

## INTRODUCTION

Today one purpose surrounds our gathering here – to conduct a marriage ceremony between three variables: The academic world of the science called management, leadership as an art and a science and the sacred institution called the church.

### WHAT IS MANAGEMENT?

Management means getting *things* done *through* and with *other people*. It means that there are three variables involved in the process of management – the situation or thing to be done, the people to do and the person the get them to do. The definition also makes it clear that since the thing is to be done through other people and *with* them, then the manager is also a worker.

### WHAT IS LEADERSHIP

Before we get started, let's define leadership. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills.

The basis of good leadership is honourable character and selfless service to your organization. In your employees' eyes, your leadership is everything you do that effects the organization's objectives and their well being. Respected leaders concentrate on what they *are [be]* (such as beliefs and character), what they *know* (such as job, tasks, and human nature), and what they *do* (such as implementing, motivating, and provide direction).

## A PHILOSOPHY OF CHRISTIAN MANAGEMENT

1. The purpose of management in Christian organizations is to create a fertile climate for spiritual service—a sense of shared mission, wise stewardship of resources, and mutual supportiveness.
2. The purpose of a Christian ministry is not excellent management per se. Management is merely a means to the end of serving God.
3. Ministry team members are valued not only for their performance contributions to the ministry, but also because they are members of God's family.
4. The ministry team is to be a "family" of people who care about and for one another.
5. Management of Christian organizations is to be people-centered and participative.
6. Ministry management places a high value on cooperation and teamwork.
7. Team members are motivated by a shared sense of vision and mission, which is more important to them than personal gain. Goals are pursued selflessly and sacrificially.
8. How Christians work with one another is just as important as what they are striving to accomplish.
9. A key aim of ministry management is to help team members become more "Christlike"
10. Management in Christian organizations is ultimately a partnership with God, built on prayer, faith, and obedience.

### What do you feel is the concept of Leadership?

Try the following, answering True or false.

- “The only people who lead have some kind of leadership job, such as chairman, coach, or king.”
- “Leadership is a gift. If you are born with it, you can lead. If you are not, you can't.”
- “‘Leader’ is another word for ‘boss’”.
- “Being a leader in a Scout troop is like being a leader anywhere else.”

### Which Leader Are You?

How do you affect your team? Identify yourself in the following...

1. Sparkplug (making things happen)
2. Analyst (rational deliberator)
3. Dreamer (optimistic idealist)
4. Peacemaker (conflict resolver)
5. Engineer (project organizer)
6. Traffic cop (project controller)
7. Friend (developer of social interaction)
8. Helper (cooperative follower)
9. Maverick (nontraditionalist)
10. Bridge-builder (reaching out to other teams)

### What Does a Leader Deal with?

Every leader deals with just two things. Here they are: the **job** and the **group**.

**The job** is what's to be done. The "job" doesn't necessarily mean work. It could be playing a game. It could be building a skyscraper. It could be getting across an idea. A leader is needed to get the job done. If there were no job, there would be no need for a leader. **The group**, such as a patrol, is the people who do the job. And in many cases, the group continues after the job is done. This is where leading gets tough, as you'll see later.

### The Job of a Leader

A leader works with two things: a job and a group. You can always tell when a leader succeeds, because: 1. The job gets done. 2. The group holds together. Leadership differs with the *leader*, the *group*, and the *situation*.

### Leadership Develops

Picture a long scale like a yardstick. On the low end, there are no leadership skills. On the other end, there is a complete set of leadership skills. *Everyone is somewhere between those ends!*

### Ten Ways to Identify a Promising Person

The most gifted athletes rarely make good coaches. The best violinist will not necessarily make the best conductor. Nor will the best teacher necessarily make the best head of the department. So it's critical to distinguish between the skill of performance and the skill of leading the performance, two entirely different skills. It's also important to determine whether a person is capable of learning leadership. The natural leader will stand out. The trick is identifying those who are capable of learning leadership over time. Here are several traits to help identify whether someone is capable of learning to lead.

1. Leadership in the past. To create or catch vision.
2. A person who doesn't feel the thrill of challenge is not a potential leader.
3. A constructive spirit of discontent.
4. People locked in the status quo are not leaders.
5. Practical ideas.
6. Brainstorming is not a particularly helpful practice in leadership, because ideas need to stay practical.
7. A willingness to take responsibility.
8. A completion factor.
9. Mental toughness.
10. Peer respect.
11. Family respect.
12. A quality that makes people listen to them.

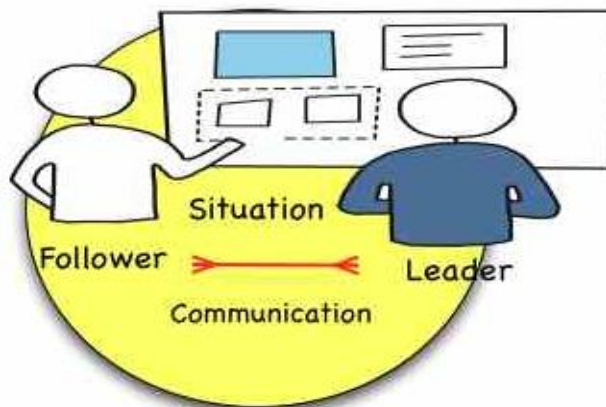
### Principles of Leadership

To help you *be*, *know*, and *do*; According to the U.S. Army (1973), following these eleven principles of leadership will help in personal development.

1. **Know yourself and seek self-improvement** - In order to know yourself, you have to understand your *be*, *know*, and *do*, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.
2. **Be technically proficient** - As a leader, you must know your job and have a solid familiarity with your employees' tasks.
3. **Seek responsibility and take responsibility for your actions** - Search for ways to guide your organization to new heights. And when things go wrong, they always do sooner or later -- do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
4. **Make sound and timely decisions** - Use good problem solving, decision making, and planning tools.
5. **Set the example** - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. *We must become the change we want to see* - Mahatma Gandhi
6. **Know your people and look out for their well-being** - Know human nature and the importance of sincerely caring for your workers.
7. **Keep your workers informed** - Know how to communicate with not only them, but also seniors and other key people.
8. **Develop a sense of responsibility in your workers** - Help to develop good character traits that will help them carry out their professional responsibilities.
9. **Ensure that tasks are understood, supervised, and accomplished** - Communication is the key to this responsibility.
10. **Train as a team** - Although many so called leaders call their organization, department, section, etc. a team; they are not really teams...they are just a group of people doing their jobs.
11. **Use the full capabilities of your organization** - By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

## Factors of Leadership

There are four major factors in leadership:



### **BE KNOW DO**

**BE** a professional. Examples: Be loyal to the organization, perform selfless service, take personal responsibility.

**BE** a professional who possess good character traits. Examples: Honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination.

**KNOW** the four factors of leadership - follower, leader, communication, situation.

**KNOW** yourself. Examples: strengths and weakness of your character, knowledge, and skills.

**KNOW** human nature. Examples: Human needs, emotions, and how people respond to stress.

**KNOW** your job. Examples: be proficient and be able to train others in their tasks.

**KNOW** your organization. Examples: where to go for help, its climate and culture, who the unofficial leaders are.

**DO** provide direction. Examples: goal setting, problem solving, decision making, planning.

**DO** implement. Examples: communicating, coordinating, supervising, evaluating.

**DO** motivate. Examples: develop moral and esprit in the organization, train, coach, counsel.

### **LEADERSHIP QUALITIES**

1. Plan before you work – Management By Objectives (MBOs)
2. Become a Master of Change and Earn People's Trust
3. Give Feedback on all issues
4. Build Enthusiasm among congregation to work
5. Get Involved, Believe in , and apply Team Work
6. Growth and Development should be your goal.
7. Make Good Decisions
8. Analyse Issues and People on their merit
9. Turn Problems into opportunities
10. Manage your Time well
11. Be careful in handling Finances
12. Be concerned about your personal development also

## **MINISTRY TIME MANAGEMENT**

The manager's scarcest resource is usually not information, nor manpower, nor even money—it's time. We all have exactly the same amount of it each day, but some of us have a great deal more to show for it. The goal of managing time is not to get more of it, but rather to get more out of it.

Volumes of excellent readings about time management have appeared in recent years, offering a valuable array of time-saving techniques and tips. When boiled down, however, most of this material has a common theme: control your priorities. We spend our time according to what is most important to us. The way to effective time management lies with carefully defining our priorities management—the proverbial putting first things first.

The ministry manager's priorities should revolve around the following foundational question: Who benefits by the way you spend your time? Time management decisions in a Christian setting must be governed by the opportunity to serve others. Time invested in ministry activities that benefit others is time well spent.

This suggests a foundational truth about effective time management: once ministry managers are service-oriented, their time actually belongs to others. Time must not be selfishly hoarded by the manager, but other generously invested in others. Spending our precious time on others is actually a greater sacrifice than spending our money on them. The familiar adage, you have to give up something in order to get something, rings true for time management. One of the most common debilitating mistakes ministry managers make is to create more time for serving others simply by working longer hours. They seek to serve by adding on more and more "floors" to an already towering "skyscraper" of daily activities.

Becoming an overcommitted "workaholic" is not the solution to the one problem. Giving up some lower priority time-consuming activities the only effective solution. In short, you must give up something of lesser importance) to get something (of greater importance). Christian who genuinely desired desire to serve others will strive to be under committed rather than overcommitted. They will have time on their hands, giving them a receptiveness that invites rather than shuts out others.

Such advice may sound like sheer madness to the busiest of managers who blame "role overload" for their habitual lack of time. Indeed, ministry managers are often extremely busy and pressed for time. But then this becomes a professional lifestyle, a significant reworking of the management is warranted.

### ***Time Management in ACTION***

#### **Getting more out of your time**

1. Keep a time log during a typical work week. Itemize the major and minor activities you engaged in daily and the approximate amount of time spent on each. Determine about what percentage of your time that week was spent on each activity category. Use the following generic table as a guide to developing a more tailor-made time utilization chart for yourself. Indicate actual percentage of time spent versus a desired target percentage.

| Percentage of     |         | Activity  |
|-------------------|---------|---|
| Weekly Time Spent | Desired |   |
| ____%             | ____%   | Working by yourself.  |
| ____%             | ____%   | Working one-on-one with others.                                       |
| ____%             | ____%   | Working with a group.   |
| ____%             | ____%   | Low priority activities.  |
| ____%             | ____%   | Waiting for others.   |
| ____%             | ____%   | Meals and breaks.   |
| ____%             | ____%   | Telephone conversations.  |
| ____%             | ____%   | Getting ready to work (e.g., gathering information, organizing desk). |
| ____%             | ____%   | Nonwork-related socializing.  |
| ____%             | ____%   | Personal pursuits (errands, hobbies).                                 |
| ____%             | ____%   | Performing tasks you could delegate to others.                        |
| ____%             | ____%   | Commuting from home to your work area.                                |
| ____%             | ____%   | Planning.   |
| ____%             | ____%   | Written communication.  |

## TIPS FOR EFFECTIVE MINISTRY (Committee) MEETINGS

### Getting Started

- If possible, post meeting dates in the Sunday bulletin and newsletter
- Give members a **reminder call** the day before the meeting
- Send out an **early agenda** by mail or email, or let ministry team members pick it up at the church in a mailbox designated for the committee
- State when meetings will begin and end, and stick to the schedule
- Meetings should never exceed **90** minutes. Even if members are willing to go longer, stick with this rule to avoid creating a negative affect towards future meetings in the minds of members
- Strive to “**annotate**” agenda items with brief explanatory notes—stress “**why**” more than “what.”
- Use email or the church box drop-off system to get member reactions on “controversial” agenda items **before** the meeting, which enables gives committee members the big picture at the start of the meeting and helps the ministry leader know where to focus the discussion
- Always provide some sort of **snack** (both healthy and unhealthy is possible) at each meeting
- Schedule 15 minutes of social time at the **end** of the meeting for those who would like to stay

### Tips for dealing with the minutes of team meetings

- Prepare and distribute minutes to members as soon as possible after the meeting
- Write minutes in an informal, **conversational** style (please see the handout example). Stress what was **accomplished** at the previous meeting more than what was discussed.
- Write the minutes more for those who weren’t at the meeting than for those who were

- Don't discuss minutes until the **end** of the meeting in order to get the meeting off to a non-routine start
- **NEVER** spend more than **5 minutes** discussing "minutes."

### **Leading the Meeting Fruitfully**

- Stick to the purpose of agenda items but don't feel bound by the letter of the agenda. Don't get bogged down with any single item on the agenda—schedule another time to discuss thorny issues
- Interject thought-provoking **questions**:
  - "Who would benefit from this?"
  - "What do you think would happen if...?"
  - "What are the pros and cons of...?"
- Solicit the thoughts or comments of quieter team members
- Occasionally **paraphrase** what others say for positive reinforcement and to promote good listening
- When someone offers a challenging or potentially controversial comment, ask other team members to state what they **heard** this person say. Then ask the one who made the comment if that is what they **meant**. Ask for people's feelings about the matter (to help them vent emotion)
- Strive to maintain a continuous **balance** between **facts/information** shared by team members and their **feelings/opinions**. Consciously **shift** the discussion from one mode to the other as needed
- Don't push for a decision if you think an issue hasn't been discussed enough (especially where conflict/controversy are involved), or when you perceive people haven't been very transparent in their comments. Sometimes it's best to let people's thoughts and feelings "simmer" between meetings
- Constantly emphasize how others **benefit** from the ministry's work
- Always be alert during meetings for the emergence of conflict and recognize the difference between "hot" and "cool" conflict. **Hot conflict** is centered in temperamental **personality clashes** and unresolved interpersonal problems between ministry members. **Cool conflict** is rooted in different perspectives about **what** should be done or **how** it should be done
- Do everything possible before, during, and after each meeting to deliver the "**4 IAMs**" to ministry members: I am **productive, competent, needed, and appreciated** in the ministry work I do

### **Tips For Defusing Conflict In Group Meetings**

- Occasionally **paraphrase** what others say for positive reinforcement and to promote good listening.
- When someone offers a challenging or potentially controversial comment, ask other team members to state what they heard this person **say**. Then ask the one who made the comment if that is what they **meant**. Ask for people's **feelings** about the matter (to help them vent emotion).
- Strive to maintain a continuous balance between **facts/information** shared by team members and their **feelings/opinions**. Consciously shift the discussion from one mode to the other as needed: **Facts/information----Feelings/opinions----Facts-information----Feelings/opinions, etc.**

## **BAD PRACTICES IN CHURCH LEADERSHIP**

We will consider 3 main points:

- Financial Matters
- Abuse of Power
- Bad Personal Disposition

### **Financial Matters**

Finances are what practically moves the development of churches “earthwise”. Every church needs to accumulate enough to grow and develop itself.

Financial Matters however are a great bane on a lot of church leaders. The church leader is often also in-charge of manning the church finances, spending, taking financial decisions alone and accounting for them. These provide a lot of avenue for misconceptions and the practical treat of temptations. The church, whether it was set up by you alone or not is not a personal entity. Even if every body agrees that it “belongs” to you alone, you are not the jack of all trades. You can’t be an expert in finances always. I recommend the following actions for your church:

- Get somebody or a group specifically in charge of funds. This includes fundraising, investments or financial management, controls and accounting for them.
- Pay all church staff and ministers on a structured system
- Maintain petty cash systems for everyday church running
- The finance team must prepare financial statements, get them audited and read to members at least once a year. Even if members don’t want to hear the accounts being read, read them!
- Churches should be social enterprises, raising funds through other sources apart from offertories and tithes.
- Get financial experts to help if need be.

### **Abusing Power to Get Your Way**

Leaders can’t accomplish much without power, and organizations can’t accomplish much without powerful leaders. Like any other tool, power can be used for constructive purposes or destructive—it all hinges on the leader’s character. The following must be guarded against:

- **Agenda control.**
- **Committee desk-stacking.**
- **Hatching change in isolation.**
- **PR and “spin.”**
- **Telling people what they want to hear**

### **Bad Personal Disposition**

How do you present yourself to your congregation and the outside world? Presenting yourself in the accurate light *physically* and *mentally* (*attitudinally*) will go a long in making your task as a leader and church manager successful.

Physically, a leader has to be very cautious about the appearance and how he or she keeps the body. You have to be healthy in health and in looks. Bad Dressing has made a lot of church leader repulsive. You are not to “over-dress”, but look presentable. For example, black belts should go with black shoes and black bags. These are social laws that



should not be broken. Whether we appreciate it or dislike it, your dressing, haircut, finger and toe nails, and your general appearance speak a lot about your congregation to the whole world. Check it.

Mentally or attitudinally you have to carve a certain description for yourself. Do you easily mingle with your congregation, or perhaps you mingle too much with them. Your relationship with you congregation and the outside world can be analysed by the following paragraphs.

Some leaders are unusually good chess players because they can move the bishops, knights, rooks, pawns, and kings and queens around the board at will—no relationships are needed with inert chess pieces. Unfortunately, leading flesh and blood, animate people is not quite so simple. Relationship-building is the very heart and soul of Christian leadership. People don't like to be treated as abstractions devoid of personalities, feelings, and uniqueness. As headstrong Captain Kirk of Star Trek was fond of reminding the rationalistic Vulcan, Mr. Spock: "People are messy and emotional. They're hard to understand and control!"

**High-relationship** and **low-relationship leaders** are as different as humans and Vulcans:

| <b><i>The Low-Relationship Leader:</i></b>                          | <b><i>The Relational Leader:</i></b>                                   |
|---|--|
| Prefers working alone   | Enjoys working with others on teams                                    |
| Is uncomfortable in spontaneous social settings                     | Is stimulated by socializing   |
| Lacks insight into the subtleties of human behaviour                | Is perceptive about what makes people "tick"                           |
| Makes decisions analytically with facts and figures                 | Factors feelings and political realities into decision-making          |
| Is perfectionistic and perceives reality in "black and white" terms | Takes a flexible, creative approach to managing                        |
| Dislikes "wasting time" with small talk and fellowship              | Is patient and friendly with others                                    |
| Displays a "cool," detached demeanour                               | Conveys warmth and empathy   |
| Avoids conflict, hoping it will just go away                        | Strives to resolve conflict in order to maintain healthy relationships |
| Believes motivating and inspiring people is unnecessary             | Encourages and equips others   |

Low-relationship people can make a number of contributions in Christian organizations, but leadership is seldom their strong suit. Since interacting with others tends to "drain their battery," they are much better suited to perform valuable technical assignments (such as financial management, computer projects, writing, and problem-solving), where their self-motivated, hard-working, non-political temperament can pay big dividends. Christian organizations shouldn't expect their low-relationship members to carry a heavy leadership load.

## **Ten Ways Christian Leaders Get Neutralized**

Every church and Christian organization has members who, intentionally or not, sure seem to know how to take the wind out of a leader's sails. Even the best-equipped, most enthusiastic leader can get "neutralized". Know about the following types of "troublesome" members and prepare to manage them effectively:

**Member #1:** Tells the leader what he or she hopes to hear, but feeble follow-up efforts assure that next-to-nothing is ever accomplished.

**Member #2:** Fails to show up for important meetings and consequently spends a lot of time wondering around confused.

**Member #3:** Follows through on some assignments, but not on others, delivering just enough to eternally frustrate leaders.

**Member #4:** Is stuck in a rut, afraid to be challenged with new responsibilities or duties.

**Member #5:** Has to be micromanaged if anything is to be accomplished. To "benefit" from this member's "help," the beleaguered leader must schedule a one-on-one meeting, round up the requisite supplies and equipment, answer umpteen questions, and pep talk the reluctant volunteer!

**Member #6:** Is the proverbial bull in a china shop when it comes to working with other people—domineering, impatient, thin-skinned, uncommunicative, and grouchy. No wonder church leaders wish he could be put in charge of mowing the church lawn all by himself!

**Member #7:** Wants to be a leader but makes a better follower. Put in charge of a project, this member quickly "muddies the water" with poor organization, opaque communication, indecisive decision-making, and wasted time. Then when a new project surfaces, the member is first in line to take charge.

**Member #8:** Volunteers to do an important project but manages to turn it into a different project that nobody asked for. The youth group asked our intrepid member to come up with a new fundraiser project, but she somehow got sidetracked and obligated the disconcerted teens to spend all day Saturday cleaning cages at the local animal center.

**Member #9:** Lacks discernment in separating the spiritual from the secular. He prays with the junior high group but rudely yells at them ten minutes later for rowdiness; he tells a borderline off color joke at the Sunday school opening assembly; and the last check he dropped in the offering plate bounced. Now what duty should the pastor dare to saddle him with?

**Member #10:** Bogs down meetings by monopolizing the discussion and derailing attempts at consensus. One committee chair comments, "Every time we're driving to score a touchdown on an important decision, Bob manages to fumble the football."

## **THE THREE MOST IMPORTANT THINGS EVERY CHURCH SHOULD KNOW ABOUT ITSELF**

**Why does our church exist?** A multitude of churches exist for a multitude of reasons. Some are church plants put in place to round out a denomination's geographic coverage. Others spring up independently to fill a perceived spiritual gap in the community. Other congregations are the by-product of a church split or theological split within their denomination.

So why does your church exist? If it's for the Great Commission, how faithfully are you pursuing it? If it's to build god-fearing families, how are marriages and kids holding up? If your church is keen on community outreach, what impact are you making at the grassroots level? If you're a disciple-making congregation, how many spiritually-reproducing disciples are hard at Kingdom work? If you exist for social activism, has your community benefited from greater justice, equality, and sharing of wealth? Are you a holiness church relying on God's mighty Spirit to miraculously transform and renew lives? If so, is the agape love of members for one another maturing and deepening? Have their lives been transported to a higher spiritual plain?

Does your congregation have a declared mission? What difference is your church making in the lives of other people? What will your legacy be?

**How does our church fit into God's plans?** What makes your church special, reflecting God's special work in your midst? Has he blessed you with ministries few other congregations offer? Do you have certain "magnet" ministries that pull in a steady stream of new members? Is your church overflowing with baptisms? Are you reaching a unique group or subculture of people (the homeless, the incarcerated, unwed mothers, families in crisis, at-risk teens, etc.) overlooked or ignored by other churches? Do you have a discipleship or missions program that regularly sends new missions workers into the spiritual harvest fields of the world? Are you a sacrificing, giving congregation? Are you a multiple generation family church of "rock of ages" members with deep roots in that one congregation? Does Christ shine in and through your members?

**What brings people to our church?** Is it your great facilities, vibrant mid-week family programs, or your minister's sermons? Are visitors attracted by the spiritual maturity of your members, or maybe by the congregation's diversity in age, ethnicity, or socioeconomic status? Do you know what your church is doing "right" to attract new members?

## **CONCLUSION**

In presenting the facts and nature above I have almost consciously refrained from using bible quotations. They are the greatest sources of inspiration on leadership and management. Jesus Christ was and is by far the greatest leader of all times. He was so good that, even though he knew the nature of Judas Iscariot and what he will do to him, he still took him up and made him his accountant for one reason – ministry is about team work. Again management is not a one person affair. It is also not for amateurs and people who do not want to develop themselves for their congregation to benefit from. It is not too late – start now, with a prayer for God's guidance.

Thank You All.

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