will be required to repeat the whole module.

Small-Group Work. Nothing is more important in this course than small-group work. The class members will be assigned to groups of two to four students each. The group members will serve as study partners for explorations and discussion.

2. **Assignments**

Journaling: The only ongoing assignment for this module is your journal. It is to be used regularly, if not daily. On at least one occasion during the term, the instructor will check the journals. In each lesson a journal assignment is included.

The journal should become the student’s friend and treasury of insights, devotions, and ideas. Here the integration of theory and practice occurs. The spiritual life nature of the journal helps guard against the course of study being merely academic as you are repeatedly called upon to apply the principles studied to your own heart and your own ministry situation.

This journal is not a diary, not a catchall. It is, rather, a guided journal or a focused journal in which the educational experience and its implications are selected for reflection and writing.

The framers of this curriculum are concerned about the way that students fall into learning “about” the Bible, or “about” the spiritual life rather than learning—that is coming to know and internalize the Bible and spiritual principles. The journaling experience ensures that the “Be” component of “Be, Know, and Do” is present in the course of study. Be faithful with all journaling assignments.

Daily Work: This module has regular homework assignments. It is called daily work because even though the class may only meet once a week, the student should be working on the module on a “daily” basis. Sometimes the homework assignments are quite heavy. The assignments are important. Even if homework is not discussed in class every session, the work is to be handed in. This gives the instructor regular information about the student’s progress in the course. The normal time for homework to be handed in is at the beginning of each class session. **All** assignments are to be completed.

Course Outline and Schedule

The class will meet for 30 hours according to the following schedule:

Session Date	Session Time	
		1. Administration Defined
		2. Self-Management
		3. Mission and Vision
		4. Human Resources
		5. All Other Resources
		6. Building a Lay Ministry Team
		7. Planning, Part 1
		8. Planning, Part 2
		9. How Decision-Making Groups Work
		10. Pastors Leading Decision-Making Groups
		11. Conflict, Change, and Progress
		12. Nazarene Governmental Pattern, Policy, and Procedures
		13. Delegation and Its Helpers
		14. Time Management
		15. Communication
		16. Legal and Financial Relationships
		17. Biblical Foundations for Whole-Life Stewardship
		18. Four Approaches to Whole-Life Stewardship
		19. Developing a Giving Church
		20. Personal Finance and Lifestyle Issues

Course Evaluation

The instructor, the course itself, and the student's progress will be evaluated. These evaluations will be made in several ways.

The progress of students will be evaluated with an eye for enhancing the learning experience by:

1. Carefully observing the small-group work, noting the competence of reports, the balance of discussion, the quality of the relationships, the cooperation level, and the achievement of assigned tasks
2. Careful reading of homework assignments
3. Completion of all homework assignments
4. Journal checks

The course materials and the teacher will be evaluated by frequently asking and discussing the effectiveness and relevance of a certain method, experience, story, lecture, or other activity.

Some evaluation cannot be made during the class itself. Some objectives will not be measurable for years to come. If students encounter the transforming power of God at deeper levels than ever before, learn devotional skills and practice them with discipline, and incorporate the best of this course into their own ministries, the fruit of this educational endeavor could go on for a long time. In truth, that is what we expect.

Additional Information

A reasonable effort to assist every student will be made. Any student who has handicaps, learning disabilities, or other conditions that make the achievement of the class requirements exceedingly difficult should make an appointment with the instructor as soon as possible to see what special arrangements can be made. Any student who is having trouble understanding the assignments, lectures, or other learning activities should talk to the instructor to see what can be done to help.

Instructor's Availability

Good faith efforts to serve the students both in and beyond the classroom will be made.

Journaling: A Tool for Personal Reflection and Integration

Participating in the course of study is the heart of your preparation for ministry. To complete each course you will be required to listen to lectures, read several books, participate in discussions, write papers, and take exams. Content mastery is the goal.

An equally important part of ministerial preparation is spiritual formation. Some might choose to call spiritual formation devotions, while others might refer to it as growth in grace. Whichever title you place on the process, it is the intentional cultivation of your relationship with God. The course work will be helpful in adding to your knowledge, your skills, and your ability to do ministry. The spiritually formative work will weave all you learn into the fabric of your being, allowing your education to flow freely from your head to your heart to those you serve.

Although there are many spiritual disciplines to help you cultivate your relationship with God, journaling is the critical skill that ties them all together. Journaling simply means keeping a record of your experiences and the insights you have gained along the way. It is a discipline because it does require a good deal of work to faithfully spend time daily in your journal. Many people confess that this is a practice they tend to push aside when pressed by their many other responsibilities. Even five minutes a day spent journaling can make a major difference in your education and your spiritual development. Let me explain.

Consider journaling as time spent with your best friend. Onto the pages of a journal you will pour out your candid responses to the events of the day, the insights you gained from class, a quote gleaned from a book, an ah-ha that came to you as two ideas connected. This is not the same as keeping a diary, since a diary seems to be a chronicle of events without the personal dialogue. The journal is the repository for all of your thoughts, reactions, prayers, insights, visions, and plans. Though some people like to keep complex journals with sections for each type of reflection, others find a simple running commentary more helpful. In either case, record the date and the location at the beginning of every journal entry. It will help you when it comes time to review your thoughts.

It is important to chat briefly about the logistics of journaling. All you will need is a pen and paper to begin. Some folks prefer loose-leaf paper that can be placed in a three-ring binder, others like spiral-bound notebooks, while others enjoy using composition books. Whichever style you choose, it is important to develop a pattern that works for you.

Establishing a time and a place for writing in your journal is essential. If there is no space etched out for journaling, it will not happen with the regularity needed to make it valuable. It seems natural to spend time journaling after the day is over and you can sift through all that has transpired. Yet, family commitments, evening activities, and fatigue militate against this time slot. Morning offers another possibility. Sleep filters much of the previous day's experiences, and processes deep insights, that can be recorded first thing in the morning. In conjunction with devotions, journaling enables you to begin to weave your experiences with the Word, and also with course material that has been steeping on the back burner of your mind. You will probably find that carrying your journal will allow you to jot down ideas that come to you at odd times throughout the day.

It seems that we have been suggesting that journaling is a handwritten exercise. Some may be wondering about doing their work on a computer. Traditionally, there is a special bond between hand, pen, and paper. It is more personal, direct, aesthetic. And it is flexible, portable, and available.

With regular use, your journal is the repository of your journey. As important as it is to make daily entries, it is equally important to review your work. Read over each week's record at the end of the week. Make a summary statement and note movements of the Holy Spirit or your own growth. Do a monthly review of your journal every 30 days. This might best be done on a half-day retreat where you can prayerfully focus on your thoughts in solitude and silence. As you do this, you will begin to see the accumulated value of the Word, your course work, and your experience in ministry all coming together in ways you had not considered possible. This is integration, weaving together faith development with learning. Integration moves information from your head to your heart so that ministry is a matter of being

rather than doing. Journaling will help you answer the central question of education: "Why do I do what I do when I do it?"

Journaling really is the linchpin in ministerial preparation. Your journal is the chronicle of your journey into spiritual maturity as well as content mastery. These volumes will hold the rich insights that will pull your education together. A journal is the tool for integration. May you treasure the journaling process!

Resources

Church Operations Manual: A Step-by-Step Guide to Effective Church Management (083-411-8955, \$99.99)

Save time and improve efficiency with a resource that provides job descriptions, board leadership, ministry teams, forms, policies, and procedures for the church. Completely reproducible. With CD.

Instant Church Office: A Pastor's Resource of Forms and Letters (083-411-8335, \$89.99)

The *Instant Church Office* is an indispensable resource for your church office's daily administration and activities. With over 100 forms and letters vital to caring for the ministries of the church, *Instant Church Office* is the basic reference tool for everything from a church vehicle policy, Sunday School statistic sheet, and commitment card, to letters for baby dedications and mortgage burning. And because a CD-ROM version of everything is included, *Instant Church Office* documents can be personalized to fit your local church needs. Completely reproducible. With CD.

ABCs of Evangelism: An Easy Plan for Training Anyone to Witness (083-411-9560, \$49.99)

The ABCs of Evangelism gives guidance not only on sharing your faith but also on altar counseling, networking, and more. All the materials are completely reproducible, so you'll have everything you need to teach a class *The ABCs of Evangelism*. Completely reproducible. With CD.

The Church Treasurer's Handbook: A Quick and Practical Guide to Managing Church Finances (083-412-0046, \$69.99)

The Church Treasurer's Handbook provides:

- An overview of basic accounting principles, in layperson's terms
- An easy-to-understand explanation of tax regulations
- Options for monthly and annual financial reporting
- A general job description for the church treasurer
- Advice for handling payroll, housing allowances, and other compensation for the pastor and staff
- Tips on communicating with the church board, the pastor, and the financial committee
- Guidelines for handling money ethically
- A CD with forms necessary for record keeping, including tax forms, accounting ledgers, individual contribution records, budget worksheets, forms for counting the offering, and more.

The Principle-Centered Church: Resources for Training Church Leaders (083-411-7428, \$124.99)

The Principle-Centered Church provides a variety of field-tested training tools to shape the leadership of your local church. Utilizing a video and workbook format, this 3-part training session will help you and your congregation develop an inspiring vision and exciting goals, assist in growing committed stewards, and aid in providing meaningful worship. The workbook is completely reproducible, so you can make as many copies as you need to teach your class, year after year.

Stewardship Strategies: Sermons, Letters, and Strategies for Promoting Biblical Stewardship (083-411-7436, \$79.99)

Sermons included in this kit address all aspects of Christian stewardship. Letters for the pastor to send to the congregation or to people in the community, as well as a section on capital stewardship contains proven strategies and plans of action for developing major fundraising campaigns in the local church. Letters and capital stewardship sections are also available on floppy disk, making it easier than ever to access information and design strategies to meet specific needs. All the materials are completely reproducible, so you can make as many copies as you need. With these practical and effective products in hand, you can implement a plan for giving that will prove invaluable to your local church.

The Vibrant Church Book: A Step-by-Step Plan for Bringing Your Church to Life (083-412-0038, \$29.99)

Is your church a growing community of passionate, committed believers? Your church can be an exciting church, filled with enthusiastic, dedicated Christians! Help your church reach its potential to become a beacon in your community, a model example of all that God has called the church to be. This seminar provides step-by-step instructions for you and your key lay leaders, teaching you how to make your church healthy in all areas of church life.

You'll learn to:

- Improve your leadership skills
- Build the ministry team
- Create a strategic plan for financing ministry
- Break through attendance barriers
- Disciple fully devoted followers of Christ
- Develop faithful stewards of money and time

Includes Stan Toler's presentation of the seminar, "The Vibrant Church," on audio CD.

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Lesson 1: Administration Defined

Due This Lesson

None

Learner Objectives

By the end of this lesson, participants will

- define administration
- locate where administration is done
- determine who does administration
- have an overview of key statements about administration

Homework Assignments

Complete Resource 1-8. Use the Resource pages to give your responses.

Write in your journal.

- Reflect on your own feelings about administration.
- Reflect on "The Big Idea."

The Big Idea

Administration impacts every other phase of ministry.

Administration Defined

What Is Administration?

- Effective administration is the task of thoroughly understanding the mission of the church and then helping God's people achieve it.
- Administration involves many interrelated tasks including discovering, communicating, clarifying, and implementing the mission of Christ and His church in the world.
- Administration, at its best, is the lofty work of managing the mission of Christ in the world through His church.

Why Is Administration Needed?

Administration is needed to bring efficiency, order, and organization to the work of the church, so all resources—including human resources—are used effectively for significant Kingdom achievements.

The Administrative Process Is Continual

- Administration stimulates activities, allocates resources, recruits personnel, and accomplishes mission; it is the way a congregation fulfills its reason for existence.
- Administration is the continual process of connecting the gifts of individual believers to help them develop into a spiritually healthy church that effectively wins people to Christ and discipled the people of God.

Small Groups

Administration is the continual process of connecting the gifts of individual believers to help them develop into a spiritually healthy church that effectively wins people to Christ and discipled the people of God.

In your small group you will have five minutes to unpack the meaning of the statement given above.

Two questions should be considered:

1. What do each of the components (phrases) mean?
2. How can I apply this definition to my past experiences or my present church assignment?

One person from your group will be asked to report to the class.

Myths Concerning Administration

- Activity is achievement.
- God requires faithfulness but not effectiveness.
- Institutions are more important than people.
- Numbers are not important.
- Administration is not biblical.
- Administration can be ignored because one would rather preach or contact people.
- Administrative order is automatic if other phases of ministry are doing well.
- Students cannot learn administration until they start serving a church.
- Administration is something new that came into church life in the last 100 years.
- The cynicism caused by corporate dishonesty, government waste, and misused authority on many levels of society does not carry over into the Church.

Where Is Administration Done?

Administration is done in church.

A Living Organism—the Body of Christ

Romans 12:4-5

1 Corinthians 12:12-30

Ephesians 1:23

Ephesians 4:16, NLT

A Lasting Enterprise—the Building of God

1 Corinthians 3:9, KJV

Ephesians 2:20-22, NEB

Matthew 16:18, NRSV

A Loving Fellowship—the Family of God

Philippians 1:5

The Church—the Body of Christ—the living organism to be the hands, the heart, and the voice of Jesus in the world.

The church—the building of God—the enduring, eternal work done for God that will last forever built on the cornerstone Jesus Christ.

The church—the family of God—caring for each other and building spiritual connections and accountability.

Secular Environment for Ministry

- Be aware of the explosion of new lifestyles and changing values.
- Contemporary society is basically secular.
- Technology is advancing at a pace which confuses nearly everyone, including most ministers.
- Frightening changes press people in most aspects of their lives.
- Resistance to change is not tolerated anywhere but in the Church. Perhaps that is why we have so much of it.
- Events, circumstances, and reactions are not always as they appear.
- People are more knowledgeable, insightful, and highly motivated than they appear to be.
- Old ideas may not apply anymore. But new ideas do not always work *just because* they are new or novel.
- Target populations are changing; examples are: baby boomers, new retirees, and recent immigrants.

Administrative Types

1. Bottom line—How many people? How many dollars? How large is the building?
2. Sailboat—respond to whatever comes: What's on my desk today? Who calls? Who stops by?
3. Wind bag—those who talk a good game but never get much done.
4. "What do they want?"—motivated by external factors and outspoken folks.
5. Crisis reactor—believes the sky will fall any minute.
6. "Fixin' to do something"—easily distracted.
7. Power controller—nothing can happen without their involvement, so achievement is limited to what they can lead.
8. Scared—good talk but afraid of risks or political implications.

Key Statements about Administration

Administrative Realities in the Local Churches

1. Necessity—Ministry cannot be done now, if it ever could be, without organizational structure, planning, and administrative supervision.
2. Time demand—Some think as much as 40% of the minister's time is required to do effective administration.
3. Work Load—The present increase of administrative demands in the local church may be due to: (a) increased expectation of parishioners, (b) increased expectation of denomination, (c) increased expectation of community, (d) preferences of the pastors, and/or (e) increased capabilities of the information age.
4. A pastor's attitude toward administration tasks often determines effectiveness and predictable outcomes. Here are several typical attitudes:
 - **Resist every administrative task**, which will cause complaints, irresponsible delegation, or neglect of needed tasks.
 - **Delegate everything** to lay leaders so pastor can do spiritual things.
 - **Become organizational genius** with a perfected plan for every task.
 - **View administration as a price for effective ministry**; it is the price one must pay for the privilege of being a pastor.
 - **The ideal way** is to see administration as a way to expand and extend ministry.

The Range of Administration Duties

Often those who are not close to church leaders are surprised by the variety of details an administrator frequently faces. Administrative leadership makes lots of demands on the pastor, and at the same time gives him or her incredible opportunity to shape the church.

5. **Resident shaper of mission and vision**—The pastor and/or staff in the local church should know more about the mission and responsibilities of church than anyone else in the congregation and they should share their knowledge persistently.
6. **Implementation**—Implementation of plans, programs, and ministries for achievement of mission. The official minutes of every Christian organization are filled with decisions that were approved but were never brought to fruition.

7. **Overseer of the flock of God**—realities are that a pastor as overseer of the church ultimately works for God rather than the local church. See 1 Tim 3:1 and Titus 1:7.
8. **Team player**—Meaningful participation in denominational and community meetings; so a pastor has some of the same kind of commitments expected of lay leaders in the local congregation.
9. **Financial leadership**—This involves raising funds, budgeting funds, spending funds, and making every effort to show impeccable integrity in all money matters.
10. **Traditions**—All traditions are not bad; neither are all new approaches effective. In rapidly changing times, it becomes necessary for a leader to reenergize established methods of ministry and to invent effective new ones.
11. **Secure and train leaders**—This means helping every believer find and develop their spiritual gifts for use in service to Christ, the people of God, and the community.
12. **Manage conflict**—Nearly every move of progress requires change on someone's part, and that change often produces conflict, so the pastor needs to develop skills to help people work through their disagreements.
13. **Windows of opportunities**—At any given time in a congregation's history, there exists a window of opportunity to do something magnificent for God, an opportunity that will close even as it has opened. Good administrators cultivate their ability to see those opportunities and to share them with the congregation.
14. **Developer of people**—While developing the church, the pastor must also develop people. Like a parent, that means affirming, motivating, holding accountable, comforting, warning, and shepherding.

Critical Issues on Which Good Administration Depends

Here are 10 basic concepts which form the foundation for sound administrative practices.

15. **Every believer has a ministry** to accomplish on two levels of operation: inside and outside the church.
16. **Leader's ultimate aim** is to serve rather than to be served. This standard appears often in the New Testament, especially in the life and teachings of Jesus.
17. **Leaders must lead.** Too few persons in places of leadership are willing to take the duties of leadership when the times are tough and when the conflict is fierce, but that is usually the time the leader is needed most in the church.
18. **A leader's self-understanding is the first key** to understanding others. Know your motivations; they generally are more evident to other people than to you. Question your intentions and motivations; "Why did I do that?" Listen to what critics say about you.

19. **Clearly defined mission is essential** for effective ministry.
20. **Understand people.** Focus your energy to equip current leaders and to develop future leaders. Gordon MacDonald (*Leadership*, Fall 1984) identifies four kinds of people: VIP=very important people (current leaders); VTP=very teachable people (future leaders); VNP=very nice people; VDP=very draining people.
21. **Relational administration works** better than task-oriented administration. People are more important than process or achievement. The church cannot do its work without people. However, a frustrating reality must be faced: people never exactly fit the leader's expectations. Every person has unique motivations and individual agendas.
22. **Press on to personal and group maturity.** Accept long-range views of the church's work and ministry. Act in love. Always take the high road. Right never needs anyone's puny manipulation.
23. **Use of Manual**—Effective governance of the church is an essential ingredient of ministry, service, and witness to the world. That is why the *Manual* is so useful and basic as an operational and procedural handbook; the Nazarene administrative policy: where the *Manual* speaks, we comply.
24. **Creative tensions between serving persons and the institution.** The pastor must minister to the individual, but he or she must also minister to the institution.

Homework—Learning Exercise

Circle in the body of the text and write in the margin the various expectations of the Church of the Nazarene for her ministers. The call and qualifications are:

400. The Church of the Nazarene recognizes and insists that all believers have committed to them a dispensation of the gospel that they are to minister to all people.

We also recognize and hold that the Head of the Church calls some men and women to the more official and public work of the ministry. As our Lord called to Him whom He would, and chose and ordained His 12 apostles “that they might be with him and that he might send them out to preach” (Mark 3: 14), so He still calls and sends out messengers of the gospel. The church, illuminated by the Holy Spirit, will recognize the Lord’s call.

The church also recognizes on the basis of Scripture and experience that God calls individuals to a lifetime of ministry who do not witness to a specific call to preach.

When the church discovers a divine call, the proper steps should be taken for its recognition and endorsement, and all suitable help should be given to open the way for the candidate to enter the ministry.

401. The perpetuity and efficiency of the Church of the Nazarene depend largely upon the spiritual qualifications, the character, and the manner of life of its ministers. (433.14)

401.1. The minister of Christ is to be in all things a pattern to the flock—in punctuality, discretion, diligence, earnestness; “in purity, understanding, patience and kindness; in the Holy Spirit and in sincere love; in truthful speech and in the power of God; with weapons of righteousness in the right hand and in the left” (2 Corinthians 6: 6-7).

401.2. The minister of the gospel in the Church of the Nazarene must have peace with God through our Lord Jesus Christ, and be sanctified wholly by the baptism with the Holy Spirit. The minister must have a deep sense of the fact that souls for whom Christ died are perishing, and that he or she is called of God to proclaim or make known to them the glad tidings of salvation.

401.3. The minister must likewise have a deep sense of the necessity of believers going on to perfection and developing the Christian graces in practical living, that their "love may abound more and more in knowledge and depth of insight" (Philippians 1:9). One who would minister in the Church of the Nazarene must have a strong appreciation of both salvation and Christian ethics.

401.4. The minister must have gifts, as well as graces, for the work. He or she will have a thirst for knowledge, especially of the Word of God, and must have sound judgment, good understanding, and clear views concerning the plan of redemption and salvation as revealed in the Scriptures. Saints will be edified and sinners converted through his or her ministry. Further, the minister of the gospel in the Church of the Nazarene must be an example in prayer.

401.5. The minister should respond to opportunities to mentor future ministers and to nurture the call to ministry of those who have obvious gifts and graces for ministry or who are hearing the call of God to Christian ministry.¹

Lesson 2: Self-Management

Due This Lesson

Resource 1-8
Journaling

Learner Objectives

- By the end of this lesson, participants will
- study the basics of self-management
 - survey the key statements of self-management
 - develop a plan to keep in shape spiritually

Homework Assignments

Complete Resource 2-7. Write your responses on separate sheets of paper.

Write in your journal.

- Reflect on the quote from C. H. Spurgeon: "We must feel that woe is unto us if we preach not the gospel; the word of God must be unto us as a fire in our bones, otherwise, if we undertake the ministry, we shall be unhappy in it, shall be unable to bear the self-denials in it, and shall be of little service to those among whom we serve."²
- Reflect on "The Big Idea."

The Big Idea

Effective ministry requires that a pastor be thoroughly converted, and that he or she be living out a vital faith at home.

The Bible's Message for Self-Management

Circle the personal character traits God wants pastors to develop. Note your thoughts or ideas in the margin. You might also read the passage in another translation. The passage is amazingly rich with ideas and relevancy, too.

“Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. [2] Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, [3] not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. [4] He must manage his own family well and see that his children obey him with proper respect. [5] (If anyone does not know how to manage his own family, how can he take care of God's church?) [6] He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. [7] He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap” (1 Tim 3:1-7, NIV).

Cultivate a Vital, Christian Life

Personal conversion

Live the Spirit-filled life

Growing Christian

Become a whole person

Cherish and Revisit Your Call

Clear call to ministry

A calling and a profession

Consider the call as a divine assignment

Revisit the call

Nurture the call

Love People Unconditionally

Grow great people

Expect people to complicate your life

Give people a reason to come

Define ministry for yourself

Key Statements about Self-Management

Part of Competence is Rooted in Character

The need of the church and the personal need of the pastor is to be spiritual and emotionally well, to serve effectively, and to finish well. The Apostle Paul set a noble pace, "I don't know about you, but I'm running hard for the finish line. I'm giving it everything I've got. No sloppy living for me! I'm staying alert and in top condition. I'm not going to get caught napping, telling everyone else all about it and then missing out myself" (1 Cor 9:26-27, TM).

- 1. *Shaped by Scripture***—The authentic follower of Jesus views oneself as the servant of God in a particular place. As bond servant to Jesus Christ, shepherd of the flock, and steward who manages the affairs of the master—bond servant, shepherd, and steward are all scriptural metaphors—he or she listens closely to what Scripture requires. In addition to teaching and preaching, the pastor must give attention to managing the affairs of the Master.
- 2. *Ministry has become a way of life***—Though ministry may be viewed as both a profession and a calling, it is also complete immersion in a great cause. Even when we try to be away from it, ministry is always with us. Still it is on our minds and invading our free time. Like parenting, ministry never leaves us, day in and day out, year in and year out. This fact can be happily accepted or accepted with kicking and screaming, but it is still a fact.
- 3. *View Christian service as a gift from God***—Christian service has three essential foci, all of which are significant for the Christian leader; it is a bit like a three-legged stool. Christian service is something we do for God; that is, we serve others because He is pleased. The second reason we serve is to meet a need in someone else's life. But the third component is often missed: we are personally enriched in the process when we serve others. So the preacher preaches for God, to help others know God better, but when he or she preaches, the Word seeks him or her out and he or she is better and has a bigger soul in the process.
- 4. *Check God's perspective of your assignment***—If God sends you to a place, He already knows all about that place and He already knows your abilities, background, and potential. Thus when offered an assignment, or after taking an assignment which seemed in the will of God, ask yourself and God what He had in mind for you to accomplish in this place. You have no right to leave until you have fulfilled His plan for you in this place.
- 5. *Know your sources of strength***—Those sources are prayer, Scripture, intimacy with God, a coach or mentor, and a satisfying marriage and family. All should be used to make us stronger and better and more useful for God.
- 6. *Guard and develop the four cornerstones of ministry***—They are commitment, character, competence, and content. Nearly every pastor has an inner, personal need to strengthen one or more of these.

Give Yourself and Your Spouse a Great Marriage

- 7. *Tear down competition between marriage and ministry***—Refuse to allow ministry and marriage to be in competition. Since God made the gospel so people-focused, the relationships in the pastor's home are a microcosm of the family of God. Your home is a place where family members can demonstrate, enjoy, and even test love. Every bit of time, money, or effort you invest in your family is an investment in the health of your church. Your people want the parsonage couple to model Christian marriage.
- 8. *A great marriage and family can be an important part of ministry***—Remember, people in the world and members of your church will be drawn to authentic faith, inner attractiveness, fulfilled marriages, and solid families. Since that is true, why not consider building an ideal marriage as part of your commitment to be an example to the church you serve?
- 9. *Count your blessings***—Ministry provides privileges to your marriage and family that laypersons never experience. The list is impressive: flexible time, unique opportunities to influence people's lives, an extended family to love you at church, special church guests who visit the pastor's home, and the opportunity to share in shaping the church's future ministry. Cherish the privileges. Talk about these advantages often in your home with your spouse and children.
- 10. *Seek solutions***—Simply discussing the hardships never improves any marriage. Then, too, admit to yourself that many marriage aggravations are simply human problems and not distinctly ministry issues. When there seems to be a problem, step forward to have a candid discussion of your concerns with your spouse.
- 11. *Make time to develop your marriage***—Some ministry couples find it helps to create a weekly time island of spiritual, emotional, and physical intimacy, when they spend time alone together to catch up on all dimensions of their marriage.

Make Ministry to Family a Priority

- 12. *Contagious reality***—Whatever the minister's family has or is—good or bad—is likely to be replicated in families in the church. That's one of the important reasons for making sure the minister's family is stable, whole, and happy.
- 13. *View your family through their eyes***—Look at your relationship with your children through their eyes. Ask them to talk to you about family and then put their suggestion to work. Celebrate their strengths and their uniquenesses. View your family as a living segment of society headed by you and your spouse.
- 14. *Focus on the present***—Years of schooling can condition clergy to dream of bright tomorrows after they finish course work and become active as ministers. Sometimes this future focus lasts for a lifetime. So some leaders spend all their days dreaming about a bright future that never comes. Every day in partnership with God is a good day if we know what to do with it.
- 15. *Keep learning parenting skills***—An effective parent never stops learning, regardless of the number of years in ministry or the age of the children.

16. Allow your children to nourish your ministry—Allow the quality family relationships to transform your home into a sanctuary where love, acceptance, affirmation, and accountability recharge your spiritual and emotional batteries. Thank God for the joy they bring into your life.

Applying the Lesson to My Life Now

As a way of applying this lesson to your development, rate yourself privately on the six main topics of this lesson. Ratings should be on a scale of 1 to 10, with 1 being the best and 10 needing the most help. Then write yourself a prescription to improve this area of your life.

- _____ 1. Cultivate a vital Christian life.
- _____ 2. Use your call to encourage and motivate yourself.
- _____ 3. Love people unconditionally.
- _____ 4. Part of competence is rooted in character.
- _____ 5. Give yourself and your spouse a great marriage.
- _____ 6. Make ministry to family a priority.

Please write a short prescription to help remedy your weakness.

How to Keep in Shape Spiritually

Write a one-sentence summary for each of the 12 concepts in first-person voice; i.e., "I will make holy wholeness operational by . . . ," "I will cross-examine the way I use power by . . . ," "I will retain spiritual freshness by . . . ," etc.

1. Make holy wholeness operational and visible in your own life.

"May God himself, the God who makes everything holy and whole, make you holy and whole, put you together—spirit, soul, and body—and keep you fit for the coming of our Master, Jesus Christ" (1 Thess 5:23, TM). "I've become just about every sort of servant there is in my attempts to lead those I meet into a God-saved life . . . I didn't just want to talk about it; I wanted to be in on it!" (1 Cor 9:20-23, TM).

"Spirituality means intimacy with God. Spirituality takes us on the most magnificent human pilgrimage imaginable—a Christ saturated way of living. With the Presence, common experiences are transformed into moments of grace, ordinary events become adventures of possibility and power, and life's struggles become sanctuaries of strength."³

2. Cross-examine the way you use authority.

"Here is my concern: that you care for God's flock with all the diligence of a shepherd. Not because you have to, but because you want to please God. Not calculating what you can get out of it, but acting spontaneously. Not bossily telling others what to do, but tenderly showing them the way" (1 Pet 5:2-3, TM). "Strength is given for service, not status" (Rom 15:1, TM).

"Misused power makes leaders believe the lethal illusion that they control power when, in truth, they are enslaved by it. Misused power corrupts the abusers' souls even as it makes a leader addicted to their own compulsions. It shrivels a leader's soul and at the same time jeopardizes the spiritual well-being of those who follow."⁴

3. Retain spiritual freshness to resist cynicism and inner kill.

"We take our lead from Christ, who is the source of everything we do. He keeps us in step with each other. His very breath and blood flow through us, nourishing us so that we will grow up healthy in God, robust in love" (Eph 4:15, TM).

"Infuse ministry with soul, spirit, vigor, faith, and expectation. Fuel the routines with creativity, imagination, spontaneity, delight or even fascination. Personal spiritual wellness takes more than praying louder or longer. It also requires more than reading an additional 50 Bible verses each day. The point is to find personal spiritual nourishment in every expression of ministry."⁵

"Personal renewal may be the only weapon strong enough to stand against the dehumanization and secularization so common to this period of human history, but it is more than enough."⁶

4. Make ministry an adventuresome way of living rather than a mere profession.

"Remember, our Message is not about ourselves; we're proclaiming Jesus Christ, the Master. All we are is messengers, errand runners from Jesus for you. It all started when God said, 'Light up the darkness!' and our lives filled up with light as we saw and understood God in the face of Christ, all bright and beautiful" (2 Cor 4:5-6, TM).

"Everything in ministry ultimately depends on the pastor's personal faith. No spiritual leader can be productive who is not holy. Mark it down; our Lord was absolutely correct when He warned we could do nothing without Him. Merely standing close to spiritual fires every minute of every day does not make one a vibrant believer. Without clear personal faith, a pastor soon becomes shallow, his vision superficial, his influence minimal, and his satisfaction drops to mere zero."⁷

5. Celebrate and use your uniqueness.

"Do you want to stand out? Then step down. Be a servant. If you puff yourself up, you'll get the wind knocked out of you. But if you're content to simply be yourself, your life will count for plenty" (Mt 23:11-12, TM).

"When God created you, He made a blueprint of a distinctive ministry for you. He designed you to do something special for Him, something no one else does as well as you can. He likely wants it done where you now serve. No other person is capable or talented to accomplish what God has mapped out for you."⁸

6. Practice the Presence.

"In my integrity you uphold me and set me in your presence forever" (Ps 41:12, NIV).

"Receptivity of the Presence comes through a blending of wholehearted aspiration and an appetite to be close to God. Though Christ is everywhere, we often need to sharpen our awareness of His closeness. This is true of the Presence in Scripture, prayer, and worship; we must also watch closely to see Him in persons and events. Nearness is reality; awareness of His nearness must be continually cultivated."⁹

7. Pray risky prayers: Search me. Break me. Stretch me. Change me. Guide me. Use me.

"A joyous conversation with the Father frees us to soar and sing, even as it breaks the chains of our past failures and old hurts. Never be content with superficial spirituality. Push yourself to new depths of relationship with the Father as you open every corner of your life to Him. Enter His presence with expectancy and respond fully to the assurance of His faithfulness."¹⁰

8. Sing strength into your soul.

"Sing joyfully to the Lord, you righteous; it is fitting for the upright to praise him. Praise the Lord with the harp; make music to him on the ten-stringed lyre. Sing to him a new song; play skillfully and shout for joy" (Ps 33:1-3, NIV).

"Like an irrepressible artesian well, the inspiration and vigor of music cannot be overused or dried up or silenced for very long. The music of Christianity can be taken

with us anywhere and everywhere—in our hearts and minds. And a simple act of singing a song or whistling a tune can liberate us from tough circumstances and strengthen our soul. Music makes faith infectious and delightful, too.”¹¹

9. Saturate your life with Scripture.

“Your word is a lamp to my feet and a light for my path” (Ps 119:105, NIV).

“Put your name in a promise. Personalize a passage by allowing it to take you to Jesus. Consider what our Lord did or said in a passage and compare what you do and say in similar circumstances. Enter Scripture as an active participant so you look at a miracle, an event, a parable, a relationship, or even a single word through the eyes of people who were there. Question a biblical passage with who, what, when, where, why, and how—the answers will transform your inner life.”¹²

10. Center your life and work in Christ.

“For in him we live and move and have our being” (Acts 17:28, NIV).

“Centering makes Christ the significant arbitrator for thought, speech, and action. Centering redirects life and ministry by harmonizing everything around Jesus, the Central Calm.”¹³

11. Give yourself a wonderful marriage.

“Whatever the cost in money, time, or priority, constant emotional and spiritual care must be given to make ministry marriages healthier and more enjoyable. An old love reawakened can be more fun and a thousand times less destructive than a new one. It also has God’s approval and will be satisfying to you and a source of constant reassurance to your mate.”¹⁴

12. Cultivate the supernatural in your ministry.

“If vital Christianity is to impact this and coming generations, we must recover its supernatural potency. The supernatural must be used to re-energize our preaching, worship, pastoral care, and leadership. When the supernatural is restored, the church becomes a meeting place with a holy God, who jars us into self-judgment and beckons us to radical reordering of individual, institutional, and spiritual priorities. Supernatural describes any Kingdom event that goes beyond human ability—it is the surprising plus that God adds to our best efforts for Him.”¹⁵

Lesson 3: Mission and Vision

Due This Lesson

Resource 2-7
Journaling

Learner Objectives

By the end of this lesson, participants will

- discover Christ as the originator of the Church's mission
- survey key statements about mission and vision
- complete a case study
- make the mission of Christ operational in his or her own ministry

Homework Assignments

Complete Resource 3-5. Write your response on a separate sheet of paper.

Write in your journal.

- Reflect on the quotes found on Resource 3-1.
- Reflect on "The Big Idea."

The Big Idea

The mission Jesus gave the Church is simple but profound: more Christians, better Christians.

A Clear Focus

“Missional churches everywhere have four things in common. 1) They make disciples of lost people. 2) They reach across cultural barriers. 3) They commit to compassion evangelism. And 4) they reproduce themselves with new churches.”

—Tom Nees

“Missional starts with who we are inside. . . . The evangelization of the world waits not on the readiness of God but on the obedience of Christians.”

—Bill M. Sullivan

“The content of mission—the message of evangelism—is the Good News of Jesus Christ.”

—Claude E. Payne

“Soul-stretching, expansive ideas come to my mind when the words *mission* and *vision* are used. My list includes objectives, purpose, achievement, missional, evangelism, vision, creativity, passion, imagination, and all-out commitment for God.”

—Neil B. Wiseman

“There is a sense of mystery in mission which beckons us on to explore and discover riches as yet undreamed of. It is the mystery represented by the person of the Holy Spirit that in a sense guarantees the future of the church in the third millennium.”

—Martin Robinson

The Originator of the Church's Mission

Since the Church is owned by Christ, and since He promised to build it so strong that even the gates of hell could not prevail against it, every pastor and every decision-maker at every level of the church's life must look to Jesus to gain a clear understanding of the church's mission.

Jesus, the great Head of the Church, left no doubt as to what He wants His Church to be when He said, "All authority in heaven and on earth has been given to me. Therefore go and make disciples of *all* nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey *everything* I have commanded you. And surely I am with you *always*, to the very end of the age" (Mt 28: 18-20, NIV).

Later Jesus told the disciples and us, "It is not for you to know the times or dates the Father has set by his own authority. But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth" (Acts 1:7-8, NIV).

Key Statements about Mission and Vision

What Mission Does for a Church

- Motivates the church to achieve its biblically inspired mandate.
- Provides opportunities for discussion of priorities.
- Causes leaders to evaluate existing ministries and to start others.
- Focuses a church direction, purpose, and use of resources and energies. For many churches, the problem is not desire to do something great for God but knowing what to do, when to do it, and to be able to use the activity in Christ-exalting ways.
- Supplies a basic foundation for preaching, teaching, programs, policies, decision-making process, use of funds, and even the time investments made by pastor and lay leaders.

Connecting Administration and Mission

1. Administration is the “how to” for accomplishing mission: methods, deployment of resources, organizational structures, and programs for achieving mission.
2. Strange as it seems, the achievement of God's mission in the world is left to the commitments, imagination, and obedience of the people of God.
3. Jesus declares the mission (the what), and then the planning and implementation (the how) is left to us.
4. The following chart should prove to be useful in understanding the entire process:

Managers	Take Action	With These	Resources	In Order To	Manage	These	Activities
	Listen Talk Read Write Confer Think Decide		Persons Time Methods Money Facilities		Plan Organize Staff Direct Control		Teach Preach Counsel Research Train
Skills in These Activities		Plus	Mastery of These Resources	Plus	Proficiency in These Functions	Yields	Results Toward Objectives

Useful Concepts for Making the Connection between Vision and Mission

5. **Prioritizes agenda**—Defining question: Are we doing the right things? rather than are we doing things right? A strong vision of mission helps a church recognize specific needs related to purpose, and keeps the church from dissipating its energy on secondary or counterfeit needs.
6. **Management by mission**—Management by mission is similar to the management by objectives idea that swept the American business community several decades ago. This focus means everything a church does must be evaluated by the church's mission.
7. **Shapes expectations**—Careful attention to mission keeps the church's reason for being before the people. This shapes what people expect to receive in church.
8. **Provides direction**—Attention to mission helps all who direct ministries and programs see how necessary it is for them to relate their work to the church's mission.
9. **Provides evaluation standard**—Careful communication of mission helps a leader assess and even initiate new strategies for achieving mission. Strange as it seems, many people are not so much against new ways of doing, but against adding more and more activities that fill up the calendar without ever omitting something.
10. **Helps leader and laity reevaluate** purpose, environment, strengths, weakness, and uses that knowledge to design plans for the future.
11. **Expects results**—Management by mission might be called management for results rather than for activities. Incredible results begin to appear when the people of God are aware of what Jesus said He wanted His church to be.
12. **Motivates workers**—People always work harder and more effectively when they can see some higher—or should we say some eternal—dimension to their service to Christ, His Church, and His world. A clear vision of mission challenges people to make decisions about their involvement.
13. **Unlike other organizations**—A clear understanding of mission helps everyone understand the important ways the Church is uniquely different from other businesses and organizations.
14. **Big picture**—The interaction among lay leaders that comes from forming a mission statement and then sharing the results with the congregation tends to help all involved see the big picture of what God wants done through His Church in your location.

Case Study

CASE STUDY

Application of Concepts to Local Church Realities

Making the Mission of Christ Operational in Your Church

Apply as many ideas as possible from the earlier lecture/discussion and then report to the class with a five-minute presentation citing as many ideas from the previous discussion as possible.

Leading for Mission or Maintenance

Pastor Ron Peterson, age 35, has pastored his present church for three years. It runs 75 in morning worship attendance. This is his second pastorate since seminary. He is well loved by his people, is a fine preacher, demonstrates good people skills, gives attention to administrative details, and fits the traditional profile of a maintenance pastor. He gives the impression to his congregation that he wants to do his ministry effectively, but he has always been slow on outreach and evangelism.

Recently Peterson attended a conference that challenged him to give at least one day per week for outreach. He set a personal soul-winning goal of trying to win to Christ at least one new family per month. He returned from the conference fired up about evangelism and outreach. He preached on the subject and told his people about his new passion for the lost.

At the first board meeting after his return, he asked the church board to set a goal of doubling their Sunday morning attendance over a two-year period. He received some troubling responses from board members:

Response #1—If we doubled we would have to build more space and we are tired of building. We just finished this building five years ago.

Response #2—The church is big enough now. If we doubled, we wouldn't know each other very well.

Response #3—Growth always creates problems.

Response #4—If we grew, like you suggest, you would be invited to take a larger church and we want you to stay here.

Ron was shocked by these responses. He does not know how to react because their replies came from some of his most faithful members. If you were Ron, what would you do?

Applying Concepts to the Practice of Ministry

MAKING THE MISSION OF CHRIST OPERATIONAL IN YOUR MINISTRY

Everyone has a feeling at the core of his or her being that he or she needs to know if he or she is making a difference—a need for purpose and meaning.

One reason many pastors become like ministry robots instead of purpose-driven servant leaders is because they have few safe people to talk with them. Others are easily distracted or influenced by other people. The reality is, there is very little in the typical pastorate to keep anyone focused on the Great Commission. Therefore, the pastor has to go back again, again, and again to the mission of Jesus. Here's how:

1. Duplicate the two mission statements from Jesus on Resource 3-2. Put one copy in the front of your Bible, using a paper clip or tape to keep it in place; when trouble comes, go back to the passage. Tape a copy to the phone on your desk so you are constantly reminded that you are doing God's work and you have God's help to do it.
2. Dream God's dream for your assignment. Read Acts 2 several times, where it deals with dreams and visions. Adjust your dream to new realities as they arrive, but refuse to let anyone kill the dream.
3. Find ways personally to win people to Jesus. Nothing improves the climate of a church as fast as new converts getting established and becoming part of the family.
4. Seek God's direction. He has a doable plan for every place He sends you.
5. When spiritual and emotional dryness come, take it to the Lord. Ask Him to stir your heart with the possibilities of the place where you find yourself. God had something challenging and maybe even miraculous in mind when He sent you to this place.
6. Work diligently at personal spiritual formation. Your spiritual development is not automatic—far from it. Find a useful method for working the details of personal holiness into the fiber of your inner world.
7. Give your church a leader who demonstrates the spirit of Jesus. The closer you get to Him, the more people will be drawn to you.

Assignment: Choose any two of the above advices and write a three-paragraph essay on each one to be turned in next class period.

Lesson 4: Human Resources

Due This Lesson

Resource 3-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- define resources
- know the biblical foundation for developing laity in the church
- survey the key statements about human resources
- evaluate leadership statements

Homework Assignments

Complete Resource 4-4. Write your responses on a separate sheet of paper.

Write in your journal.

- Reflect on how you view the laity.
- Reflect on "The Big Idea."

The Big Idea

Realize the church is for people and that people are the church's most valuable resource.

Developing Laity in the Church

“It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, [12] to prepare God’s people for works of service, so that the body of Christ may be built up [13] until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

[14] “Then we will no longer be infants, tossed back and forth by the waves, and blown here and there by every wind of teaching and by the cunning and craftiness of men in their deceitful scheming. [15] Instead, speaking the truth in love, we will in all things grow up into him who is the Head, that is, Christ. [16] From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as part does its work” (Eph 4:11-16, NIV).

- v. 12 to build up the body of Christ
- v. 13 all believers reach unity in the faith
- v. 13 to expand our knowledge of the Son of God
- v. 13 to facilitate our spiritual maturity
- v. 13 to help us become mature
- v. 13 aid to attaining the whole measure of the fullness of Christ
- v. 14 to enable us to avoid false doctrine
- v. 15 to empower us to speak the truth in love
- v. 15 to grow up in Christ
- v. 16 to help us build up the church in love

Key Statements about Human Resources

Innovative Concepts

1. **Response is affected by what a leader believes**—What the leader believes about people determines how persons respond to the challenges of service and sacrifice. McGregor's X or Y management theory applies. A leader who believes X theory of management believes people work as little as possible, resist change, and they must be watched so they will meet work requirements. If a leader believes the Y theory, he or she thinks people like meaningful work, have the capacity for self-development, want to improve, and want to obtain satisfaction from their work. In short, Y theory leaders believe people serve gladly in the local church.
2. **Achievement**—A small group of people can do Herculean tasks for God, all out of proportion to their skills, money, and energies. Two reasons: (1) they are in partnership with God and (2) their love for the Lord sends them out to do more than they could do in their own strength. Genuine faithfulness eventually produces achievement.
3. **Low morale**—Churches in a low-resource cycle should look at what they offer people. Abundant resources flow to churches that are channels of dynamic, life-changing Christianity.
4. **Involvement**—It is a given in most churches that commitment to Christ produces involvement. The converse is also true: involvement often increases commitment.
5. **Don't waste service and sacrifice**—Every person has time, talent, and treasure to give. Most people could probably give more of all three. However, the leader needs to recognize that all three are limited rather than inexhaustible. It is possible for a church to waste the sacrifice of her people.
6. **Money = effort**—Some people can give more money than time or talent. Others can give more time than money. The wise leader recognizes the connection.

Motivation for Service

7. **Believers' motivation**—The secular labor force works for money and professional advancement. Redeemed persons, challenged by the Great Commission and empowered by the Holy Spirit, work for the advancement of God's kingdom. They work not to earn their salvation but as a love gift for what God has already done for them and in them.
8. **Apathy has roots**—Apathy may result from habitually being asked to take part in a cause that does not present enough challenge. The church in a low-service cycle should look to the quality of their ministry on every level; no one wants to waste energy, talent, or commitment on an inconsequential cause.

9. **What is their assignment?** Most Christian service assignments are not very well defined. So when a person is asked to take an assignment, he or she often does not know what is expected or what to expect. Thousands of conscientious followers of Jesus are trying to serve in assignments where no one has ever explained what needed to be done.
10. **Fatigue of the faithful**—Be aware that some people are overworked and others are suffering from burnout. As leader, you will serve the church and the people well if you see this coming and take some proactive prevention. Often reassignment to a different task solves the problem.
11. **What does God want done here?** Many pastors search for a ready-made program that will exactly fit their situation. Incredibly effective, home-grown programs can be designed that start with the questions, “What does God want done in this place?” and “How will He help us accomplish that purpose?” Value and give consideration to new ideas; often they are actually veiled offers to serve.
12. **Give permission**—Increased lay ministry means increased effectiveness. And that increase only comes as lay leaders are given authority to do their work well.

Leader’s Opportunity to Develop People

13. **Training**—A regular training plan for laypersons should be in place in every church because the leadership pool changes frequently. Training can be both formal and informal; that is, classes and books should be studied but people and events should also be studied.
14. **Use strong leaders**—Many churches of less than 100 in attendance will never grow much larger because the pastor thinks he or she has to do it all. Many pastors feel threatened by anyone who thinks creatively and asks, “Why?” Or they may fear that lay leaders will not do a particular job as well as it could be done. Either way, this is a serious situation in many churches and will never be solved until the pastor moves over and creates a climate that helps laity know they are expected to do their best.
15. **“Every one” principle**—Every Christian has been gifted by God for some service. Every Christian needs someone to need him or her. Every Christian needs to be challenged to be involved in meaningful service. Every Christian needs to be useful.
16. **Service in the church and in the world**—Christian leaders should be as quick to challenge people to serve outside the church as to serve inside. The world has to have the work of Christians in business, government, and the neighborhood.
17. **Playing coach**—The pastor is to equip his or her people for ministry, but the people will also be slow to follow a leader who challenges them to go and do what he or she has never done.

18. **Be a learner**—Laity are usually more willing to follow a leader who has an inquisitive spirit of discovery rather than one who has an I-know-it-all kind of attitude. Be a lifelong learner and share your discoveries with those whom you lead.
19. **Giftedness**—God uses lay volunteers more effectively if they are given opportunity to match service responsibilities with their spiritual giftedness. A good first clue for the pastor to understand a layperson's giftedness is to listen to what people say they think the church should be or become.
20. **Avoid "lone ranger" approach**—In Christian service, like many other endeavors in life, there is a synergism which only comes when working with others. Two people working together can accomplish significantly more than two people working alone.

Leadership Conversations

The following statements are taken from conversations often heard in church. Please indicate your evaluation of the quality of leadership shown in each conversation. Be prepared to justify your response.

E = Excellent Leader

P = Poor Leader

- _____1. "We have to make this change in your department because I read about it in a book last night. It seems all the big-league churches are doing it."
- _____2. "I'm glad I caught you coming down this hall. I can't get anyone to teach that class of unruly juniors for more than a month. I think it is about time that I gave you a turn."
- _____3. "I don't care what the absent members think. They should have been here to speak their minds."
- _____4. "It is a shame to take this time from the service, but we need a teacher to help in the nursery department. Is there anyone here that could help us? Just raise your hand now."
- _____5. "You are a very busy person, but I have watched you serve so efficiently in many different ways. I hope you will pray about the possibility of helping. Please let me know next Sunday. Between now and then, I will be praying that God will lead you to accept."
- _____6. "Thanks for all the hard work."
- _____7. "Why not do this job and forget your feelings?"
- _____8. "No one appreciates my work."
- _____9. "Groups take too long to decide. I'll be glad to make the decision for you."
- _____10. "I am glad you have consented to take a temporary assignment. I'll try to help you in every possible way. I have some materials I would like to share. When could we get together?"

What would be good, positive, alternative ways or statements to replace the poor leader statements?

Case Study: Dealing with Motivation and Apathy

Students should expect to spend up to two hours researching and writing this paper.

Sam Holsinger has pastored the Trinity Church in Anytown for five years. Though church attendance and membership are stable, he has not been able to lead the church in significant growth. He believes the answer is to get more people to do more—a widely accepted idea preached by many convention speakers and pastors.

Sam has just finished a month-long preparation for a second month of recruiting more workers. His Sunday morning sermon topics for the last four weeks have been “Everyone Must Work for Jesus,” “Commitment Can’t Be Half-hearted,” “Everything or Nothing,” and “Johnny Needs a Teacher.”

Last Sunday, Holsinger made a public appeal for nursery workers and for a new youth sponsor. The only responses were from unqualified people, and now he is faced with the task of redirecting their interest to something they are capable of doing. Meanwhile, he was surprised to get negative reactions from the parents of preschoolers and teens about the people who did volunteer.

He doesn’t know what to do next.

1. What would you advise? What mistakes has he made? What has he done right?
2. What principles of recruitment did Sam violate?
3. How would you respond to the negative reactions?
4. How can apathy be corrected?

Lesson 5: All Other Resources

Due This Lesson

Resource 4-4
Journaling

Learner Objectives

By the end of this lesson, participants will

- discover where to find rich resources
- survey statements about tangible resources
- know the intangible resources available to every church
- give careful attention to the supernatural
- study what the Bible says about intangible resources

Homework Assignments

Complete Resource 5-6 in the Student Guide. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on your responses to Resource 5-5.
- Reflect on "The Big Idea."

The Big Idea

Every church has an abundance of nonhuman resources that are sometimes overlooked and thus seldom fully utilized.

Principles Concerning Facilities

Use—Facilities and their use tend to limit or expand a church's ministry; thus space should be used as creatively and fully as possible.

Arrangement—Size, shape, and arrangement of a facility can control the size of the congregation, the form of worship service, the educational functions of the church, and the social relationships of the church.

Facilities for target groups—People groups are seldom won or even represented in a church that does not provide adequate space for ministry that meets their needs.

Improvise—Since the first century, creative use of space has been a necessary part of the church's collective experience. At the beginning, the church met in homes or even businesses and was always considered mobile.

Key Statements about Tangible Resources

Begin with Financial Resources

1. **Financial timidity**—Every church has at least one or two people who feel squeamish about money. Often those persons have ultraconservative views; they should be allowed to express their views fully, but never be allowed to put a stranglehold on the church's financial policies.
2. **Generosity**—Believers give joyously because of what Christ has done for them. That response should be cherished and encouraged. Leaders—both clergy and lay—must set the pace. Always receive generosity with thanksgiving and awe.
3. **Information/communication**—Regular reports should be given to the congregation. The reports should be brief enough to be understood and detailed enough to create confidence. Increased financial information often increases a church's income. The information can be published in the church newsletter or even posted on a bulletin board.
4. **Tithing**—God expects every believer to be a faithful steward. The pastor is responsible to train the people regarding this biblical teaching. Though tithing may be a duty, it can become a delight.
5. **Availability**—Everyone can give more. But the cause must be big enough and specific enough to challenge people to participate. Most people can increase their giving by small, regular amounts, while large figures may frighten them. Thus \$10 per week is easier to give than \$500 annually.
6. **Denominational budgets**—Budgets should be considered a legitimate expense of any church; often they help a church keep balanced in its patterns of expenditures. This is especially true of missionary giving; the church that is generous with missions is often blessed beyond measure by the Lord.
7. **Realism and changed priorities**—Every new program or ministry impacts the church budget. It requires either (1) new money, (2) reallocation of exiting funds, or (3) cost savings from some other programs. And those who present new programs should deal with these realities in their proposals for new programs.
8. **New converts**—New converts should be challenged to become tithers. Many new converts lose out spiritually at this point. It is advisable that they be shown and urged to start a program of moving from giving nothing to a tithe over a given period of time.
9. **No jokes please**—Never joke about money from the pulpit; some will find such joking as offensive as joking about communion or baptism.
10. **Methods of financing**—No pastor or lay leader should propose a program and/or ministry for the church until they are ready to propose a way to finance the plan.

11. **More results for the expenditure**—The existing money supply can be increased by more efficient management of present resources and careful control of spending. In most situations, it is simply called “more for your money.”
12. **Integrity**—Absolute integrity is required in how money is raised, how it is handled after it is received, and how it is used. Integrity will be especially significant when and if the crunch comes.
13. **Individual giving records**—So as not to influence ministry to an individual, it is generally not wise for a pastor to know the official giving record of that person. On the other hand, the pastor sometimes needs to know what a person is giving if he or she is having trouble spiritually, or if he or she is being considered for a key leadership assignment. Remember, giving is a clear expression of a member’s interest in the ministry of the church; Jesus told us a person’s heart is always where his or her treasure is located. A good administrative strategy can be built on the concept that if you can increase a person’s interest in the ministry of the church, you will likely increase their giving.
14. **Faith factor**—In church financing, allow for faith while avoiding financial stupidity. As a church leader, you should insist that a project be big enough to challenge the best in people and still leave room for their wholehearted dependence on God.
15. **Potential**—To establish the church’s financial potential, ask a banker or Chamber of Commerce CEO to show you the typical family income of your community. For safe and conservative conclusions, discount that number by 25% and multiply by the number of working families you have in the church. Divide by 10% to establish the church’s total potential tithe income.

Use of Facility Resources

16. **Adequate for mission**—From the start of Christian history, the people of God have shown amazing innovations in finding and using facilities to accomplish their mission. In securing or building, the question should be, “What is our church’s mission and will this space help us accomplish our mission?” The all-important question is, “Is this church living out its mission in this location?” A great secular business leader from a by-gone era said, “The secret of success is constancy to purpose.”
17. **Multiple use for mission**—Churches with declining attendance should consider starting a church within the church for a language or cultural group. Even churches with near-full use of their building could start a church for another cultural group in their facilities by rearranging the calendar and schedule of services. Shared facilities means we could double the number of congregations without spending another dollar for bricks and mortar.
18. **Facilities are ministry tools**—Thus, an ownership grip on a room or piece of equipment is usually harmful to the overall good of the church. Remind people and yourself often that Jesus owns the church.

19. **Facilities shape ministry**—Winston Churchill once said, “We shape our building, then our buildings shape us forever.” He is right. Therefore, before embarking on a building program, think a long time about the kind of ministry you want to accomplish.
20. **Rearrange carefully**—Often facilities are allocated on the basis of what used to be in the life of the church. As a result, churches often have their largest and most attractive facilities being used by the fewest people and often the oldest. “Carefully” means be sure to take key players into decisions to reallocate space.
21. **Respect heritage**—Facilities are a gift for God and those who went before us. A building also usually represents the church’s largest financial investment. Therefore facilities should be used to the maximum, and the history of those who started the church should be cherished. Every established church stands as a monument to the people who had the first dream of a church in that setting. Ask yourself and other key players, “What was it that originally fired up the imagination and sacrifices of the founders to establish a church here?”
22. **Facility issues should be delegated**—The principle is for the pastor to delegate responsibilities for use and maintenance of facilities. Others are likely to know how to do these tasks better than the pastor.
23. **Appearance matters**—Some people, even some who most need the Lord, are going to stay away because of a tacky, make-do, curbside appearance of your building. Give your church building a quick physical to see if it looks healthy and well. A coat of paint or trimming the shrubs around the foundation may be all you can do, but that’s better than nothing.
24. **Clutter**—Churches often have more clutter than their leaders realize. Check the bulletin boards—some haven’t been changed in years. Look through the facilities for broken things that need to be fixed and outdated stuff that needs to be trashed. Look in vacant rooms and weep over the fact that this space was provided for people rather than clutter.
25. **Update**—Many churches could improve their appearance and usefulness by doing one or all of the following: update and enlarge rest rooms, make the lobby a welcoming place, update and refurbish nursery facilities, improve exterior and interior signage.

Time Resources

26. **Limited**—Everyone has 168 hours every week. Capable people keep their time committed to what really matters for them. Thus to get more time from them, the church must be able to show them why they should give more time. And when the time is given, it should not be wasted.
27. **Commitment**—How much time should laypersons be willing to give per week to the cause of Christ? One Christian time specialist said laity should not be expected to give any more time than the pastor does after he or she has reached full time. That is, the layperson who gives 20 hours should be side by side with a pastor who has given 40 hours to his or her job and then volunteered 20 hours like the layperson. That concept needs discussion in your group.

28. **Fatigue of the faithful**—If 20% of the people do 80% of the work and there is lots of work to be done, you can expect some burnout. Get ready to help people heal. Or better yet, remedy the causes.

Intangible Resources

Intangible Resources Available to Every Church

- God's supernatural empowerment for leaders
 - Power for personal purity
 - Fuel for vision
 - Holy presence in pastoral care
 - Anointing for preaching
 - Divine enablement for Christian service
 - Inspired guidance for administration

- Synergism

- Morale

- Power of Passion

- Generosity

- Seed of Renewal

- Dreams, Imaginations, and Creativity

- Models and Examples

- Spin-off Resources

Scripture Application

In your group circle each new intangible resource and name it in the right-hand column.

"If you've gotten anything at all out of following Christ, if his love has made any difference in your life, if being in a community of the Spirit means anything to you, if you have a heart, if you care— [2] then do me a favor: Agree with each other, love each other, be deep-spirited friends. [3] Don't push your way to the front; don't sweet-talk your way to the top. Put yourself aside, and help others get ahead. [4] Don't be obsessed with getting your own advantage. Forget yourselves long enough to lend a helping hand. [5] Think of yourselves the way Christ Jesus thought of himself. [6] He had equal status with God but didn't think so much of himself that he had to cling to the advantages of that status no matter what . . . [14] "Do everything readily and cheerfully—no bickering, no second-guessing allowed! [15] Go out into the world uncorrupted, a breath of fresh air in this squalid and polluted society. Provide people with a glimpse of good living and of the living God. Carry the light-giving Message into the night [16] so I'll have good cause to be proud of you on the day that Christ returns. You'll be living proof that I didn't go to all this work for nothing" (Phil 2: 1-6, 14-16, TM).

Example:
v.1 live in community

Learning Summary

Respond to the following statements/questions.

1. Name the three most obvious tangible resources in any church.

2. What intangible resource do you think the church you attend fails to use?

3. What new things did you learn about resources from this lesson?

4. If you were making an "informed" guess, what percent of people in the local church you know best are:
 - happily and effectively involved in satisfying service?
 - living frustrated lives barely keeping up with the Joneses?
 - willing to get more involved in Christian service if they knew it would bring them satisfaction?
 - apathetic for a good reason?

5. As pastor in a new assignment, how would you determine the intangible resources available? How would you tap into those sources?

Case Study: Assimilating Newcomers into the Core Group

Students should expect to spend up to two hours researching and writing this paper.

Kent Lundin, age 55, has pastored a church in a town of 5,000 located 25 miles from Nashville for the past 15 years. It is typical, small-town America, and most of the people in the town commute to Nashville for work. His congregation of 85 is made up of three extended families who have made the church the center of their lives; these three families have reasonably good relationships with each other and their children have intermarried. Visitors have never been a problem because they have never had more than one or two visitors at any one time.

The church is a strong, small-town church with spiritual stability and economic strength. For a maintenance pastor like Lundin, this church is nearly ideal. Most of the people who attend the church are satisfied with the way things are.

Recently, Toyota built a new plant at the edge of their town that will eventually employ 5,000. In the first employment phase, they hired 1,000.

In this first round of employment at Toyota, the church had three Nazarene families show up from other places. This church has never had three new families at once in its entire history. None of these families know each other, but all held offices in the churches where they formerly attended. All three families have young children and want to see the Sunday School become as effective as possible. Two of these families know of other Nazarene families interested in moving to this town if they can find employment. The other family emigrated from Japan where they were active in the Church of the Nazarene; the husband/father is part of the top management team at Toyota, but they are obviously Japanese.

Lundin is feeling resistance from the long-term members and feeling pressure to get things moving from the new people.

1. What leadership principles from your readings for this course will help in this situation?
2. What are the main issues in this situation that need Lundin's attention?
3. How can he sort through the collision of spiritual and sociological issues?
4. What are the risks in this situation? What are the possibilities?
5. What biblical sources can Lundin use to help him work through these problems in his own mind before he tries to work through the difficulties in the congregation?

Lesson 6: Building a Lay Ministry Team

Due This Lesson

Resource 5-6
Journaling

Learner Objectives

By the end of this lesson, participants will

- understand “why a leadership team”
- study Scripture applications
- look at Jesus’ model for team-building
- learn six challenges to team development
- know 10 principles for effective team-building

Homework Assignments

Complete Resource 6-7. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on the scriptures from this lesson.
- Reflect on “The Big Idea.”

The Big Idea

For Kingdom expansion, congregational health, disciples’ spiritual development, and the multiplication of a pastor’s ministry, every lay leader must be challenged to become a member of a ministry team and shown how to do it.

Why a Leadership Team?

Gene Wilkes in *Jesus on Leadership*, and Elaine Biech in *Successful Team Building Tools* help us develop the following list of advantages:¹⁶

1. Teams provide increased input that helps the group develop better ideas and make better decisions.
2. Teams provide higher quality output.
3. Teams involve everyone in the process.
4. Teams encourage a sense of community.
5. Teams are more likely to implement plans because leader and group members consider themselves accountable to each other.
6. Teams demonstrate the synergism principle, whereby two can do more than twice what one can do.
7. Teams are how Jesus did ministry.
8. Teams increase opportunities to draw on an individual's strengths and to compensate for his or her weaknesses.
9. Teams develop a sense of togetherness, a feeling of belonging, so it is easier for members to build strong relationships.

Scripture Application

Write three important ideas from this passage and circle the key words on the scripture provided.

“Each of us finds our meaning and function as a part of his body. But as a chopped-off finger or cut-off toe we wouldn’t amount to much, would we? So since we find ourselves fashioned into all these excellently formed and marvelously functioning parts in Christ’s body, let’s just go ahead and be what we were made to be, without enviously or pridefully comparing ourselves with each other, or trying to be something we aren’t” (Rom 12: 4-5, TM).

1.

2.

3.

Jesus' Model for Team-Building

- Jesus drafted ordinary people
- Jesus called the disciples to an incredible goal
- Jesus helped the disciples grow through Christian service
- Jesus gave the disciples intense, on-the-job training
- Jesus made a profound impact on those who were close to Him in service

Serving on a church decision-making team has been known to radically change a person

- from complainer to contributor
- from taker to giver
- from adversary to partner
- from selfish to generous
- from suspicious to trusting
- from useless to integral
- from spectator to servant
- from whiner to affirmer
- from spectator to team player

Six Challenges to Team Development

1. Pastor does everything or controls everything
2. Laity
3. Spiritual immaturity
4. Board of directors mentality
5. Overlooked pastoral care
6. Being and doing belong together

Scripture Application

Discover four requirements for lay leaders from Acts 6.

“In those days when the number of disciples was increasing, the Grecian Jews among them complained against the Hebraic Jews because their widows were being overlooked in the daily distribution of food. [2] So the Twelve gathered all the disciples together and said, ‘It would not be right for us to neglect the ministry of the word of God in order to wait on tables. [3] Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them [4] and will give our attention to prayer and the ministry of the word.’

1.

2.

[5] “This proposal pleased the whole group. They chose Stephen, a man full of faith and of the Holy Spirit; also Philip, Procorus, Nicanor, Timon, Parmenas, and Nicolas from Antioch, a convert to Judaism. [6] They presented these men to the apostles, who prayed and laid their hands on them.

3.

4.

[7] “So the word of God spread. The number of disciples in Jerusalem increased rapidly, and a large number of priests became obedient to the faith” (Acts 6: 1-7).

Ten Principles for Effective Team-Building

1. Recognize the Owner of the team.
2. Do your part to discourage spectatorism in your church.
3. Create unity and expect loyalty.
4. Be an authentic Christian.
5. Cultivate an atmosphere of faith.
6. Maximize the meaning of service.
7. Love people.
8. See change as a way of progress.
9. Value process as part of achievement.
10. Emphasize mission focus.

Case Study: A Weak Leadership Pool

Students should expect to spend up to two hours researching and writing this paper.

First Church is 75 years old, and has 400 members. It has well-developed property adequate to house an attendance of 550. In every way, it seems like a middle-sized, old First Church.

Over the last 15 years, it has experienced two purges of key member families. While these losses could not be called full-blown splits, 50 people (eight board members and their families) quietly left over a relocation dispute in 1979 and 43 people (ten board members and their families) moved to other Nazarene churches over a pastoral leadership squabble in 1987.

Interestingly enough, within two or three years of each of these incidents, membership, average attendance, and giving bounced back to cover the loss. Though the church's number of members and giving record is not much larger now than at the time of the last crisis, it has at least returned to where it was.

One deficit, however, has not been recovered. In both cases, the persons who left were board members and lay leaders. To replace them, the congregation nominated and elected longtime members of the church, who would not have been elected to leadership positions if the purge had not occurred. Thus, the present pool of lay leaders is not as strong now as it was 15 years ago, and it will probably never be that strong again, because congregations have a way of reelecting church board members year after year. Then, too, the present leaders are the best available. From a lay leadership point of view, First Church is considerably weaker than churches one-half its size.

Pastor James West, who became pastor of First Church last year, took the church expecting to work with a group of lay leaders who knew how to lead a 400-member church. He was badly mistaken. What he actually found were laypersons in leadership positions who were highly motivated and spiritually committed, but with almost no training, experience, or a basic understanding of what the church is supposed to be.

If you were Pastor West, what would you do?

1. What leadership principles from your reading for this course will help James West? What options are open to him?
2. What additional data does he need?
3. Does his development of a multiple staff have anything to do with improving this dilemma?
4. Can First Church ever be as strong as it once was?
5. What might happen if First Church had another purge?
6. How would you apply the leadership patterns of Jesus to this case study?

Lesson 7: Planning, Part 1

Due This Lesson

Resource 6-7
Journaling

Learner Objectives

By the end of this lesson, participants will

- learn planning advice from Proverbs
- survey key statements about planning
- know 25 planning concepts every pastor needs to know

Homework Assignments

Complete Resource 7-5. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on your own experience with good planning versus poor planning.
- Reflect on “The Big Idea.”

The Big Idea

Planning—the art of leading the voyage to the future—takes energy, savvy, time, courage, and patience.

Planning Advice from Proverbs

In your group decide what important lesson is to be learned.

“Wise people think before they act; fools don’t and even brag about it” (Prov 13:16, NLT).

Lesson for church administrator

“The wise look ahead to see what is coming, but the fools deceive themselves” (Prov 14:8, NLT).

Lesson for church administrator

“Plans go wrong for lack of advice; many counselors bring success” (Prov 15:22, NLT).

Lesson for church administrator

“We can gather our thoughts, but the LORD gives the right answer” (Prov 16:1, NLT).

Lesson for church administrator

“The human mind plans the way, but the LORD directs the steps” (Prov 16:9, NRSV).

Lesson for church administrator

“Intelligent people are always open to new ideas. In fact, they look for them” (Prov 18:15, NLT).

Lesson for church administrator

Key Statements about Planning

Tricky Realities That Impact Planning

1. **Process**—The planning process is fully as important as the conclusion, because of the clarification of purpose and the relationships it builds.
2. **Unexpected**—Contingencies in planning should allow for the unexpected because they always come somewhere in every program or ministry. Change, technology, terrorism, and moral confusion are examples.
3. **Three planning ingredients keep shrinking**—In this period of human history, time, space, and change all seem to be shrinking for most people. So they have less time to give and less space for living and for entertaining in their homes and places of business. Opportunities to make changes are shrinking too; changes come so fast and decisions have to be made so quickly that what used to take a lifetime to decide has to be decided in a day or week, both for now and for the future.
4. **Eliminating activity is difficult**—Purging a meeting or program from a church calendar is difficult. Still we know Drucker, the management specialist, is right when he says, "There is nothing so useless as doing efficiently that which should not be done at all."¹⁷
5. **Faith factor**—No one gets too deeply involved in thinking about the future of ministry without realizing that dependence on God is absolutely needed to accomplish much in a congregation.
6. **Triple/double concept**—Everything will take twice as long as you think, cost twice as much as you expect, and involve twice as much work as you first thought.

Reasons Why Planning Helps a Church

Five reasons for the decision group:

1. **Future**—Effective planning helps lay decision-makers see future possibilities for effective ministry.
2. **Resources**—Planning helps leaders determine what resources are available and then forces them to determine how those resources will be allocated.
3. **Purpose**—Planning helps get decision-making groups to agree on objectives without debating minute details and methodologies.

4. **Specifics**—Putting a plan on paper shows details like who, what, why, when, which makes it easier for people to understand how an idea can move from theory to reality. Good plans anticipate and answer the questions a thoughtful person might ask in a committee meeting.
5. **Perspective**—Effective planning starts with an appreciative understanding of the past, an accurate assessment of the present, and a realistic forecast of the future.

Five reasons for the entire constituency:

1. **Trust and confidence**—Planning helps congregants believe their leaders are seriously committed to the mission of the church.
2. **Encourages involvement**—In indirect ways, good planning says to all constituents, “This church is going somewhere worthy of your full participation.”
3. **Highlights opportunity**—Strategic planning forces a congregation to examine priorities and often reveals new opportunities.
4. **Mission/objective**—Planning provides decision points where church members can make new personal commitments to specific actions.
5. **Momentum**—Planning builds momentum because it helps people know exactly what they are being asked to do and what result they can help to achieve.

Opinion Quiz

Mark each statement true or false.

- T or F 1. Planning challenges complacency and underachievement; it develops a healthy impatience with things as they are.
- T or F 2. Most people commit more quickly to plans they help formulate.
- T or F 3. Planning blueprints the future by trying to predict and respond to approaching opportunities and threats.
- T or F 4. The key planning questions are: What is to be done? How is it to be achieved? When should it be done? Who should do it? In what order or priority should it be done? How is money to be raised? What space, material, and/or tools are needed?
- T or F 5. Planning allows the Holy Spirit to speak through the combined judgment of Spirit-filled people.
- T or F 6. MBO (Management by Objectives) is an important concept, but MBM (Management by Mission) might be more useful and better understood in the Church.
- T or F 7. Significant achievement is closely tied to the thoroughness of planning that goes on before an event, program, or ministry.
- T or F 8. The highest task of planning is to recognize and grasp genuine opportunity. Windows of opportunity do not stay open indefinitely.
- T or F 9. Planning requires an accurate identification and proposed use of available resources such as time, abilities, commitment of people, facilities, and finance.
- T or F 10. Ideally, plans should be specific, measurable, realistic, and sequential.
- T or F 11. The planning process saves time in the long run.
- T or F 12. Plans get used up, so a three-year plan soon becomes a one- or two-year plan.
- T or F 13. The higher your place in an organization, the more long-range your planning must be. That means a pastor must have more long-range plans than a Sunday School superintendent or choir director, and the Sunday School superintendent must have more long-range plans than the supervisor or teacher.
- T or F 14. Plan for realistic achievement so you **under**-promise and **over**-achieve; nothing builds morale quicker than achieving a challenging goal.

- T or F 15. Try to make plans bifocal, short-range plans tied into a strategic long-range plan. In a small church, you might think of short range as being for the next calendar year and long range as being three years. The process is to upgrade and add another year every year.
- T or F 16. Planning may be the least resistant way to raise standards gradually in all areas of the church's ministry. Use plans to eliminate roadblocks to achievements.
- T or F 17. Plans should be simple enough that anyone can understand them; edit out obtuse ideas and stick to a few key ideas.
- T or F 18. Intense calendar planning is absolutely essential. Evaluate this statement: As goes August, so goes the church year.
- T or F 19. Use a portion of every board meeting for progress reports on plans; this means measuring performance against the plan and taking necessary, result-getting action.
- T or F 20. Budget planning is a highly effective way to implement ministry.
- T or F 21. The highest task of planning is to recognize and grasp genuine opportunity. Windows of opportunity do not stay open indefinitely.
- T or F 22. Planning determines the direction and quality of a church's achievement during a prescribed time frame. Direction is the first step in evaluating the possible outcome of a plan.
- T or F 23. Effective planning seeks to use effectively all the church's resources, which include finance, facility, and folk.
- T or F 24. Planning breaks the mission of the church into smaller tasks and purposeful activities which can intentionally contribute to measurable achievements.
- T or F 25. Planning forces church leaders to consider alternatives which might otherwise be overlooked.

Self-Talk

Prepare a summary entitled "Five Conversations I Had with Myself Regarding Planning."

Write one self-talk paragraph for each of five different concepts—of your choosing—from the quiz.

Self-talk might start with a question or two:

"What do I need most of the planning concepts we have learned today?"

Or "I'm in the second year of my ministry and I need to apply what principles to my ministry?"

Or "How would I answer myself if the first thought that came to my mind when planning was suggested, 'It takes too much time' "?

Or "I don't have enough information to plan well."

Or "I would have to rethink too much."

Case Study: Overcoming Resistance to Planning

Students should expect to spend up to two hours researching and writing this paper.

Write a five-paragraph essay of how you would get this church board to do effective planning.

As Rev. YouAreTheNewPastor, you have recently moved to the industrial north to serve a 52-year-old church with an annual average worship attendance of 74. The established town where the church is located is experiencing a new surge of families moving there to get away from the big city and still be able to commute to the city for work. You are eager to get the church focused on the future. You want them to recognize their strengths. You want them to recognize their opportunities. After you become pastor, at the third monthly board meeting, you suggest a day-long, Saturday planning retreat.

The first reactions of a 10-person board surprised you. Here's what they said:

"We tried long-range planning and it doesn't work because the pastor moves before the plan can be completed. And we want you to stay a long time."

"The future is too uncertain. We need more young families and less planning."

"It's a waste of time; all we do in planning sessions is dream silly, unobtainable dreams."

"God will take care of the future."

"This church started when I was a small boy and I remember that planning was not even mentioned. We just relied on God to lead from week to week."

"If we plan very much, this church board will sure have to behave better than it does now."

"Pastor, you're trained for the ministry. Why don't you tell us what to do?"

"We need a revival much more than we need to spend a lot of time on building sandcastles for a future filled with fear and uncertainty."

1. What are the main issues the pastor faces after hearing these reactions?
2. What could be the past experiences that make this group so resistant to planning?
3. How can the pastor sell this group on the need for good planning without offending them?
4. What biblical resources would you use? Why? And what do you hope to accomplish?
5. Would you push ahead? Delay? Or abandon your efforts to get planning started in this church?

Lesson 8: Planning, Part 2

Due This Lesson

Resource 7-5
Journaling

Learner Objectives

- By the end of this lesson, participants will
- know why planning is necessary
 - understand the planning process
 - have some experience with the planning process

Homework Assignments

Complete Resource 8-11. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on your own personality and your ability to plan and carry out plans. What can you do to improve?
- Reflect on "The Big Idea."

The Big Idea

After one has studied and understands all the planning concepts and principles, the next step is to find out how it is done—what is the process?

The Planning Process Cycle



Planning

Why Is Planning Necessary?

1. Planning writes the agenda of the possible.
2. Planning allows church leaders to use change productively.
3. Planning becomes the decision-makers' road map for making God's will a reality.

Sound reasons for wide leadership include:

- Conceptual thinkers and energetic doers have opportunity to sharpen each other.
- Helps a greater number of people move from what is to what can be.
- More complete data for decisions is usually more available to many people than can be known of any one person.
- Leadership is developed.
- Ownership deepens commitments.

Questions for the Planning Process

1. What is our objective or mission?
2. How do we propose to do it?
3. By what date?
4. Who will take leadership responsibility?
5. What priority does this event or achievement have in church life?
6. What are the resources?
7. How well did we do?
8. How well did we communicate the goal as well as the process?

Budget Planning

First Church of the Nazarene September 1, 20__ (third month) Projected Income: \$98,000				
	<i>Annual Budget</i>	<i>Year to Date</i>	<i>This Month</i>	<i>Left in Year</i>
Church Mortgage	\$ 24,000.00	\$ 6,000.00	\$ 2,000.00	\$ 18,000.00
Maintenance	3,000.00	800.00	750.00	2,200.00
Janitor	1,800.00	600.00	150.00	1,200.00
Budgets	21,000.00	1,575.00	525.00	19,425.00
Pastor's Salary	15,600.00	3,900.00	1,300.00	11,700.00

Program Planning Example 1

OBJECTIVE: Evangelism of unchurched in our community	
Goal: Add 25 persons by profession of faith membership in 12 months	
<i>Target Group</i>	<i>Strategy or Method</i>
Neighbors— Near the Church	Friendship visitation to 100 homes: begin on August 15. Personal evangelism teams trained by September 15: 4 teams of 3 persons.
Young Families—	Win five couples. Weekly, pre-revival contact with five church couples: begin on October 15; Use Cradle Roll list. Revival with special family emphasis: begin November 15. Follow-up Personal Evangelism Teams: begin December 1.
Senior Adults—	Friendship and information visits: begin December 30. Home Bible study in apartment complex: begin February 4 (10 weeks). Follow-up by Personal Evangelism Teams: begin April 5.
Teenagers—	Get at least 10 teens to attend district camp: August 15. Form teen personal evangelism team of three teens; train with adult group by September 15.

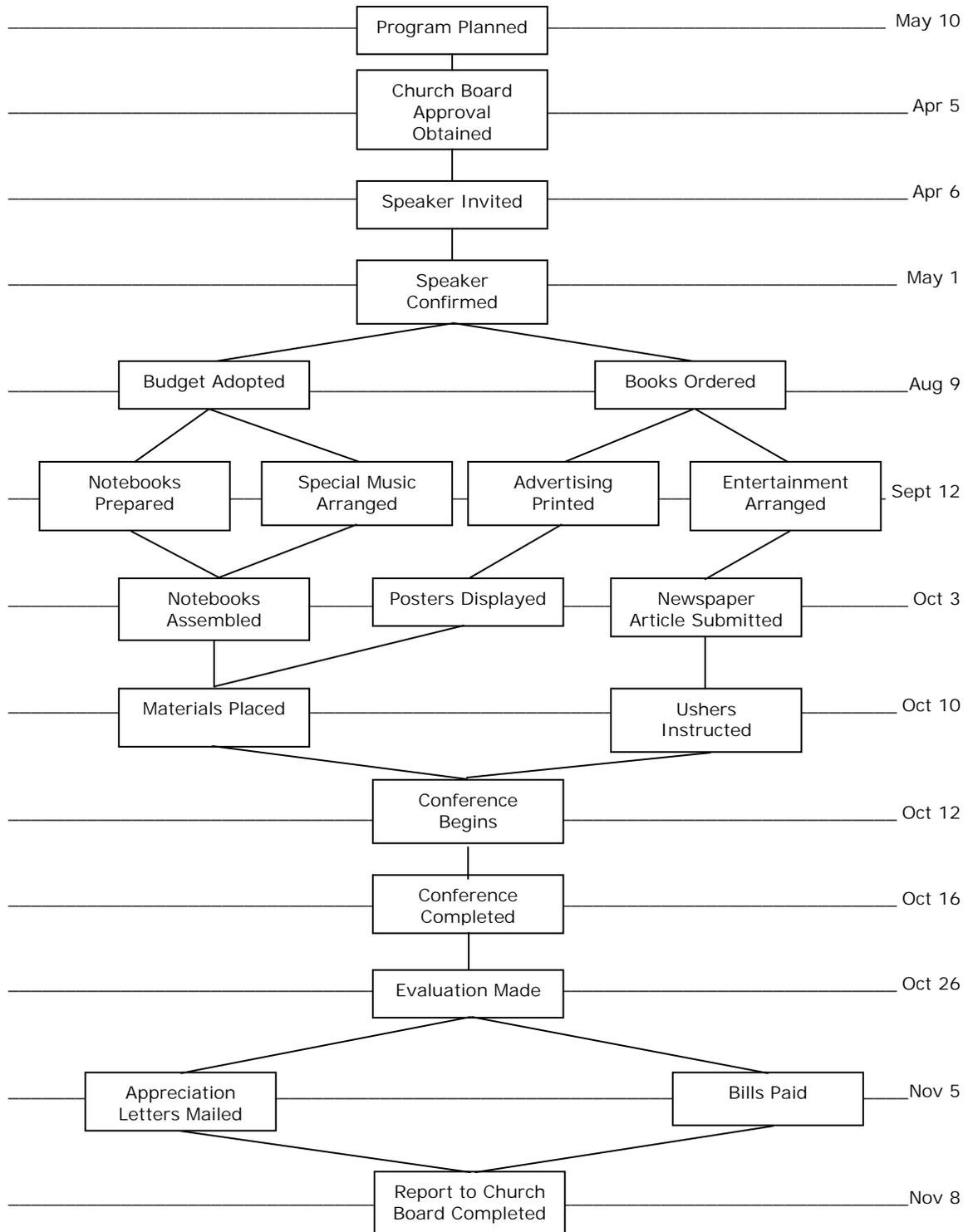
Program Planning Example 2

OBJECTIVE: Build the midweek prayer meeting	
Goal: Increase the attendance by 25 persons	
<i>Target Group</i>	<i>Strategy or Method</i>
Board Members	Pastor in home visitation with each board member discuss the relationship of the prayer meeting to the purpose of the church; ask for personal attendance Discuss this project in the board meeting
New Converts	Carefully explain the need for faithfully attending prayer meeting
Song Leader	Go over the need to make the music interesting in prayer meeting
Pastor	Improve the quality of Bible studies offered in the prayer meeting; plan a series on Acts
Membership	Run a series of testimonials in the church newsletter about church members who have received much from the prayer meeting; keep it positive

Program Planning Example 3

OBJECTIVE: Increase church's income by 20% for the assembly year	
Goal: Add five tithing units by January 1 Begin Faith Promise Program	
<i>Target Group</i>	<i>Strategy or Method</i>
Faith Promise Convention March 1	Ask NWMS Council to plan three-day conference with two missionary speakers Budget for conference in annual budgeting committees Clear all calendar events for the March 1 weekend
Preach Tithing	Without announcement or promotion, preach one stewardship sermon each month beginning in August and continuing through February
Membership Class	Emphasize tithing and distribute tithing envelopes to new converts
Communicate Financial Needs	Give positive promotion to stewardship in the newsletter and church bulletin Avoid negative reports—emphasize team effort

PERT Planning PERT Chart for Family Life Conferences¹⁸



Survey Planning

AGE-GROUP SURVEY FOR _____ * MINISTRY

1. How satisfied are the following persons with our ministry to _____ *
The _____ * themselves _____
Leaders _____
Pastor _____

2. List strengths of our ministry to _____ *

3. List weaknesses of our ministry to _____ *

4. The person who works with _____ *
() is enthusiastic () is discouraged () wants to be replaced

5. What is the biggest need of _____ * our church can
meet? _____

6. Write questions, suggestions, or comments you want to give the planning group
of the church board for our ministry to _____ *

* The appropriate age-group of children, youth, or adults would need to be added to
this form before it is distributed.

Exploring New Options

Clear thinking, a thorough knowledge of objectives, and a good understanding of available personnel and resources are vital planning ingredients. To plan is to make rational choices among alternatives; it involves exploring the options open to any church.

One church needed more space. Since the church's income was being completely used for current operations, most of the board members decided nothing could be done to provide more space. But a lay leader insisted that the group spend an entire evening "brainstorming" the issue—how can we find more space?

Ideas galore came to the group. Suggested space possibilities included:

- Mobile units similar to those used by some public schools.
- Borrowing a neighbor's family room for a class.
- Taking an adult class to a conference room in a nearby motel.
- Securing two classrooms in a neighboring school.
- Using the patio area of the church, since their climate was mild.
- Pitching a tent.
- Renting a vacant house down the street.
- Building a new building based on a large faith factor.

After this "think" session, one group member said, "I did not know we had so many options. In my opinion, some of these ideas are downright silly, but we do have some ideas we need to explore; one of these ideas will work." And it did; the church grew and was soon able to build expanded facilities.

In your group select one of the options, and from the planning ideas you have learned, develop a plan to bring the option to completion. Include all the information and timeline needed.

Planning Application

Complete the following three exercises by writing all the options you can think of for solving these problems:

1. Martin White, church planter, had an agreement to use a new school for planting a new church. The location, rent, and facilities were just right. Two weeks before he planned to launch the church, the school board reversed their policy of renting school facilities on the weekends to churches. What options does Martin have? Use your imagination. Drive around your town and check out the possibilities as if you were Martin. Could this be a blessing in disguise?
2. Jerome Moore leads a youth group that planned a mission trip to Africa just following Christmas. Revolution has shut the country down. The young people are demoralized. He has about 30 kids who are eager to go. What should Jerome do? What options does he have?
3. Mary Mattock believes the call of God on her life means she is to be a pastor. She has waited for months for an assignment since graduating from seminary last May. No calls have come. What should she do? And when? Give at least 8 or 10 options.

Lesson 9: How Decision-Making Groups Work

Due This Lesson

Resource 8-11
Journaling

Learner Objectives

By the end of this lesson, participants will

- know basic concepts of how church boards function
- become familiar with 15 critical ideas pastors need
- experience a typical board meeting through role-playing

Homework Assignments

Complete Resource 9-5. Use separate sheets of paper for your response.

Write in your journal.

- Reflect on the following statements:
 - Every decision has its costs, rewards, and consequences.
 - Leaders who refuse to make decisions eventually cripple their organizations.
 - Decision making is the moment when knowledge, feeling, thought, energy, and opinion are brought together for action—a time when the best alternative is chosen.
 - Leaders are chosen to lead.
- Reflect on “The Big Idea.”

The Big Idea

God intends that those trusted with leadership in the church will, in the process of leading and serving, be spiritually stretched to develop into great Christians. That’s what this lesson is about: becoming a great servant leader.

Student Activity

Grade these five sentences as good leaders=G, poor leaders=P, or average leaders=A. Be prepared to justify your answer.

- "The pastor is among the best. I'm glad she is here."
- "If we grow, we will have to build a larger building."
- "If John and Sally want to go to a bigger church, just go ahead."
- "Every time we send teachers to a conference, they come back with requests for something new."
- "I'm glad God is stirring us up to do something great for Him."

How Church Boards Function

Indicate whether you agree or disagree with the following statements and why.

- A or D 1. Decision-making groups shape the spiritual, emotional, and organizational climate of a church. Their decisions have a large effect on morale and the church's future.
- A or D 2. Leadership of official meetings, next to the public services, is the most influential place for a minister to lead the congregation.
- A or D 3. The leader sends many signals in a meeting: good or bad, organized or disorganized, competent or incompetent, tough or tender.
- A or D 4. Anytime you're in a meeting you constantly send messages about who you are, what your abilities are, and what kind of a Christian you are.
- A or D 5. Resources flow to mission.
- A or D 6. The church board serves the congregation, not vice versa.
- A or D 7. Every church faces problems, so problem solving is one of the decision groups' largest responsibilities. Too many describe, analyze, discuss, and worry about problems without solving them.
- A or D 8. Unscheduled meetings—both long and short—are usually negative and often harmful to a congregation.
- A or D 9. The majority rules even when the pastor is on the minority side of an issue.
- A or D 10. Never lose sight of your spiritual leadership of the church in decision-making groups; you are pastor before you are chairperson of a group.

Key Statements about How Decision-Making Groups Work

1. **Ownership needed**—No group achieves very much without group ownership of both strategies and goals.
2. **Group synergism**—A group can always accomplish more than an individual, but it usually works much slower.
3. **Achievement emphasis**—Every meeting should achieve something; highlight the achievement for all to see it.
4. **Pastor is specialist**—No lay leader should be expected to know as much about the issues being considered as the pastor; the pastor is the resident denominational representative, the trained professional, and the one who checks facts before the meeting.
5. **Agenda road map**—Prepared agendas serve as road maps for meetings. They do not eliminate detours; they just cut down their number.
6. **Duplicity undermines credibility**—Double-speak or duplicity finally embarrasses the leader and often destroys his or her spiritual leadership. Expect it in others and refuse to use it yourself.
7. **Follow-through**—Few people follow through without some reminder.
8. **Solutions**—Most problems have more than one solution.
9. **Personality change**—Nearly every person has a unique personality in a decision-making group which may be different from all other settings.
10. **Action minutes**—Action minutes encourage implementation; voted decisions are not implemented decisions.
11. **Find the mind of the meeting**—Consensus building is fully as important as a legal vote on most issues. The leader does well to know what the vote will be before he or she takes it.

12. **Question the problem or opportunity**—Six questions clarify most issues in a decision group:
- A. What is the problem?
 - B. What is the background?
 - C. What do you want to achieve?
 - D. What are the possible answers?
 - E. What is the best answer?
 - F. Why not try the best solution?
13. **Three components**—Every decision has three components: rational, emotional, and practical. As leader, always remember the emotional and practical are always present even when the group believes their decisions are totally rational.
14. **Church in miniature**—The pastor must view the church board as a church within the church; if the church within the church is not spiritually healthy, the congregation will not be.
15. **Regularly scheduled board meetings**—Regular meetings determine the value you and others place on the importance of the decision group. Do not cancel scheduled meetings except in emergencies.

Role Play—A Typical Board Meeting

The following is a cast of characters that can be expected to be a part of the typical church board.

1. Initiator

- Gets things started.
- Offers ideas and possible solutions.
- Likes to be the first one out of the gate.
- May have a large ego and requires recognition.
- Slow on follow-through.
- Think of him or her as the creative and intuitive contributor.

2. Orienter

- Can refocus attention of group.
- Less likely to be attracted to new ideas.
- Weakness is a failure to explore new ideas.
- Can be a navigator if approached before meeting.
- Has to see everything in relationship to what is.

3. Facilitator

- Clarifies without offending.
- Asks questions and tries to avoid arguments.
- Can have trouble coming to a decision.
- Capable of restating and interpreting the group's position.
- Don't look to him or her for help too soon.
- Works best after some discussion.
- Look to him or her when things appear to be deadlocked.

4. Reconciler

- Often older and wiser than other meeting partners.
- Can reduce tension with a joke or story.
- Make sure he or she is involved and appreciated.
- You will need him or her to resolve rough situations or comments.
- If things get tense, you can say, "Joe, what do you think about this?"

5. Supporter

- A supportive personality who often jumps into a discussion in support of the pastor.
- Sometimes appears to be on both sides of an issue. Don't force him or her to move from that position.
- Not necessarily a strong leader.
- May have trouble making hard choices.
- Tries to find something positive in every situation.

6. Aggressor

- Questions everything, criticizes ideas, and sometimes attacks people personally.
- Sees problems but seldom sees solutions.
- Value his or her ability to question. Most church groups need it.
- Sometimes you have to protect him or her from the group.

7. Playboy/girl

- Tends to show what appears to be disinterest in meetings.
- Engages in side discussions and often jokes at the most serious times.
- Often has special interests in the church. When those issues come up he or she is likely to seem like one of the other type characters.
- May take the role of clown in residence—a quality that is often needed.

8. Know-It-All

- Thinks he or she knows everything. He or she does know a lot.
- Manipulates conversation and seeks control.
- If confronted in a meeting, will usually get more aggressive.
- Controlled best by getting involved.
- Seek his or her advice before the meeting.
- You can deflect him or her by polling the opinions of the group.

Case Study: Working with Formal and Informal Leaders

Pop Gentry, 75 and a retired factory worker, is a widower with five grown, married children: four daughters and one son. All the children and their families live within a ten-mile radius of the old home place where they were raised. Since their mother died two years ago, at least one of the daughters has been home every day to help Pop with the housekeeping and to be sure he has nourishing food. Pop enjoys all the attention, even though he is capable of taking care of himself.

Two years ago, the Church of the Nazarene planted a struggling church within four blocks of Pop's house. A lifelong Southern Baptist, Pop is interested in the new church but does not feel inclined to change his affiliation at this point in his life. Things are not going well at the Southern Baptist Church, so Pop does not attend often.

Three of Pop's daughters, their husbands, and their children are attending the new Church of the Nazarene. Since the beginning church is so new, they do not have many leaders. Pastor Don Phillips says they have to grow their own. However, in this leadership development process, two of Pop's daughters are on the church board and the other daughter's husband has been elected this year; the church board has a membership of eight. These realities make the church a family affair even though all concerned try to be objective and visionary.

As a result of all these factors, Pastor Phillips often feels as if Pop Gentry has to be consulted before the church board can make a decision. Phillips' wife tells him he is too sensitive, but he really resents the situation, because Pop Gentry does not attend the church, does not contribute, and probably does not agree with its doctrine.

What should Don Phillips do?

1. What leadership principles from your readings for this course will help in this situation?
2. What are the main issues that need Phillips' attention?
3. How can he sort through the collision of faith and family issues?
4. What are the risks in this situation? What are the possibilities?
5. What biblical sources can Phillips use to help him work through these problems in his own mind before he tries to work through the difficulties in the congregation?

Lesson 10: Pastors Leading Decision-Making Groups

Due This Lesson

Resource 9-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- discover crucial changes that test administrative decision groups
- survey key statements about leading decision-making groups
- know five improvements to transform boards to loving fellowships

Homework Assignments

Complete Resource 10-8. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on how you are going to incorporate the information and ideas from this lesson into your ministry.
- Reflect on "The Big Idea."

The Big Idea

Understanding how decision-making groups' work becomes useful only when applied to actual leadership of groups.

Crucial Changes in Church Life

The most crucial changes in church life are likely to occur:

- When the pastor resigns
- When a new staff member is added
- When annual income increases or decreases by more than 25 percent
- When a building project starts or nears completion
- When annual member statistic increases or decreases by 25 percent or more
- When the membership of a decision group changes by one-third or more
- When more than two lay leaders are replaced in a given year: church board secretary, church treasurer, NMI president, choir director, NYI president, adult ministries director, youth ministries director, or children's ministries director
- When regularly scheduled services are changed, such as going to a double session Sunday School or the midweek service changed to a different night of the week

Key Statements about Leading Decision-Making Groups

Guidelines to Help Increase Church Board Effectiveness

1. **Know the data and *Manual***—Know formal documents and procedures as found in the *Manual* and *Robert's Rules of Order*, local church data such as budgets, income and attendance, plus the former actions of decision groups. Regard the *Manual* section that deals with functions of the local church as an operations manual.
2. **Insist on order**—Limit discussion to one subject at a time; keep order. Begin on time with prayer and Scripture. Work from prepared agenda that has been adopted.
3. **Be fair**—Provide every member equal rights to speak, offer motions, hold office, and vote. Allow free and complete debate. Protect rights and respect for persons holding both minority and majority views.
4. **Avoid negative votes**—Never take a vote that really matters without gaining consensus; close or lost votes damage any group's ability to function. If it looks like a vote will be close or lost, try polling the opinion of every member of the group before taking a vote.
5. **Strive for unity**—Difference of opinion is no need for dividing the board and/or the church. Set a climate for teamwork and cooperation. Work hard to preserve harmony in the life of the church.
6. **Discourage domination**—Find ways to discourage domination of the group by one person.
7. **Secure and communicate pertinent facts**—before, during, and following the meeting. Withheld information and surprises generally cause problems. Use records from the past as indicators for the future.
8. **Expect change**—All progress requires change on someone's part. The issue is how change will be proposed, implemented, accepted, and what it will accomplish.
9. **Act like a leader**—Be thorough, informed, generous, thoughtful, careful, fair, and current. Challenge mediocrity with your personal competence. Lose graciously.

Improvement 1: Make Church Boards a Microcosm of the Local Church

How to make it happen and why:

1. Study the Bible for 30 minutes at the opening of each board meeting.
2. Choose passages that relate to what you are doing on the board.
3. Pray for each other by name.
4. Pray for each board member by name at the close of each board session.
5. Put the spiritual dimension into every discussion.
6. Challenge the church board with the reality that the congregation is not likely to be more spiritual than the church board.
7. Some churches have the church board gather in the pastor's study before the Sunday worship service to lay hands on the pastor and pray for his or her preaching.

Improvement 2: Use the Agenda as a Road Map

PROPOSED AGENDA

Twin Forks Church of the Nazarene

Date: _____

- Prayer and Scripture reading
- Minutes of the last meeting
- Treasurer's report
- Old business
 - 1. Lawn mower purchase
 - 2. Visitation Committee
 - 3. Sanctuary refurbishing
 - 4. Other
- Committee reports
 - 1. Building and Property
 - 2. Program and Policy
 - 3. Finance
- New business
 - 1. Revival budget
 - 2. Hire replacement for janitor
 - 3. Prayer meeting attendance
 - 4. Other
- Closing prayer time

How to make it happen and why:

1. Prepare a proposed agenda for the board meeting and have it approved as the first order of business.
2. Allow people to add to the agenda as it is being approved. This keeps church board members from bringing up surprise items at the end of the meeting.
3. Be gracious about adding items the first few times, but remind everyone every time that an agenda is for effectiveness.
4. Cultivate relationships with church board members so they feel free to call you about placing items on the agenda.
5. The nearer the top an item is on the agenda, the more discussion it will receive.

Improvement 3: Action Motions and Minutes

Traditional motion: It was moved, seconded, and passed that the church purchase a lawn mower.

Action motion: It was moved by David Dunn, seconded by Martha Holland, and passed that John Henry be authorized to purchase a new riding mower before May 15 for the church, at a price not to exceed \$1,500, and that Sears be considered the preferred source.

Traditional motion: It was moved, seconded, and passed that the church purchase the three-acre tract of land next to the church.

Action motion: It was moved by Harry Johnson, seconded by Don Lighthouse, and passed that Rolland Green be authorized to represent the church in the purchase of three acres of land on the north side of the existing property, at a price not to exceed \$20,000 per acre. It is expected that the land purchase will be completed by November 1 and that John Green, the senior partner of the law firm Green and Gentry, represent the church's legal interest in this transaction.

Traditional motion: It was moved, seconded, and passed that we call an evangelist to be with us for a fall revival this year.

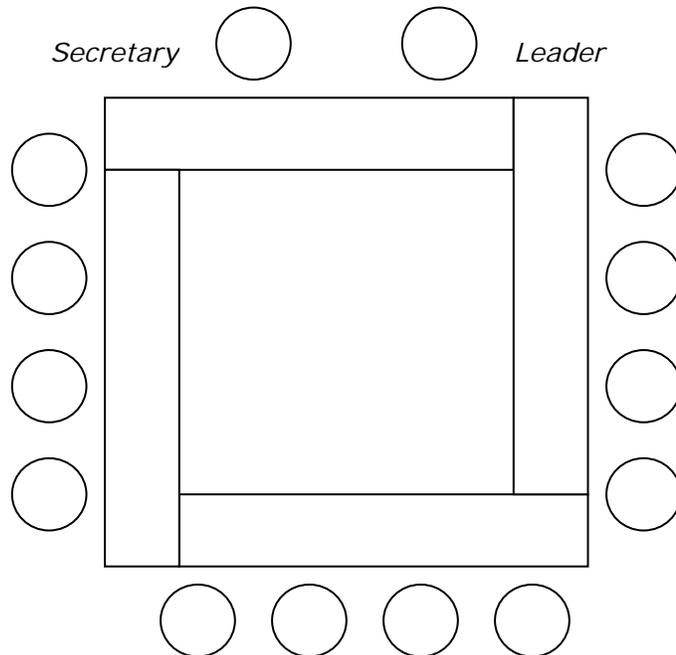
Action motion: It was moved by Mary Swarts and seconded by Mary Johnson that we call Rev. Edwin Brown for a revival meeting, to be held between October 1 and November 15 of this year. And that the pastor who represents the church in these matters feel free to inform Rev. Brown that we will guarantee an offering of \$2,000, with the provision that if more comes in for the revival, we will give the whole amount to the evangelist and absorb the other expenses.

How to make it happen and why:

1. The way to start is for the pastor serving as chairperson of the board simply to ask the person who makes the motion the questions who, what, when, and how much?
2. Then request the church board secretary to enter these details in the minutes.
3. The secretary can then be asked to check routinely with the persons named in the minutes for a progress report before the next board meeting.
4. Some churches follow the practice of sending a copy of the board minutes to each member that person's name highlighted anywhere it appears.
5. There is another point of accountability if nothing has been done when the minutes are read at the next board meeting.
6. Without these details clearly stated in an action motion recorded in the minutes, board members will ask, "When is the pastor going to care for that item?"

Improvement 4: Useful Setting for Church Board Meetings

Ideal Room Arrangement



How to make it happen and why:

1. Eye contact during discussions helps communication immeasurably.
2. The sense of serious preparation for the meeting gives board members an increased sense of the significance of their work.
3. Such an arrangement moves the pastor from the authority figure standing at the front of a room and gives a sense of commonality.

Improvement 5: Make Data Available Before They Know They Need It

Every member of a church board would be able to make better decisions if he or she had a notebook with up-to-date information in the following categories:

- Worship attendance monthly average for five years
- Sunday School attendance monthly average for five years
- Church income by the month for five years
- Copy of the pastor's report to the district assembly for five years
- Copy of the board minutes for the last five years
- Copy of the monthly treasurer's report for five years.
- Copy of the board's agenda for the last five years

How to make it happen and why:

1. Speculation about progress or decline is difficult when the data is so available.
2. Board members are trained to use facts for deciding and not hearsay.
3. The stats on attendance help remind the church board that people are the reason the church exists.
4. Irresponsible spending is discouraged because everyone has the facts.
5. Openness with statistics increases confidence in the clergy and lay leadership.

Case Study: Leading Effective Church Board Meetings

Students should expect to spend up to two hours researching and writing this paper.

Pastor Robert Hayden moves to his second pastorate where he finds a small, stable church with 65 members. The 20-year-old church has an adequate church building and a comfortable parsonage. The annual budget is \$95,000, with no indebtedness on the properties. The organizational pattern of the church is a curious blend of folks who enjoy being together on the church board, but the church has ineffective church board organization, inadequate board minutes, incomplete financial reports, and a history of church board meetings held on Sunday night after a public service. Most of those meetings are not held on a regular basis but on call, and that call usually comes when the church is facing some kind of crisis. Pastor Hayden thinks the church would be more effective with regular board meetings, action minutes, complete financial reports, and better organization.

Board members agree with his proposals on these matters, but their attendance at meetings is spasmodic; often they do not have quorum. He is confused by their interest in being together, their apparent interest in most of the church's activities, their acceptance of him, but their quiet resistance to regular, well-organized board meetings.

1. How does Hayden lead the church board into better organization and more faithful attendance at monthly meetings without giving offense?
2. Should he start slowly or do it all at once?
3. Whom should he get to help him?
4. What critical issues impact this situation? What happens if he does nothing?

Lesson 11: Conflict, Change, and Progress

Due This Lesson

Resource 10-8
Journaling

Learner Objectives

By the end of this lesson, participants will

- understand strange characteristics of change
- try listening to effective change agents
- survey key statements about conflict, change, and progress
- talk back to the writer

Homework Assignments

Complete Resource 11-5. Use separate sheets of paper for your report.

Write in your journal.

- Write 8 to 10 concepts in your journal to summarize what you learned in this session.
- Reflect on your reaction to these concepts.

The Big Idea

Progress requires change, and change almost always causes resistance and/or conflict on someone's part.

Strange Characteristics of Change

1. Everyone likes change, providing he or she suggested it.
2. Change others propose gives us problems.
3. Progress requires change.
4. Our traditions seemed heretical to someone when they first started.
5. Without change we can expect the same results we now have.
6. A leader has to sort out what is lasting and passing.
7. Change for change's sake is usually destructive.
8. The pastor often becomes the focal/flash point for a congregation's reactions to change.

Listening to Effective Change Agents

In your group select a recorder/reporter and write responses to the questions. What is really taking place in this statement? What can I learn from it?

<p>1. "If you understand their response as a human hurt or fear and give love, affirmation, attention, and understanding, they will process the change more quickly and move ahead."¹⁹</p>	
<p>2. "Moses' . . . willingness to be consumed by a mighty cause outweighed concerns about job satisfaction. For Moses, usefulness to God was more important than satisfaction, salary, or security."²⁰</p>	
<p>3. "Until your organization changes, it cannot grow. Not all change is growth, but no growth ever happens without some change."²¹</p>	
<p>4. "The not-so-obvious challenge of any transition process is to find ways to make it a growth experience for both clergy and laymen."²²</p>	
<p>5. "The reasons for the need to change are; the future is not going to be like the past and the future will not be like what anyone expects."²³</p>	

<p>6. "We make progress when we listen to our critics. Most of the time they have discovered a chink in our armor. Although we don't like to give them the satisfaction of knowing that they have helped us through their criticism, we need to learn to welcome what is true about what they have said about us and work on growing out of the fault."²⁴</p>	
<p>7. "Positive change requires trust, clarity and participation. Only people with virtue and vision can lead us out of this bog and back to the high ground, doing three things: (1) gaining our trust; (2) expressing their vision clearly so that we all not only understand but concur; and (3) persuading us to participate."²⁵</p>	
<p>8. "You always win when you treat the past with respect and build on it. Doing so blesses the present and prepares for the future. The process of unraveling the way great achievements happened in the past will convince the pastor and lay leaders that progress requires a significant change by the congregation."²⁶</p>	

Key Statements about Conflict, Change, and Progress

Guidelines for Implementing Change While Minimizing Conflict

- 1. Facts**—Study the issue and get hard facts. Recognize your own preferences and prejudices. Present the issue with scrupulous honesty. Remember, all change is not progress.
- 2. Listen**—Get expert opinions. Ask professionals like bankers, lawyers, and school leaders to evaluate the situation. Get input from many sources. Build support from like-minded folks. Be a non-defensive learner.
- 3. Fairness**—Give everyone a fair hearing. Recognize that reluctance is not always opposition. Maintain pastoral connections with everyone—no withdrawal from those who seem to disagree with you. Assume everybody wants God’s best for the church.
- 4. Common sense**—Never move ahead without 80%+ vote. Delay a church board vote if it looks close. A short delay of even several months that fosters unity takes less time at the beginning than a revolution at the middle or end of the project. Avoid “copycat” syndrome of other churches; the benefit of change is often found in the process. Know what you are willing to die for. Never suggest change that is not in keeping with the stated mission.
- 5. Pastoral relationships**—Keep being a pastor to people on all sides of the issue. Be sympathetic. Give attention to frustrations that are sure to come in the implementation phase of change. Deal with people’s fears or they will fight dirty. Separate your reactions to ideas from your reactions to people.
- 6. Accomplishment**—Change should be inspired rather than imposed. Many innovations can be accomplished quickly and with almost no conflict. Change is for the purpose of improvement, so falling in love with change for the sake of changing a church is not a worthy motive. Planning and budget approval are among the easiest ways to get change.
- 7. Details for quick learners**—Be ready for surprises. Everybody who votes for change is not for change. Method and money changes cause more resistance than doctrine or principles. Avoid the “crazies.” Chaos is not the same as change. Often what the new pastor thinks needs changing may be good the way it is.

Administrative Skill Development

“Change Process Begins with Me—In every case study I can remember, the pastoral leaders have discovered the same starting point for where the change process must begin. To be an effective change agent, the first person who needs to change is ‘me.’

“In my own experience I learned at every point of growing a church I had to adjust. Before I could lead the church to the next step, I had to change the way I spent time and approached ministry . . .

“Some pastors, like the cork in a bottle, won’t let anything out. Their approach amounts to ‘containing’ ministry through their personal control of everything possible.

“Some pastors resist change because of a pessimism toward those who buck it. These pastors view their congregations as being stupid, closed minded, lazy, stubborn, and hostile. However, in such cases the pastor’s attitude is the real momentum killer. A leader must be a person of faith who sees beyond, who has a positive, possibility-believing spirit . . .

“Urgent call: Needed now. Pastors and leaders who will become change agents to save dying churches, while simultaneously reaching out to save the unchurched.”²⁷

Change and Problem-Solving Practice

Write a three- to five-page paper solving the following problem with tips from the ten-point checklist. Note a footnote where you used each of the following tips.

Problem: Your church has an average worship attendance of 50; 25 are children and you do not have enough teachers and sponsor-type persons to care adequately for the children. How will you try to solve this problem?

Problem-Solving Tips:

1. In seeking a solution, involve the persons closest to the problem.
2. What evidence do we have that a problem exists?
3. Ask for constructive, possible solutions.
4. Apply the 5 Ws to the problem: who, what, why, where, and when.
5. Get all the evidence before you try to solve it.
6. Define the problem in a precise, short, accurate sentence.
7. Consider as many solutions as possible.
8. Test each possible solution for its strengths and weaknesses
9. Plan the solution and be sure to get ownership from needed persons.
10. As the problem gets solved, be sure to connect it as closely as possible with mission.

Lesson 12: Nazarene Governmental Pattern, Policy, and Procedures

Due This Lesson

Resource 11-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- know the meaning of the *Manual* Preamble
- know what Nazarenes believe about the Church
- be familiar with *Manual* guidance for leading local churches

Homework Assignments

Complete Resource 12-3. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on how comfortable you are with your knowledge of the *Manual*.
- Reflect on what it means for you to be a leader in the church.

The Big Idea

The *Manual* of the Church of the Nazarene, for the purpose of this lesson, will be used as a policy manual for a local congregation.

Manual Preamble

The Preamble is listed on the left side of the page. On the right side list the meaning, directives, and importance of that portion of the statement.

Unpack the Meaning of the Preamble of Local Government

The task of the Church of the Nazarene is to make known to all peoples the transforming grace of God through the forgiveness of sins and heart cleansing in Jesus Christ. Our mission first and foremost is to “make disciples,” to incorporate believers into fellowship and membership (congregations), and to equip (teach) for ministry all who respond in faith. The ultimate goal of the community of faith is to “present everyone perfect in Christ” (Col. 1:28) at the last day.

It is in the local church that the saving, perfecting, teaching, and commissioning takes place. The local church, the Body of Christ, is the representation of our faith and mission. These churches are grouped administratively into districts and regions.

The basis of unity in the Church of the Nazarene are those beliefs, polity, definitions, and procedures as articulated in the *Manual of the Church of the Nazarene*.

The core of this unity is declared in the Articles of Faith of the *Manual*. We encourage the church in all regions and languages to translate—widely distribute—and teach these beliefs to our constituency. This is the golden strand that is woven into the fabric of all we are and do as Nazarenes.

A visible reflection of this unity is represented by the General Assembly, which is the “supreme doctrine-formulating, lawmaking, and elective authority of the Church of the Nazarene.”
(300)

A second reflection is the International General Board, which represents the entire church.

A third reflection is the Board of General Superintendents, who may interpret the *Manual*, approve cultural adaptations, and ordain to the ministry.

The government of the Church of the Nazarene is representative, and thus avoids the extremes of episcopacy on the one hand and unlimited congregationalism on the other.²⁸

***Manual* Guidance for Leading Local Churches**

Answer each of the statements as either True or False. You may refer to the Manual for assistance.

- T or F 1. Local churches may be organized by laypersons as well as pastors.
- T or F 2. The name of a new church is the sole responsibility of the local congregation and is not subject to review by anyone outside the local church.
- T or F 3. The church board can mortgage the real estate of the local church to pay current expenses.
- T or F 4. If desired, a local church can have regular, associate, and inactive members.
- T or F 5. A pastor may, upon request of a church member, transfer their membership to any local Church of the Nazarene.
- T or F 6. The pastor is ex-officio president of the local church.
- T or F 7. The annual meeting of the local congregation cannot be held more than 30 days before the district assembly.
- T or F 8. The Sunday School superintendent is required to give a report at the annual meeting of the congregation.
- T or F 9. The nominating committee of the local congregation can be constituted by whatever method the local church board decides.
- T or F 10. Public notice of the annual meeting of the local congregation must be given from the pulpit on at least three Sundays before the meeting.
- T or F 11. A two-thirds majority vote of all members of the church board is necessary before the name of a prospective pastor is presented to a special or annual meeting of the congregation.
- T or F 12. Acceptance of a call to pastoral relationships shall be given by the minister not later than 45 days from the date of the church meeting voting the call.
- T or F 13. The church board or the congregation is required to state the proposed remuneration at the time they extend a call to a new pastor.
- T or F 14. Pastoral relationships in a local church shall be reviewed by the church board within 60 days of the second anniversary of pastoral service and every four years thereafter.

- T or F 15. The local church board is required to have monthly meetings within the first 15 days of every month.
- T or F 16. A church board meeting can only be called by the pastor, district superintendent, or the secretary only with the approval of the pastor, or the district superintendent when there is no pastor.
- T or F 17. The duties of the stewards shall be to hold title to church property and manage it.
- T or F 18. The duties of the stewards shall be to serve as a church growth committee.
- T or F 19. The church treasurer shall be elected by the congregation.
- T or F 20. A congregation cannot send financial appeals to other Nazarene congregations.

Case Study: Preparation for the Annual Church Meeting

Students should expect to spend up to two hours researching and writing this paper.

Having served as pastor of Grace Church for a year, Tom Bettenger faces preparation for his first annual meeting in his first pastorate. The church is 40 years old with 75 members. It is located in a small town 25 miles outside Lansing, Michigan. The church is composed of mostly longtime Nazarenes, plus three new executive-type families.

1. Prepare a checklist of what needs to be done to prepare for the annual meeting. Be sure to include notice, nominations, ballot preparations, and reports.
2. How do you suggest Tom make the meeting interesting and convenient so as to secure maximum participation?
3. Prepare an agenda for the annual meeting.
4. What should be the goals for a local church's annual meeting?
5. As leader, what problems should you seek to avoid in an annual meeting?

Lesson 13: Delegation and Its Helpers

Due This Lesson

Resource 12-4
Journaling

Learner Objectives

By the end of this lesson, participants will

- know four subtle realities about delegation and follow-through
- survey key statements about delegation, follow-through, and implementation
- learn ideas to “protect me from myself”

Homework Assignments

Complete Resource 13-4. You may use the resource sheet for your report.

Complete Resource 13-5. Use separate sheets of paper for your report.

Write in your journal.

- Reflect on “The Big Idea.”
- Reflect on what you learned from Moses.

The Big Idea

After a motion is made in the decision group, the implementation of the idea depends on delegation and her friends: programming and follow-through.

Four Subtle Realities about Delegation and Follow-Through

Each group is to brainstorm about the implications of one of the following paragraphs and report to the group.

- 1. Placing the weak or inexperienced in assignments.** Delegation means trusting weak or inexperienced people with opportunities for significant service assignments. It means seeing human potential and challenging them to stretch. It is like the teenager who had never won a race or earned an A on a test. When asked what made him a winner of a race, he said, "My coach thought I could win, so I did." Most effective Christian workers had someone who trusted them in the beginning days of their ministry.
- 2. Model the mission.** Effective, wholehearted service by the leader adds tremendous spiritual weight to his or her recruiting efforts. People want to follow a leader who is an example of the work they are being asked to do. Servant leaders give without thinking about getting and in the details of their ministry they get more "yes" answers to requests for help. Some wise business leader offered advice that is needed in the church: "Delegating work works, provided the one delegating works, too."
- 3. Minister to the strong.** The idea requires dealing with your fear of strong people. It's true—some strong folks will run over you, some will chase you, and some will stretch you to think and work and believe. Never forget, the strong person in any congregation needs a pastor to say, "I appreciate you. I believe in you. I am here for you. God has given you your strengths to be used for Him." Too often strong people are ignored because the leader fears them. Or they are given minimal tasks that bore them out the front door.
- 4. Assign newcomers to new ministries.** More than we think, capable newcomers are seen as a threat to those who presently hold assignments or titles. At the same time, newcomers—especially those who move to your area from places where they have been active in church—will be uncomfortable doing nothing. A good way to solve this problem and to enrich the Kingdom efforts is to start new ministries the church has needed but lacked persons to lead the effort.

Key Statements about Delegation, Follow-Through, and Implementation

Step 1: Programming—Programming has to do with specific ways to make the church's mission operational. One educator said: "Principles without programs are platitudes."

1. **Activity, action, or event**—Programming is purposeful activity that attracts new people, develops believers, builds the church, and implements its mission vision.
2. **Programs require continuity**—The inauguration and continuance of a program depends on leaders who are committed to the program and skillful enough to continue it.
3. **Why program?** The purpose of programming is to offer activities and deliver ministry so everyone knows the church has high and different purposes than a community center or service club.
4. **Power of a well-developed program**—One clearly focused outreach program based on recognized need can revolutionize a church and become its key to growth and service. A few examples are Caravan programs, VBS, youth ministry, parenting, marriage enrichment, nursery school, day-care center, chemical dependency groups, and mother's day out.
5. **Use of resources**—Programming is the way a church activates and prioritizes the resources so the greatest number of people are impacted by the gospel.

Step 2: Delegation—The way to share leadership. It is not always doing the work but seeing that it gets done.

6. **Delegation needs authority**—Implementation requires the distribution of necessary authority as well as responsibility to those expected to do the work. C. Gene Wilkes: "Responsibility without authority disables rather than empowers followers." Uncertain authority and unclear expectations keep volunteers from effective implementation.
7. **Pastoral support**—Both encouragement and permission to take initiative must be given to key leaders in every program. Even with permission, all will not take initiative; but without permission, none will take it.
8. **More than task accomplishment**—The primary purposes for delegation is to get more accomplished, to develop disciples, and to help believers experience the satisfaction effective Christian service brings.

9. **What should not be delegated**—Be realistic about what can be delegated. *Leading and Managing Your Church* by Carl F. George and Robert E. Logan lists what cannot be delegated:²⁹
 - Responsibility to correct or discipline
 - Major problems
 - Tasks that involve confidential information
 - Responsibility to create and maintain high morale
10. **Kingdom focus**—Delegation, recruitment, supervision, and continuation are significantly easier when people are asked to seek God's mind about an opportunity of service
11. **Time**—Complete honesty about the time and effort required are important in every area of service to delegate.
12. **Reverse delegation**—Be aware of the possibility of reverse delegation; try to avoid allowing the leader of a program to involve you in the details of the program after you have delegated that phase of ministry.
13. **Strengthens spiritual life**—Because genuine delegation communicates trust in another person, it often stimulates motivation and commitment.

Step 3: Follow-Through—Making sure the work gets done.

14. **Importance**—Follow-up is a major factor in the success of every ministry and/or program.
15. **Pastoral connection**—Every church program requires continuing pastoral support. Choose which programs need the most.
16. **Two sides to the story**—A pastor's right to expect compliance, involvement, and follow-through is usually earned through his or her own follow-through with the exercise of spiritual leadership skills, experience, relationships, and faithful pastoral service to the congregation
17. **Schedule and follow-up work best**—If when the delegation is made, the pastor indicates when he or she will follow up, it becomes a matter of the calendar. Follow-up is much more difficult, however, if the leader waits until there are crises or evidence of nothing being done.
18. **Follow-up is natural**—Since so much of a pastor's work is contact with people, follow-up is not a new requirement. Make it friendly and helpful.

Step 4: Implementation—The activity, action, or program that makes mission a reality in the life of the church and/or community. It is the use of all the components of an organization to fulfill its purpose.

19. **Progress**—Implementation means keeping institutional promises; that is, turning talk, ideas, planning, and preaching into reality. What are the implied promises of every church? Are you keeping them?

20. **Methods**—To achieve implementation, the leader must be willing to consider several alternative methods for reaching the desired goal. Foot dragging and outright opposition often develop around method rather than purpose or mission.
21. **Negotiations**—Implementation almost always requires some degree of initiation and compromise by the pastor.
22. **Who gets credit**—Implementation always requires a blending of relationships among people, stated authority or position, agreement or consensus, skills and resources to achieve a desired goal. The greatest hindrance to implementation may be the question of who receives credit.
23. **Dealing with leader's fears**—Many managers are afraid to delegate because they lose control of details and/or results.
24. **Temporary organizations**—Task forces or ad hoc committees are often a good way to get started developing and implementing new programs. That is because a new assignment to an existing committee may be viewed as an unwanted and/or low priority burden on their existing workload.

Example of Moses

Look for additional lessons of delegation Moses was forced to learn. Indicate the outcome of implementing the delegation of work. What was the reaction of the people? At the end, write out summary ideas from this study.

<p>The next day Moses took his place to judge the people. People were standing before him all day long, from morning to night. [14]When Moses' father-in-law saw all that he was doing for the people, he said, "What's going on here? Why are you doing all this, and all by yourself, letting everybody line up before you from morning to night?"</p> <p>[15]Moses said to his father-in-law, "Because the people come to me with questions about God. [16]When something comes up, they come to me. I judge between a man and his neighbor and teach them God's laws and instructions."</p> <p>[17]Moses' father-in-law said, "This is no way to go about it. [18]You'll burn out, and the people right along with you. This is way too much for you—you can't do this alone. [19]Now listen to me. Let me tell you how to do this so that God will be in this with you. Be there for the people before God, but let the matters of concern be presented to God. [20]Your job is to teach them the rules and instructions, to show them how to live, what to do. [21]And then you need to keep a sharp eye out for competent men—men who fear God, men of integrity, men who are incorruptible—and appoint them as leaders over groups organized by the thousand, by the hundred, by fifty, and by ten. [22]They'll be responsible for the everyday work of judging among the people. They'll bring the hard cases to you, but in the routine cases they'll be the judges. They will share your load and that will make it easier for you. [23] If you</p>	<p>In order to thrive as a person and leader, you have to give talented people opportunity to shine and others to stretch into greatness for God</p> <p>v. 14—Jethro, Moses' father-in-law, knew delegation multiplies the number of people a leader can serve.</p> <p>v. 14—"Why are you doing this?" The question implies Moses was meeting his own need to be needed.</p> <p>v. 15—"Because the people come to me;" Moses' response shows his need to be needed</p> <p>v. 18—Apparently Moses was unaware of approaching burnout.</p> <p>v. 18—Burnout in leadership often creates burnout in the congregation.</p> <p>v. 19—Delegation is to competent people who have spiritual integrity; too much delegation in the church is to persons who are inadequate or have character flaws.</p> <p>v. 21—Careful organization was developed so the work prospered.</p> <p>v. 23—Delegation makes it possible for the leader to be ready to take more assignments from God.</p>
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<p>handle the work this way, you'll have the strength to carry out whatever God commands you, and the people in their settings will flourish also."</p> <p>[24] Moses listened to the counsel of his father-in-law and did everything he said. [25]Moses picked competent men from all Israel and set them as leaders over the people who were organized by the thousand, by the hundred, by fifty, and by ten. [26]They took over the everyday work of judging among the people. They brought the hard cases to Moses, but in the routine cases they were the judges. [27]Then Moses said good-bye to his father-in-law who went home to his own country.</p> <p style="text-align: right;">Exodus 18:13-27 (TM)</p>	<p>v. 23—"The people in their settings will flourish" from proper delegation</p> <p>v. 26—They brought the hard cases to Moses. Delegation that simply makes the pastor's work lighter is not what God wants. He wants more leaders, more followers, and more coaches like Moses turned out to be in this setting.</p>
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Summary Ideas:

Action Plan: Board Meeting Follow-up

Develop a follow-up action plan for the following decisions. Use creativity and imagination.

1. Paint the teenage Sunday School area
2. Train greeters for worship service
3. Establish a calendar of volunteers to clean the church

Meeting Follow-up		
Who (Person Receiving Assignment)	What (Nature of Assignment)	When (Due Date of Assignment)

Case Study: Administrative Confusion

Students should expect to spend up to two hours researching and writing this paper.

Archie Moore moved to his second pastorate four years after graduation from Nazarene Bible College. He established himself in his first pastorate as an effective administrator, but finds his new church an administrative nightmare. The membership records are grossly incomplete. Attendance records for the last three years do not exist. The financial records are incomplete and could cause lots of questions if an audit was done. To make matters worse, few if any lay leaders recognize a need for good record keeping and/or administrative procedures. Though the lay leaders do not resist organization, they just do not see the point.

No office or study space has been provided at the church. There is no phone at the church. Finances are tight, but the income is somewhat stronger than mere survival level.

To add to Moore's confusion, the district superintendent challenged him to make this church as strong administratively as his first church was.

1. What are the main issues in this case study?
2. What needs to be corrected immediately?
3. Why would this church call a person like Moore to be their pastor?
4. If Moore can get this administrative situation corrected, will the church be stronger spiritually? If yes, how and why? If no, why?
5. What are the risks in this situation? Are the possible positive results worth the potential risks?

Lesson 14: Time Management

Due This Lesson

Resource 13-4
Resource 13-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- value the importance of time management
- survey key statements about time management

Homework Assignments

Complete Resource 14-3. You may use this resource page or develop a diagram of your own.

Write in your journal.

- Reflect on your own strengths and weaknesses in the area of time management.
- Reflect on "The Big Idea."

The Big Idea

The purpose of time management is to help a pastor find effective strategies for managing his or her own life, and to maximize the gospel's impact on the greatest number of people.

Making Time Come Alive in Ministry

Case 1: What Comes First?

New pastor John Coleson, age 32, took his first church two months ago. He is a second-career person who started preparing for the ministry after five years working as lead employee in a pharmaceutical manufacturing plant. All his life he has been either a shift worker or a student. At the factory, he punched a time clock at the start and close of every shift. No decisions had to be made about when to arrive and when to leave. And during the workday, he did his work in the order in which it was assigned. As a student, he took classes when they were offered; no thinking about time there either. Now he has complete control of his schedule and has trouble fitting everything in. The productive use of time has him baffled. How can he solve his dilemma?

Case 2: Is Joe Overworked?

Pastor Joe Trenton serves a church of 45 average worship attendance—his second church—a congregation he has led for two years. He never has time for a new project, and he regularly shortchanges his time obligations to his wife and children, Tommy, age 9, and Sarah, age 7. His wife often tells him he is not overworked—just disorganized—an observation he resents because he has a secret fear she may be right.

Whenever a congregant asks to see him, he generally rehearses how busy he is and how overwhelmed he feels. As a result, fewer and fewer people talk to him about their lives and their relationship to God and he wonders why. He dreads the thoughts of having the congregation double in size. At his present level of productivity, it is not likely the church will grow by five in five years. Joe, his wife, and three key leaders are seriously concerned about the effect Joe's time use is having on family and church. How can Joe help himself?

Case 3: What Adjustments Are Necessary?

Eric Johnson loves taking his children to school each morning. Sam is 11 and Tiffany 7. His wife teaches school, so she has to leave home at about 7:15 every morning to drive some distance to her school. School starts for the children at 8 a.m. Every morning, everyone lives in an emotionally charged environment. To help the situation, Eric has been letting the family have all the time and space they need to get ready. Then after taking the children to school, he stops for coffee and a roll at Starbucks. He enjoys talking with the old-timers and reading the morning paper in the coffee shop. He usually gets home from Starbucks about 9:15, takes a shower and gets ready for his day.

Since the church is not far away, he usually gets to his study at the church by 10:15. Then he reads the mail, checks the Internet for messages, and reads Scripture for 15 minutes. Now the time is anywhere between 10:30 to 11—nearly time for lunch—so he seldom does any sermon preparation for the rest of the morning. Another daily ritual is picking the children up from school at 3:15. He loves interacting with them about their school day. What's right and what's wrong with this schedule? How do you expect his preaching will have developed in ten years, compared with his pastor friend in the next town who gives three hours to study and prayer four mornings every week?

Case 4: How Does a Pastor Balance Availability and Privacy?

Pastor Martha Miller and her husband, Sam, come from families where privacy has very high priority. So they turn off the phone during dinner every day. Martha has instructed her people not to call her during the morning hours at the church because that is her study time. Their church of 100 members has an efficient phone volunteer who screens Martha's calls in the afternoon. She tries to keep her cell phone number private. And they keep the answering machine on at home all the time to avoid telemarketing calls. Martha has a reputation of being hard to reach and the energy of returning all the calls has her stressed. How can she lower her stress and improve her reputation?

Key Statements about Time Management

Time Management—Basic Concepts

1. **Start with focus.** Evaluate everything you do in light of mission. One time management specialist suggests we view our time use like we do in the eye doctor's office: "clearer or fuzzier?" Determine what counts and do it.
2. **Boss your schedule.** Scrutinize your time. What does your date book say about your priorities? Study how other pastors use their time. Start where you can.
3. **Time is limited.** Though everyone has 24 hours in a day, 168 hours per week, and 8,760 hours per year, the way to get more time is not to seek another hour or day but to stretch what you have by eliminating wasted time or by giving up some unnecessary activities.
4. **Try thinking to save time.** Every action has some consequence, often several consequences. And pastors, without thinking, sometimes move ahead to action.
5. **Time is life.** Carl Sandberg was right when he said, "Time is the coin of your life. It is the only coin you have and only you can determine how it will be spent. Be careful lest you let others spend it for you." And getting more time comes from improved priorities.
6. **Organize your work space.** Have a hard look at the area where you do your work. Organize your supplies and the files in ways that make sense to you. Get rid of clutter; tackle one small area or drawer at a time and do it right.
7. **Procrastination takes energy.** The consequences of not doing tasks in a timely manner are those inner voices that nag us about uncompleted tasks. Soon the sheer volume of incomplete responsibilities keeps us from concentrating on anything. Try to do the unpleasant task as quickly as possible.
8. **Keep connected to work in process.** If you have a project that has to be set aside for a time, try to arrange a file crate or large wire file basket to hold everything related to that project. Stack the books for the project together open to the right page or marked with a post-it note. It also saves time later if you make a note of your last action so you do not waste time and mental energy getting started again.
9. **Make a checklist for a project or event.** As various needs and thoughts come to you, jot them in a list; that saves you from endless energy that asks over and over, "I wonder if I have everything covered?"
10. **Do it right for the right reason.** Peter Drucker said it this way: "It's more important to do the right thing than to do things right."³⁰ Too much ministry is done for selfish motives or is shoddy and undeserving of the title *Christian*.

11. **Use your magic three hours.** The idea is from Hyrum W. Smith, the creator of the Franklin Day Planner. He suggests everyone find a magic, three-hour time period each day when the least interruptions are present. Use that time to think, read, write, and get in touch with God. His three hours are between 5 and 8 a.m.; others use the time between 10 p.m. and 1 a.m.; and many pastors could make their choice the time between 8 a.m. to 11 a.m.

Time Management of Self

12. **Time demands of ministry** are unique from all other occupations. Commit to ministry as a way of life. Those who try to make ministry a 40-hour job will be frustrated nearly every day. View ministry as a way of life ready to serve at any moment of authentic need.
13. **Apply disciplines to life.** Even though the spiritual disciplines are as old as Christianity, the well-known practices of fasting, sharing, prayer, and serious study of Scripture are useful ways to deal with the pressures of ministry.
14. **Use date book and daily action sheet** to accomplish mission. Of course, it may now be a handheld computer, but use it as your road map for ministry. To keep balance, be sure to enter time commitments with spouse, children, and your own personal development.
15. **How many hours per week** should be given to ministry? Various surveys show that full-time pastors report spending 55 to 75 hours per week in ministry. Perhaps the standard a minister should impose on himself or herself is 40 hours, like full-time secular jobs require of laity, plus the number of hours the most active layperson is expected to be involved at church. Few pastoral ministry specialists think it can be done in 40 hours and most think more than 60 is an overload.
16. **Organize an idea and sermon file.** The way to determine what topics should be used in your file can be determined by using the index from three or four illustration books. Merge the lists, cross off the duplications, and eliminate any topic that does not seem useful to you. Then make two file folders for each remaining topic: one for ideas and the other for sermon notes from when you preach on that subject; mark one file folder "Sermons Preached" and the other "New Ideas." In five years, as the files start to mature, you will be amazed at how much material you have collected.
17. **Resist "I'm-too-busy" syndrome.** God never overloads anyone even though others may place too many expectations on your time. One time management expert believes we waste almost one hour a day looking for papers lost on the top of our desk.
18. **Strike balance between being and doing.** Because the ministry, by nature, demands times of great involvement and times of wholehearted withdrawal, it is easy for the pastor to give attention to the side he or she enjoys and skip the other side. Activists need to give more time to withdrawal to be with the Lord, and those who enjoy the times of aloneness with God need to give more time to involvement. Take your pattern from Jesus, who found strong renewal in withdrawal that energized Him for greater involvement in active ministry.

19. **Schedule bimonthly tune-up.** Write into your calendar an hour period every two weeks to go over your schedule. Check in with the Chief and see what He thinks. Make adjustments. And rejoice in how much more you are getting done since you organized your life.
20. **Use file baskets to organize your work.** Try three or four: one for incoming, new items; one for all those pending things you cannot do or perhaps you are waiting on some answer from another person; and one for out or finished. Some pastors will want a fourth basket for clippings, notes, or creative ideas.
21. **Examine your use of time.** Try keeping an activity log in 15-minute segments for a week or a month. Use only categories that make sense to you such as family, ministry, leisure, devotional development, preaching preparation, and outreach ministries.
22. **Windows of opportunity.** Finding God's timing for some ministry or program opening in a local church may be the most important thing you will do in that assignment. Some things can be done today that could not have been done at an earlier period.
23. **Forgive yourself for time failures.** Time management will not likely give you perfect control of your time in the present or the future. Nor will it replace wasted time from the past. The effort, however, will produce such an improvement you will think you have been given four or five extra days each month for ministry.

Time Management of Ministry

24. **Ministry requires investing time in people.** Jesus, our magnificent model for ministry, went to weddings, funerals, and worship with His disciples. He knew His disciples personally and apparently loved being with them as much as possible. To read the New Testament is to be impressed by how He entered into the details of their lives.
25. **Availability saves energy, guilt, and missed opportunity.** It often takes a lot more energy and effort to avoid phone calls than it does to take them. The bad news from the medical test, the divorce, the runaway teen, or the accident on the highway seldom fit a pastor's 9-to-5 schedule.
26. **Interruptions often provide magnificent ministry opportunities.** When a person says, "Sorry to interrupt you but . . .," you can be sure they think what they are about to tell you is important and they need your help. Allow flexibility in your schedule so you can deal with interruptions as opportunities.
27. **Activity is not achievement.** The notion that activity is the way we judge the effectiveness of ministry is a bad mistake. Achievement needs activity, but it must be activity with a purpose.
28. **Don't ask laity to do what you are not willing to do.** It is true that the pastor has been given the duty "to prepare God's people for works of service, so that the body of Christ may be built up" (Eph 4:12). That directive from Scripture always

works better when the pastor becomes a playing coach rather than the resident expert.

29. **Crises are times to forget the schedule.** When emergencies come, the people need their pastor. A minister who says, "This is my day off" on the day a member is having cancer surgery is something less than a faithful shepherd of the flock.
30. **Sort the urgent from the eternal.** President Dwight Eisenhower said, "Urgent things are seldom important and important things are seldom urgent."³¹ One time management specialist recommends that time be set aside every day—as much as two to four hours—to deal with the eternal. To keep a clear focus on the differences requires constant care and evaluation.

Case Study: Time Management

Time management is difficult—almost overwhelming—for a pastor when he or she looks at a calendar of seven days and tries to fit in all the responsibilities. A way to minimize the fear and confusion is to look at each day of the week in five time segments—that produces 35 time slots per week (see diagram.) The homework assignment is for you to apply the list of responsibilities that has been developed (provided by the instructor) to a diagram over a two-week period. Ideally, everything on the list will appear somewhere on your two-week calendar.

Time Management Diagram							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM 8-10							
10-12							
12-1:30	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
PM 1:30-3:30							
3:30-5:30							
5:30-7:00	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
7:00-9:30							

Lesson 15: Communication

Due This Lesson

Resource 14-3
Journaling

Learner Objectives

- By the end of this lesson, participants will
- survey key statements about communication
 - know the purpose of communication
 - know the audience for communication
 - know the methods of communication

Homework Assignments

Complete Resource 15-5. Use separate sheets of paper for your report.

Journals will be checked during the next class session. Individual entries will not be read. Faithfulness to the assignment and organization will be evaluated.

Write in your journal.

- Reflect on how you have felt when the church has reached out to communicate personally with you.
- Reflect on "The Big Idea."

The Big Idea

The Bible gives us a wonderfully accurate statement: "An unreliable messenger can cause a lot of trouble. Reliable communication permits progress" (Prov 13:17, TLB). The second part of that proverb provides a summary of what this class session is intended to accomplish.

Key Statements about Communication

1. **Curiosity**—Everyone has a need to know. Human curiosity means even those who appear disinterested will hear some of the church's communication—especially if it is presented in imaginative ways.
2. **Repetition**—Purpose and mission need to be repeated at least once a month. Rick Warren says Nehemiah built the wall in 52 days but the people were discouraged on day 26. He suggests the message be repeated at least once every 26 days, and that the communicator realize most people do not get the message until they have heard it at least seven times. But the repetition must be interestingly presented; merely running the same paragraph over and over in the bulletin does not accomplish the goal.
3. **Skill development**—Communication skills can be learned, but the pastor never improves communication much until he or she realizes the need to be a better listener. People are continually sending messages to their leader and sometimes the real messages are written between the lines in hard-to-hear nuances.
4. **Communication power**—Communicators must understand the clout that goes with position or leadership assignments. That is why people usually pay more attention to the pastor than to a layperson or staff member.

The Purpose of Communication

Event	Informational?	Instructional?	Inspirational?	Individualized?
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

1. Informational = gives date, time, age-group, and sometimes states purpose. Majors on facts and gives little attention to feeling.
2. Instructional = tells how, trains, explains, reasons. Often uses Bible facts, Bible study, solves some common problem, might even be a focus group.
3. Inspirational = inspires one to be more like Jesus, comforts, assures, promises help and hope and victory.
4. Individualized = communication that makes you feel it was just for you. Rather than saying, "Come with us to our church," it says, "This is for you. You'll feel welcome."

Applying Concepts to Practical Ministry

Write three articles—no more than two paragraphs each—for next Sunday's bulletin on the following subjects:

1. Welcome to visitors
2. Meaning of worship
3. Availability of nursery facilities

Use the 20 rules of good writing, and be sure each piece is focused outward and contains an inspirational factor.

20 Rules for Good Writing

1. Prefer the plain word to the fancy.
2. Prefer the familiar word to the unfamiliar.
3. Prefer the Saxon word to the Romance.
4. Prefer nouns and verbs to adjectives and adverbs.
5. Prefer picture nouns and action verbs.
6. Never use a long word when a short one will do as well.
7. Master the simple declarative sentence.
8. Prefer the simple sentence to the complicated.
9. Vary your sentence length.
10. Put the words you want to emphasize at the beginning or end of your sentence.
11. Use the active voice.
12. Put statements in a positive form.
13. Use short paragraphs.
14. Cut needless words, sentences, and paragraphs.
15. Use plain, conversational language. Write like you talk.
16. Avoid imitation. Write in your natural style.
17. Write clearly.
18. Avoid gobbledygook and jargon.
19. Write to be understood, not to impress.
20. Revise and rewrite. Improvement is always possible.

—from the Writer's Digest School, a division of *Writer's Digest* magazine

Lesson 16: Legal and Financial Relationships

Due This Lesson

Resource 15-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- understand the “value added” benefits of the local church being part of a denomination
- identify the categories and purpose of funds collected by the local church and passed on to the district and general church
- articulate the role of the church treasure
- include district and general church apportionments in local church budget planning

Homework Assignments

Many resources are available to assist the local church from the Nazarene web site: www.nazarene.org. Visit the site and review the materials available. Sites to visit:

- Stewardship Development Ministries
- General Secretary
- Ministries
- Education—International Board of Education

Identify and list five informative resource tools that would assist the local church pastor to inform his or her congregation about activities of the denomination.

Write in your journal.

- How do you personally feel about your responsibility for apportionments? How will that affect your congregation?
- Reflect on “The Big Idea”

The Big Idea

Through denominational channels the ministry of the local church extends to the community and the whole world.

Four Basic Financial Responsibilities

District Apportionments

Educational Apportionments

General Apportionments

Pension Plan Apportionments

Building the Local Church Budget

1. Build your local church budget with your long-term goals and strategic plan in mind.
2. Design your local church budget to reflect ministry priorities.
3. Build in a cash reserve equal to an average of one month of local church income.
4. Build your local church budget based on last year's *usable* income. (Do not include pass-through monies.)
5. Monitor your actual budget performance monthly.
6. Provide monthly financial reports to your church board.
7. Always seek church board approval for non-budget expenditures.
8. Commit to never spend more than 1/12 of your approved budget without special approval.
9. Give an annual written budget report to the congregation.
10. Celebrate by spending excess income on a pre-approved capital budget project.

Local Church Budget

Categories

1. Building and Properties
2. Education and Equipping
3. Worship and Planning
4. Administration and Stewardship Training
5. Evangelism and Outreach

Guideline

- One-third of your budget should be allocated for Property.
- One-third of your budget should be allocated for Personnel.
- One-third of your budget should be allocated for Program/Ministry.

Role and Responsibilities of Church Treasurer

1. Serves as the financial officer of the congregation.
2. Is responsible for payment of all bills, invoices, and charges.
3. Performs or oversees all bookkeeping functions.
4. Prepares monthly financial reports for the church board.
5. Files all required federal and state tax forms.
6. Monitors the cash flow of the congregation and invests available funds as directed.
7. Is empowered to borrow funds as directed by the church board.
8. Provides the congregation with any requested financial information.
9. Assists in preparation of the annual budget for the local church.
10. Serves as financial committee member, or chair.

Follow the Money

In your group review the *Manual* beginning with paragraph 129: Business.

Find *Manual* paragraphs that describe the role of the church treasurer. Follow references to how funds are disbursed from the local church to the district and general church, and how those funds are spent. Draw a conceptual map or flow chart that shows the steps, paths, and responsible people as money moves from the local church to meet the needs in global ministries.

Lesson 17: Biblical Foundations for Whole-Life Stewardship

Due This Lesson

Resource 15-5
Journaling

Learner Objectives

By the end of this lesson, participants will

- have a brief overview of Old and New Testament economic models for God's people
- know that these models serve as the core values for present-day Christians' lifestyles and priorities
- understand how today's congregation must implement these economic models to succeed

Homework Assignments

Prepare two sermon outlines based upon the scriptures listed in this lesson: one from the Old Testament and one from the New Testament.

Prepare a suggested list of activities that would move a local church through the progression of becoming the ideal model—A Transforming Church. What specific activities would be needed to move the local congregation into a giving church mind-set? From this point, what changes would be needed in moving that congregation into a more responsible church? And finally, what activities would you suggest that would move the hearts and minds of the people into a socially transformational type of congregation? Give specific examples which would relate to your particular local congregation.

Write in your journal.

- Reflect on your own attitude toward stewardship—your own personal giving.
- Reflect on "The Big Idea."

The Big Idea

Stewardship is about lifestyle issues.

Old Testament Economic Models

In your group find each of the points listed in the outline in each of the scripture passages. Your written responses should demonstrate your understanding of how these scriptures can be used to explain—teach and preach—the subject of whole-life stewardship.

Genesis 41-42: Saving and Accumulation of Goods

- Prevention
- Distribution
- Goodwill

Exodus 16:15-30: Survival in a Nomadic Society

- Survival
- Selflessness
- Thanksgiving

Leviticus 19: Economics for a Local Community (note movement from nomadic to community)

- Production
- Consumption
- Distribution
- Thanksgiving
- Goodwill

Leviticus 13-16; Deuteronomy 14, 25, 26: Distributive Justice in a Community

- The purpose of the offering
- The community purpose of the tithe
- The Sabbath
- The Year of Jubilee

1 Kings 10; Nehemiah 9:22-31: The Poverty of Affluence—Materialism

- Economic uplift
- Splendor
- Affluence
- Greed
- Meaninglessness

Jeremiah 29: Economics for the People in Exile

- Production
- Multiplication
- Welfare

New Testament Economic Models

The Kingdom of God

- The fulfillment of the Year of Jubilee—Luke 4
- Economic justice, equality, and compassion
- The new giving paradigms—Luke 21: 1-4
- Kingdom math—John 3: 16 added together with 1 John 3: 16

Economics in the Early Church

- Shared burden of giving—Acts 2
- 100 percent giving—Acts 4
- The institutionalization of giving—Acts 6
- Care for the caregivers—1 Corinthians 16
- Global living—Romans 15
- Sacrificial giving—2 Corinthians 8

Church Economics for Today **The Progression toward the Ideal Model³²**

The Giving Church

A church that interprets wealth, time, and talents as gifts from God

A 100 percent giving church

Strategy: Development of the giving church

The Responsible Church

A church that manages the gifts with the purpose of helping others

A 100 percent involved church

Strategy: Involvement in integrated programs of outreach locally and globally

The Transforming Church

A church that promotes justice, equality, and *shalom* in its community

A 100 percent prophetic church

Strategy: Participation in education, advocacy, community transformation, and global justice

Lesson 18: Four Approaches to Whole-Life Stewardship

Due This Lesson

Sermon outlines
Progression list to becoming a Transforming Church
Journaling

Learner Objectives

- By the end of this lesson, participants will
- examine four different understandings of how Christians approach the subject of stewardship
 - understand biblical, whole-life stewardship

Homework Assignments

Prepare a sermon outline from the text of Matthew 6:19-24.

Prepare a 21st-century version of John Wesley's Sermon on Money:

- Make all you can
- Save all you can
- Give all you can

Prepare a complete biblical definition of the kingdom of God.

Prepare a list of suggested activities that would challenge people to move toward a biblical approach of whole-life stewardship. For example: What activity could I do that would place me in contact with marginalized persons? For most of us this is something about which we have to become very focused; it doesn't come automatically.

Write in your journal.

- Reflect on your own attitude in each of the six categories.
- Reflect on where God wants to move you.

The Big Idea

The Church needs individuals of all generations committed to a biblical approach of whole-life stewardship.

Four Approaches to Whole-Life Stewardship

Attitude Toward	First Approach	Second Approach	Third Approach	Biblical Approach
1. Environment				
2. Personal Lifestyle				
3. Faith Community				
4. Outreach				
5. Wealth				
6. General Financial Commitment				

Money Problems in the Church

1. We have a giving crisis.
2. We have a credibility crisis.
3. We have a tenure problem with pastors.
4. We have a limited giving base.
5. We have a "me-ism" crisis.
6. We have a vision problem.
7. We have a lack of giving models.

Casting a Vision for a Giving Church

Biblical Principles for Christian Giving

Give God the First Portion—"Honor the LORD with your wealth, with the firstfruits of all your crops" (Prov 3:9).

Give Regularly—"On the first day of every week, each one of you should set aside a sum of money" (1 Cor 16:2).

Give a Percentage—"Set aside a sum of money in keeping with his income" (1 Cor 16:2).

Give Thankfully—"Always giving thanks to God the Father for everything, in the name of our Lord Jesus Christ" (Eph 5:20). "For God loves a cheerful giver" (2 Cor 9:7).

Creating a Climate for Giving

Step 1: Initiate a strategic program to guide families to financial freedom.

Four types of families:

- Families that are not financially free, and everyone knows it.
- Families that are not financially free, but everyone does not know it yet.
- Families that are financially free, but have yet to learn how to honor God.
- Families that are financially free, and are honoring God.

Step 2: Establish a vital mission and compassionate ministry program for others.

Step 3: Challenge Christians through a vision plan to prove God with their giving.

Must include:

- The Purpose—Why give?
- The Need—Why give now?
- The Plan—How do I give?
- The Rewards—What will be the results of my giving?

Lesson 19: Developing a Giving Church

Due This Lesson

Sermon outline
List to move toward biblical approach of whole-life stewardship
21st-century version of sermon
Journaling

Learner Objectives

- By the end of this lesson, participants will
- develop the skills necessary to build a successful working model of a giving church
 - prepare a whole-life stewardship model that is radically biblical, as well as practical, for a local congregation

Homework Assignments

Complete Resource 19-7. If you are not presently in a pastoral position, discuss the chart with your pastor and find out when your church does the various categories.

Design a Stewardship Month Resource Kit for your local church. Make a list of the contents for this resource kit. For example: it would need to include four sermon outlines. What would the scriptures be for the four sermons?

Prepare your own "stewardship testimony." Have you discovered the joy of becoming a "God-honoring accumulator" rather than living the life of decreasing net worth, spending more than you make? Prepare a testimony that explains how you moved from decreasing net worth to accumulating resources for God's kingdom. Or, if you are not yet a God-honoring accumulator, explain how you intend to get to that point.

Write in your journal.

- Reflect on your own attitude about tithing and giving.
- Reflect on your commitment, and history in tithing.
- Reflect on "The Big Idea."

The Big Idea

Whole-life stewardship recognizes God as the ultimate source of all things (2 Cor 9:8). Whole-life stewardship is God's method for supporting the local church (1 Cor 9:6-14).

Developing Committed Steward Leaders

Definition of a steward leader—A caretaker, trustee, a chosen servant; an important person in a privileged, responsible position. A steward is a manager of another's belongings—the Federal Express driver with packages belonging to someone else.

A Steward Leader:

Is privileged	Romans 12:1-2
Is chosen	Matthew 20:1-16
Is important	Genesis 42:6; 43:16, 19
Is responsible	Luke 12:48
Is accountable	Isaiah 22:15-21; Hebrews 13:17; 1 Kings 4:6; 16:9
Has a sense of dignity	Genesis 1:26-28; Isaiah 36:3, 22; 37:2
Has a sense of belonging	1 Corinthians 3:21-23
Manages another's belongings	Genesis 1; Psalm 24:1; 89:11; Romans 16:23
Closely identifies with the Master	Luke 8:3
Is a caretaker, trustee	Ephesians 3:2
Is watchful	1 Corinthians 4:1; Hebrews 13:17
Is a servant	1 Peter 4:10
Is faithful, trustworthy	Luke 16:10; 1 Corinthians 4:2

A Steward Leader Is Not:

The owner, lord, master	Psalm 24:1; 50:10-12
An "ordinary servant"	Luke 8:3
Just "one of the others"	Matthew 16:8
To pursue power	Luke 16:1-2
Irresponsible	Luke 12:42-48
Lazy, greedy	1 Peter 4:10; 1 Corinthians 12:7
A puppet on a string	Genesis 1:28; Matthew 5:13-16
The same as the creation/creatures	Psalm 19:1-4; 8:4-9

Steward Leaders

Steward leaders *acknowledge* the Lordship of Christ.

We are:

- Created in the image of God: designed to reflect our Creator—Gen 1:27; Ps 8:5; 2 Cor 3:18
- Redeemed by God in Jesus Christ—Eph 2:8-10
- Named as God's own in holy baptism—Mt 28:18-20
- Sent on God's mission in this world—Gen 1:28-30; Jn 20:21; Eph 3:8-12
- Empowered as God's stewards, caretakers, managers, and trustees—1 Cor 12-14; Roms 12

Steward leaders build winning *relationships* with:

- God—Isa 40:30; 43:1-3; 55:1-3; 1 Jn 4:19
- Self—Rom 12:3; Phil 2:3-5; 1 Pet 2:9-10
- Others—Rom 12:18; Gal 5:13-14; Eph 4:15-32
- Creation—Ps 24:1; Gen 1:26-31; Ps 8; Article I, Apostles' Creed

Steward leaders *grow, develop, and serve*.

- Growing an *attitude of giving*—Gal 6:1-10
- Developing an *attitude of gratitude*—Ps 103
- Serving with an *attitude of love*—Lk 9

Steward leaders *worship* through giving.

Our offerings are a part of our worship of God (Rom 12:1-2).

Steward leaders think *globally* and act *locally*.

Steward leaders *model* giving to new Christians.

"Don't let the world around you squeeze you into its mold, but let God remold your minds from within" (Rom 12:3, Phillips).

Developing an Annual Stewardship Plan

Step 1: Build a Realistic Budget and Live Within It.

1. Build your budget with your Vision Plan clearly in mind.
2. Your church budget should reflect your ministry priorities.
3. Build a cash reserve equal to an average of one month of church income.
4. Build your budget based upon last year's usable income.
5. Monitor your actual budget performance monthly.
6. Provide monthly financial statements to your church board.
7. Seek church board approval for non-budget expenditures.
8. Never spend more than 1/12 of your given budget without special approval.
9. Give an annual written report to the congregation.
10. Celebrate by spending excess income on a pre-approved capital budget or project.

Developing an Annual Stewardship Plan

Step 2: Appeal to *All* Six Pockets of Giving.

1. The Maintenance Pocket
2. The Missions Pocket
3. The Compassionate Ministries Pocket
4. The Building Pocket
5. The Education Pocket
6. The Evangelism Pocket

Pocket Principles

- If your church doesn't appeal to these pockets, someone else will.
- Money in one pocket is not easily transferred to another pocket.
- These monies will not "stay at home" if persons are not provided a proper opportunity to respond.
- Church leaders have no idea of the amount of money in these various pockets, until they present a financial challenge.
- Once parishioners' pockets are opened, they will give again from the same pockets.

Developing an Annual Stewardship Plan

Step 3: Distribute Numbered Offering Envelopes to All Church Attendees.

Step 4: Mail Quarterly Giving Statements to All Parishioners.

Step 5: Make the Offering Time a Celebration.

Step 6: Teach Children the Importance of Giving.

Step 7: Never Ask for Money at Events Designed to Reach the Unchurched.

Developing an Annual Stewardship Plan

Step 8: Overcome the Fear of Preaching About Money.

Preach on the Macedonian model of giving—2 Corinthians 8:1-9.

- They gave willingly.
- They gave beyond their ability.
- They gave enthusiastically.
- They gave their best.

There will be three responses to your annual stewardship message:

1. There will be those who will give, no matter what you do.
2. There will be those who will never give, no matter what you do.
3. There will be those who will respond and start tithing. This group will come from one of these target groups:
 - Guest attendees—prospective givers
 - Occasional attendees—keep the communication channels open
 - Faithful members—capture their imagination with your Vision Plan

Step 9: Plan a Stewardship Month.

Seven Key Ingredients

1. Appoint a team leader.
2. Form a ministry action team.
3. Select a theme—this should reflect your Vision Plan.
4. Send weekly letters—not from pastor, but from members of the ministry action team. Letters will emphasize the theme of the stewardship message to be preached that week.
5. Preach a series of messages on whole-life stewardship; check the SDM web site for resources (<http://stewardship.nazarene.org>).
6. Communicate the Vision Plan—on the first Sunday.
7. Distribute the approved budget—on the fourth Sunday.

Developing an Annual Stewardship Plan

Step 10: Build a Stewardship Planning Calendar.

1. Check items you'd like to consider doing in your church.
2. Put an "X" in the possible month(s) you want to target this item. Asterisks indicate good months to use.
3. Circle "X" if this item would be new to your church.
4. Discuss and fine-tune the calendar with your church chairpersons and/or leaders.
5. Keep this with your regular calendar so you can monitor progress.

4	Possible Items to Include/Do	Ja	Fe	Mar	Ap	Ma	Jn	Jy	Au	Se	Oc	No	De
	Conduct a stewardship preaching series	*	*	*	*						*	*	*
	Have a leader or layperson share a verse and comments before every offering.	*	*	*	*	*	*	*	*	*	*	*	*
	Select persons to give 1- to 2-minute testimonies before the offering about how God taught/helped them make giving a top priority.	*		*	*	*					*	*	*
	Conduct an annual stewardship campaign. Collect giving cards for next 12 months.	*				*							*
	Send giving records, letters, and financial/ministry information.	*			*			*			*	*	*
	Give or mail helpful stewardship brochures. These can be tied to stewardship series or sent with giving records.	*			*						*	*	
	Have a missions giving emphasis: a special Sunday, weekend, or week. Let kids give too.				*	*	*				*	*	*
	Host a guest stewardship speaker	*	*	*	*					*	*	*	
	Provide annual meeting reports												
	Offer video or small-group Bible studies on Christian financial principles (e.g., SDM, Crown Ministries or Ron Blue materials).	*	*	*						*	*	*	
	Have an all-church tithing Sunday.												
	Set up one-on-one "share the vision" lunch appointments w/ pastor and key persons or couples.		*	*	*					*	*		
	Make budget counseling or classes available through a lay counselor in your church or area by using SDM or Larry Burkett materials.		*	*	*					*	*	*	
	Give leadership a summary of the year's giving. This is typically done with amounts (no names).	*											
	Offer spiritual gifts assessments and ministry opportunities.	*	*	*	*	*	*	*	*	*	*	*	*
	Have a meeting or banquet to highlight future ministry and/or facility needs. Be sure to send follow-up materials to those who could not attend.				*							*	

Brian Kluth

Lesson 20: Personal Finance and Lifestyle Issues

Due This Lesson

Resource 19-9
Stewardship Month Resource Kit
Stewardship testimony
Journaling

Learner Objectives

By the end of this lesson, participants will

- be provided with the skills to liberate people who are bound and gagged as prisoners of money problems, materialism, and crippling debt
- clearly understand that the lifestyle of Christian simplicity is vital, and that transition is taking place from compulsive consumption habits to financial freedom

Homework Assignments

Present your stewardship testimony to someone in your local church. Use it to encourage them to become "Whole-Life Stewards." If you are still trapped by a lifestyle of decreasing net worth, contact the Stewardship Development Ministries office in Kansas City for additional materials that will help you become a God-honoring accumulator with the resources God has entrusted to you.

Commit to being an example of Christian stewardship both in your personal life and in your ministry.

The Big Idea

The success and/or failure of individual lives, careers, and marriages has been determined by how money, and its use, has been viewed and managed.

Loosen Your Grip

Make a list of your most cherished belongings. Gather your family together, and read over the list. Once this is done, read the following statement:

I am here to thank God for all the wonderful things He has allowed us to have and use. While I thank God for these things, I also want to ask Him to forgive me for those times when I forgot He is the Owner of them, and I am the manager.

Today, I formally place all of these things under God's ownership. Everything on this list is God's. If they last a long time, they are God's. If they increase in value, the increase belongs to God. If they go up in flames tomorrow, they are God's. God provided these things for me to manage on His behalf. I want to be a good steward of them, but I don't want to worry about them, because they don't belong to me; they belong to God.

Prayer:

"Lord, help me to be a good manager of what You have provided. Help me to keep in mind I must never love 'things.' Things were meant to be used. People are meant to be loved. Help me to use the things I manage for Your glory. Don't let me do anything with any possession that would embarrass You. As Owner, You may take these things away as You like. Help me to be content with my relationships with You and with others, and never let me lust after material items that could hurt these relationships. And never let me put importance in things that won't last. In Jesus' name, Amen."

Scripture Memorization:

"The earth is the Lord's, and everything in it, the world, and all who live in it" (Ps 24:1).

Personal Assets

Date _____

Should be done yearly.

Liquid Assets

Checking Account	\$ _____
Savings Account	_____
Money Market Funds	_____
CDs	_____
Stocks, Bonds, Mutual Funds	_____
Life Insurance Cash Values	_____
Other	_____

Nonliquid Assets

Home	\$ _____
Land	_____
Other Real Estate	_____
Business—Owenship/Partnership	_____
Automobiles	_____
Furnishings	_____
Collections, Art, Jewelry	_____
Retirement Funds	_____
Loans to Others	_____
Trust Funds	_____
Other _____	_____
Other _____	_____

Total Assets \$ _____

(Use approximate current market values.)

Cash Flow

Date _____

Should be done yearly.

	Monthly Average	Annual Amount	
Income			
Your income	\$ _____	\$ _____	
Spouse income	_____	_____	
Other	_____	_____	
Total Income			\$ _____
Expenses			
Giving			
Tithes	_____	_____	
Offerings	_____	_____	
Faith Promise	_____	_____	
Church Building Fund	_____	_____	
Other Charitable Giving	_____	_____	
Total Giving			\$ _____
Taxes			
Federal	_____	_____	
State and Local	_____	_____	
Social Security	_____	_____	
Property	_____	_____	
Total Taxes			\$ _____
Housing			
Mortgage/Rent	_____	_____	
Home Insurance	_____	_____	
Gas/Electricity/Water	_____	_____	
Telephone	_____	_____	
Improvements/Repairs	_____	_____	
Furnishings	_____	_____	
Association Dues	_____	_____	
Total Housing			\$ _____
Medical			
Health Insurance	_____	_____	
Prescriptions	_____	_____	
Doctor/Dentist	_____	_____	
Other	_____	_____	
Total Medical	-		\$ _____
Insurance			
Life Insurance	_____	_____	
Other	_____	_____	
Total Insurance			\$ _____
Food			
Groceries	_____	_____	
Eating Out	_____	_____	
Total Food			\$ _____

Transportation

Car Payment	_____	_____
Insurance	_____	_____
Fuel	_____	_____
Service	_____	_____
Parking/Tolls	_____	_____
Public Transportation	_____	_____

Total Transportation \$ _____**Debt Reduction**

Credit Card Payments	_____	_____
Consumer Loan Payments	_____	_____
School Loans	_____	_____
Other	_____	_____

Total Debt Reduction \$ _____**Children**

School Expenses	_____	_____
Childcare	_____	_____
Lessons—music, sports, etc	_____	_____
Activity Expenses	_____	_____

Total Children \$ _____**Clothing**

Adult	_____	_____
Children	_____	_____

Total Clothing \$ _____**Gifts**

Christmas	_____	_____
Birthdays	_____	_____
Other	_____	_____

Total Gifts \$ _____**Entertainment and Recreation**

Vacation	_____	_____
Cable/Internet Access	_____	_____
Subscriptions	_____	_____
Activities	_____	_____
Clubs	_____	_____
Other	_____	_____

Total E and R \$ _____**Miscellaneous**

Pet Care	_____	_____
Allowances	_____	_____
Hobbies	_____	_____
Other	_____	_____

Total Miscellaneous \$ _____**Total Expenses** \$ _____**Cash Flow**

(Difference between Total Income and Total Expenses) \$ _____

Debt

Three Types of Debt

1. Credit Card
2. Consumer Debt
3. Mortgage Debt

Seven Steps to Get Out of Debt

- List all you owe.
- Set a realistic goal for repayments.
- Sell all unnecessary items.
- Determine to live within your means—spend less than you make.
- Develop a detailed, monthly repayment plan.
- Add no new debt.
- Stick to your plan.

Give Generously

The first level of giving is the tithe.

God has chosen to finance His ministry by the tithe, the return of one-tenth of what we receive to Him. The failure to tithe is considered an act of robbing God (Mal 3:8).

The second level of giving is offerings.

The giving of offerings is considered the “designated gift.” This is directed giving. It is giving in response to specific need. It is not to take the place of the tithe; rather, it is to be a supplement to the tithe.

The third level of giving is sacrificial.

This level of giving is dependent upon faith . . . It is exciting and amazing thing to see God provide such gifts when people are open to His leadership.

Giving Commitment Pledge

Lord, I recognize that giving is part of your plan for my life. Today, I ask You to impress upon my heart the level at which You wish for my family and me to give over the next year. I pledge to be sensitive to Your leading and trust You to provide the means for my family and me to meet the level You intend for us to give.

Signature_____

Date_____

Financial Resources

The Christian's Guide to Financial Freedom, Beacon Hill Press of Kansas City, 2000.

Ron Blue: *Master Your Money, Raising Money-Smart Kids, Storm Shelter, Taming the Money Monster*.

Larry Burkett: *Caretakers of God's Blessing, The Complete Guide to Managing Your Money, Debt-Free Living, How to Manage Your Money*.

Daniel Busby: *The Christian's Guide to Worry-Free Money Management*.

Crown Ministries: *Samm Group Financial Study*.

Dave Ramsey: *Financial Peace: Restoring Financial Hope to You and Your Family*.

Endnotes

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- ¹ *Manual 2001-2005, Church of the Nazarene* (Kansas City: Nazarene Publishing House, 2002), 168ff.
 - ² C. H. Spurgeon, *Lectures to My Students* (Grand Rapids: Zondervan, 1954), 32.
 - ³ Neil B. Wiseman, *Growing Your Soul: Practical Steps to Increasing Your Spirituality* (Grand Rapids: Fleming H. Revell, 1996), 29.
 - ⁴ Neil B. Wiseman, *The Untamed God: Unleashing the Supernatural in the Body of Christ* (Kansas City: Beacon Hill Press of Kansas City, 1997), 100.
 - ⁵ H. B. London and Neil B. Wiseman, *The Heart of a Great Pastor* (Ventura, CA: Regal Books, 1994), 181.
 - ⁶ Wiseman, *Growing Your Soul*, 230.
 - ⁷ H. B. London and Neil B. Wiseman, *Pastors at Risk: Help for Pastors, Hope for the Church* (Wheaton, IL: Victor Books, 1993), 210.
 - ⁸ London and Wiseman, *The Heart of a Great Pastor*, 160.
 - ⁹ Wiseman, *The Untamed God*, 43.
 - ¹⁰ Wiseman, *Growing Your Soul*, 114.
 - ¹¹ *Ibid.*, 64.
 - ¹² *Ibid.*, *Growing Your Soul*, 167.
 - ¹³ *Ibid.*, *Growing Your Soul*, 45.
 - ¹⁴ London and Wiseman, *Pastors at Risk*, 92.
 - ¹⁵ Wiseman, *The Untamed God*, 24.
 - ¹⁶ Elaine Biech, *The Pfeiffer Book of Successful Team Building* (San Francisco: Jossey-Bass/Pfeiffer, 2001), 2; Gene Wilkes, *Jesus on Leadership* (Wheaton, IL: Tyndale House, 1998), 213.
 - ¹⁷ Louis Boone, compiler, *Quotable Business* (New York: Random House, 1992), 31.
 - ¹⁸ PERT Planning: The U.S. Navy in the Polaris nuclear submarine effort developed a planning system called the Project Evaluation Research Technique (PERT). This approach refers to a special project and helps control all the components of an activity. An overview of the system can be gained from the diagram; details can be secured from Roy Carnahan's book, *Creative Pastoral Management* (Kansas City: Beacon Hill Press of Kansas City, 1976), 32-38.
 - ¹⁹ John Maxwell in Dale Galloway, *Leading in Times of Change* (Kansas City: Beacon Hill Press of Kansas City, 2000), 31.
 - ²⁰ London and Wiseman, *Heart of a Great Pastor*, 24.
 - ²¹ Elmer Towns in Galloway, *Leading in Times of Change*, 55.
 - ²² Jim Garlow in *Ibid.*, 131.
 - ²³ Towns in *Ibid.*, 55.
 - ²⁴ Joseph M. Stowell, *Shepherding the Church* (Chicago: Moody Press, 1994), 317.
 - ²⁵ Warren Bennis, *An Invented Life* (New York: Addison Wesley, 1993), 166.
 - ²⁶ Galloway, *Leading in Times of Change*, 41.
 - ²⁷ Galloway, *Leading in Times of Change*, 10-11, 15.
 - ²⁸ *Manual*, 56.
 - ²⁹ Carl F. George, and Robert E. Logan, *Leading and Managing Your Church* (Old Tappan, NJ: F. H. Revell, 1987), 118.
 - ³⁰ Danny Cox and John Hoover, *Leadership When the Heat's On* (New York: McGraw-Hill, Inc., 1992), 95.
 - ³¹ *Ibid.*, 95.
 - ³² Gustavo Crocker, 2/1/99.