



**ACHIEVING CLARITY OF  
DECISION EMPOWERMENT**

# **SESSION FOUR**

# LOST IN LOGISTICS

A step-by-step guide to transform your board and get your ministry moving



BY BOB MOSS

**Dedicated to  
First Church,  
St. Joseph, MI, and  
Salem, Clayton, OH**

## **Why church leaders are frustrated**

---

**We can all relate to too many meetings and a lack of clarity about decision making that leave pastors and board/committee members at their wits end.**

## **Understanding the hallmarks of healthy decision-making**

---

**In many churches roles and responsibilities are confused. Often it appears the pastor and staff minister, the congregation governs, and the board leads and manages. There is a better way!**



## **Planning for a better way**

---

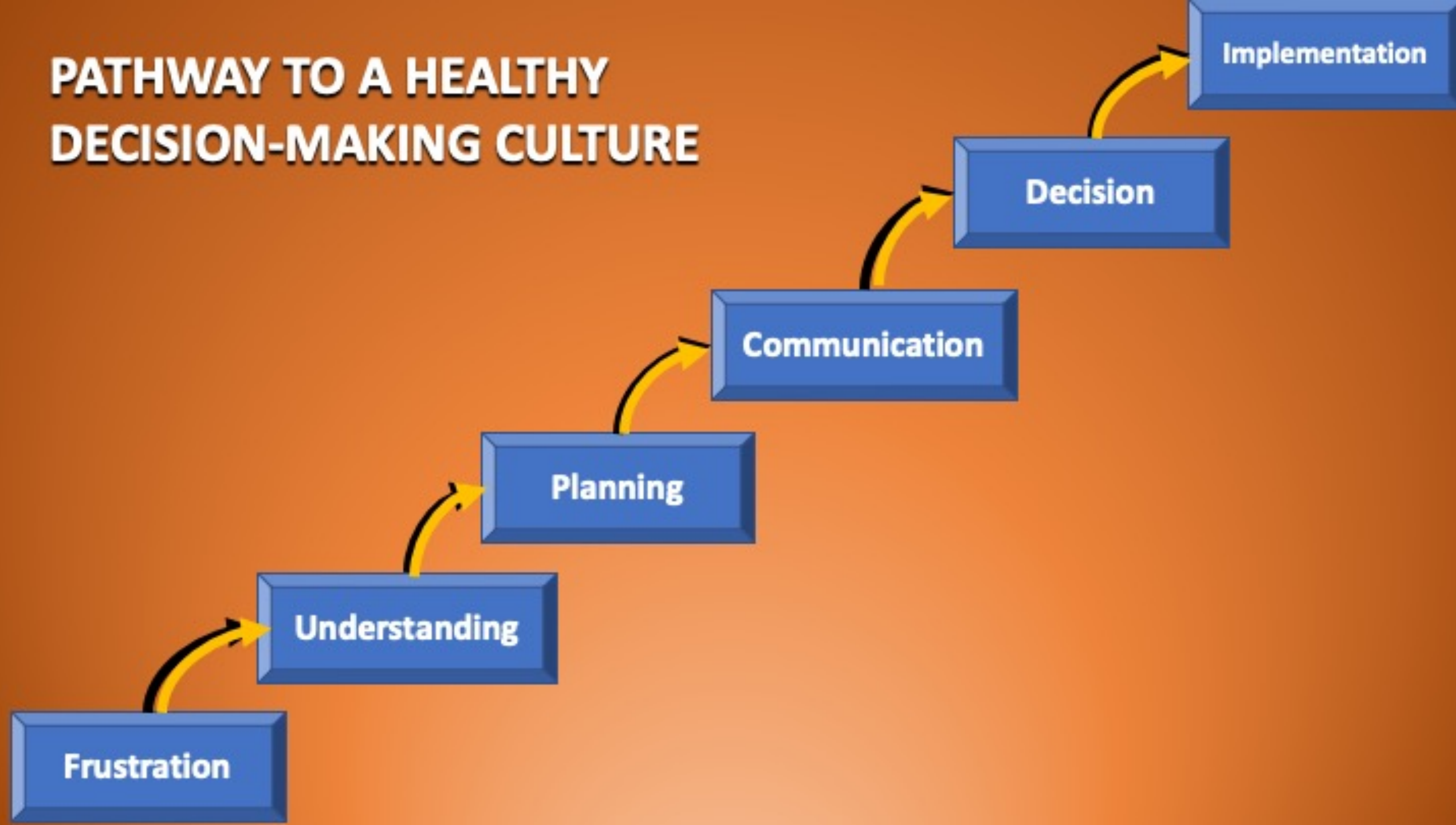
**Think about your congregation's future in terms of a Board that works with pastoral leadership to imagine the future, and to hold the pastor accountable to lead in a way in which that vision is fulfilled.**

## **Communicating the need for change**

---

**Once leaders begin planning the look of the new structure and fine-tuning it, the very important task of communicating with the congregation remains.**

# PATHWAY TO A HEALTHY DECISION-MAKING CULTURE





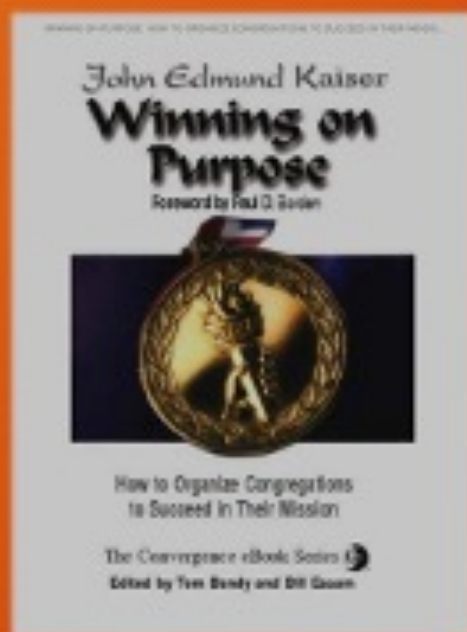
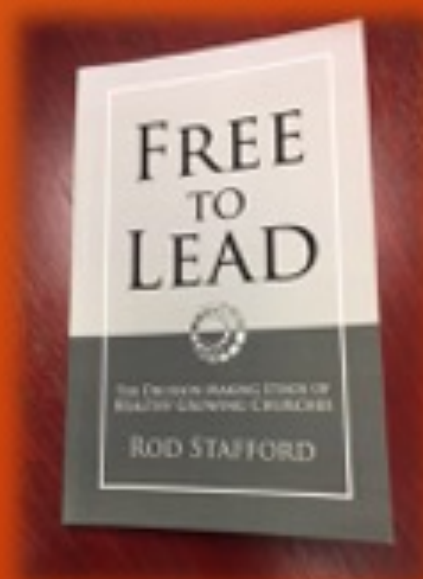
# REVISITING BASIC PRINCIPLES



Governance summarized in 8 words

**PASTOR LEADS  
BOARD GOVERNS  
STAFF MANAGES  
PEOPLE MINISTER**

# Resources used in developing this workshop:






The existence of many competing demands and expectations underscores the necessity of a clearly defined sense of purpose.

**IT CANNOT BE EMPHASIZED  
TOO STRONGLY**

The leadership of a local church must be **CLEAR** about the purpose and God's specific calling for the local church.



A wise board and pastoral team should regularly revisit and clarify the sense of purpose for your congregation.

What is God calling us to do in this community?

These clear statements are called  
**ENDS**



## The Board's relationship to the mission

The Board's primary purpose is to work with the pastor in establishing the missional priorities, then holding the pastor accountable for the fulfillment of those priorities as it governs and removes the roadblocks and hurdles that hinder progress.

## The Board's relationship to the Lord

- Each member makes space and time in your life for encounters with Jesus.
- Each member prays for our church, our ministry leaders, and our pastors.
- Board members remember they are selected as spiritual leaders among the congregation, thus circulate among the congregation seeking to reflect Jesus in word, thought, and deed.



## The Board's relationship to the people

- Board members serve as examples of those who make the mission of Christ through your church their highest priority. This commitment is demonstrated by giving the mission first place in
  - **TIME** commitment
  - **TALENTS** and abilities dedicated to the mission
  - **TREASURE** and financial stewardship (10% tithe) committed to the ministry

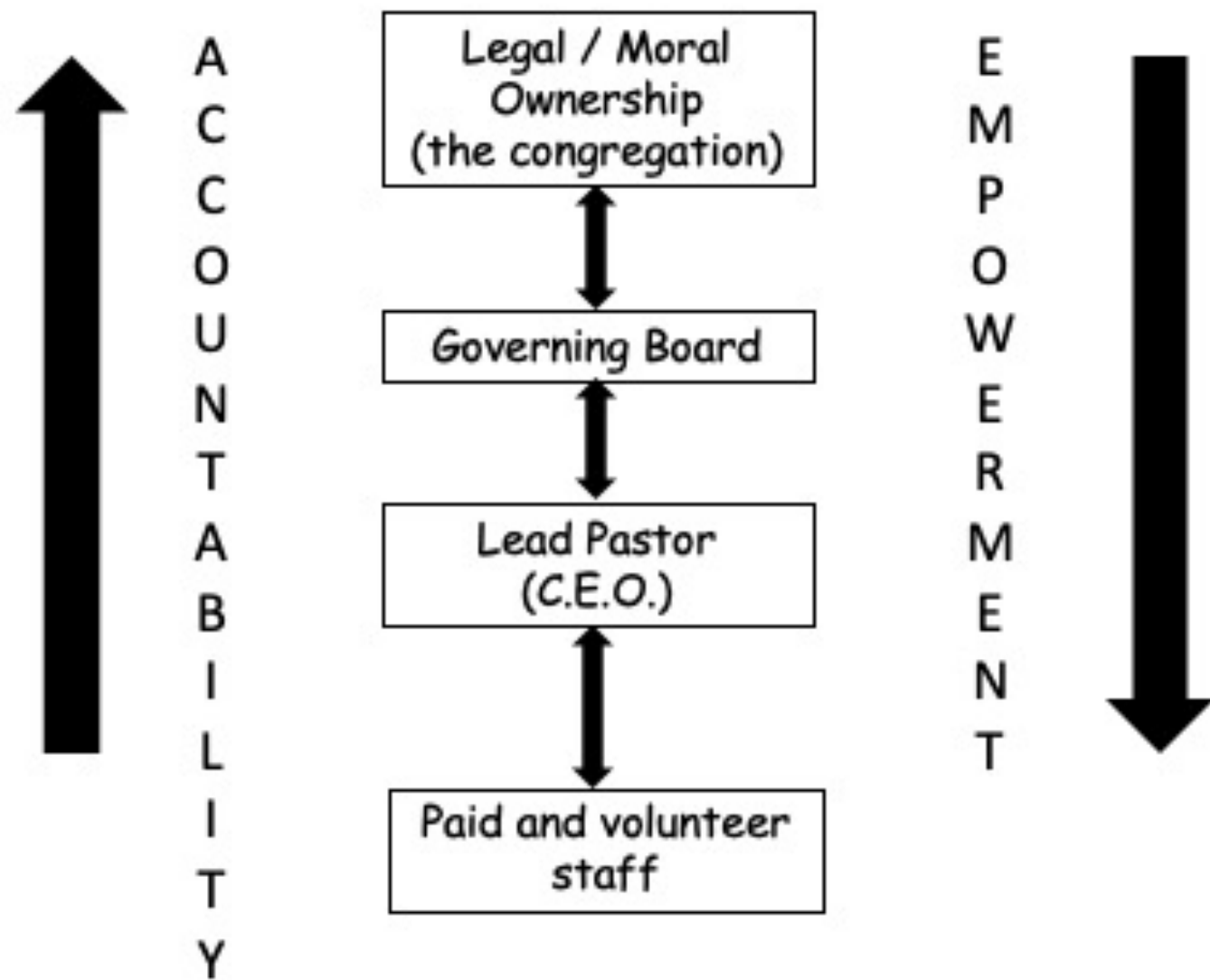
The Board's relationship to the organization

Overview of the Governance /  
Accountability System

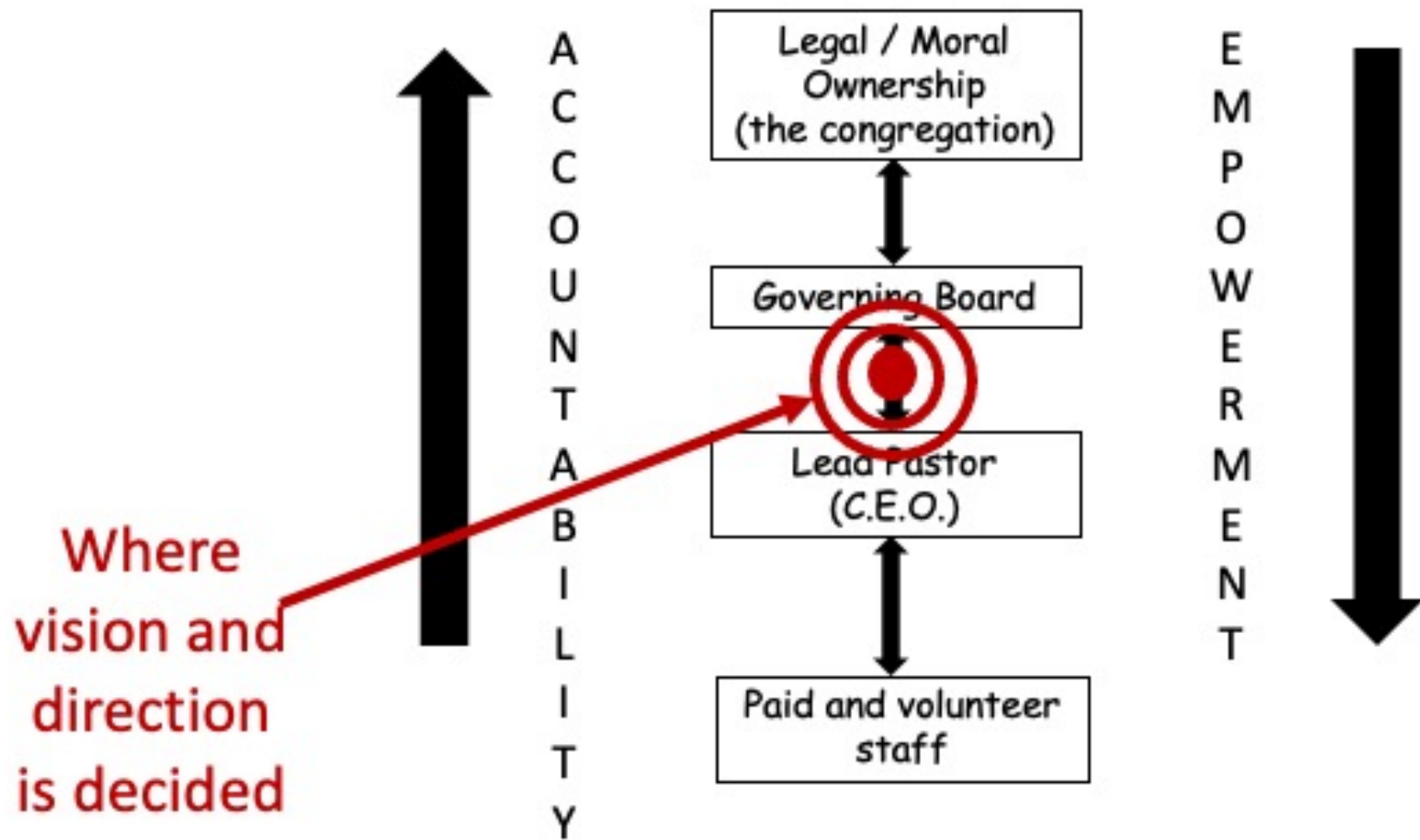




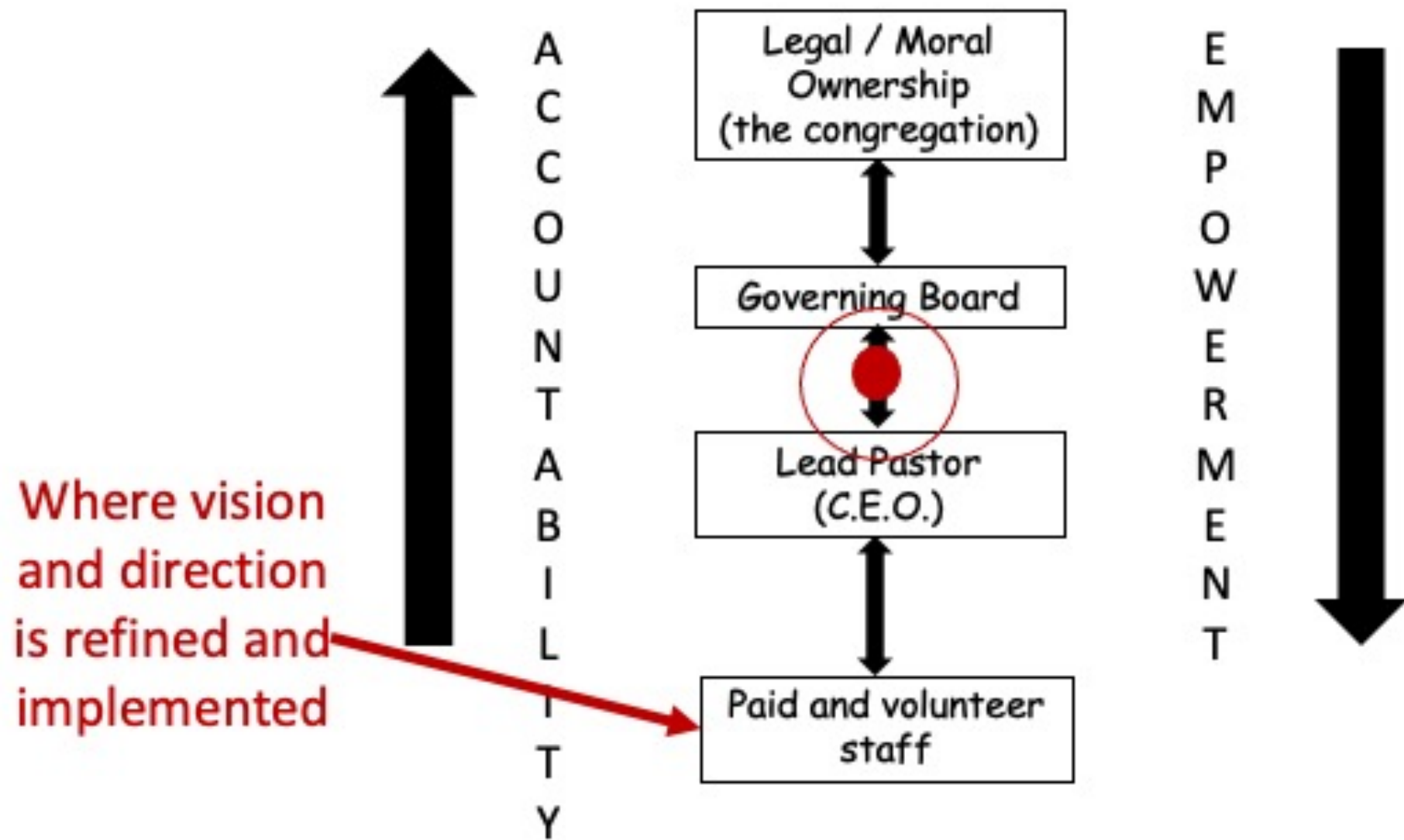
# OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM



# OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM

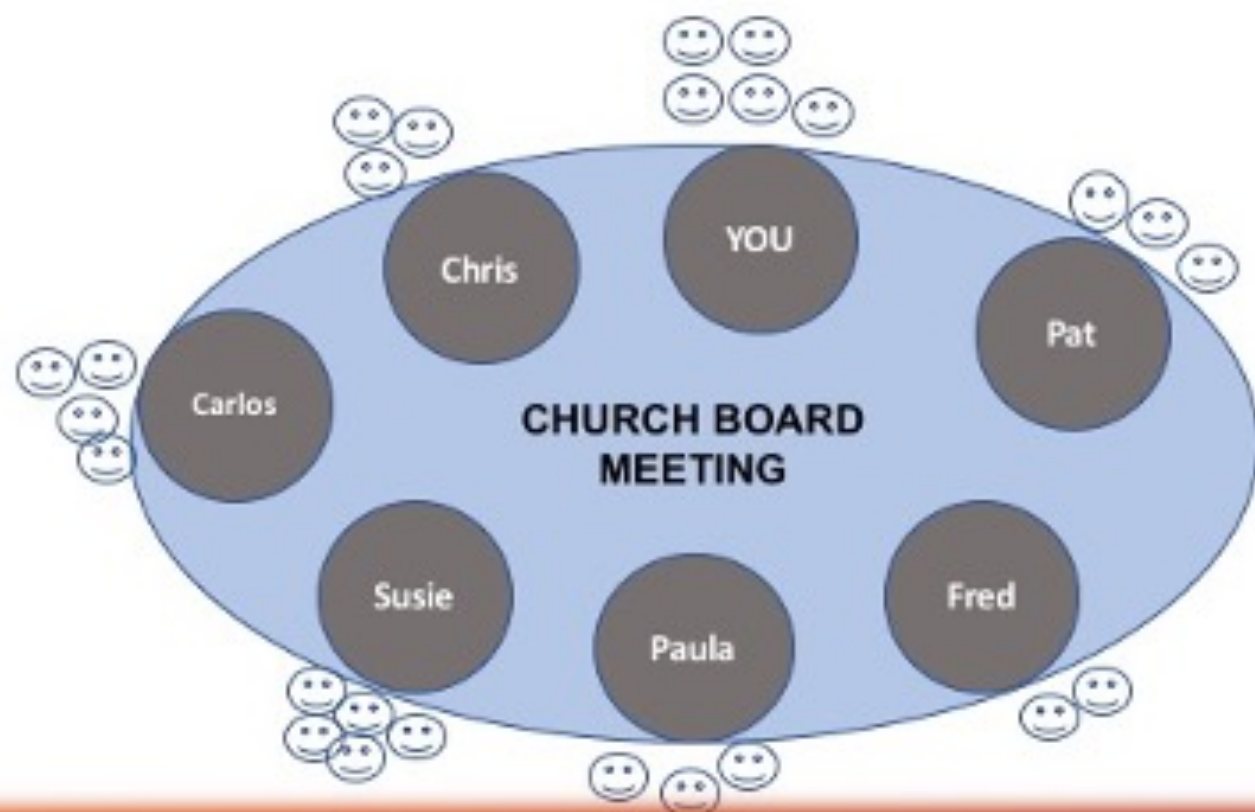


# OVERVIEW OF THE GOVERNANCE / ACCOUNTABILITY SYSTEM



# The Board's relationship to the congregation

Influences from each person's family relationships



**Board members  
are NOT at the  
table as  
representatives  
of all those who  
lobby them!**



**You're not on the  
Board to carry  
"Negative Ned's"  
complaints**



## The Board's relationship to the pastor

Consider the difference between these two approaches:

1. The board members represent the people to the pastor.
2. The board members represent the pastor to the people.

## The Board's relationship to the pastor

1. The first statement leads to a situation where board members are piling complaints and concerns for the pastor to address. This is a reactive approach.



## The Board's relationship to the pastor

1. The first statement leads to a situation where board members are piling complaints and concerns for the pastor to address. This is a reactive approach.
2. The second statement depends on the board to help cast vision and advance the mission. This is a proactive approach demonstrating board solidarity with the pastor.

## The Board's relationship to the pastor

In church governance the board must balance two important responsibilities:





## The Board's relationship to the pastor

In church governance the board must balance two important responsibilities:

**TO GOVERN and TO ADVISE**

**What the pastor seeks from the Board is  
NOT permission, but perspective.**

## Important ground rules

**The Board speaks with one voice, or it should not speak at all.**

- Individual members are not empowered to speak “on behalf of the board”

**The Board does not exist when it is not in session.**

- Members have no governing function when socially connecting with congregants.



## Important ground rules

**The Board should follow a perpetual agenda.**

- These are items that must be addressed each year. Reviews, planning, housing allowance, audit reports, etc.

**The Board should schedule orientation meetings once each year.**

- This provides Board education for new members as well as refresher of principles for ongoing members.



## **PERPETUAL AGENDA = yearly responsibilities**

### **THE LIST INCLUDES, BUT IS NOT LIMITED TO:**

- Budget preparation**
- Annual report to congregation**
- Senior Pastor Review**
- Vision and progress planning retreat**
- Orientation session for new and existing members**
- Approval housing allowance (per Federal IRS requirements)**
- Receive and review audit reports**

Perpetual agenda items should be accomplished at specific times during each annual cycle of board meetings.



# Guiding Principles = Executive Limitations

WHY THE PRINCIPLES ARE WRITTEN IN THE NEGATIVE TONE, STATING THE EXECUTIVE "SHALL NOT."





# Guiding Principles = Executive Limitations

**THE LIST INCLUDES, BUT IS NOT CONFINED TO:**

- **Responsibilities to the congregation**
- **Relationship with the Board**
- **Oversight of personnel**
- **Oversight of financial resources**
- **Oversight of church property and assets**

Quarterly reports to the governing board should contain evidence of compliance to these expectations of the governing board.



# **CORE ESSENTIALS**

**A strong and healthy Board creates  
A strong and healthy Church**

# CORE ESSENTIALS A strong board = a strong church

## 1. Use words wisely



## CORE ESSENTIALS

A strong board = a strong church

2. Support the ministry through attendance and participation





## **CORE ESSENTIALS**

A strong board = a strong church

3. Educate yourself about board governance and best practices

## **CORE ESSENTIALS**

A strong board = a strong church

4. Guard your spiritual health and growth.

## **CORE ESSENTIALS**

A strong board = a strong church

5. Show concern for your pastor's spiritual health and growth.



## **CORE ESSENTIALS**

A strong board = a strong church

6. Participate in caring for members of the congregation by prayer and conversation

—END OF  
SECTION

# PITFALLS TO AVOID



1. Lack of board orientation and training

# PITFALLS TO AVOID



1. Lack of board orientation and training
2. Slipping back into managing instead of governing



<b>MANAGEMENT</b>	<b>LEADERSHIP</b>	<b>GOVERNANCE</b>
IS ENTRUSTED TO STAFF	IS ENTRUSTED TO LEAD PASTOR	IS ENTRUSTED TO BOARD
EXECUTES WITH EXCELLENCE	DIRECTS WITH EXCELLENCE	PROTECTS WITH EXCELLENCE
DOES THINGS RIGHT	DOES THE RIGHT THINGS	DEFINES WHAT IS RIGHT
CONTRIBUTES EFFICIENCY	CONTRIBUTES EFFECTIVENESS	CONTRIBUTES ACCOUNTABILITY
ANSWERS TO THE LEAD PASTOR	ANSWERS TO THE BOARD	ANSWERS TO THE CHURCH
TRANSLATES VISION TO ACTION	TRANSLATES PURPOSE TO VISION	ARTICULATES PURPOSE
LINKS PASTOR TO MINISTRIES	LINKS STAFF TO BOARD	LINKS BOARD TO CONGREGATION
OPERATES WITHIN BOUNDARIES	ENFORCES BOUNDARIES	ESTABLISHES BOUNDARIES
RUNS TACTICAL OPERATIONS	RUNS STRATEGIC OPERATIONS	WRITES AND MONITORS POLICY
MEETS FREQUENTLY	MEETS WITH STAFF AND BOARD	MEETS INFREQUENTLY
SOLVES PROBLEMS OF TODAY	SOLVES PROBLEMS OF TOMORROW	PRIORITIZES PROBLEMS

**From WINNING ON PURPOSE by John Edmund Kaiser**

# PITFALLS TO AVOID



1. Lack of board orientation and training
2. Slipping back into managing instead of governing
3. Failure to value the benefit of nonresident board members

# PITFALLS TO AVOID

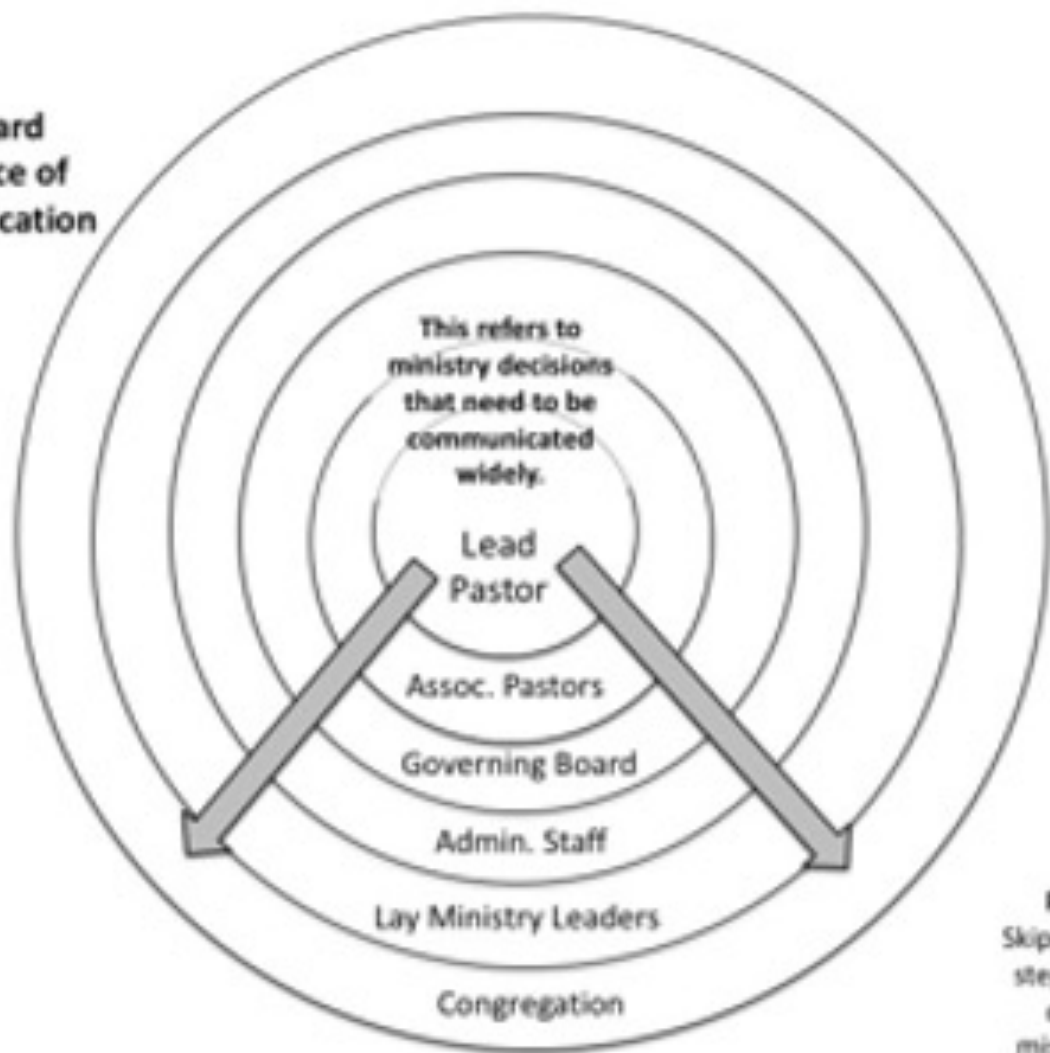


1. Lack of board orientation and training
2. Slipping back into managing instead of governing
3. Failure to value the benefit of nonresident board members
4. Pastor neglectful of communicating decisions



# COMMUNICATION SEQUENCE

Standard  
sequence of  
communication



**PLEASE NOTE:**  
Skipping any of these  
steps causes stress,  
confusion and  
misunderstandings

# PITFALLS TO AVOID



5. Board members feeling disconnected

# PITFALLS TO AVOID



5. Board members feeling disconnected
6. The erosion of collaboration



# PITFALLS TO AVOID



5. Board members feeling disconnected
6. The erosion of collaboration
7. Failure to establish evaluation benchmarks for performance reviews

# PITFALLS TO AVOID



5. Board members feeling disconnected
6. The erosion of collaboration
7. Failure to establish evaluation benchmarks for performance reviews
8. Failure to seek legal review

# QUESTIONS AND ANSWERS

