

# Interim Ministry Resources

## Chapter 7 Personnel

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# Introduction

## Church Administration: Programs/Process/Purpose [Robert Bacher, Michael Cooper-White].

This comprehensive guide, from two experienced and thoughtful churchmen, treats each aspect of congregational governance as a sacred calling with an overriding religious mission.

Chapter 7. Oversight (Being CEO) Is a Worthy Calling

Appendices

- F. Sample Position Description
- G. Performance Evaluation and Development Report
- H. Sample Timed Meeting Agenda
- I. Sample Background Check Chart for Lay Church Workers
- J. Sample Screening Interview and Background Check Procedure
- K. Roles Identification Exercise
- L. Competencies Survey Instrument

<http://store.fortresspress.com/store/product/2687/Church-Administration>

For discussion questions on this book go to [www.augsburgfortress.org/education/academic/churchadministration/](http://www.augsburgfortress.org/education/academic/churchadministration/)

<http://fortresspress.com/product/church-administration-programs-process-purpose>

<http://www.amazon.com/Church-Administration-Programs-Process-Purpose/dp/0800637429>

<http://www.goodreads.com/book/show/20809035-church-administration>

<https://www.christianbook.com/church-administration-planning-process-purpose/robert-bacher/9780800637422/pd/637420>

Leadership and Ministry Bibliography - Bethel College

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<https://digitalcommons.georgefox.edu/cgi/viewcontent.cgi?article=1065&context=dmin>

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[https://s3.amazonaws.com/arwentz/docs/Seminary+Archives/Finding+Aids/Manuscripts+Collection/Finding+Aids/Cooper-White-Michael\\_Seminary-Archives-Gettysburg.pdf](https://s3.amazonaws.com/arwentz/docs/Seminary+Archives/Finding+Aids/Manuscripts+Collection/Finding+Aids/Cooper-White-Michael_Seminary-Archives-Gettysburg.pdf)

<http://fortresspress.com/author/robert-bacher>

[http://www.goodreads.com/author/show/115303.Robert\\_Bacher](http://www.goodreads.com/author/show/115303.Robert_Bacher)

<https://www.amazon.com/Chasing-Down-Rumor-Mainline-Denominations/dp/B002G9UFDA>

<http://www.ltsq.edu/about-us/faculty-staff-directory/michael-cooper-white>

<http://www.huffingtonpost.com/author/rev-michael-l-cooperwhite-dd>

[https://www.amazon.com/s?ie=UTF8&page=1&rh=n%3A283155%2Cp\\_27%3AMichael%20Cooper-White](https://www.amazon.com/s?ie=UTF8&page=1&rh=n%3A283155%2Cp_27%3AMichael%20Cooper-White)

[http://www.goodreads.com/author/show/2936620.Michael\\_Cooper\\_White](http://www.goodreads.com/author/show/2936620.Michael_Cooper_White)

Images for Church Administration: Programs/Process/Purpose [Robert Bacher, Michael Cooper-White]. Chapter 7. Oversight (Being CEO) Is a Worthy Calling

## Employees/Volunteers - Evangelical Lutheran Church in America

Hiring and Caring for Employees and Volunteers in Congregations

Churches are commonly only thought of as places of worship, but it is important to remember that they are also employers with many volunteers. These are some of the employment laws and workplace issues that a church can face.

Hiring and Terminations

[Things to consider when hiring new employees](#)

[Screening and hiring employees](#)

[Sample employment application](#)

[Sample background check questions](#)

[Sample employee reference check form](#)

[Sample volunteer application](#)

[Handling terminations](#)

Other Employment Issues

[Employment laws affecting congregations](#)

[Does my congregation need to put up posters explaining certain laws to the staff?](#)

[How to prevent crime and violence at my congregation](#)

[Prevent discrimination in the workplace](#)

<http://elca.org/About/Churchwide/Office-of-the-Secretary/Legal-Issues/Employees-Volunteers>

Images for Employees/Volunteers – Evangelical Lutheran Church in America

<https://www.elca.org/Resources/Legal#Employees>

<https://www.elca.org/About/Churchwide/Office-of-the-Secretary/Legal-Issues> Employees and Volunteers

## Increased Leadership by Lay and Remaining Staff

The announcement of a pastoral vacancy will trigger the need for increased leadership among the lay members of the congregation, and the remaining staff members. There will be an immediate need for an ordered process to keep a sense of stability in the congregation's life and to help people stay focused on the mission they share as God's people. The congregation will normally look to its Congregation Council members, other pastor(s), and remaining staff members (program directors, administrative assistants, etc.) for this leadership. This leadership "team" has the task of overseeing and guiding the ministry of the congregation during this time. At the outset, the leadership "team" may simply attempt to maintain the status quo, which is no small task given the challenges presented by the pastoral vacancy. The leadership "team" should communicate closely with the Synod staff for assistance during this period.

The following leadership tasks need to be assigned and individuals authorized to handle them:

- Provide to the membership of the congregation reassurance that pastoral ministry will be fulfilled;
- Assist the membership of the congregation in the processing of their feelings related to the departure of the pastor;
- Assure the continuation of services of worship and to assist those who lead worship (supply pastors, interim pastors assisting ministers, musicians, and others);
- Give support and guidance to staff persons (office personnel, music personnel, custodial personnel, etc.) who normally function under pastoral oversight (continuation of staff meetings or conferences which help clarify needs, directions and expectations);
- Assure continuation of pastoral ministries (hospital visits, other visitations, emergency pastoral response, funerals, weddings, confirmation, baptisms);
- Support congregational leaders (council members, financial people, etc.) in the service of their various responsibilities;
- Assure confidentiality in regard to sensitive issues that arise during the period of transition.
- Be a resource to the next called pastor and assist her/him in the continuation of immediate and special pastoral ministry needs;
- Assign a persons or small group to develop a communications strategy, in order to make sure that the members of the congregation and the staff are well informed about issues relating to the transition, e.g. how the call process works, where you are in the timeline, etc. The leadership tools for addressing these needs may include: newsletter or bulletin items, small group discussions, review of current policies, and other current congregational resources.

[Call Process Manual - Saint Paul Area Synod](#)

[http://www.spas-elca.org/sites/default/files/files/Call%20Process%20Manual\\_August%202012.pdf](http://www.spas-elca.org/sites/default/files/files/Call%20Process%20Manual_August%202012.pdf)

[Images for Increased Leadership by Lay and Remaining Church Staff](#)

[\[DOC\]Model Constitution for Congregations 2019 - ELCA Resource Repository](#)

## **Chapter 12.**

### **CONGREGATION COUNCIL**

**C12.04.** The Congregation Council shall have general oversight of the life and activities of this congregation, and in particular its worship life, to the end that everything be done in accordance with the Word of God and the faith and practice of the Evangelical Lutheran Church in America. The duties of the Congregation Council shall include the following:

- c. To oversee and provide for the administration of this congregation to enable it to fulfill its functions and perform its mission.
- d. To maintain supportive relationships with the rostered minister(s) and staff and help them annually to evaluate the fulfillment of their calling or employment.

<https://www.elca.org/constitution> [2019 Model Constitution for Congregations](#)

<https://download.elca.org> > [ELCA Resource Repository](#) > [Model Constitution](#)

<http://www.elca.org/Resources/Office-of-the-Secretary>

[Images for Model Constitution for Congregations 2019 Chapter 12. CONGREGATION COUNCIL d. To maintain supportive relationships with the rostered minister\(s\) and staff](#)

### **One Body with Many Members**

<sup>28</sup>And God has appointed in the church first apostles, second prophets, third teachers; then deeds of power, then gifts of healing, forms of assistance, forms of leadership, various kinds of tongues.

[oremus Bible Browser: 1 Corinthians 12:28](#)

<http://bible.oremus.org/?passage=1+Corinthians+12%3A28&vnum=yes&version=nrsv>

[Images for One Body with Many Members](#)

### **The Tribes Renew the Covenant**

<sup>14</sup>“Now therefore revere the LORD and serve him in sincerity and in faithfulness; put away the gods that your ancestors served beyond the River and in Egypt and serve the LORD.

<sup>15</sup>Now if you are unwilling to serve the LORD, choose this day whom you will serve, whether the gods your ancestors served in the region beyond the River or the gods of the Amorites in whose land you are living; but as for me and my household, we will serve the LORD.”

[oremus Bible Browser: Joshua 24:14-15](#)

<http://bible.oremus.org/?vnum=yes&version=nrsv&passage=Joshua%2024:14-15>

[Images for Tribes Renew the Covenant](#)

# Reflections and Resources

## 1) Fish! Philosophy

I've never been to the [Pike Place Fish Market](#) - [Fresh, Sustainable Seafood](#) located in Pike Place Market in Seattle, Washington, but, if I ever get out in that direction, I hope to visit the market. The closest I came is to watch a Fish! Philosophy video based on the workers at the Pike Place by a consultant for a staff retreat in an assignment where I served as an interim associate pastor in 1997. Ever since then, I have paid attention to other work settings and what can be learned about the subject of personnel.

### Resources

#### Fish! Philosophy - Wikipedia

Be There - When people need you, they need *all* of you. Setting aside distractions and judgments to be mentally and emotionally present is a sign of respect. It improves communication and strengthens relationships.

Play - You can be serious about your work without taking yourself so seriously. Play is a mindset more than a specific activity. It allows you to throw yourself with enthusiasm and creativity into whatever you are doing, in a way that is natural, not forced. "Playing" with ideas helps you find solutions to everyday challenges.

Make Their Day - Simple gestures of thoughtfulness, thanks and recognition make people feel appreciated and valued. When you make someone else feel good, you feel good too.

Choose Your Attitude - To actually choose how you respond to life, not just react, you must be intentional. When you get up, decide who you want to "be" today. Moment-to-moment awareness is key. Ask yourself throughout the day, "What is my attitude right now? Is it helping the people who depend on me? Is it helping me to be most effective?"

[http://en.wikipedia.org/wiki/FISH!\\_philosophy](http://en.wikipedia.org/wiki/FISH!_philosophy)

[Images for Fish! Philosophy](#)

#### The FISH! Philosophy (fishphilosophy) on Pinterest

<https://www.pinterest.com/fishphilosophy/>

[Images for FISH! Philosophy \(fishphilosophy\) on Pinterest](#)

<https://www.pinterest.com/explore/fish-philosophy/>

<https://www.pinterest.com/orchid608/fish-philosophy/>

<https://www.pinterest.com/mandymarie84/fish-philosophy/>

<https://www.pinterest.com/clayton322/fish-philosophy-ideas/>

<https://www.pinterest.com/uribvm/fish-philosophy/>

<https://www.pinterest.com/debbierainbow/fish-philosophy/>

<https://www.pinterest.com/dfurze/fish-philosophy/>

[Images for Fish! Philosophy pinterest](#)

#### The FISH! Philosophy - YouTube

One day in Seattle we discovered a business whose employees were so passionate about their work that people came from around the world just to experience their amazing energy. It was the Pike Place Fish Market. We asked, "What if every organization has this positive energy and engagement?" We decided to make a film about the fishmongers. Called FISH! It has become the most-watched training video in the world. FISH! Teaches four simple practices that will help anyone be more successful. We call these THE FISH! Philosophy. The FISH! Philosophy is a fresh powerful solution. It helps you create a culture where people choose to bring their best to work. The FISH! Philosophy empowers employees to be more effective in any job. Organizations use the FISH! Philosophy to improve teamwork, customer service, employee engagement, retention, recognition, and leadership. We also offer a family of products that help K-12 schools build positive behavior and improve learning. Call us at 800.695.4534 or visit us at <http://www.fishphilosophy.com> to learn about our FISH! Philosophy video training programs, speakers, and workshops, books, and other services.

<http://www.youtube.com/watch?v=YnILWVtkgE8>

[Images for FISH! Philosophy - YouTube](#)

#### Pike Place Fish Market - Wikipedia

The Pike Place Fish Market was purchased in 1965 by John Yokoyama, a former employee of the fish market, who bought the store to make enough money on an owner's salary to afford the car payments on his new [Buick Riviera](#).<sup>[4]</sup> Initially, Pike Place Fish Market was unknown outside of the Seattle area, but Yokoyama and his staff decided to change that in a meeting with a business coach in 1986.<sup>[2]</sup> Prior to the meeting, the Pike Place Fish Market was near to [bankruptcy](#), and the consultant, Jim Bergquist, was helping them to conceive of ways to save the business.<sup>[2]</sup> A fish market employee at the meeting suggested that they not only save the business, but make it "world famous", with the ideas for the business' flying and thrown fish, games with customers, and staff attitudes of always enjoying their work, so that customers would as well.<sup>[2]</sup> In an interview, Yokoyama stated, "We took a stand that we were going to become world famous. We just said it and it became so."<sup>[5]</sup>

Four years later, in 1990, [Ted Turner's Goodwill Games](#) were held in Seattle. News crews at the Pike Place Market discovered the fish market and its performances with customers, and they filmed them. Soon afterwards, the fish market appeared on [Good Morning America](#), leading to the business and its employees being filmed by various film crews, and being featured in numerous magazines. Now, during the summer tourist season, the fishmongers will perform now in front of as many as 10,000 visitors daily.<sup>[2]</sup> The success of the business has been cited to its human resources and employee attitudes.<sup>[5]</sup> The employees of the fish market will often speak to businesses, civic groups, and schools on ways to be successful, and has led to their being featured in motivational books.<sup>[2][6]</sup>

A popular feature at the Pike Place Fish Market is the [monkfish](#), which sometimes, thanks to a hidden line, is made to “snap” at customers.<sup>[7]</sup> In 1991, [CNN](#) named the Pike Place Fish Market as one of the three most fun places to work in America.<sup>[7]</sup>



[https://en.wikipedia.org/wiki/Pike\\_Place\\_Fish\\_Market](https://en.wikipedia.org/wiki/Pike_Place_Fish_Market) Films, books and popular culture  
[Images for pike place fish market](#)

## 2) **Fast and friendly service and a courteous and considerate attitude**

Every time I deal with my State Farm Insurance office in Menomonie, Wisconsin, I am impressed by the staff's fast and friendly service and their courteous and considerate attitude.

### State Farm® Careers

Why State Farm?

The stability and track record of an industry leader.

People with passion for doing work that matters.

Rewards to help build a career, a life, a future.

<https://careers.statefarm.com/>

[Images for State Farm® Careers](#)

<https://careers.statefarm.com/company-support.asp>

<https://www.statefarm.com/agent/US/WI/Menomonie/Jackie-Hunt-0X7LT1YS000>

<https://www.youtube.com/user/statefarm> State Farm Insurance - YouTube

<https://www.youtube.com/watch?v=Jxt7oIQgw8> State Farm® Careers: Why Become an Agent? - YouTube

I responded to a request for a review

We're also always looking to increase our reviews and would appreciate it if you have a moment to click one or both of these links to leave us a little note.

[Click here to write a Facebook review](#)

[Click here to write a Google review](#)

State Farm Insurance has served me well since 1980 first Hank Baier and now Jackie Hunt.  
Lowell Bolstad

I am not on Facebook so could not post. I tried posting the statement on Google and hit Post, but it did not seem to do anything.  
Lowell

and received the following reply:

Thank you very much for trying, Lowell!!! We really appreciate it.

Have a fabulous day,

## 3) **Both technical and people skills**

I have grown to depend on the Geek Squad at Best Buy in Eau Claire, Wisconsin to maintain my computers and other electronic equipment. I am impressed that they demonstrate both technical and people skills.

### Geek Squad Jobs - Best Buy Jobs.

Your Mission

Cura et Celeritas. That's Latin for "Accuracy and Speed" and that's the mission for anyone who dons the black and orange. But we're not looking for just anyone. We're looking for people with drive, strong people skills, technology smarts and the wherewithal to refuse compromising Cura for Celeritas or vice versa.

<http://www.bestbuy-jobs.com/go/Services-Geek-Squad/28824/>

[Images for Geek Squad Jobs - Best Buy Jobs.](#)

<https://www.bestbuy-jobs.com/job-family/geek-squad/>

<https://www.youtube.com/user/GeekSquadHQ> Geek Squad - YouTube

## 4) **Positive, Polite, Professional, Proud**

Convenience stores and other service establishments are constantly looking for new employees. A poster at one such store in my home town of Story City, Iowa caught my eye: "Join our winning team: Positive, Polite, Professional, Proud." I never worked at a

convenience store when I was growing up for a couple reasons: I worked in construction at H & F Builders (now **HCS Builders**) with my father in Ames, Iowa, and, besides, there weren't that many convenience stores around at the time. My younger brother by 10 years worked at Casey's General Store.

### Our Values | Casey's General Store

#### THE 4 P'S

Every employee is important and plays an integral part of making Casey's a great neighborhood place. Whether they greet customers every morning in our stores, deliver groceries or gasoline, or work at our Corporate Headquarters, our employees are the key to our success.

There are Casey's values.

#### POSITIVE

We believe a positive attitude and a passion for excellence can achieve anything.

#### POLITE

We believe treating everyone with dignity and respect, the way that we all want to be treated, is simply the right thing to do.

#### PROFESSIONAL

We believe in integrity and self-discipline; knowing and doing what is right, is the heart of our great team.

#### PROUD

We believe in our purpose to make the daily lives of our customers and their communities better.

[https://www.caseys.com/careers/our\\_values](https://www.caseys.com/careers/our_values)

[Images for Our Values | Casey's General Store THE 4 P'S POSITIVE POLITE PROFESSIONAL PROUD](#)

<https://www.caseys.com/careers>

<https://www.youtube.com/channel/UCsKpFpXVEgwwLSo8OhJajbw> Casey's - Casey's - YouTube

[Images for Casey's - Casey's - YouTube](#)



[https://en.wikipedia.org/wiki/Casey%27s\\_General\\_Store](https://en.wikipedia.org/wiki/Casey%27s_General_Store)

[Images for casey's general store](#)

## 5) Inspirational Message

I received an email from a bank in Story City, Iowa, that I use for finances from my duplex which I inherited when my father died. The email came in the midst of the pandemic and after a severe windstorm caused considerable damage

Iowa Strong

Aug 14, 2020

We have all faced many challenges in 2020 with the pandemic and this week's storm added additional devastation across the Midwest. Our thoughts are with everyone as cleanup of homes, trees, buildings and businesses in our state and surrounding states continues. Electricity remains out in many areas as companies work around the clock to restore power.

Our beautiful Iowa landscape of lush green fields abruptly changed from thriving fields of corn to some fields being almost unrecognizable. We know the challenges many of our farmers are undergoing and recognize the importance that hard work and agriculture plays in our lives.

We are blessed to live in Iowa, where total strangers reach out to offer a helping hand and where family and friends come together. We wish all the best and know better times are ahead!

Reliance State Bank

Story City, Iowa

## 6) "I love working here."

I waited at the sign that said, "Please wait for the next available register. Thank you for your patience." The store manager at the far end looked at me, smiled, waved, and stated, "Come on down!" I replied, "Sounds like a game show." Then I added, "You sure sound perky for an early Saturday morning."

I recall overhearing the clerk next to her saying to another person on a different occasion, "I love working here." Part of the reason could be the store manager who set the tone.

I suppose I could pay for the gas at the pump, and it would save me from the desire to buy and eat food and drink, but I like going inside, making a transaction face to face, and then eating at the counter rather in my car. I am impressed by the consistent quality of service and products at Kwik Trip in Wisconsin, Minnesota, and Iowa. The number of locations makes it accessible in my travels.

### Kwik Trip, Inc. - Mission Statement & Core Values

#### OUR MISSION STATEMENT

To serve our customers and community more effectively than anyone else by treating our customers, co-workers, and suppliers as we, personally, would like to be treated and to make a difference in someone's life.

#### OUR CORE VALUES



**Honesty and Integrity:** We are honest in all of our business interactions with our co-workers and business partners and expect the same in return.

**Respect:** We show respect for everyone by what we say and do.

**Excellence:** We strive to excel in everything we do. We are committed to producing high-quality products and services at a superior value for our customers.

**Humility:** We are grateful for our success and share our appreciation with our co-workers but do not seek public recognition.

**Innovation:** We encourage and value creative solutions to customer needs and business challenges. Our uniqueness in our industry provides us with great competitive advantages in the marketplace.

**Work Ethic:** We are a Midwestern company that believes in a “roll up your sleeves” work ethic. The commitment and outstanding effort of our people have driven our success in the past and will drive our success in the future.

<https://www.kwiktrip.com/Our-Story/Mission-Statement-Core-Values-%281%29/>

[Images for Kwik Trip, Inc. - Mission Statement and Core Values](#)

<https://www.youtube.com/user/KwikTripKwikStar> KwikTripKwikStar - YouTube

[Images for Kwik Trip Kwik Star - YouTube](#)

## 7) Putting people first

I can't say that I've ever drank a cup of coffee at a Starbucks, (although I have occasionally purchased their iced coffee at Kwik Trip), but the culture of putting people first is salutary.

### Resources

#### How Starbucks Saved My Life: A Son of Privilege Learns to Live Like Everyone Else by Michael Gates Gill (Author)

Now in paperback, the national bestselling riches-to-rags true story of an advertising executive who had it all, then lost it all—and was finally redeemed by his new job, and his twenty-eight-year-old boss, at Starbucks.

In his fifties, Michael Gates Gill had it all: a mansion in the suburbs, a wife and loving children, a six-figure salary, and an Ivy League education. But in a few short years, he lost his job, got divorced, and was diagnosed with a brain tumor. With no money or health insurance, he was forced to get a job at Starbucks. Having gone from power lunches to scrubbing toilets, from being served to serving, Michael was a true fish out of water.

But fate brings an unexpected teacher into his life who opens his eyes to what living well really looks like. The two seem to have nothing in common: She is a young African American, the daughter of a drug addict; he is used to being the boss but reports to *her* now. For the first time in his life he experiences being a member of a minority trying hard to survive in a challenging new job. He learns the value of hard work and humility, as well as what it truly means to respect another person. Behind the scenes at one of America's most intriguing businesses, an inspiring friendship is born, a family begins to heal, and, thanks to his unlikely mentor, Michael Gill at last experiences a sense of self-worth and happiness he has never known before.



<https://www.amazon.com/How-Starbucks-Saved-Life-Privilege/dp/1592404049>

[http://www.goodreads.com/book/show/427475.How\\_Starbucks\\_Saved\\_My\\_Life](http://www.goodreads.com/book/show/427475.How_Starbucks_Saved_My_Life)

<http://www.barnesandnoble.com/w/how-starbucks-saved-my-life-michael-g-gill/1100831827>

<https://www.penguinrandomhouse.com/authors/241010/michael-gates-gill>

[https://en.wikipedia.org/wiki/How\\_Starbucks\\_Saved\\_My\\_Life](https://en.wikipedia.org/wiki/How_Starbucks_Saved_My_Life)

<http://www.cnn.com/id/22666665> Chapter 1: How Starbucks Saved My Life - CNBC.com

[http://www.cnn.com/2009/LIVING/worklife/02/05/starbucks.saved.my.life/index.html?eref=rss\\_us](http://www.cnn.com/2009/LIVING/worklife/02/05/starbucks.saved.my.life/index.html?eref=rss_us)

<http://www.nytimes.com/2007/09/30/books/review/Genzlinger-t.html>

[www.nytimes.com/2007/09/13/garden/13gill.html](http://www.nytimes.com/2007/09/13/garden/13gill.html)

<http://www.npr.org/templates/story/story.php?storyId=14728208>

<https://www.buffalolib.org/vufind/Record/1686277/Reviews>

<http://brandautopsy.com/2007/10/how-tiffany-sav.html>

[https://en.wikipedia.org/wiki/How\\_Starbucks\\_Saved\\_My\\_Life](https://en.wikipedia.org/wiki/How_Starbucks_Saved_My_Life)

<http://www.mikegatesgill.com/Gill/Home.html>

<http://freshfiction.com/author.php?id=16290>

[https://www.huffingtonpost.com/vickie-karp/third-screen-michael-gate\\_b\\_138218.html](https://www.huffingtonpost.com/vickie-karp/third-screen-michael-gate_b_138218.html)

<https://www.youtube.com/watch?v=NBvW2Uuph9g> Michael Gates Gill, Author of 'How Starbucks Saved My Life' - YouTube

<https://www.youtube.com/watch?v=coFXOPkAhH8> How starbucks saved my life - YouTube

<https://www.youtube.com/watch?v=PZcUmLk3mNq> How Starbucks Saved my Life book trailer project – YouTube

<https://www.youtube.com/watch?v=E6bhkNJOsrs> Michael Gates Gill | Talks at Google - YouTube

<https://www.youtube.com/watch?v=pHOcvqtusD0> How Starbucks Saved My Life - Conversation with Michael Gates Gill

<https://www.youtube.com/watch?v=IHT1FniqFJQ> Meet the Author Michael Gates Gill - YouTube

<https://www.facebook.com/michael.g.gill.94>

<http://www.thelavinagency.com/speakers/michael-gates-gill>

<https://www.amazon.com/Michael-Gill/e/B001HPBFQA>  
[https://www.goodreads.com/author/show/240957.Michael\\_Gates\\_Gill](https://www.goodreads.com/author/show/240957.Michael_Gates_Gill)  
Images for Michael Gates Gill (Author)  
[Images for How Starbucks Saved My Life: A Son of Privilege Learns to Live Like Everyone Else by Michael Gates Gill \(Author\)](https://www.amazon.com/Its-Not-About-Coffee-Starbucks/dp/1591842727)

### It's Not About the Coffee: Lessons on Putting People First from a Life at Starbucks [Howard Behar, Janet Goldstein, Howard Schultz]

During his many years as a senior executive at Starbucks, Howard Behar helped establish the Starbucks culture, which stresses people over profits. He coached hundreds of leaders at every level and helped the company grow into a world-renowned brand. Now he reveals the ten principles that guided his leadership-and not one of them is about coffee. Behar shows that if you think of your staff as people (not labor costs) they will achieve amazing results. He discusses the importance of building trust, telling hard truths, thinking independently, and more. And he shares inside stories of key turning points for Starbucks, as it fought to hang on to its culture while growing exponentially.

<http://www.amazon.com/Its-Not-About-Coffee-Starbucks/dp/1591842727>  
[http://www.goodreads.com/book/show/2382714.It\\_s\\_Not\\_About\\_the\\_Coffee](http://www.goodreads.com/book/show/2382714.It_s_Not_About_the_Coffee)  
<https://www.penguinrandomhouse.com/books/301393/its-not-about-the-coffee-by-howard-behar/9781591842729/>  
<https://www.barnesandnoble.com/w/its-not-about-the-coffee-howard-behar/1100178942#/>  
<https://www.betterworldbooks.com/product/detail/It-s-Not-about-the-Coffee--Lessons-on-Putting-People-First-from-a-Life-at-Starbucks-9781591842729>  
<https://books.google.com/books?id=XQRnbGQ-iQAC>  
<https://books.google.com/books?isbn=1101216530>  
<https://en.wikipedia.org/wiki/Starbucks>  
<http://www.howardbehar.com/book.shtml>  
<http://learnbyblogging.com/book-review-its-not-about-the-coffee-lessons-on-putting-people-first-from-a-life-at-starbucks-by-howard-behar-and-janet-goldstein/>  
<https://digitalcommons.georgefox.edu/cgi/viewcontent.cgi?article=1111&context=dmin> A Simple Cup of Coffee: What Starbucks Can Teach the Church About Hospitality In How We Reach Our Neighbors  
<https://www.linkedin.com/pulse/gift-knowledge-10-great-reads-jon-t-meyer-cfp->  
<http://www.theleadermaker.com/core-values-starbucks/>  
<https://www.youtube.com/user/Starbucks> Starbucks Coffee - YouTube  
Images for Starbucks Coffee - YouTube  
<https://www.youtube.com/watch?v=XnEBixTe4ZI> What It's Like to be a Starbucks Partner - YouTube  
<https://www.youtube.com/watch?v=Z9UmwqDNtG0> What it's Like to Work at Starbucks - YouTube  
<https://www.youtube.com/watch?v=HaRpjWJEGs0> Sprott Shaw Hire Learning Starbucks Barista – YouTube  
<https://www.youtube.com/watch?v=K65CQDSsIGs> Howard Behar - Former President of Starbucks Coffee - YouTube  
<http://archivebooks.me/its-not-about-the-coffee-lessons-on-putting-people-first-from-a-life-at-starbucks.html>  
<http://howardbehar.com/>  
<http://howardbehar.com/its-not-about-the-coffee>  
<https://www.amazon.com/Howard-Behar/e/B001JPC9WM>  
[https://www.goodreads.com/author/show/1065902.Howard\\_Behar](https://www.goodreads.com/author/show/1065902.Howard_Behar)  
Images for howard behar starbucks  
[https://twitter.com/howardbehar?ref\\_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor](https://twitter.com/howardbehar?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor)  
[https://en.wikipedia.org/wiki/Howard\\_Behar](https://en.wikipedia.org/wiki/Howard_Behar)  
<https://www.linkedin.com/in/howard-behar-24ba274>  
<http://knkx.org/post/former-starbucks-exec-howard-behar-wants-change-how-we-lead>  
<https://www.cnbc.com/2017/09/08/how-an-ex-starbucks-execs-struggle-helped-him-find-his-calling.html>  
<https://www.greenleaf.org/how-starbucks-built-a-servant-leadership-culture-qa-with-howard-behar/>  
<http://janetgoldstein.com/>  
<https://www.facebook.com/goldstein.janet>  
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[https://www.goodreads.com/author/show/1260760.Janet\\_Goldstein](https://www.goodreads.com/author/show/1260760.Janet_Goldstein)  
Images for Janet Goldstein, author  
<http://press.nationalgeographic.com/2012/09/07/janet-goldstein-named-senior-vice-president-and-editorial-director-national-geographic-books/>  
[https://en.wikipedia.org/wiki/Howard\\_Schultz](https://en.wikipedia.org/wiki/Howard_Schultz)  
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[https://www.goodreads.com/author/show/53761.Howard\\_Schultz](https://www.goodreads.com/author/show/53761.Howard_Schultz)  
Images for Howard Schultz, author  
Images for It's Not About the Coffee: Lessons on Putting People First from a Life at Starbucks [Howard Behar, Janet Goldstein, Howard Schultz]

### 8) Negative or instructive?

I took part in noon congregate meals 2 to 4 days a week at the community center room as a part of the library in an unincorporated village. The median income for a household was \$29,545, and the median income for a family was \$31,625. The site manager



invariably handed out surveys from the county senior services division. One time, an attendee asked before filling out the questionnaire, "What if we don't like a meal?" The site manager replied, "I take those comments as instructive rather than negative." I liked her because she always seemed to look on the bright side.

## Resources

### Instructive | Definition of Instructive by Merriam-Webster

Definition of instructive for English Language Learners. : providing knowledge or information :

<https://www.merriam-webster.com/dictionary/instructive>

[Images for Instructive | Definition of Instructive by Merriam-Webster](#)

### Negative | Define Negative at Dictionary.com

expressing or meaning a refusal or denial: a negative answer. 2. lacking positive or affirmative qualities, such as enthusiasm, interest, or optimism. 3. showing or tending towards opposition or resistance

[www.dictionary.com/browse/negative](http://www.dictionary.com/browse/negative)

[Images for negative attitude](#)

## 9) Thrift stores

I shop at thrift stores as much as possible. Once, when leaving a Goodwill store, I noticed their statement of purpose.

### Goodwill's Heritage, Mission, Vision and Values | Goodwill Industries

#### Our Mission

Goodwill® works to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work.

#### Our Vision

Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life.

#### Our Values

Respect – We treat all people with dignity and respect.

Stewardship – We honor our heritage by being socially, financially, and environmentally responsible.

Ethics – We Strive to meet the highest ethical standards

Learning – We challenge each other to strive for excellence and to continually learn.

Innovation – We embrace continuous improvement, bold creativity and change.

<http://www.goodwill.org/about-us/goodwills-heritage-mission-vision-and-values/>

[Images for Goodwill's Heritage, Mission, Vision and Values | Goodwill Industries](#)



[https://en.wikipedia.org/wiki/Goodwill\\_Industries](https://en.wikipedia.org/wiki/Goodwill_Industries)

[Images for Goodwill Industries](#)

I donated a black 2013 Ford Focus SE that runs and drives with 115, 814 miles to Goodwill Industries. The vehicle sold for a winning bid of \$2,675.00 at [Online Car Auctions - CrankyApe.com](#) in Hastings, MN on 8/12/2020.

## 10) Trust

I last had a sigmoidoscopy several years previous and thought it was time I had a similar procedure. The doctor recommended a more thorough colonoscopy, and I agreed. I was relieved when I received favorable test results from the doctor and was pleasantly surprised when the attending nurses sent the following card and signed their names:

Lowell,

Thank you for **trusting** us with your health care needs. It was a pleasure to serve you.

One of them even added the following:

Nice Meeting You.

## Resources

[Red Cedar in Menomonie - Mayo Clinic Health System](#)

Mayo Clinic Health System – Red Cedar in Menomonie, in partnership with Mayo Clinic, provides quality health care close to home with direct access to highly specialized care if the need arises.

<http://mayoclinichealthsystem.org/locations/menomonie>

<https://www.facebook.com/MayoClinicHealthSystemRedCedarMenomonieWI/>

[Images for Red Cedar in Menomonie - Mayo Clinic Health System](#)

#### The Patient-Provider Trust Formula

Why is trust so valuable in healthcare? What does it mean to say that people in the healthcare space need mutual trust? The formula is simple: patient trusting provider + provider trusting patient. One might consider it a 'trust formula.'

[Patient-Provider Trust | Healthcare Relationships | Axiom Health Care](#)

<http://www.axiumhealthcare.com/patient-provider-trust/>

[Images for Patient-Provider Trust Formula](#)

### 11) Dealing face to face

I can't get used to the idea of using the drive-up to transact finances. Perhaps, it goes back to the days of going to the hometown bank on Saturday mornings to deposit my [The Des Moines Register](#) newspaper collections. I am more comfortable in dealing face to face with a cashier. [Royal Credit Union \(RCU\)](#) has worked for me because they have branches throughout NW Wisconsin, which helps because of the various places I serve in interim ministry. In addition, the cashiers in whichever location seem polite and accurate. In addition, RCU possesses a good credit rating, which inspires confidence, particularly in uncertain economic times.

[Updated post 5/9/2020: I've had to get used to the drive-up during the COVID-19 lockdown and can't wait for the lockdown to end.]

#### Resources

[RCU | Wisconsin and Minnesota Credit Union](#)

RCU (Royal Credit Union) is a stable, innovative, and full service credit union providing financial services to eastern Minnesota and western Wisconsin.

<https://www.rcu.org/>

[Images for RCU | Wisconsin and Minnesota Credit Union](#)

<https://www.youtube.com/channel/UCpTiiV3ofUqU0hJBaQSog> Royal Credit Union - YouTube

#### The Credit Union Difference

RCU's Core Purpose: To create a positive impact in the lives we touch

RCU's Core Values: Make a Difference; Do the Right Thing; Make it Easy; Be Friendly, Nice and Respectful; Take Ownership

Credit unions are not "just banks." Bricks and mortar don't distinguish institutions, their purpose and actions do. While credit unions and banks offer a full range of financial products, structurally they are completely different. Luckily, that difference translates into a wealth of benefits to credit union Members and their communities. Here's how:

[https://www.rcu.org/about\\_us/credit\\_union\\_difference.phtml](https://www.rcu.org/about_us/credit_union_difference.phtml)

[Images for RCU's Core Purpose To create a positive impact in the lives we touch](#)

### 12) Passing on carpentry skills

When my father retired from HCS Builders in Ames, Iowa, in 1993, after starting with the company in 1959, he continued to sub-contract work by specializing in building stair railings until 2009 for a total of 50 years with the company.

#### HCS Builders

HCS understands that buying a new home is usually the biggest investment a person will make. Most home builders make the building process much more difficult on the buyer than it should be. We will help you make a wise investment and have a great experience building your new home.

<http://www.hcsbuilders.com/>

<https://www.facebook.com/HCS-Builders-Inc-651130235006672/>

[Images for hcs builders ames iowa](#)

[Images for We will help you make a wise investment and have a great experience building your new home.](#)

He also became involved in Habitat for Humanity. To begin with, he asked to work on days the crews were not around to get more done, but later he worked with the crews and became a leader in passing on his carpentry skills and sharing his tools. Sometimes, the crews would be made up of college students both male and female from Iowa State University with little or no experience.

#### Habitat.org - Habitat for Humanity

At Habitat for Humanity, we build. We build because we believe that everyone, everywhere, should have a healthy, affordable place to call home. More than building homes, we build communities, we build hope and we build the opportunity for families to help themselves.

Your donation will help families break the cycle of poverty and build long-term financial security. With an affordable, stable home, families have more to spend on food, medicine, child care, education and other essentials. Your support can help us do more in all the many ways that Habitat builds.

Thanks to you, Habitat is transforming the lives of more than 4 million people around the world!

[https://www.habitat.org/cd/giving/one/donate.aspx?link=271&source\\_code=DHQOW1407W1GGP&iq\\_id=62047899](https://www.habitat.org/cd/giving/one/donate.aspx?link=271&source_code=DHQOW1407W1GGP&iq_id=62047899)

[Images for Habitat.org - Habitat for Humanity](#)

<https://www.youtube.com/user/HabitatForHumanity> Habitat for Humanity - YouTube  
[Images for Habitat for Humanity - YouTube](#)



[https://en.wikipedia.org/wiki/Habitat\\_for\\_Humanity](https://en.wikipedia.org/wiki/Habitat_for_Humanity)  
[Images for Habitat for Humanity](#)

He also volunteered with Kiwanis where he enjoyed the camaraderie of others in accomplishing service projects.

#### Kiwanis International - Global Volunteer Organization

Do good, feel good

Find new ways to get to know people in your community. Connect with others—and get involved in projects that change lives. Kiwanis is all about making friends—and making an impact—in your local community so you've come to the right place.

<http://www.kiwanis.org/>

[Images for Kiwanis International - Global Volunteer Organization](#)

<https://www.youtube.com/watch?v=Tsn1N6T0khA> Kiwanis International – YouTube

[Images for Kiwanis International – YouTube](#)

My youngest brother took over the position in 1994 and continues with the company to this day.

### 13) Learning from a financial advisor

When my father turned 80, he started to noticeably decline physically and mentally. When he made an uncharacteristic financial misstep, the brothers suggested that a **Financial adviser** be enlisted to give advice. Two reputable firms in West Des Moines, Iowa were recommended. Dad and we four boys went to the first place: a shiny building with a recognizable name and a big parking lot. An administrative assistant in high heels took us to a conference room with leather chairs and projection. Two men born after 1980 walked in together with their files. One wore a pink tie. The other talked about the new boat he had just purchased and his plans for the weekend. They acted like they were doing us a favor when they made their presentation on the screen. It seemed like they were best suited for young upwardly mobile urban professionals. We went to the second place in a modest office on a side street. We could quickly tell he had done his homework with the previously submitted information. He listened patiently to my father even as my father demonstrated difficulty recounting all the figures. He thanked my father for his service to the country in armed combat in the Korean War. He showed respect when my father haltingly told him about his war injury, which bothered him his whole life. He commended him for buying a farm in Northeastern Montana upon returning from the war. "Best financial decision you ever made, Harold!" Dad and the 4 boys decided to go with the second financial advisor.

#### Resources

##### Find the Best Financial Advisor With These 7 Easy Steps

Finding the right person or firm may take a little more time than simply opening the yellow pages, but the investment of time will be well worth it in terms of your peace of mind knowing you made the right hire. Here are seven steps you can use to find the best financial advisor for you.

<https://www.thebalance.com/how-to-find-the-best-financial-advisor-in-7-easy-steps-4032070>

[Images for Best Financial Advisor With These 7 Easy Steps](#)

##### How to Hire a Financial Advisor Who Won't Rip You Off – Two Cents Lifehacker

The basics of personal finance aren't terribly difficult, and with a little research, you can master financial milestones like getting out of debt or even investing. But there are some specific instances in your life in which it might make sense to hire an advisor.

<https://twocents.lifehacker.com/how-to-find-and-hire-a-financial-advisor-who-won-t-rip-1729724424>

[Images for How to Hire a Financial Advisor Who Won't Rip You Off – Two Cents Lifehacker](#)

### 14) The best team players make those around them better

Some players demonstrate high level skills but don't know how to pass the ball around. Other players demonstrate high level skills by how they pass the ball around.

#### Resources

##### Becoming an Enlarger

Russell, however, is best-known not for his offense or his defense but for something else - winning. His No. 6 jersey was retired by the Boston Celtics in 1972 to honor his contributions as the anchor to teams that won nine consecutive NBA titles. He added two more titles as a player/coach.

That's why it was such an honor to meet him at a recent NBA All-Star game, and that's why I wasn't surprised to hear what he said about great team players: "The most important measure of how good a game I played was how much better I'd made my teammates play."

<http://globalchristiancenter.com/church-leadership/becoming-an-enlarger.html>

[Images for Becoming an Enlarger - Bill Russell](#)

[Images for "The most important measure of how good a game I played was how much better I'd made my teammates play."](#)

**Coughlin: Antrel Rolle's desire to make his team better sets him apart – ProFootballTalk on NBCSports.com**

Posted by Mike Wilkening on February 19, 2015, 5:52 PM EST

Coughlin said Rolle's efforts to help the Giants distinguished him.

"He's an outstanding young man, and really, I've never come across a player that was more interested in his team and trying to help his team be better in any way they could," Coughlin said.

"I think countless Tuesdays Antrel was in my office with, 'How can we get better? What can we do to get better?' Just thoughts going back and forth between coach/player, in terms of how our team could improve."

<http://profootballtalk.nbcsports.com/category/rumor-mill/>

[Images for Coughlin: Antrel Rolle's desire to make his team better sets him apart – ProFootballTalk on NBCSports.com](#)

**Multipliers: How the Best Leaders Make Everyone Smarter [Liz Wiseman, Greg Mckeown]**

A thought-provoking, accessible, and essential exploration of why some leaders ("Diminishers") drain capability and intelligence from their teams, while others ("Multipliers") amplify it to produce better results. Including a foreword by Stephen R. Covey, as well the five key disciplines that turn smart leaders into genius makers, *Multipliers* is a must-read for everyone from first-time managers to world leaders.

<http://astore.amazon.com/interimini06-20/detail/0061964395>

<http://www.goodreads.com/book/show/8310410-multipliers>

<http://multipliersbooks.com/>

<http://thewisemangroup.com/videos/book-trailers/>

<http://www.forbes.com/sites/dorieclark/2013/11/26/how-the-best-leaders-make-everyone-smarter/>

[http://en.wikipedia.org/wiki/Multipliers:\\_How\\_the\\_Best\\_Leaders\\_Make\\_Everyone\\_Smarter](http://en.wikipedia.org/wiki/Multipliers:_How_the_Best_Leaders_Make_Everyone_Smarter)

[http://www.leadershipnow.com/leadingblog/2010/06/multipliers\\_how\\_the\\_best\\_leade.html](http://www.leadershipnow.com/leadingblog/2010/06/multipliers_how_the_best_leade.html)

<https://www.youtube.com/watch?v=qk-DwXvP1Iq> Multipliers: How the Best Leaders Make Everyone Smarter – YouTube

[Images for Multipliers: How the Best Leaders Make Everyone Smarter - YouTube](#)

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[http://smpscolumbus.org/images/meeting/101912/wiseman\\_2011\\_03\\_synopsis.pdf](http://smpscolumbus.org/images/meeting/101912/wiseman_2011_03_synopsis.pdf)

[http://www.artstrategies.org/leadership\\_tools/mustreads/multipliers-how-the-best-leaders-make-everyone-smarter/](http://www.artstrategies.org/leadership_tools/mustreads/multipliers-how-the-best-leaders-make-everyone-smarter/)

<http://blog.vistage.com/business-leadership/liz-wiseman-webinar-summary-multipliers-how-the-best-leaders-make-everyone-smarter/>

<https://itunes.apple.com/us/audiobook/multipliers-how-best-leaders/id476017286>

[http://www.skillsoft.com/infocenter/events/recordings/webinar\\_leadership\\_conversations\\_wiseman.asp](http://www.skillsoft.com/infocenter/events/recordings/webinar_leadership_conversations_wiseman.asp)

<https://www.youtube.com/watch?v=RsUujA9Y0A4> Liz Wiseman - How you can become a Multiplier – YouTube

<https://www.youtube.com/watch?v=HxLlqBATjpl> Liz Wiseman: Diminisher vs. Multiplier – YouTube

[https://www.youtube.com/watch?v=DIRZc\\_5MdQo](https://www.youtube.com/watch?v=DIRZc_5MdQo) 7 minutes clip - Multipliers by Liz Wiseman – YouTube

<https://www.youtube.com/watch?v=KGW8P4FXwH0> Liz Wiseman: Multipliers Highlight Reel – YouTube

<https://www.youtube.com/watch?v=GSGnLl6ndpk> Liz Wiseman - Leading @ Google: Multipliers Book Talk – YouTube

<https://www.youtube.com/watch?v=Wmk8bhKJbfM> Introduction to Multipliers - Liz Wiseman – YouTube

[https://www.youtube.com/watch?v=gOjag3g\\_T6o](https://www.youtube.com/watch?v=gOjag3g_T6o) Leaders as multipliers – YouTube

[https://www.youtube.com/watch?v=amk-1\\_wcmKo](https://www.youtube.com/watch?v=amk-1_wcmKo) Liz Wiseman & Greg McKeown | Talks at Google – YouTube

[Images for Liz Wiseman & Greg McKeown | Talks at Google – YouTube](#)

[https://www.youtube.com/watch?v=61W7Zz4\\_iLs](https://www.youtube.com/watch?v=61W7Zz4_iLs) Multipliers: How the Best Leaders Inspire Their Team and Make Everyone Smarter - YouTube

<https://www.linkedin.com/in/lizwiseman>

<https://www.amazon.com/Liz-Wiseman/e/B00369WNUW>

[http://www.goodreads.com/author/show/4040961.Liz\\_Wiseman](http://www.goodreads.com/author/show/4040961.Liz_Wiseman)

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[Images for Greg Mckeown, author](#)

<http://gregmckeown.com/>

<https://www.facebook.com/GregMcKeownSpeaker/>

[https://twitter.com/GregoryMcKeown?ref\\_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor](https://twitter.com/GregoryMcKeown?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor)

[https://en.wikipedia.org/wiki/Greg\\_McKeown\\_\(author\)](https://en.wikipedia.org/wiki/Greg_McKeown_(author))

[Images for Multipliers: How the Best Leaders Make Everyone Smarter \[Liz Wiseman, Greg Mckeown\]](#)

**Zimmer seeking a bigger Bridgewater this fall | Star Tribune**

"Well, you know I love Teddy and love the way that he prepares, everything he does. **Teddy makes a lot of people around him better.**" Zimmer said.

<http://www.startribune.com/sports/vikings/297144361.html?page=1&c=y>

[Images for Teddy makes a lot of people around him better," Zimmer said."](#)

The opposite of a multiplier is a diminisher.

### Are you an Accidental Diminisher? | Multipliers Books | Leadership

In our research, we were surprised to discover how few Diminishers understood the restrictive impact they were having on others. Most had moved into management having been praised for their personal, and often intellectual, merit. They had assumed their role as boss was to have the answers. Others, once had the mind of a Multiplier, but after working among Diminishers for so long, they had gone native. Accidental or not, the impact on the team is same – they might be getting only ½ of the true brainpower of their team.

<http://multipliersbooks.com/adquiz/#.WJ-BuTsrKUK>

<http://iveybusinessjournal.com/publication/are-you-an-accidental-diminisher/>

<https://www.youtube.com/watch?v=hZlg-mJA-Co> The Accidental Diminisher | Liz Wiseman – YouTube

<https://www.youtube.com/watch?v=fEPyJueAJfQ> Part 3: Are you an accidental diminisher? - YouTube

<https://www.youtube.com/watch?v=HxLlgBATjpl&t=34s> Liz Wiseman: Diminisher vs. Multiplier – YouTube

<http://flippengroup.com/are-you-an-accidental-diminisher/>

[Images for Are you an Accidental Diminisher? | Multipliers Books | Leadership](#)

## 15) Desirable qualities

Ok, I admit it. I follow the NFL Draft. I imagine myself looking at prospects and determining what qualities are most desirable in players to fit a specific team.

### Resources

#### American Football Monthly - Q&A with Bud Grant

I have always said the greatest ability a player has is his durability.

[http://www.americanfootballmonthly.com/Subaccess/articles.php?article\\_id=3401&output=article](http://www.americanfootballmonthly.com/Subaccess/articles.php?article_id=3401&output=article)

[Images for Bud Grant - I have always said the greatest ability a player has is his durability.](#)

<https://bleacherreport.com/articles/1241443-in-sports-athletes-is-durability-more-important-than-ability>



Bud Grant was a two-way star for the Philadelphia Eagles.

#### Moneyball Is Changing the Way NFL Teams Assemble Their Rosters | Bleacher Report

Here's the impact analytic principles had on some of the biggest transactions and most controversial decisions of the past few weeks—and what those same principles will mean for players and franchises in the months and years to come.

<http://bleacherreport.com/articles/2637858-moneyball-is-changing-the-way-nfl-teams-assemble-their-rosters>

[Images for Moneyball Is Changing the Way NFL Teams Assemble Their Rosters](#)

#### NFL1000: Minnesota Vikings 2017 NFL Draft Preview | Bleacher Report

The NFL1000 team of scouts graded a series of important attributes for every player in their positional review. Using a scale starting at zero and going up to anywhere from five to 50 based on the position and the attribute, our scouts graded each player based on their own expertise and countless hours of tape review over the years. Our evaluators had specific positional assignments based on their proven fields of expertise.

<http://bleacherreport.com/articles/2699221-nfl1000-minnesota-vikings-2017-nfl-draft-preview>

[Images for NFL1000: Minnesota Vikings 2017 NFL Draft Preview | Bleacher Report](#)

#### Rick Spielman: Master of the Draft - Daily Norseman

The Vikings and Rick Spielman have been the best drafting team in the NFL since Spielman became GM in 2012.

<https://www.dailynorseman.com/2020/4/21/21228607/rick-spielman-master-of-the-draft>

[Images for Rick Spielman: Master of the Draft - Daily Norseman](#)

#### Safest, Riskiest Choices Minnesota Vikings Might Consider in 2015 NFL Draft

The greatest way to avoid this worst-case scenario is through selecting “safe” players. But what qualities make one player safe and another dangerous? This definition is inherently subjective, but it is in accordance with the general traits associated with safe and risky draft prospects.

<http://bleacherreport.com/articles/2426056-safest-riskiest-choices-minnesota-vikings-might-consider-in-2015-nfl-draft>

[Images for Safest, Riskiest Choices Minnesota Vikings Might Consider in 2015 NFL Draft](#)



### Vikings Corner: Mike Zimmer has brought a winning culture back to Minnesota – Vikings Corner

Mike Zimmer has brought a winning culture back to Minnesota

"I want our fans to be proud of the way we play – tough, resilient, physical football and a team that makes big plays and represents them on the field and in the community."

<http://www.mnvikingscorner.com/2015/12/mike-zimmer-has-brought-winning-culture.html>

Images for Vikings Corner: Mike Zimmer has brought a winning culture back to Minnesota – Vikings Corner

[http://www.espn.com/blog/nflnation/post/\\_id/266226/how-the-vikings-built-the-nfls-no-1-defense](http://www.espn.com/blog/nflnation/post/_id/266226/how-the-vikings-built-the-nfls-no-1-defense)

## 16) What makes for a good coach?

An owner of a football team tells what makes his coach a good one.

Vikings coach Mike Zimmer shrugs off praise, including from owner Zygi Wilf – Pioneer Press

"I credit Mike as being a coach who's strong and who helps every player get better," Wilf told the reporters. "And everybody feels that they're a part of something special, and that's what's going to make him a great coach, the ability to teach players who get into the program to be better and to really have the enthusiasm as a team to go to the next level, which we're optimistic we're on."

<http://blogs.twincities.com/vikings/2015/06/11/vikings-coach-mike-zimmer-shrugs-off-praise-including-owner-zygi-wilf/>

<https://www.youtube.com/watch?v=sMOGJcWftsM> Mike Zimmer: Blunt & Beloved | Adrian Peterson & Vikings Stars Weigh in On Their Coach | NFL 360 – YouTube

## Resources

### Coaching and Mentoring | IT Training and Consulting

Mentoring is a process that highly regards the roles of superiors and managers as mentors in the workplace. Coaching is a process that requires the coaching professionals to facilitate learning and help develop performance of individuals.

<http://www.exforsys.com/career-center/coaching-mentoring.html>

Images for Coaching and Mentoring

### Coaching for Team Performance - Mind Tools

So how can you help your team improve? With good team coaching (as distinct from individual coaching) you can take your team to the next level. It's a valuable activity, and it's an essential management and leadership tool.

[http://www.mindtools.com/pages/article/newTMM\\_66.htm](http://www.mindtools.com/pages/article/newTMM_66.htm)

Images for Coaching for Team Performance

### Coaching Ministry Teams: Leadership and Management in Christian Organizations [Kenn Gangel]

This is a book about coaching, but in a field far more important than football, basketball, or baseball. When it comes to effective discipleship, it takes a discipler, a coach, who is capable of not only leading by example, but also empowering his "players" to stay the course. In fifteen practical chapters, *Coaching Ministry Teams* by Christian education expert Kenn Gangel examines, among other topics, the attitudes in "The Heart of a Champion," leadership modeling in "Setting the Standard for the Team," and strategic planning in "Looking Down the Field."

<http://www.amazon.com/Coaching-Ministry-Teams-Leadership-Organizations/dp/1597526576>

<http://www.lifeandleadership.com/book-summaries/tag/christian-leadership?currentPage=16>

<http://www.christianbooksummaries.com/archive.php?v=2&i=15>

<http://wipfandstock.com/coaching-ministry-teams.html>

<https://books.google.com/books?isbn=1597526576>

[https://books.google.com/books/about/Coaching\\_Ministry\\_Teams.html?id=2JLAWAAQBAJ](https://books.google.com/books/about/Coaching_Ministry_Teams.html?id=2JLAWAAQBAJ)

<https://www.amazon.com/Kenneth-O.-Gangel/e/B001K7TJH2>

[https://www.goodreads.com/author/list/173693.Kenneth\\_O\\_Gangel](https://www.goodreads.com/author/list/173693.Kenneth_O_Gangel)

[http://www.talbot.edu/ce20/educators/protestant/kenneth\\_gangel/](http://www.talbot.edu/ce20/educators/protestant/kenneth_gangel/)

<https://christianuniversity.org/professors/dr-kenneth-o-gangel/>

[http://www.talbot.edu/ce20/educators/protestant/kenneth\\_gangel/](http://www.talbot.edu/ce20/educators/protestant/kenneth_gangel/)

<http://journals.biola.edu/ns/cej/authors/kenneth-gangel/>

Images for Coaching Ministry Teams: Leadership and Management in Christian Organizations [Kenn Gangel]

### Coaching - Wikipedia

Coaching is a form of development in which a person called a coach supports a learner or client in achieving a specific personal or professional goal by providing training and guidance. The learner is sometimes called a *coachee*.

Occasionally, *coaching* may mean an informal relationship between two people, of whom one has more experience and expertise than the other and offers advice and guidance as the latter learns; but coaching differs from [mentoring](#) by focusing on specific tasks or objectives, as opposed to more general goals or overall development.<sup>[1][2][3]</sup>

<https://en.wikipedia.org/wiki/Coaching>

Images for coaching

### Don't Micromanage Your Staff, Coach Them | HuffPost Canada

If you want performance out of your people, it is time that you start coaching them. Engage them, encourage them, reward them and coach them. Provide them with the tools that they need to make an impact in the organization. Talk with them about



what your vision is, give them tips on how to succeed in the organization and then get out of the way. Let them do their thing. But, do not disappear on them.

[http://www.huffingtonpost.ca/dr-curtis-l-odom/coaching-your-staff-business\\_b\\_2544830.html](http://www.huffingtonpost.ca/dr-curtis-l-odom/coaching-your-staff-business_b_2544830.html)  
[Images for Don't Micromanage Your Staff, Coach Them | HuffPost Canada](#)

### Leadership, Team-Building and Coaching Skills for Managers and Supervisors | Fred Pryor Seminars

Seminar Overview

- How to harness natural competitiveness as a positive, powerful force
- Why you must be demanding...and how to do it the right way
- 8 techniques to raise enthusiasm - for an individual or the entire team
- The “anti-management” attitude: how to spot it, and how to overcome it
- Power motivators! Learn the winning secrets of the all-time greatest coaches
- Your “game-plan” - 5 simple steps for no-fail, successful plans
- Loyalty and commitment: how to build them, and make them integral parts of your team’s “culture”
- A key formula that ensures you'll consistently make good decisions
- The team lineup: how to recognize individual strengths and organize players into positions
- Building your “roster”: how to spot superstars and problem players, and identify everyone's strengths and weaknesses
- 5 compelling reasons why your employees want to be part of a team
- Peer conflicts: how to defuse them before they affect the entire work group
- High-impact coaching skills that deter goof-offs, time-wasters, and procrastinators
- “Non-directive” counseling: a proven approach that helps employees discover their own solutions
- 8 guiding steps to positive discipline and corrective action
- When to attempt employee counseling, and when to leave it to professionals
- Expert listening skills - the proven method to ensure you really hear what the employee is saying
- How to deal with anger, crying, or other emotional responses

<http://www.seminarinformation.com/ggapyd/team-building-mentoring-and-coaching-skills-for-managers>

[Images for Leadership, Team-Building and Coaching Skills for Managers and Supervisors | Fred Pryor Seminars](#)

<https://www.pryor.com/training-seminars/leadership-team-building-coaching-skills-manager-supervisors/>

<http://www.pryor.com/site/webinar-audio/coaching-skills-beyond-basic-supervision>

<https://www.pryor.com/training-webinars/coaching-skills-beyond-basic-supervision>

<https://www.pinterest.com/pin/492649942626534/>

<https://www.pryor.com/training-products/coaching-skills-managers-supervisors>

<http://hrtrainingcenter.com/leadership-team-building-and-coaching-skills-for-managers-and-supervisors/classroom-course>

[Images for Coaching Skills for Managers and Supervisors](#)

### 25+ best Leadership coaching ideas on Pinterest

<https://www.pinterest.com/explore/leadership-coaching/>

[Images for Leadership coaching on Pinterest](#)

<https://www.pinterest.com/enhancementd/coaching-and-mentoring/>

<https://www.pinterest.com/ccldotorg/coaching-mentoring/>

<https://www.pinterest.com/ATDofficial/workplace-coaching-and-mentoring/>

<https://www.whiteglovesocialmedia.com/pinterest-coaching-one-on-one/>

### What Does the Bible Say About Sports Coach? - OpenBible.info

[https://www.openbible.info/topics/sports\\_coach](https://www.openbible.info/topics/sports_coach)

<https://www.openbible.info/topics/coaching>

[Images for bible and coach](#)

<http://biblecoaching.weebly.com/>

<https://www.godtube.com/news/10-inspirational-bible-verses-for-christian-coaches.html>

## 17) Self-starters with a strong work ethic

General Manager Rick Spielman identifies characteristics he looks for in administrative personnel.

### Vikings promote female scouting assistant to bigger role – ProFootballTalk on NBCSports.com

“The biggest thing when you’re trying to bring anyone up through an organization is to educate and train them,” Spielman said. “One thing we always try to identify are **self-starters who have the work ethic** and attention to detail where you can trust them to carry out whatever assignment is given them.

<http://profootballtalk.nbcsports.com/2017/06/09/vikings-promote-female-scouting-assistant-to-bigger-role/>

[Images for self-starters who have the work ethic](#)

<https://scout.com/nfl/vikings/Article/Sunday-slant-Minnesota-Vikings-Kelly-Kleine-advancing-women-in-s-103102547>

<https://www.usatoday.com/story/sports/nfl/2017/10/20/kleine-doepler-bring-female-perspective-to-vikings/106844372/>

<https://www.vikings.com/video/kelly-kleine-sleep-number-game-changers> Kelly Kleine - Minnesota Vikings

## 18) Puttin' on the Ritz

I've never stayed at a Ritz-Carlton Hotel, so I cannot speak from personal experience, but I keep running across references to their training program that has influenced, among others, the Apple Store.

### Fred Astaire - Puttin' on the Ritz on Vimeo

Lyrics: Now, if you're blue / And you don't know where to go to / Why don't you go where fashion sits / Puttin' on the Ritz...



<https://vimeo.com/6971656>

[Images for Fred Astaire - Puttin' on the Ritz](#)

## Resources

### How Ritz-Carlton Stays at the Top - Forbes

Ritz-Carlton has become a leading brand in luxury lodging by rigorously adhering to its own standards. It is the only service company in America that has won the Malcolm Baldrige National Quality Award twice, and *Training Magazine* has called it the best company in the nation for employee training.

<http://www.forbes.com/2009/10/30/simon-cooper-ritz-leadership-ceonetwork-hotels.html>

[Images for How Ritz-Carlton Stays at the Top - Forbes](#)

<http://www.forbes.com/sites/carminegallo/2012/04/10/how-the-ritz-carlton-inspired-the-apple-store-video/>

[Images for Ritz-Carlton Inspired the Apple Store](#)

<https://www.forbes.com/sites/shephyken/2018/08/16/my-ritz-carlton-experience/#6eac9dc34d5e>

[Images for Ritz-Carlton experience](#)

<https://www.forbes.com/sites/debbickickham/2018/08/07/ritz-carlton-guests-are-the-happiest-according-to-new-survey/#371d561e8e4f>

[Images for Ritz-Carlton guests are the happiest](#)

### How the Ritz-Carlton Inspired the Apple Store [video] - Forbes

Here are five ways the Apple Store builds customer loyalty The Ritz-Carlton way.

<https://www.forbes.com/sites/carminegallo/2012/04/10/how-the-ritz-carlton-inspired-the-apple-store-video/#4d05f0533449>

[Images for ritz carleton apple store - forbes](#)

[https://www.youtube.com/watch?v=i91dDT\\_MOLM](https://www.youtube.com/watch?v=i91dDT_MOLM) What Steve Jobs Learned from The Ritz-Carlton | Forbes - YouTube

[Images for What Steve Jobs Learned from The Ritz-Carlton | Forbes - YouTube](#)

<https://www.youtube.com/watch?v=GEhsoXxp-E4> Apple's 5 Steps of Service | Forbes – YouTube

<https://www.forbes.com/sites/jonbird1/2018/08/07/stealing-stuff-where-the-best-retailers-get-their-best-ideas/#548cdcb12dbd>

<https://www.forbes.com/sites/carminegallo/2016/08/25/ten-reasons-why-the-apple-store-was-never-a-store/#377d5f1676b5>

### The Apple Experience: Secrets to Building Insanely Great Customer Loyalty by Carmine Gallo (Author)

Apple Stores earn more money per square foot than any other retailer. At the core of Apple's success and intense customer loyalty, however, aren't just "Insanely Great" products, but great people who are informed, empowered, and motivated to deliver an unbeatable customer experience. In *The Apple Experience*, internationally bestselling author Carmine Gallo details the principles and practices behind this total commitment to the customer and explains how your brand can achieve outstanding results by delivering this same high standard of service.

Carmine Gallo interviewed professionals at all levels who have studied Apple, and he spent hundreds of hours observing the selling floor in Apple's retail space and learning about Apple's vision and philosophy. Using insights and data from these sources, he breaks down Apple's customer centric model to provide an action plan with three distinct areas of focus:

- \* Inspire Your Internal Customer with training, support, and communications that create a "feedback loop" for improving performance at every level
- \* Serve Your External Customer with irresistible brand stories and dedicated salespeople who embody the APPLE five steps of service -- Approach, Probe, Present, Listen, End with a fond farewell
- \* Set the Stage by ensuring that no element is overlooked in creating an immersive retail environment where customers can see, touch, and learn about your products

With *The Apple Experience*, you can improve the return on your investment in retail by adding real value to every customer interaction. Better still, any business that deals with people -- employees or customers -- can adopt the techniques to achieve Apple-like market dominance by enriching lives, building loyalty, and reimagining the customer experience.

<https://www.goodreads.com/book/show/13553574-the-apple-experience>

<https://www.amazon.com/Apple-Experience-Building-Insanely-Customer/dp/0071793208>

<https://www.carminegallo.com/books/the-apple-experience-2/>

<https://www.slideshare.net/cvgallo/the-apple-experience-secrets-to-building-insanely-great-customer-loyalty-carmin-gallo>  
[www.iimidr.ac.in/wp-content/uploads/The-Apple-Experience.pdf](http://www.iimidr.ac.in/wp-content/uploads/The-Apple-Experience.pdf)  
<http://www.appleexperiencebook.com/>  
[Images for The Apple Experience: Secrets to Building Insanely Great Customer Loyalty by Carmine Gallo \(Author\)](#)

### The Ritz-Carlton Leadership Center

Your organization can learn about The Ritz-Carlton methodology for customer service, employee engagement and leadership development.

<http://ritzcarltonleadershipcenter.com/>

[Images for Ritz-Carlton Leadership Center](#)

<https://www.youtube.com/channel/UCDQiy9unK6cmjUWjFqDzvnw> The Ritz-Carlton Leadership Center - YouTube

<https://www.youtube.com/watch?v=eLHKej3tzJs> Leadership & Employee Engagement 2016 - YouTube

<http://www.ritzcarlton.com/en/Corporate/GoldStandards/Default.htm>

<https://www.youtube.com/user/ritzcarlton> The Ritz-Carlton - YouTube

<http://www.inc.com/matthew-swyers/what-you-can-learn-from-the-ritz-carlton.html>

[http://www.levingroup.com/storedownloads/Whitepapers/Learn\\_from\\_Ritz\\_Carlton\\_White\\_Paper.pdf](http://www.levingroup.com/storedownloads/Whitepapers/Learn_from_Ritz_Carlton_White_Paper.pdf)

<https://digitalsparkmarketing.com/ritz-carlton-marketing-strategy/>

<https://sgeinternational.com/lessons-learned-at-the-ritz-carlton/>

<http://www.highperformingculture.com/the-ritz-carlton-model-for-culture/>

<https://www.marketplace.org/2013/12/31/business/what-apple-learned-luxury-hotel>

### 19) Lessons learned from lifeguarding

During grade school, I took swimming lessons at the Carr Pool in Ames, Iowa. The summer after my junior year in high school I took American Red Cross training at the City of Roland Municipal Swimming Pool and the following summer I worked as a life guard at RIVERSIDE Bible Camp near Story City. I learned lessons being a lifeguard.



The author as a lifeguard at Riverside Bible Camp in 1971.

Importance of ability and stamina - At the end of the summer of lifeguard training, another class participant and I swam across Little Wall Lake one evening. I related this feat to another guy, who remained unimpressed, "That's nothing. If you got tired, you could just walk across." Lakes in Iowa, for the most part, are not the same as those in Minnesota - The Land of 10,000 Lakes to the north.

Enforce the rules to make for a safe environment - For instance, campers had to show that they could swim across the pool and back to go in the deep end.

Be attentive - Particularly when the pool is filled with campers and counselors, it takes concentration to keep track of everybody. A difficult situation can develop quickly.

Safety first when making a rescue - When a young girl appeared in distress, I jumped in and used the correct technique to bring her to the side of the pool, but when a male counselor 300+ pounds appeared in distress, I extended the pole to him so that he could grab on and be pulled to the side of the pool.

### Resources

[How to Become a Lifeguard \(with Pictures\) - wikiHow](#)

Lifeguards are responsible for the safety and well-being of people at pools, water parks, and beaches around the world. Some become lifeguards as after school jobs, while others make careers out of being a lifeguard. Regardless of why you want to be a lifeguard, you need to train your body, learn necessary life-saving skills, and then find a lifeguarding job.

<http://www.wikihow.com/Become-a-Lifeguard>

[Images for How to Become a Lifeguard](#)

<https://www.youtube.com/watch?v=09qNyH595Wc> How to Become a Lifeguard – YouTube

<https://www.youtube.com/watch?v=VWJyVKC9kHE> You Can Learn to Become a Lifeguard - YouTube

<https://guardforlife.com/2017/04/how-to-become-a-lifeguard/>

<https://www.moneycrashers.com/become-lifeguard-training-certification/>

[Images for become lifeguard training certification](#)

### Lifeguard Training - American Red Cross

Learn how to effectively prevent and respond to water emergencies with the American Red Cross lifeguard training. Our courses are designed to arm you with the skills and knowledge to prepare you for a variety of scenarios in and around the water. With our lifeguard training, you will learn how quick response times and effective preparation are vital to being a lifeguard while also understanding the crucial elements in helping to prevent drownings and injuries.

<https://www.redcross.org/take-a-class/lifeguarding/lifeguard-training>

[Images for Be a Lifeguard - American Red Cross](#)

### Life Guard Training - YouTube

The American Lifeguard Association course is designed to give individuals the foundation of knowledge and skills needed to become a certified lifeguard. Our training program utilizes the newest materials and closely follows the national standards of care.

<https://www.youtube.com/watch?v=xt0GQBijCiQ>

[Images for Lifeguard Training - YouTube](#)

<https://www.youtube.com/watch?v=qsuX-NHQMkK> Lifeguard Training - YouTube

<https://www.youtube.com/watch?v=2TMAbHMpsB0> Prerequisites - American Red Cross Lifeguard Training Course – YouTube

<https://www.ymcatriangle.org/programs-services/swimming/lifeguard-training>

### Lifeguard - Wikipedia

A lifeguard is a [rescuer](#) who supervises the safety and rescue of [swimmers](#), [surfers](#), and other water sports participants such as in a [swimming pools](#), [water parks](#), [beach](#), [spa](#), [river](#) and [lake](#). Lifeguards are trained in swimming and CPR/AED [first aid](#), certified in water rescue using a variety of aids and equipment depending on requirements of their particular venue. In some areas, lifeguards are part of the [emergency services](#) system to incidents and in some communities, lifeguards may function as the primary [EMS](#) provider.<sup>[1]</sup>

<https://en.wikipedia.org/wiki/Lifeguard>

[Images for Lifeguard](#)

## 20) Learning from Bible Camp

One summer, I went with the youth to Luther Point Bible Camp, Grantsburg, Wisconsin,

### Luther Point Bible Camp and Retreat Center

Summer Camp and Year-Round Retreat Center for Youth, Families, and Adults

<http://www.lutherpoint.org/>

<https://www.youtube.com/watch?v=Tfx4MF5fpzo> A Brief History of Luther Point Bible Camp – YouTube

<https://www.facebook.com/lutherpoint/>

for the week and came back with some ideas for the next staff meeting based on my interaction with the counselors.

- + One counselor related how he came to camp as a youngster and hated it because, among other things, he was shy and reserved. As a college student, he was looking for a summer job when it was suggested to him that he could be a camp counselor. He fell in love with the camp, the kids, and his work. He related that he was talking with a seminary intern about the ministry. He discovered the power of God to change lives.
- + Being a camp counselor is a call, not just a summer job.
- + Counselors welcome the campers at the driveway and show them hospitality to the cabin and through the week.
- + Counselors work hard on learning names and on showing an interest in the youth.
- + Youth want to know how much the counselors care before they are interested to care about how much they know.
- + Counselors lead the campers in *holy play*. The activities are experiential for the purpose of leading the campers to faith.
- + Love them into the kingdom of God.
- + The day is structured but filled with energy.
- + Counselors set the rules and then use only as much force as necessary to maintain parameters of behavior.
- + Counselors pray for the campers.
- + Staff meetings at camp are intended to make sure everybody is on the same page. Counselors share highs and lows. The director gives reflections for the day.
- + Most of the counselors exhibit a disposition of excitement and enthusiasm. They set a tone that is contagious.
- + One of the counselors exhibits a personality of irritability and defensiveness. Another counselor demonstrates an attitude that is patronizing.
- + Meal times are occasions for table fellowship.

Paul Hill, Executive Director at Lake Wapogasset Bible Camp,

### Wapo Bible Camp » Lake Wapogasset Lutheran Bible Camp

Wapo Bible Camp. A place where fun and faith collide, we offer programs for 2<sup>nd</sup> grade through high school age campers and for families as well. Encounter God's word, make friends, and create memories that last a lifetime.

<http://campwapo.org/camp/wapo>

<https://www.youtube.com/watch?v=6ANVHWyFYJE> Wapo Bible Camp – YouTube  
<https://www.youtube.com/watch?v=n13flduPluI> Camp Wapo 2016 – YouTube  
[Images for Lake Wapogasset Lutheran Bible Camp](#)

wrote about the role of summer camp staff.

**[PDF] Summer Camp STAFF are PROPHETS**

By far the best part of my job is getting to know and work with our summer camp staff. They are wonderful. Consider this: we don't pay them enough, they work long hours, and occasionally their work is very stressful, and yet, they shine, thrive, and beg to be hired back again. They are the backbone of all we do, and we can never thank them enough. And they are prophets. Inspired by them, I wrote the following. See if you don't agree with me that these young adults are a gift to the rest of us.

- In a society that seeks comfort, summer staff intentionally embraces challenge.
- In a society that puts the individual first, summer staff put their campers first.
- In a society of fear, summer staff is brave.
- In a society of environmental exploitation, summer staff seeks harmony and compromise with nature.
- In a society of immediate gratification, summer staff seeks deep, and often delayed purpose.
- In a society of fun and games, summer staff embraces joy.
- In a society of "I can't", summer staff say, "We can!"
- In a society living in the delusion of competency, summer staff demonstrate competency.
- In a society of doubt, summer staff lives in faith.
- In a society of polar thinking, summer staff embraces the ambiguities.
- In a society of self-interest, summer staff honors self-sacrifice.
- In a society that manipulates spirituality for personal material benefit, summer staff embraces the profoundly material world so as to soar in the spiritual.
- In a society of cynicism, summer staff screams optimism.
- In a society of delusional self-righteousness, summer staff humbly embraces true self-awareness.
- In a society of entitlement, summer staff lives with gratitude.
- In a society where "good job" is thoughtlessly thrown out for almost any action, our summer staff has indeed performed in an excellent manner.

Thank you, summer staff! You are extraordinary in many ways, but perhaps you are most profoundly, prophets to the rest of us.

Dr. Paul Mill, Executive Director

[http://campwapo.org/files/uploads/resource/October\\_2016\\_Times.pdf](http://campwapo.org/files/uploads/resource/October_2016_Times.pdf)  
<https://vibrantfaith.org/effectivecamp/team/> Paul Hill Project Director  
<https://twitter.com/drpaullghill?lang=en>  
[Images for Paul Hill, Executive Director at Lake Wapogasset Bible Camp](#)

## 21) Calm, cool, and collected

It's been a while since I've ridden a horse, but what I remember is that a collected horse makes for a much better connection of horse and rider than a gangly horse.

### Teaching collection - YouTube

Here Warwick shows you beginning of teaching collection on a young horse.

<https://www.youtube.com/watch?v=BQ0uB0yxbAg>  
[Images for Teaching collection - YouTube Here Warwick shows you beginning of teaching collection on a young horse.](#)  
<http://www.warwickchiller.com/> Warwick Schiller Performance Horsemanship | Horse training

## Resources

### Calm, cool, and collected: The mindful leader

She highlights nine aspects of mindful leaders:

<http://www.theglobeandmail.com/report-on-business/careers/management/calm-cool-and-collected-the-mindful-leader/article4439057/>  
[Images for Calm, cool, and collected: The mindful leader](#)

### Calm, Cool, and Collected: Why Composure is an Overlooked Facet of Executive Presence

The most influential leaders have the ability to reel people in, bring perspective and help people focus on the long-term vision. They bring a sense of calm in times of stress, helping people see the reasons for changing course when settling for "okay" is much easier. As our research proves, leaders who bring composure to the table are more effective when it comes to driving business results.

<http://www.bates-communications.com/bates-blog/bid/107098/Calm-Cool-and-Collected-Why-Composure-is-an-Overlooked-Facet-of-Executive-Presence>  
[Images for Calm, Cool, and Collected: Why Composure is an Overlooked Facet of Executive Presence](#)



## 22) Purpose statement

A purpose (mission) statement provides a sense of direction for living out one's life personally and professionally. Mine is *Motivated by the love of Jesus, I spread good will.*

### Resources

#### How to Write a Personal Mission Statement: 12 Steps - wikiHow

There are many different ways to write a personal mission statement. Despite this there are also some commonalities and good guidelines you can follow when writing your own. Writing your own personal mission statement will give you a clear view of your goals, values, and relationships. Grab a pen and paper and let's get started.

<https://www.wikihow.com/Write-a-Personal-Mission-Statement>

<https://www.wikihow.com/Write-a-Mission-Statement>

<https://www.wikihow.com/Write-a-Personal-Statement>

Images for Write a Personal Mission Statement

<https://kopywritingcourse.com/guides/how-to-write-a-personal-mission-statement/>

<https://brandyourself.com/blog/guide/how-to-write-a-personal-mission-statement/>

<https://www.success.com/how-to-write-your-personal-mission-statement/>

<https://www.inc.com/jessica-stillman/how-to-write-your-own-personal-mission-statement-7-questions.html>

<https://liveboldandbloom.com/10/writing/personal-mission-statement>

<https://www.dummies.com/careers/find-a-job/personal-branding/define-and-write-your-personal-mission-statement/>

<https://medium.com/@KaitlinZhang/how-to-write-your-personal-mission-statement-with-5-famous-ceo-examples-87185f158c38>

<https://www.lifehack.org/articles/productivity/write-a-personal-mission-statement-in-5-steps.html>

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<https://lifedev.net/2017/08/04/how-write-personal-mission-vision-statements/>

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<http://excesslogic.com/recycling-environment/how-to-write-a-personal-mission-statement-and-why/>

<https://www.daveramsey.com/blog/mission-statement-101> How to Write a Personal Mission Statement | DaveRamsey.com

<https://www.andyandrews.com/personal-mission-statement/> How to Write a Personal Mission Statement by Answering 5 Questions

<https://www.developgoodhabits.com/personal-mission-statement/> How to Write a Personal Mission Statement for Your Life

<https://www.getrichslowly.org/personal-mission-statement/> How to write a personal mission statement ~ Get Rich Slowly

<https://www.stephencovey.com/mission-statements.php> Stephen Covey: Mission Statements | Writing A Mission Statement

Images for stephen r covey mission statement

<http://www.carrollk12.org/Assets/file/MVH/Resources/Portfolio%20-%20Mission%20Statement.pdf> Writing a Personal Mission Statement

#### 157 best Personal Mission Statement images on Pinterest

<https://www.pinterest.com/fstaal/personal-mission-statement/>

Images for personal mission statement pinterest

<https://www.pinterest.com/mahsadelnawaz/personal-mission-statement/>

<https://www.pinterest.com/teawithyvonne/mission-statements/>

<https://www.pinterest.com/Sweetdemie/personal-mission-statements/>

<https://www.pinterest.com/marleykotylak/personal-mission-statement/>

<https://www.pinterest.com/aerosinski84/personal-mission-statements/>

<https://www.pinterest.com/scrappinmichele/mission-statement-tips/>

#### What's Your Personal Mission Statement? - Forbes

So, let's help create your mission statement right now. If someone were to type your name into their search box, what would you want associated with it?

[http://www.forbes.com/fdc/welcome\\_mjx.shtml](http://www.forbes.com/fdc/welcome_mjx.shtml)

Images for What's Your Personal Mission Statement? - Forbes

<https://www.forbes.com/sites/drewhendricks/2014/11/10/personal-mission-statement-of-14-ceos-and-lessons-you-need-to-learn/#52831c5c1e5e>

<https://www.forbes.com/sites/rachelritlop/2016/12/16/how-your-lifes-mission-statement-will-guide-you-to-greater-work-life-balance/#38f379424442>

<https://www.forbes.com/sites/forbescoachescouncil/2017/11/07/13-ways-you-can-craft-a-strong-personal-mission-statement/#7933f6052dee>

Images for craft a personal mission statement

<https://www.forbes.com/sites/patrickhull/2012/12/27/3-tips-for-a-resolution-youll-keep-your-personal-mission-statement/#16f449014653>

<https://www.forbes.com/sites/patrickhull/2013/01/10/answer-4-questions-to-get-a-great-mission-statement/#7664a93c67f5>

## 23) The things they didn't talk about at the seminary

Early on in my installed pastoral ministry in a small open country congregation, an older man stated, "Don't say anything bad about the janitor, because she's my sister." Years later, in serving a large congregation 30 miles to the north of my first call, 3 days into the interim assignment, one staff member filed a written harassment complaint against another staff member. These 2 circumstances separated by



many years and differentiated by size of congregations illustrate the complexity of personnel matters for a pastor. Personnel comes under the rubric of the things they didn't talk about at the seminary.

I recall taking elective courses on Martin Luther and Dietrich Bonhoeffer during the first quarter of my first year of seminary and testing out of Introduction to Theology, while a student at a seminary of another denomination not far away studied church office practices. Do I regret this? Of course not. I contend the seminary does its job best in training in the basics rather than trying to prepare each student for every possible contingency. Church office practices then are outdated now, while the basics learned in theology, biblical studies, church history, and other areas have stood me well through the years. Seminary graduates can learn on the job what needs to be learned for the context.

## Resources

### Mini-MBA Combines MBA Program with Theological Sensitivity Leading and Managing in a Complex Environment

Today's pastor is expected to assume myriad leadership responsibilities not anticipated during seminary. In addition to preaching and teaching, pastors are expected to oversee complex budgeting processes, manage personnel, maintain facilities, form strategic and long-range plans for growth and development and promote the church through traditional markets and social networks. By the end of this week, you will develop critical skills and nurture significant professional relationships with other pastors and church leaders. This interactive course will provide opportunities to practice new skills that will increase your capacity and confidence to lead your congregation in the 21<sup>st</sup> century.

Join with other highly motivated leaders in discovering the essentials of: Finance and accounting; Communications and marketing; Human resource management; Organizational assessment, strategic planning, and project management; Personal leadership; Cultivation of innovation and creativity in organizational life.

[http://www.luthersem.edu/elerts/article.aspx?article\\_id=6333&elert\\_id=72](http://www.luthersem.edu/elerts/article.aspx?article_id=6333&elert_id=72)

[Images for Leading and Managing in a Complex Environment](#)

[Images for Today's pastor is expected to assume myriad leadership responsibilities not anticipated during seminary.](#)

### Ministry Nuts and Bolts: What They Don't Teach Pastors in Seminary by Aubrey Malphurs (Author)

A quintessential guide to the fundamentals of ministry, now updated and expanded. Since Aubrey Malphurs first wrote *Ministry Nuts and Bolts* in 1997 he has gathered even more insights and strategies thanks to his work consulting for churches, his further research, and the classes he teaches at Dallas Theological Seminary. He has applied this expanded knowledge to the second edition of *Ministry Nuts and Bolts*, a helpful guide designed to teach pastors what they need to know about the day-to-day, nitty-gritty of leading a pastorate—things that aren't taught in seminary.

Many seminary graduates envision ministry as ninety-five percent preaching and five percent for everything else: weddings, funerals, visitation, and board meetings. The pastor's preaching and teaching ministry is often viewed as the primary vehicle for discipleship and outreach. Most pastors, however, do not and cannot devote extensive time to preparation for preaching or teaching and find that their enthusiasm for ministry is sapped by a sense of confusion and frustration. A careful analysis of the primary areas of struggle for pastors reveals that pastoral training programs have neglected four foundational ministry concepts—values, mission, vision, and strategy. Pastors and congregations often fail to agree upon a set of core values that provide unity. A lack of direction indicates a corresponding lack of mission. And a church without either core values or mission will lack both a vision and a strategy to minister to the surrounding culture. As a church planter, pastor, and seminary professor, Aubrey Malphurs examines those four vital concepts and demonstrates how to implement them in local church ministry. *Ministry Nuts and Bolts* provides the pastor or para-church leader with a step-by-step guide for developing the basics needed to lead a ministry into the twenty-first century. As the author observes, The evangelical churches that God is blessing in north America have carefully thought through [values, mission, vision, and strategy]. Thus, it behooves the rest of the churches to learn from their examples and pursue the same if the future church is to have maximum impact for the savior in the third millennium.



<http://www.amazon.com/Ministry-Nuts-Bolts-Pastors-Seminary/dp/0825433584>

<https://www.logos.com/product/7750/ministry-nuts-and-bolts-what-they-dont-teach-pastors-in-seminary>

<https://books.google.com/books?isbn=0825489482>

<http://www.lifeandleadership.com/book-summaries/malphurs-ministry-nuts-and-bolts.html>

<https://www.youtube.com/watch?v=Agp1NII--s4> The three elements of successful ministry - YouTube

<https://www.linkedin.com/in/aubreymalphurs>

<http://www.dts.edu/about/faculty/amalphurs/>

<https://www.amazon.com/Aubrey-Malphurs/e/B001JS89K0>

[http://www.goodreads.com/author/show/231303.Aubrey\\_Malphurs](http://www.goodreads.com/author/show/231303.Aubrey_Malphurs)

[Images for Aubrey Malphurs \(Author\)](#)

[Images for Ministry Nuts and Bolts: What They Don't Teach Pastors in Seminary by Aubrey Malphurs \(Author\)](#)

### No One Told Me: An Honest Look at Ministry by James E., Jr. Hightower (Author) - Google Books

Written by veteran ministers about issues and experiences **best learned on the church field rather than in the seminary classroom**, this book's topics include coping with conflict, working with volunteers, teamwork, supervision, vision, worship, relationships, and much more.

[http://books.google.com/books/about/No\\_One\\_Told\\_Me.html?id=NGwKAAAACAAJ](http://books.google.com/books/about/No_One_Told_Me.html?id=NGwKAAAACAAJ)

<http://www.amazon.co.uk/No-One-Told-Me-Ministry/dp/1573121533>

<https://www.amazon.com/James-E.-Hightower/e/B001K8GJ1U>

[https://www.goodreads.com/author/show/346110.James\\_E\\_Hightower](https://www.goodreads.com/author/show/346110.James_E_Hightower)

[Images for James E., Jr. Hightower \(Author\)](#)

[Images for No One Told Me: An Honest Look at Ministry by James E., Jr. Hightower \(Author\)](#)

### Tending to Business - Luther Seminary

Hints for Parish Administration from Those Who Know

Dear colleague in ministry,

Church administration can be a challenge at any time but especially in your first call. The Luther Seminary Alumni/ae Council would like to offer these helpful hints from fellow alumni/ae. This booklet includes their tips on a wide variety of topics—from budgets and church councils to how to manage your time and other resources like how families as well as how spouses adjust to your new role.

We hope these will be helpful to you. Know that you are surrounded with the prayers of your fellow alumni/ae in your public ministry.

Blessings to you!

The Luther Seminary Alumni/ae Council

<https://www.luthersem.edu/alums/pdfs/tendingtobusiness.pdf>

[Images for Tending to Business - Luther Seminary](#)

### unSeminary | stuff you wish they taught in seminary

communications strategy personal productivity multisite

[www.unseminary.com](http://www.unseminary.com)

[Images for unSeminary | stuff you wish they taught in seminary](#)

<https://itunes.apple.com/us/podcast/unseminary-podcast/id686033943?mt=2> unSeminary Podcast by Rich Birch on iTunes

<https://www.youtube.com/channel/UCMPKHloyMXoNEQJgAxtfeGA> unSeminary - YouTube

### What Ministers Can't Learn in Seminary: A Survival Manual for the Parish Ministry [R. Robert Cueni]

In 1985, *What They Don't Teach at Harvard Business School* became a blockbuster bestseller because it offered proven-effective, "school of hard knocks" advice--not just classroom theories--to business people. Now, *What Ministers Can't Learn in Seminary* does the same thing for beginning and experienced pastors and seminarians. In bright, optimistic, good-humored language, R. Robert Cueni takes us step-by-step through the predictable crises of early ministry. He discusses the realities of congregational life, the difference between normal tensions and critical problems, and dozens of other problem areas. He also shows how to find a way through the maze of expectations held by church members. *What Ministers Can't Learn in Seminary* is distilled wisdom at its very best, offered with vigor and compassion--realistic about the church and highly affirmative of ministry.

<http://www.amazon.com/What-Ministers-Cant-Learn-Seminary/dp/068744652X>

<http://www.chalicepress.com/Author.aspx?AuthorID=1360>

[http://www.goodreads.com/author/show/1004395.R\\_Robert\\_Cueni](http://www.goodreads.com/author/show/1004395.R_Robert_Cueni)

[Images for R. Robert Cueni, author](#)

[Images for What Ministers Can't Learn in Seminary: A Survival Manual for the Parish Ministry \[R. Robert Cueni\]](#)

### What They Didn't Teach You in Seminary: 25 Lessons for Successful Ministry in Your Church [James Emery White, Perry Noble]

In churches today, there are ever fewer older pastors speaking into the lives of younger leaders, and fewer younger leaders feeling there is much to be learned from the experience of their elders. Street-smart wisdom is gone from training as there are many men and women preparing pastors who have never themselves pastored a church. Intriguingly, even older, more seasoned pastors yearn for insight into their task, as they remain "undisciplined" in the school of leadership. In *What They Didn't Teach You in Seminary*, veteran pastor James Emery White provides the kind of mentoring young pastors desperately need but cannot get from academia or leadership books. These "from the trenches" insights will help them transform their relationships with staff and parishioners, develop healthy boundaries, deliver hard truths, avoid spiritual pitfalls, use their time effectively, and much more.

<http://www.amazon.com/What-They-Didnt-Teach-Seminary/dp/0801013887>

<http://astore.amazon.com/interimini06-20/detail/0801013887>

<https://www.goodreads.com/book/show/12132089-what-they-didnt-teach-you-in-seminary>

<http://www.churchandculture.org/book-sales>

[http://assets.bakerpublishinggroup.com/processed/book-resources/files/Excerpt\\_9780801013881.pdf?1362515902](http://assets.bakerpublishinggroup.com/processed/book-resources/files/Excerpt_9780801013881.pdf?1362515902)

<http://www.goodreads.com/review/show/671587951>

<http://www.denverseminary.edu/article/what-they-didnt-teach-you-in-seminary-25-lessons-for-successful-ministry-in-your-church/>

[http://en.wikipedia.org/wiki/James\\_Emery\\_White](http://en.wikipedia.org/wiki/James_Emery_White)

<https://books.google.com/books?isbn=1441232192>

<http://thesimplepastor.co.uk/book-review-what-they-didnt-teach-you-in-seminary/>  
<https://www.amazon.com/James-Emery-White/e/B001JSD5G/>  
[http://www.goodreads.com/author/show/123352.James\\_Emery\\_White](http://www.goodreads.com/author/show/123352.James_Emery_White)  
Images for James Emery White, author  
<https://perrynoble.com/>  
[https://en.wikipedia.org/wiki/Perry\\_Noble](https://en.wikipedia.org/wiki/Perry_Noble)  
<https://www.amazon.com/Perry-Noble/e/B007TLH8LW>  
[http://www.goodreads.com/author/show/6001898.Perry\\_Noble](http://www.goodreads.com/author/show/6001898.Perry_Noble)  
Images for Perry Noble, author  
Images for *What They Didn't Teach You in Seminary: 25 Lessons for Successful Ministry in Your Church* [James Emery White, Perry Noble]

## 24) Things best learned on the job

Some pastors may have gained experience in other work environments, but, for many pastors, the subject of personnel comes under another rubric of the things that are learned on the job. Fortunately, there are many good resources from which to learn as well as workshops and seminars, webinars and podcasts.

### Leading and Managing a Growing Church [George G. III Hunter]

Most pastors are comfortable with the role of leader. Inspiring people and helping them discover and make use of their own gifts are tasks to which ministers generally feel called. Too many pastors and church leaders, however, forget that along with skills at leadership must come at least some acquaintance with the work of managing staff (whether it be paid or voluntary) and resources. What are the chief qualities and functions of a leader? Why are management skills necessary for an effective leader? Most important, how can pastors and other church leaders adapt these insights to their particular work as servants of the church?

In *Leading & Managing a Growing Church*, George Hunter brings together insights from the best writers and thinkers on leadership and management, and presents them in a brief, accessible introduction. With the clarity and style that is his trademark, he explores the most important ideas to emerge from leadership and management studies, and demonstrates how they can be put in the service of congregational vitality and growth.

Key Features: • Brings together insights from the best thinkers on leadership and management, and shows how these insights can be put in the service of congregational vitality and growth • Written by a well-known and highly respected author

Key Benefits: • Provides readers quick access to the best and most relevant insights of recent studies in leadership and management • Helps readers understand the need of church leaders to possess certain crucial management and leadership skills • Shows readers how to put these skills and insights into practice in the service of the church.

<http://www.amazon.com/Leading-Managing-Growing-Church-George/dp/0687024250>  
<http://panemott.blog.com/2012/06/26/leading-and-managing-a-growing-church-online/>  
[http://www.2shared.com/document/fxxOwrEv/Leading\\_and\\_Managing\\_a\\_Growing.html](http://www.2shared.com/document/fxxOwrEv/Leading_and_Managing_a_Growing.html)  
[http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm)  
[www.abingdonpress.com/george\\_g\\_hunter\\_iii](http://www.abingdonpress.com/george_g_hunter_iii)  
<https://www.amazon.com/George-G.-Hunter/e/B001ITRPBY>  
[https://www.goodreads.com/author/show/259265.George\\_G\\_Hunter\\_III](https://www.goodreads.com/author/show/259265.George_G_Hunter_III)  
Images for george g. iii hunter, author  
Images for *Leading and Managing a Growing Church* [George G. III Hunter]

## 25) Administrators

Administrators are those who can get others to work together.

### Bible in Basic English

So, God has appointed some in the church [for His own use]: first apostles (special messengers); second prophets (inspired preachers and expounders); third teachers; then wonder-workers; then those with ability to heal the sick; helpers; **administrators**; [speakers in] different (unknown) tongues.

### English Standard Version

Here is a list of some of the members that God has placed in the body of Christ: first are apostles, second are prophets, third are teachers, then those who do miracles, those who have the gift of healing, those who can help others, **those who can get others to work together**, those who speak in unknown languages.

### 1 Corinthians 12:28

<http://ministerbook.com/1-corinthians/12/28/>

Images for administrators those who can get others to work together

## 26) Preferred leadership style

My preferred leadership style is to highlight the purpose, establish parameters, and encourage initiative in accomplishing the work.

## Resources

### Thinking in the Future Tense - More Skills That Will Help Us All Master the Future

Microsoft is a collection of low-rise buildings in a loose campus environment. Skilled, educated, and motivated workers can make decisions for themselves and they can be trusted. They don't require as many managers or bosses to guide or control them. Nordstrom has only one rule for employees: Use your good judgment in all situations. Everyone needs teachers and coaches, but the learning process is becoming more and more a dialogue of equals.

<http://community.seattletimes.nwsources.com/archive/?date=19960528&slug=2331572>

[Images for motivated workers can make decisions for themselves](#)

<http://smallbusiness.chron.com/decisions-employees-can-make-motivate-themselves-25543.html>

[Images for motivated workers can be trusted](#)

<https://www.thebalance.com/top-ways-to-build-trust-at-work-1919402>

[Images for top-ways-to-build-trust-at-work](#)

### Tom Peters: Management by Walking Around

According to Albert, "If you 'tell them' what to do they'll fight back or simply won't comply. So, what they do as managers in South Africa is tell the workforce what the goals are, show them the direction the company is going in, and then let the workers figure out what and how to do it." They essentially inspire a team to go where they want them to go. I mentor CEO's this very significant and effective point in running a business. This is how EVERY company should be led.

<http://www.backpocketcoo.com/blog/tag/tom-peters/>

[Images for Tom Peters: Management by Walking Around](#)

## 27) Adaptive leadership style

My adaptive leadership style is to employ a more direct leadership style when needed and a less direct style of leadership when otherwise needed. I seek to be as hands on as needed and as hands off as possible. The style of leadership depends on the context and the work to be accomplished.

## Resources

### After Teddy Bridgewater's injury, Mike Zimmer crafted defiant message - 1500 ESPN Twin Cities

[Bill Zimmer was the man who first taught Mike Zimmer about football](#), who showed him how to innovate as a high school coach who ran everything from the wishbone to the run-and-shoot. He taught his son that his **approach to winning games should be dictated, not by his own preferences or habits, but by the players available to him.**

[http://www.espn.com/blog/nfcnorth/post/\\_id/75285/after-teddy-bridgewater-injury-mike-zimmer-crafted-a-message-of-resourcefulness-and-defiance](http://www.espn.com/blog/nfcnorth/post/_id/75285/after-teddy-bridgewater-injury-mike-zimmer-crafted-a-message-of-resourcefulness-and-defiance)

[Images for mike-zimmer-crafted-a-message-of-resourcefulness-and-defiance](#)

[Images for innovate as a high school coach who ran everything from the wishbone to the run-and-shoot](#)

### Core Competencies for Being Your Congregation's Chief (Part Two): Empowering Others

Here are some ways to share power to empower people:

8. Get to know your core team well and **individualize your empowerment strategy**. One size does not fit all. Ask what they need to be successful. Some will need close supervision, others will need a "hands off" approach.

### Appreciative Way Newsletter - Clergy Leadership Institute

<http://www.clergyleadership.com/news/ai-way-leader2.cfm>

[Images for Core Competencies for Being Your Congregation's Chief \(Part Two\): Empowering Others](#)

[Images for individualize your empowerment strategy](#)

### How to Supervise People - Fred Pryor Seminars

Learn Effective Leadership Skills to Maximize Employee Performance

Master Supervisory Fundamentals

**Choose a Leadership Style: Prescriber, Persuader, Participator, Permitter**

Overcoming the Early Problems of Leaders

Plan for Managerial Success

[http://www.pryor.com/mkt\\_info/products/supervise.asp](http://www.pryor.com/mkt_info/products/supervise.asp)

[Images for How to Supervise People - Fred Pryor Seminars - Choose a Leadership Style: Prescriber, Persuader, Participator, Permitter](#)

[Communication Styles - MESH-MN](#)

<http://studylib.net/doc/5394023/leadership-styles---mesh-mn>

<https://www.scribd.com/document/369829407/Choosing-Leadership-Styles>

<http://slideplayer.com/slide/3932743/> Importance of Relationships among Team Members - ppt download

[www.dictionary.com/browse/prescriber](http://www.dictionary.com/browse/prescriber)

[www.dictionary.com/browse/persuader](http://www.dictionary.com/browse/persuader)

[www.dictionary.com/browse/participator](http://www.dictionary.com/browse/participator)

[www.dictionary.com/browse/permittor](http://www.dictionary.com/browse/permittor)

## Insights - Insights Discovery

Gain a deep insight into yourself and your colleagues. Uncover meaning in preferences and behavior. **Learn to adapt and connect with others to create strong and effective relationships.**

<https://www.insights.com/956/insights-team-effectiveness.html>

[Images for insights discovery wheel](#)

[Images for Learn to adapt and connect with others to create strong and effective relationships.](#)

## [PDF] The Seven Habits of Highly Effective People.pdf – Texas Tech University

Habit 6: Synergize TM

Principles of **Creative Cooperation**

<https://www.depts.ttu.edu/upwardbound/books/the-7-habits-ofhighly-effective-people.pdf>

[Images for Seven Habits of Highly Effective People](#)

[Images for Habit 6: Synergize TM Principles of Creative Cooperation](#)

<https://www.pinterest.com/Tough101/7-habits-of-highly-effective-people/>

<http://www.lovethispic.com/image/182171/the-7-habits-of-highly-effective-people>

## What Style of Leader Are You? | The Hogan Leader Focus Report

**Identify six leadership styles based on your employees' strengths and values.** Validated research. We Predict Performance. Independently owned. Powerful Assessments.

### Hogan Leader Focus

<https://www.hoganleaderfocus.com/>

[http://www.hoganleaderfocus.com/leadership-styles/?gclid=Cj0KCQjwzIzWBRDnARIsAAKc8hGGk8ULvqXO\\_gXY8265m\\_lf1SKDB2Sgr2HHEiW6W01hUBnqI5arRVwaAtypEALw\\_wcB](http://www.hoganleaderfocus.com/leadership-styles/?gclid=Cj0KCQjwzIzWBRDnARIsAAKc8hGGk8ULvqXO_gXY8265m_lf1SKDB2Sgr2HHEiW6W01hUBnqI5arRVwaAtypEALw_wcB)

[Images for Style of Leader | The Hogan Leader Focus Report](#)

[Images for Identify six leadership styles based on your employees' strengths and values.](#)

## 28) Situation specific

One determinant in leadership is to ask the question, "What does the situation call for?"

### Resources

#### Falcons blew five fourth-quarter leads in 2016 | ProFootballTalk

The Patriots have mastered **situational** football; for them, there's no "way" of playing a game other than playing it in the way aimed at scoring more points than the other team in each game.

<http://profootballtalk.nbcsports.com/2017/02/11/falcons-blew-five-fourth-quarter-leads-in-2016/>

[Images for Patriots have mastered situational football](#)

<https://www.bostonglobe.com/sports/patriots/2017/09/06/for-bill-belichick-and-patriots-attention-detail-everything/MJ5hau42tG66vDRqQmYdxN/story.html>

The Patriots and the art of situational football - The Boston Globe

[#2](https://www.foxsports.com/nfl/gallery/main-reasons-people-hate-new-england-patriots-092116)

<http://www.nbcsports.com/boston/new-england-patriots/bill-belichick-goes-deep-really-deep-situational-football>

<http://www.nbcsports.com/boston/new-england-patriots/belichick-appreciates-fourth-quarter-situational-football-new-england-patriots-win>

<https://www.independent.ie/sport/gaelic-games/gaelic-football/dublins-mastering-of-situation-football-is-what-marks-them-out-from-the-chasing-pack-36540325.html>

[#3](https://www.inc.com/marc-emmer/bill-belichick-patriots-have-won-5-super-bowls-formula-you-can-apply-to-your-business.html)

<http://www.nfl.com/news/story/0ap3000000913843/article/tom-brady-named-nfls-mvp-for-third-time-of-career>

#### The Situational Leadership® Model | We Build Leaders

Dr. Hersey's original Situational Leadership® Model is based on the relationship between leaders and followers and serves as a framework to analyze each situation based on:

- The amount of guidance and direction (task behavior) a leader gives
- The amount of socioemotional support (relationship behavior) a leader provides
- The readiness level that followers exhibit in performing a specific task, function, or objective

<https://situational.com/the-cls-difference/situational-leadership-what-we-do/>

[Images for Situational Leadership® Model | We Build Leaders](#)

<http://smallbusiness.chron.com/define-situational-leadership-2976.html>

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<http://smallbusiness.chron.com/contingency-management-business-23285.html>

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<https://stylemaidsandbrownies.wordpress.com/2014/05/14/situational-leadership-and-diversity/>



<https://situational.com/the-cls-difference/situational-leadership-what-we-do/>  
<http://www.businessdictionary.com/article/724/basics-of-the-situational-leadership-model/>  
<https://www.toolshero.com/leadership/situational-leadership-hersey-blanchard/>  
<https://enviableworkplace.com/wp-content/uploads/2010/04/Situational-Leadership-Model-overview.pdf>  
<https://www.project-management-skills.com/situational-leadership-model.html>  
[https://en.wikipedia.org/wiki/Situational\\_leadership\\_theory](https://en.wikipedia.org/wiki/Situational_leadership_theory)  
<https://www.slideshare.net/ahmad1957/situational-leadership-presentation-732461>

In the 1970s, Paul Hersey and Ken Blanchard introduced us to their [Situational Leadership Model](#) (SLM). The leadership styles they identified were:

- Directing. One of the oldest styles, directing is frequently described as autocratic. Someone using this style tells people what to do and expects them to do it.
- Supporting. The manager is not so interested in giving orders and managing every detail as she is in giving employees the tools they need to work themselves.
- Coaching. Coaches develop people for the future. If this style were summed up in one phrase, it would be “Try this.”
- Delegating. The leader transfers decision making power to one or more employees but remains responsible for their decisions.

<https://www.forbes.com/sites/forbescoachescouncil/2017/09/18/effective-leadership-means-more-than-just-being-the-boss/#2202e4f1600d>  
<https://www.forbes.com/sites/elenabajic/2017/01/05/leadership-style-works-for-you/#15e1a6ba4e14>  
<https://www.forbes.com/sites/sap/2015/04/20/is-your-marketing-style-compatible-with-your-customers/#7e64c704c58e>  
<https://www.forbes.com/sites/dailymuse/2016/04/21/7-leadership-styles-the-best-bosses-use-just-not-all-at-once/#7ca22af62cae>  
<https://www.forbes.com/sites/markmurphy/2015/07/09/which-of-the-4-leadership-styles-is-yours/#4fb2be9e22d8>  
<https://www.forbes.com/sites/markmurphy/2015/11/19/3-signs-your-leadership-style-is-too-tough/#690577816a63>  
<https://www.forbes.com/sites/brianrashid/2017/01/17/real-life-leadership-lessons-from-real-life-leaders/#18064f433ec3>  
<https://www.amazon.com/Situational-Leader-Other-59-Minutes/dp/0931619009>  
[https://en.wikipedia.org/wiki/Paul\\_Hersey](https://en.wikipedia.org/wiki/Paul_Hersey)  
<https://www.toolshero.com/toolsheroes/paul-hersey/>  
<http://www.leadership-central.com/situational-leadership-theory.html#axzz5BcVBmVp9>  
<https://www.amazon.com/Paul-Hersey/e/B000APHLGG>  
[https://www.goodreads.com/author/show/45449.Paul\\_Hersey](https://www.goodreads.com/author/show/45449.Paul_Hersey)  
 Images for Paul Hersey  
<https://www.shutterstock.com/search/situational+leader>  
<https://www.pinterest.com/maryrainer/situational-leadership/>  
<https://www.pinterest.com/reidwarner/situational-leadership/>  
<https://www.pinterest.com/peterson7575/ken-blanchard/>  
<https://www.kenblanchard.com/>  
<https://www.amazon.com/Ken-Blanchard/e/B000APV110>  
[https://www.goodreads.com/author/show/4112157.Kenneth\\_H\\_Blanchard](https://www.goodreads.com/author/show/4112157.Kenneth_H_Blanchard)  
 Images for Ken Blanchard  
 Images for Situational Leadership® Model - Forbes

## 29) Measured

A staff member in a mid-sized congregation characterized my style as “measured.” I took the characterization as a compliment.

Measured - definition of measured by The Free Dictionary

*meas-ured*  
 (mēzh'ərd)  
 adj.

2. Careful; restrained: *spoke in measured words.*

3. Calculated; deliberate: *with measured irony.*

<http://www.thefreedictionary.com/measured>

[Images for emotionally measured - definition of measured](#)

## 30) Personality type

My Myers-Briggs personality type is INTJ.

### Resources

[INTJ in the Workplace | 16Personalities](#)

Above all else, INTJs want to be able to tackle intellectually interesting work with minimal outside interference, no more, no less. Time-consuming management techniques like trust-building getaways, progress meetings, and drawn-out, sandwiched criticisms are only going to annoy INTJs – all they need, be they subordinate, colleague, or manager, is to meet their goals with the highest standard of technical excellence and to be surrounded by, if anyone at all, people who share those values.

<http://www.16personalities.com/intjs-at-work>

[Images for INTJ in the Workplace](#)



## INTJ Personality ("The Architect") | 16Personalities

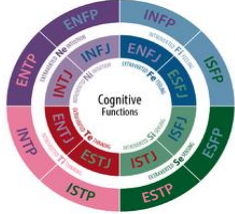
INTJs are defined by their tendency to move through life as though it were a giant chess board, pieces constantly shifting with consideration and intelligence, always assessing new tactics, strategies and contingency plans, constantly outmaneuvering their peers in order to maintain control of a situation while maximizing their freedom to move about.

<https://www.16personalities.com/intj-personality>

[Images for INTJ Personality \("The Architect"\)](#)

## INTJ - Wikipedia

INTJs are one of the rarest of the sixteen psychological types and account for approximately 1-2% of the population.<sup>[2]</sup>



A diagram of the cognitive functions of each type. A type's background color represents its Dominant function, and its text color represents its Auxiliary function.

<https://en.wikipedia.org/wiki/INTJ>

[Images for INTJ personality type](#)

## Portrait of an INTJ - The Personality Page

INTJs live in the world of ideas and strategic planning. They value intelligence, knowledge, and competence, and typically have high standards in these regards, which they continuously strive to fulfill. To a somewhat lesser extent, they have similar expectations of others.

<https://www.personalitypage.com/INTJ.html>

[Images for an INTJ - The Personality Page](#)

Understanding the Myers-Briggs personality types of personnel can lead to greater awareness.

## Resources

### Best 25+ Personality types ideas on Pinterest

<https://www.pinterest.com/explore/personality-types/>

[Images for personality types pinterest](#)

<https://www.pinterest.com/explore/myer-briggs/>

<https://www.pinterest.com/ajbozma/16-personalities/>

<https://www.pinterest.com/justgre8/myers-briggs/>

<https://www.pinterest.com/martasparrow/myers-briggs-type-indicator/>

<https://www.pinterest.co.uk/explore/myers-briggs-personality-types/>

[Images for pinterest-myers-briggs-personality-types](#)

<https://www.pinterest.com/gaminglynx/personality-types/>

<https://www.pinterest.com/explore/mbti/>

<https://www.pinterest.co.uk/explore/4-personality-types/>

<https://www.pinterest.co.uk/explore/disney-personality-types/>

[Images for pinterest-disney-personality-type](#)

<https://www.pinterest.co.uk/explore/different-personality-types/>

[Images for pinterest-different-personality-type](#)

<https://www.pinterest.com.au/explore/career-personality-test/>

<http://www.annholm.net/2013/01/pinterest-and-the-infj-personality-type/>

[Images for pinterest-and-the-infj-personality-type](#)

<https://www.pinterest.fr/explore/infj-personality-traits/>

[Images for pinterest-infj-personality-traits](#)

### Myers Briggs Type Indicator and How It Profiles for Leadership - YouTube

Are you an extrovert or introvert, and how do you take in information and process it? Dr. Relly Nadler uses the MBTI to assess people and determine a benchmark and where to focus attention for growing leadership skills.

<https://www.youtube.com/watch?v=ohEwfgX-FRA>

[Images for Myers Briggs Type Indicator and How It Profiles for Leadership - YouTube](#)

<https://www.youtube.com/watch?v=kGWtlkGPBqQ> Using the MBTI for Leadership Development – YouTube

[https://www.youtube.com/watch?v=iFQ9h\\_w9v1g](https://www.youtube.com/watch?v=iFQ9h_w9v1g) Be Better at Coaching Transformational Leaders with the Myers-Briggs® Tool

<https://www.youtube.com/watch?v=9kZt52Zn33c> MBTI Leadership Development and MBTI Team Building Workshop – YouTube

<https://www.youtube.com/watch?v=pEjxB2HAaCY> Ask an Expert: Leading with Style: Getting the Best from Your MBTI® Type

<https://www.youtube.com/watch?v=J0Is3JjSWUA> Be Better at Building Tomorrow's Leaders Today: Pairing MBTI® Insights with Lominger Competencies - YouTube

[https://www.youtube.com/watch?v=fx\\_-Elwse4g](https://www.youtube.com/watch?v=fx_-Elwse4g) Myers Briggs Type Indicator - YouTube  
<https://www.youtube.com/watch?v=J0ls3JjSWUA> Be Better at Building Tomorrow's Leaders Today: Pairing MBTI® Insights with Lominger Competencies – YouTube  
<https://www.youtube.com/watch?v=NXFZa2BH0T4> Intro to MBTI Team Building – YouTube  
[Images for MBTI Team Building – YouTube](#)

### Personality Type and Religious Leadership [Roy M. Oswald, Otto Kroeger]

Combining pastoral and behavioral science expertise, the authors spell out ways type and temperament theory illuminate the clergy role. Learn how to use the sixteen Myers-Briggs personality types to recognize and affirm your gifts, work with your liabilities, and understand and accept those with whom you minister. Includes a Myers-Briggs shortcut instrument to help give readers a sense of their type, and a detailed explanation of how temperaments relate to program, process, context, and identity.

<http://www.amazon.com/Personality-Type-Religious-Leadership-Oswald/dp/1566990254>  
[http://www.goodreads.com/book/show/1016936.Personality\\_Type\\_and\\_Religious\\_Leadership](http://www.goodreads.com/book/show/1016936.Personality_Type_and_Religious_Leadership)  
<https://rowman.com/ISBN/9781566996006/Personality-Type-and-Religious-Leadership>  
<https://alban.org/archive/the-case-for-becoming-a-type-watcher/>  
<https://johnmeunier.wordpress.com/2010/09/15/top-3-personality-types-for-clergy/>  
<https://www.amazon.com/Roy-M.-Oswald/e/B001K8KQ1O>  
[http://www.goodreads.com/author/show/152452.Roy\\_M\\_Oswald](http://www.goodreads.com/author/show/152452.Roy_M_Oswald)  
[Images for Roy M. Oswald, author](#)  
<https://www.facebook.com/roy.oswald>  
<https://ntnl.org/wp-content/uploads/2016/09/Roy-M-Oswald-bio.pdf>  
<http://oka-online.com/>  
<https://www.facebook.com/okaonline/>  
<https://www.linkedin.com/company/oka-otto-kroeger-associates>  
<http://steve.myers.co/tribute-to-otto-kroeger/>  
<https://www.amazon.com/Type-Talk-Personality-Types-Determine/dp/0440507049>  
<https://www.amazon.com/Otto-Kroeger/e/B000AP71NO>  
[https://www.goodreads.com/author/show/80310.Otto\\_Kroeger](https://www.goodreads.com/author/show/80310.Otto_Kroeger)  
[Images for Otto Kroeger, author](#)  
[Images for Personality Type and Religious Leadership \[Roy M. Oswald, Otto Kroeger\]](#)

### The Myers & Briggs Foundation - MBTI® Basics

The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives. The essence of the theory is that much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.

<http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>  
[Images for Myers & Briggs Foundation - MBTI® Basics](#)

## 31) Leadership Covenant

A leadership covenant provides expectations and accountability that pastor and staff agree to abide by.

### Leadership Covenant

We agree to:

1. Make growth in our faith a priority.  
For those whom he foreknew he also predestined to be conformed to the image of his Son, in order that he might be the first-born among many brethren. (Romans 8:29)  
We agree to begin each meeting with a sharing of God's word.
2. Accept and respect one another.  
Welcome one another, therefore, as Christ has welcomed you, for the glory of God. (Romans 15:7)  
We will disagree openly and avoid speaking unkindly of others.  
Opinions and questions are encouraged and respected.  
We understand the importance of the congregational leadership being a unified force. We promise that we will support all majority decisions and will not speak against these decisions even if we disagreed with them during deliberation.
3. Take care of one another.  
A new commandment I give to you, that you love one another; even as I have loved you, that you also love one another. (John 13:34)  
We seek to care for one another as Christ commanded using such forms as praying, encouraging, listening, and challenging.
4. Keep our commitments to the group.  
O Lord, who shall sojourn in thy tent? Who shall dwell on thy holy hill? He who walks blamelessly, and does what is right and speaks truth from his heart; who honors those who fear the Lord. (Psalm 15:1-2, 4b)

We seek to make every effort to attend all meetings.

5. Honor confidentiality

He who goes about as a talebearer reveals secrets, but he who is trustworthy in spirit keeps a thing hidden. (Proverbs 11:13)

We promise that we will not discuss confidential or sensitive matters with those outside the group.

6. Hold each other accountable.

If your brother sins against you, go and your brother. But if he does not listen, take one or two others along with you, that every word may be confirmed by the evidence of two or three witnesses. If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector. (Matthew 18:15-17) tell him his fault, between you and him alone. If he listens to you, you have gained

*Provided by church consultant Mike Simpson. Borrowed. Public Domain.*

## Resources

### Behavioral Covenant for Council Adoption

It gives simple wisdom for congregational councils that can go a long way in helping leadership systems serve more effectively.

<http://swmnelca.wordpress.com/2011/04/08/behavioral-covenant-for-council-adoption/>

[Images for behavioral-covenant-for-congregation-council](#)

### Behavioral Covenants in Congregations: A Handbook for Honoring Differences by Gilbert R. Rendle.

This down-to-earth workbook gets to the heart of modern congregational life: how to live creatively together despite differences of age, race, culture, opinion, gender, theological or political position. Alban Senior Consultant Gil Rendle explains how to grow by valuing our differences rather than trying to ignore or blend them. He describes a method of establishing behavioral covenants that includes leadership instruction, training tools, resources (visual models, examples of specific covenants), small-group exercises, plans for meetings and retreats. *Behavioral Covenants in Congregations* is a gem of a book for any pastor or church leader who has noticed how inappropriately people often behave in their church relationships."

Rev. Samuel E. Robinson, Ph.D.

Have you ever wondered about the seeming "disconnect" between the behavior of faith communities and the Word proclaimed in their midst? Cultural values and norms can't be checked at the door of the community, but are integrally woven into the fabric of congregational life - sometimes much to our dismay! Rather than accepting this as an embarrassing or awkward 'given' about which we can do nothing, Gil Rendle's book invites us to claim a deeper truth of the covenant community discovered again in contemporary spiritual discipline, enabling us to bridge congregation and culture.

Rev. Michelle Wright Bartlow, Eastern Pennsylvania Conference, UMC

<http://www.amazon.com/Behavioral-Covenants-Congregations-Handbook-Differences/dp/1566992095>

[http://www.goodreads.com/book/show/1124951.Behavioral\\_Covenants\\_in\\_Congregations](http://www.goodreads.com/book/show/1124951.Behavioral_Covenants_in_Congregations)

<https://www.christianbook.com/behavioral-covenants-congregations-handbook-honoring-differences/gilbert-rendle/9781566992091/pd/992091>

<https://www.eden.co.uk/shop/behavioral-covenants-in-congregations-4275713.html>

<http://www.lifeandleadership.com/book-summaries/rendle-behavioral-covenants-in-congregations.html>

<https://books.google.com/books?isbn=1566994756>

<http://www.parishofvaudreuil.com/wp-content/uploads/2017/04/Behavioural-Covenants-Chapter.pdf>

<https://albanroundtable.wordpress.com/2012/09/10/resources-and-comments-in-response-to-covenants-of-leadership-behavior/>

<https://alban.org/archive/covenants-of-leadership-behavior/>

<https://www.uua.org/sites/live-new.uua.org/files/documents/congservices/smallcongs/growthresources.pdf>

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<https://mcec.ca/library-congregational-development>

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[https://www.episcopalfoundation.org/uploads/pages/files/FS\\_3.11\\_Conflict\\_II\\_Resources\\_080111\\_.pdf](https://www.episcopalfoundation.org/uploads/pages/files/FS_3.11_Conflict_II_Resources_080111_.pdf)

<http://www.elizabethpresbytery.org/Resource%20Center%20ON%20THE%20WEB/Alban%20Institute%20Resources%202012.pdf>

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<https://www.ecfvp.org/vestry-papers/article/462/leadership-in-community-a-dance-of-mutual-love>

[http://archives.anglican.ca/en/list?q=&p=1&ps=&sort=title\\_sort+asc&name\\_facet=Rendle%2C+Gil+\(Gilbert+R.\)](http://archives.anglican.ca/en/list?q=&p=1&ps=&sort=title_sort+asc&name_facet=Rendle%2C+Gil+(Gilbert+R.))

Page 5

[https://presbyterian.ca/wp-content/uploads/cmvt\\_elder\\_for\\_elders\\_aug\\_2006.pdf](https://presbyterian.ca/wp-content/uploads/cmvt_elder_for_elders_aug_2006.pdf)

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<https://www.pen-del.org/files/content/dover+district/pastor-parish+umc+guidelines+2013-2016.pdf>

<http://www.reformedworship.org/author/gilbert-r-rendle>

<https://www.amazon.com/Leading-Change-Congregation-Spiritual-Organizational/dp/1566991870>

<https://www.amazon.com/Gilbert-R.-Rendle/e/B001JRXDES>

[http://www.goodreads.com/author/show/70463.Gilbert\\_R\\_Rendle](http://www.goodreads.com/author/show/70463.Gilbert_R_Rendle)

[Images for gilbert r. rendle \(author\)](#)

[Images for Behavioral Covenants in Congregations: A Handbook for Honoring Differences by Gilbert R. Rendle](#)

### Covenants of Leadership Behavior » Alban at Duke Divinity School

When working with congregations that have been experiencing such behavioral barriers to effective leadership and decision making, I often recommend the development of a "covenant of leadership" to uphold. It is not a set of rules that, if broken, will result in a hand slap for the offender. Rules make relationships rigid. They constrain. They limit. Covenants, on the other hand,

offer us goals that are in keeping with the values and teaching of our faith. They give us a way to talk about the behavior and practices we adopt in our work together as leaders who wrestle with change and with differences.

[Alban at Duke Divinity School » Covenants of Leadership Behavior](#)

<https://alban.org/archive/covenants-of-leadership-behavior/>

[Images for Covenants of Leadership Behavior](#)

<https://alban.org/category/leadership/>

<https://alban.org/category/conflict/>

How to Maximize Personnel Committee Effectiveness – The Parish Paper

How to Create a Staff **Covenant**

Page 21

[PDF] [Ch. Effectiveness Nuggets--Volume 21--How to Maximize Personnel Committee Effectiveness - The Parish Paper](#)

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2021.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 21: How to Maximize Personnel Committee Effectiveness

[Images for How to Maximize Personnel Committee Effectiveness – The Parish Paper How to Create a Staff Covenant](#)

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper>

<http://www.wcucc.org/resource-center/church-management/parish-paper/>

<http://www.hcucc.org/the-parish-paper>

[10 Rules for Respect | Articles | Building Church Leaders](#)

10 Rules for Respect: One way to build trust. Charles W. Christian

The list I drew up has evolved into ten principles that have transformed the way our church communicates. They now form a **covenant** signed each year by all the leaders, including me.

<http://www.buildingchurchleaders.com/articles/1999/le-9i3-9i3055.html>

[Images for 10 Rules for Respect: One way to build trust. Charles W. Christian - form a covenant](#)

<https://www.amazon.com/Ethics-Christian-Ministry-Pastors-Mentors/dp/0834136015>

[Images for Ethics-Christian-Ministry-Pastors-Mentors](#)

Use Joshua 24 “The Tribes Renew the Covenant” to establish a leadership covenant

Address the following items: setting, history, implications of history, choices, credibility, accountability, decisions, responsibility, action, covenant, symbol.

Multiple Staff Workshop. St. Bedes, Eau Claire, Wisconsin. November 9-11, 1997.

[Images for Joshua 24 “The Tribes Renew the Covenant”](#)

### 32) Initial staff interviews

Initial staff interviews during that first week provide an opportunity to learn about the staff and demonstrate a willingness to listen.

Interview with Staff Members

1. Tell about your position and its responsibilities.
2. How does this position contribute to this congregation living out its mission statement?
3. How does this position contribute to the life and ministry of this congregation?
4. Tell about the satisfactions and disappointments of this position.
5. How would you describe your working style?
6. How would you describe your working relationship with the staff?
7. How would you describe your preferred working relationship with the pastor head of staff?
8. Tell about any other matters that would be helpful for the pastor to be aware of.

### Resources

[Appreciative Inquiry interview guide for work place introductions](#)

This interview guide can be used to introduce people to one another as part of developing team cohesiveness.

<http://www.clergyleadership.com/appreciative-inquiry-resources/AI-work-intro-ques.pdf>

[Images for Appreciative Inquiry interview guide for work place introductions](#)

[Be Smart Like Socrates](#)

Socrates mastered the art of asking the right questions to enable a shift in thinking.

<http://www.ktaylorandassoc.com/tag/leaders/page/2/>

[Images for Be Smart Like Socrates](#)

[General Colin Powell: A Leadership Primer](#)

Lesson 2 “The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.”

<http://nets.ucar.edu/nets/intro/staff/jcustard/jc-la2004/powell-leadership.pdf>

[Images for General Colin Powell: A Leadership Primer](#)

[The Leadership Secrets of Colin Powell](#)

Chapter 2 Promote a Clash of Ideas

<http://search.barnesandnoble.com/Leadership-Secrets-of-Colin-Powell/Oren-Harari/e/9780071418614>  
[Images for The Leadership Secrets of Colin Powell Chapter 2 Promote a Clash of Ideas](#)

### 33) First staff meeting at a mid-sized congregation

My first staff meeting at a mid-sized congregation is one I will not soon forget. It is my habit for the first staff meeting to see how things have been done and go from there. I came from a men's bible study to find 6 chairs positioned in a semi-circle in front of my desk in the pastor's study. In addition, the desk chair I inherited tilted back, and I had to exert extra effort to sit up straight. Previously, the staff gathered briefly to go over the calendar, report in, and call it good. That is the procedure I followed in the first staff meeting. The next week we met in the Congregation Council meeting room around a table, and I introduced a staff action agenda. It took a while for the staff to make the adjustment, but by the end of the year, we accomplished the work and practiced working together as well.

### 34) Staff meetings

Staff meetings can be more than simply going through the calendar of the week. I use a staff action agenda, which is adapted from a Congregation Council action agenda.

#### Staff Action Agenda Date – time

##### Preparation

A	Inspiration	[Devotions]
B	Personalization	[Check-in]
C	Team Building	[Exercises]
<u>Action</u>		[Fiduciary, Strategic, Generative]
	Pastor	
	Staff	

##### Information

A	Reports
B	Communications
C	Review of assignments
D	Information about next meeting

Evaluation [Group reflects on meeting and offers any suggestions for improvement.]

Celebration [Review of action taken, progress made or reported.]

##### Mission Statement

Adjournment - Lord's Prayer – Blessing - Dismissal

### Resources

#### **A New Format for Church Staff Meetings | Pastors and Administration**

One of my main responsibilities in my role as Pastor for Vision and Purpose is to schedule and lead meetings. Until recently, I led a weekly catch-all staff meeting. While this meeting had been effective, I sensed that members of our staff were no longer excited about attending. This meeting was getting in their way rather than helping them to do their work. Therefore, we have adopted and are implementing an entirely new format.

<http://www.lifeway.com/Article/pastor-administration-new-format-for-church-staff-meetings>

[Images for A New Format for Church Staff Meetings | Pastors and Administration](#)

<http://www.tablegroup.com/books/dbm/>

#### **Best 25+ Staff meetings ideas on Pinterest**

<https://www.pinterest.com/explore/staff-meetings/>

[Images for Staff meetings Pinterest](#)

<https://www.pinterest.com/RJJ88/staff-meeting-ideas/>

<https://www.pinterest.com/spovolotsky/staff-meetings/>

<https://www.pinterest.com/explore/staff-meeting-humor/>

[Images for pinterest/staff-meeting-humor](#)

<https://www.pinterest.com/vmongold/staff-meetings/>

<https://www.pinterest.com/emilygannon/amazing-staff-meetings/>

[Images for pinterest/amazing-staff-meetings](#)

#### **Death by Meeting: A Leadership Fable... About Solving the Most Painful Problem in Business by Patrick Lencioni (Author)**

*Death by Meeting* focuses on a cure for the most painful yet underestimated problem of modern business: bad meetings. And what he suggests is both simple and revolutionary. Pat provides a framework for his groundbreaking model and makes it applicable to the real world. *Death by Meeting* is nothing short of a blueprint for leaders who want to eliminate waste and frustration among their teams and create environments of engagement and passion.

<http://www.amazon.com/Death-Meeting-Leadership-Solving-Business/dp/0787968056>

[http://www.goodreads.com/book/show/49040.Death\\_by\\_Meeting](http://www.goodreads.com/book/show/49040.Death_by_Meeting)

<https://www.goodreads.com/work/quotes/47976-death-by-meeting-a-leadership-fable-about-solving-the-most-painful-pr>

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787968056.html>

<https://www.barnesandnoble.com/w/death-by-meeting-patrick-m-lencioni/1100623010#/>





<https://www.breezechms.com/blog/how-to-structure-a-great-church-staff-meeting/>  
<https://www.christianitytoday.com/karl-vaters/2016/august/12-principles-for-more-effective-ministry-team-meetings.html>  
<http://www.umcom.org/learn/how-to-run-highly-effective-church-staff-meetings>  
Images for effective church staff meetings  
<http://globalchristiancenter.com/administrative-leadership/church-leadership/24814-leading-a-productive-staff-meeting>  
Images for leading a meeting  
<https://www.ministrymagazine.org/archive/1957/10/pastoral-staff-meetings>  
Images for Pastoral Staff Meetings  
<http://www.tonycooke.org/pastors-forum/staff-meetings/>  
Images for Pastor's Forum - Staff Meetings – Tony Cooke Ministries  
<http://givemodo.com/b/7-steps-to-great-church-staff-meetings/>  
<https://sacredstructures.org/meetings/12-agenda-buckets-for-church-staff-meetings/>  
<https://www.acstechnologies.com/blog/administration/8-guidelines-church-staff-meetings-work>  
Images for guidelines-church-staff-meetings-work  
<https://growinghealthychurches.com/what-good-are-staff-meetings/>  
<https://www.9marks.org/article/journalpastors-forum-staff-meeting-best-practices/>  
<http://seniorpastorcentral.com/1386/three-ways-to-increase-staff-meeting-effectiveness/>  
Images for ways-to-increase-staff-meeting-effectiveness  
<https://www.churchlawandtax.com/blog/2014/october/9-key-guidelines-for-staff-meetings.html>  
Images for guidelines-for-staff-meetings  
<https://effectivechurch.com/sample-staff-meeting-agenda/>  
Images for sample-staff-meeting-agenda

### Seven Habits of Highly Effective Staff Meetings – ThomRainer.com

Over the past decade, I have been on a quest to find highly effective church staff meetings. I have been fortunate to observe several, and I emulate them in my own staff meetings. Though all of the good meetings have several diverse characteristics, I found seven characteristics consistent in the highly effective meetings.

<http://thomrainer.com/2013/10/seven-habits-of-highly-effective-church-staff-meetings/>  
Images for Seven Habits of Highly Effective Staff Meetings – ThomRainer.com  
<http://thomrainer.com/2014/06/nine-issues-consider-church-staff-meetings/>  
<http://thomrainer.com/2015/01/lead-staff-meeting-well-rainer-leadership-091/>  
<https://thomrainer.com/2019/06/ten-common-responses-from-fired-pastors/> #5  
<http://www.churchlawandtax.com/blog/2014/october/9-key-guidelines-for-staff-meetings.html>  
<http://www.lifeway.com/Article/pastor-administration-new-format-for-church-staff-meetings>  
<http://churchfuel.com/five-ways-to-ruin-your-next-staff-meeting/>  
<https://www.convergemitamerica.org/blog/2014/06/leadership-tip-how-have-shorter-staff-meetings>  
<https://www.thegospelcoalition.org/article/thom-rainer-lifeway-legacy/>  
<https://www.amazon.com/Thom-S.-Rainer/e/B0011GLMVG>  
[http://www.goodreads.com/author/show/27470.Thom\\_S\\_Rainer](http://www.goodreads.com/author/show/27470.Thom_S_Rainer)  
Images for thom rainer (author)

### Staff Meetings in Large Congregations

In general, staff meetings have several important purposes:

<http://www.buildingchurchleaders.com/articles/2007/070620.html>  
Images for Staff Meetings in Large Congregations

### The Purposes of Staff Meetings - Alban

Usually held on a weekly basis in most large congregations, the staff meeting is one of the most important disciplines a staff team can practice. Both the congregation and the staff need to identify where they are going and for what they are to be held accountable. The staff meeting is a primary place to provide a center that offers both a clearinghouse for information and a point of alignment for the efforts of all staff members. It is the place to have conversations about vision, mission, purpose, and how the pieces fit together.

Following is a list of purposes that are addressed in staff meetings in large congregations. Every staff meeting may not intentionally touch all of these areas, but these purposes rest at the heart of forming a healthy team of called and employed staff for ministry.

### Alban at Duke Divinity School » The Purposes of Staff Meetings

<https://alban.org/archive/the-purposes-of-staff-meetings/>  
Images for Purposes of Staff Meetings - Alban  
<https://alban.org/archive/designing-a-staff-team-for-ministry/>  
<https://alban.org/archive/guidelines-for-leading-meetings/>  
<https://alban.org/category/management/>  
<https://alban.org/category/leadership/>  
<https://alban.org/alban-weekly-archive/>

### 35) For a church secretary to understand pastoral etiquette and to defend the pastor...

I had served in a new assignment on a full-time basis for a short while when I was informed of an older woman in declining health, and so I went to visit her. When she died, the son - who had transferred his membership to a non-denominational church in town and who had become close friends with their associate pastor - requested that his pastor officiate at the service at the Lutheran church. When informed of pastoral ethics that the other pastor could give the message but that the called pastor needed to be the presiding minister, the son decided to have the service at their church. The children became upset and spread the word in the community and wrote to the bishop and to the Congregation Council.

It turns out that the associate pastor of the other church had been visiting the nursing home resident frequently. Interestingly, the associate pastor had only officiated at a few funeral services, as the senior pastor officiated at most of them. To get a contextual perspective, I asked a retired pastor in the congregation who said that another church in a neighboring town and the previously mentioned church in town were known for obtaining members from other churches. Fortunately, the Congregation Council president and vice president saw the importance of pastoral etiquette.

Also, the church secretary saw the importance of pastoral etiquette and fielded phone calls from a few distraught members. For a church secretary to understand pastoral etiquette and to defend the pastor in these instances increases the likelihood of a partnership in the gospel.

These kinds of requests are common during transitional periods. It is important for interim pastors to hold the line for the sake of the integrity of the ministry. The installed pastor later told me that he was glad I held the line because a similar request came to him early in the installed pastorate.

#### The Exceptional Assistant - Fred Pryor Seminars

Learn to manage people, problems and priorities, and become an indispensable member of your organization

Learn "success skills" the quick, easy way

Discover New, High-Powered Skills

Relieve your supervisor of routine responsibility — without creating an overload for yourself.

Use a dynamic, systematic method to confront and resolve thorny problems and troublesome conflicts.

Project an assertive, confident image that commands respect and admiration.

Get It All Done — With Less Effort

Learn winning ideas for juggling multiple priorities and tasks — whether you work for one supervisor or many. Minimize daily interruptions for yourself and your boss — you'll both gain time to concentrate on important projects and goals.

Take Advantage of Smart Shortcuts

Delegate work and get cooperation from coworkers — even if people don't work directly for you.

Organize yourself, your desk and your supervisor — smart streamlining will make it seem as if your work manages itself!

Handle Stress, Pressure and Crisis

Stop saying "yes" when you should say "no" — learn how to refuse requests with finesse.

End your days relaxed and content with powerful stress-busters that put a lid on workday tension and burnout.

[http://www.pryor.com/mkt\\_info/seminars/desc/PD.asp?utm\\_source=house&utm\\_medium=email&utm\\_campaign=470153](http://www.pryor.com/mkt_info/seminars/desc/PD.asp?utm_source=house&utm_medium=email&utm_campaign=470153)

[Images for Exceptional Assistant - Fred Pryor Seminars](#)

<http://media.pryor.com/seminars/PD.pdf>

[http://www.pryor.com/mkt\\_info/seminars/desc/PD.asp](http://www.pryor.com/mkt_info/seminars/desc/PD.asp)

### 36) Efficient church secretary

The pastor and church secretary in a congregation I became familiar with spoke highly of each other. They made each other's job easier. The church secretary worked 20 hours a week in a 125+ average worship attendance congregation. She did the bulletin, PowerPoint, newsletter, website, Facebook, and finances as well as numerous other responsibilities most church secretaries attend to.

#### Church Secretary Essentials - Basic Training 101: Effectively Managing Multiple Projects by Tamala M. Huntley

Discover The Secrets To Quickly And Easily Organizing Your Church Office, Getting Rid of Clutter Or Piles of Papers And Finally Get More Done Every Day! In Basic Training 101 You'll Learn how to: Organize your boss to increase your own productivity; Implement systems that put your daily routine on autopilot; Organize your office and create greater efficiency; ...and much more revealed.

<https://www.amazon.com/Church-Secretary-Essentials-Training-Effectively-ebook/dp/B0054R5P8G#nav-subnav>

<https://nook.barnesandnoble.com/products/2940012965233/sample?sourceEan=2940012965233>

<http://churchsecretaryessentials.com/>

<http://churchsecretaryessentials.blogspot.com/2008/05/art-of-effective-communication-part-1.html>

<https://www.youtube.com/user/TamalaMHuntley> Tamala M. Huntley - YouTube

[Images for Tamala M. Huntley - YouTube](#)

<http://www.tamalahuntley.com/>

<https://www.facebook.com/TamalaHuntleyBiz/>

<https://www.facebook.com/ChurchSecretaryEssentials/>

<https://www.amazon.com/Tamala-M.-Huntley/e/B007V21UIG>

[Images for Tamala M. Huntley](#)

[Images for Church Secretary Essentials - Basic Training 101: Effectively Managing Multiple Projects by Tamala M. Huntley](#)

### 37) Do it all

One parish secretary came on board after the formation of a new multi-point parish. She had gone to college and had worked in industry before the local plant closed. She printed different 4-page worship bulletins on any given Sunday plus announcements and lessons, put together the PPTs, and provided a working copy for the presiding minister, as well as lessons and prayers for the reader(s). In addition, she did the bookkeeping of the finances. Normally, I insist on proofing bulletins and newsletters but did not in her case. If anything, I warned her that she raised the bar so high, that if she provided less people might be upset and also that it might be difficult for anybody following her to meet those standards.

### 38) Good working relationship of pastor and office staff

One pastor colleague reflected of how blessed he felt in working with one church secretary in one setting and one parish administrator in another setting for a total of 20+ years. I asked him for his reflections on what makes for a good working relationship of pastor and office staff. He wrote the following:

My first reaction is to say what an old professor said in reference to business partnerships: above all, KNOW YOUR PARTNER... in the same way, get to know and trust your staff members. We all have quirks, etc. but find those with whom you can function and work without fear of betrayal or undermining, etc. As an example, (*name*) and I often did strategic planning together recognizing that the two of us were the two main earthly ones steering this ship. Such planning included her; affirmed her gifts; called forth her creativity; united us in a common mission. As is often said, if you want to get to know someone, roll up your sleeves and work with them - and I mean work beside them, with them - not with unequal status or domineering or commanding or condescending behaviors; it starts with trust building and follow through in healthy, affirming ways, which give any chance of building a functioning, rewarding, healthy partnership.

#### Resources

##### Just a Church Secretary? Ouch! - Ministry Tools Resource Center

Church secretaries, administrative assistants — anyone doing clerical type of work or assisting church leadership, tend to keep leaders on track, coordinate so much of the ministry in the church, and serve as the first contact of people who call in or stop by the church for help.

<http://mintools.com/blog/church-secretary.htm>

[Images for Church secretaries keep leaders on track, coordinate so much of the ministry in the church, serve as the first contact](#)

##### WHAT EVERY CHURCH SECRETARY NEEDS | Leadership Journal

Since our secretaries are such a vital part of the church's ministry, we pastors are wise to use them well. However, I didn't know how to do that. Nothing in seminary prepared me to work with a secretary. Nor had church management seminars addressed the subject.

Consequently, I've spent many hours talking with my present secretary, Janet Grishaber, trying to discover the pressure points and possibilities of secretarial life. Together we've come up with ten things I can do that not only keep her motivated but also help her do her work better.

<http://www.christianitytoday.com/le/1992/spring/92l2062.html>

[Images for WHAT EVERY CHURCH SECRETARY NEEDS | Leadership Journal](#)

##### What is a Good Church Secretary? - Church Helps

There are attributes for a secretary other than office skills that many forget to consider.

[www.churchhelps.org/pdf/artpastorchurchsecretary.pdf](http://www.churchhelps.org/pdf/artpastorchurchsecretary.pdf)

[Images for What is a Good Church Secretary? - Church Helps](#)

<http://christianmediamagazine.com/7-traits-great-church-secretary/>

<https://hiring-employees.knoji.com/personal-attributes-of-a-great-church-secretary/>

[Images for great church secretary](#)

<https://careertrend.com/duties-church-secretary-19741.html>

<http://ministry127.com/secretarial-support/8-tips-to-be-a-productive-secretary>

[Images for productive church secretary](#)

<https://churchsecretaryessentials.com/4-things-every-successful-church-secretary-knows-daily/>

[Images for successful church secretary](#)

### 39) Above and beyond the call of duty

I casually mentioned to the church secretary that I had seen a sign on main street of the village announcing a baseball game that night and wondered if she knew what time it might be. She matter-of-factly said, "I'll check into it." I thought she might go online, which she did, but not finding the answer, she went down to the park to ask. I thanked her and showed up at the game on time that night.

Afterwards, I realized just how attentive she was and to what extent she would go to help. I understood what she meant when she replied to my question in the initial conversation about how she understood her position, "To make your job easier." Time and again in other circumstances that did not involve me I witnessed how she went above and beyond the call of duty.

#### Resources

[Above and beyond | Define Above and beyond at Dictionary.com](#)

**More than is required.** This somewhat redundant expression— *above* and *beyond* here both denote excess — often precedes the call of duty, which means exceeding what a particular job requires.

<http://www.dictionary.com/browse/above-and-beyond>  
[Images for more than is required](#)

**Go above and beyond the Call of duty - Idioms by The Free Dictionary**

*Fig.* to exceed what is required of one.

<http://idioms.thefreedictionary.com/go+above+and+beyond+the+Call+of+duty>  
[Images for Go above and beyond the Call of duty - Idioms](#)

#### 40) Diligence

A parish secretary worried that she had not done enough to provide material for the upcoming meeting. I assured her that she had done all due diligence.

#### Resources

**Diligence Quotes - BrainyQuote**

<https://www.brainyquote.com/topics/diligence>  
[Images for diligence quotes](#)  
<https://www.goodreads.com/quotes/tag/diligence>  
<https://www.goodreads.com/quotes/tag/diligent>  
<https://www.successories.com/quote/category/883/diligence-quotes/1>  
<http://www.wiseoldsayings.com/diligence-quotes/>  
<http://www.wisdomcommons.org/virtue/37-diligence/quotes>  
<http://www.azquotes.com/quotes/topics/diligence.html>  
<https://www.ranker.com/list/notable-and-famous-diligence-quotes/reference>  
[Images for notable-and-famous-diligence-quotes](#)  
<https://adiligentheart.com/20-bible-verses-diligence/>  
<https://www.christianquotes.info/quotes-by-topic/quotes-about-diligence/#axzz5LAZXkRZ2>  
<https://www.christianquotes.info/quotes-by-topic/quotes-about-diligence/>  
<http://character-in-action.com/quotes-on-diligence/>  
<http://www.thepositivemom.com/positive-quotes-about-diligence>  
<http://thinkexist.com/quotations/diligence/>  
<http://www.briefquotes.com/tag/diligence-quotes/>  
<http://www.thegoldenquotes.com/quote-categories/diligence-quotes/>  
<https://www.ranker.com/list/notable-and-famous-diligence-quotes/reference>  
[www.thegoldenquotes.com/quote-categories/diligence-quotes/](http://www.thegoldenquotes.com/quote-categories/diligence-quotes/)  
<https://en.wikiquote.org/wiki/Diligence>

**Diligence - Wikipedia**

**In Christianity**

Diligence, in Christianity, is the effort to do one's part, while keeping faith and reliance in God.<sup>[6]</sup> In other words, diligence and faith are two sides of a mystery. One does not know how, despite one's effort, it all works out. But diligence, when combined with faith, assures spiritual success. Diligence as one of seven virtues describes thoroughness, completeness, and persistence of an action, particularly in matters of faith.<sup>[6]</sup>

We want each of you to show this same diligence to the very end, in order to make your hope sure. We do not want you to become lazy, but to imitate those who through faith and patience inherit what has been promised.

— Hebrews 6:11-12, <sup>[7]</sup>

<http://en.wikipedia.org/wiki/Diligence>  
[Images for Diligence](#)

**Human Due Diligence - Harvard Business Review**

Human due diligence lays the groundwork for smooth integration.

<https://hbr.org/2007/04/human-due-diligence>  
[Images for Human Due Diligence - Harvard Business Review](#)  
<https://hbr.org/product/human-due-diligence/R0704J-PDF-ENG>

**19 best Diligent images on Pinterest | Bible scriptures, Bible quotes**

[https://www.pinterest.com/lynette\\_bell/diligent/](https://www.pinterest.com/lynette_bell/diligent/)  
[Images for Diligent on Pinterest | Bible scriptures, Bible quotes](#)  
<https://www.pinterest.com/vanbreemenmom/character-diligence/>  
<https://www.pinterest.co.uk/tiennetran/diligence/>  
<https://www.pinterest.co.uk/Whimwillow/bible-scripture-on-prosperity-diligence-motivation/>  
<https://www.pinterest.com.au/5blessings4him/diligence/>  
<https://www.pinterest.com/biblereasons/proverbs/>  
[Images for Diligent on Pinterest](#)



### Seven virtues - Wikipedia

A list of the seven heavenly virtues - to oppose the [seven deadly sins](#) - appeared later, in an [epic poem](#) entitled *Psychomachia*, or *Battle/Contest of the Soul*. Written by [Aurelius Clemens Prudentius](#), a Christian governor, who died around 410 A.D., it entails the battle between good virtues and evil [vices](#). The enormous popularity of this work in the [Middle Ages](#) helped to spread the concept of [holy virtue](#) throughout [Europe](#). The virtues are identified as [chastity](#), temperance, charity, [diligence](#), [patience](#), [kindness](#), and [humility](#). Practicing them is said to protect one against [temptation](#) from the seven deadly sins, each one having its counterpart. Due to this, they are sometimes referred to as the “contrary virtues”.

[http://en.wikipedia.org/wiki/Seven\\_virtues#Seven\\_heavenly\\_virtues](http://en.wikipedia.org/wiki/Seven_virtues#Seven_heavenly_virtues)  
[Images for Seven virtues - diligence](#)

### What Does the Bible Say About Diligence? - OpenBible.info

<https://www.openbible.info/topics/diligence>

[Images for Bible and Diligence](#)

<https://www.whatchristianswanttoknow.com/what-does-the-bible-say-about-diligence/>

<https://www.kingjamesbibleonline.org/Bible-Verses-About-Diligence/>

<https://adiligentheart.com/20-bible-verses-diligence/>

<https://bible.knowing-jesus.com/topics/Diligence>

<https://lifehopeandtruth.com/relationships/finances/diligence/>

[Images for relationships/finances/diligence](#)

<https://biblereasons.com/diligence/>

<http://biblehub.com/topical/d/diligence.htm>

<https://iblp.org/questions/what-areas-does-god-call-me-diligence>

<https://www.theologyofwork.org/old-testament/proverbs/the-wise-worker-is-diligent-proverbs>

[Images for wise worker diligent proverbs](#)

<http://charactercincinnati.org/faith/qualities/diligence/Two%20example%20of%20Diligence.htm>

<https://www.biblegateway.com/resources/dictionary-of-bible-themes/5833-diligence>

<https://www.biblegateway.com/passage/?search=Proverbs+10&version=TLV>

<https://www.biblestudytools.com/dictionary/diligence-diligent-diligently/>

<https://heathercking.org/2018/01/08/bible-verses-about-diligence/>

<https://av1611.com/kjbp/kjv-dictionary/diligence.html>

<https://www.bibletools.org/index.cfm/fuseaction/Topical.show/RTD/cgg/ID/1078/Diligence.htm>

<http://www.characterjournal.com/bible-stories-related-to-diligence/>

[Images for bible-stories-related-to-diligence](#)

<https://www.ligonier.org/learn/devotionals/persevering-diligence/>

[Images for persevering diligence](#)

<https://www.quora.com/What-does-the-Bible-mean-when-it-says-to-be-diligent>

<http://access-jesus.com/bible-diligence-html/>

<https://lifehopeandtruth.com/relationships/finances/diligence/>

<https://www.whatchristianswanttoknow.com/what-does-the-bible-say-about-diligence/>

[Images for what-does-the-bible-say-about-diligence](#)

<https://iblp.org/questions/what-areas-does-god-call-me-diligence>

<https://www.theologyofwork.org/old-testament/proverbs/the-wise-worker-is-diligent-proverbs>

[Images for wise-worker-is-diligent-proverbs](#)

<https://renner.org/diligence-is-required-for-success-in-god/>

[Images for diligence-is-required-for-success-in-god](#)

### 41) Keep on the sunny side of life

A church custodian walked briskly and smiled readily as she did her job. When I said a certain task presented a challenge, she replied, “Think of it as an adventure,” and when I said, “Looks rainy out there today,” she replied, “But, it’s supposed to be warm and sunny tomorrow.”

#### The Carter Family - Keep on the sunny side - YouTube

[chorus]

*Keep on the sunny side, always on the sunny side,*

*Keep on the sunny side of life;*

*It will help us every day, it will brighten all the way,*

*If we keep on the sunny side of life.*

<https://www.youtube.com/watch?v=ZbmQQ4RfzVE>

[Images for keep on the sunny side](#)

Invariably, she gave a thumbs-up to me.

#### Thumbs-up | Definition of Thumbs-up by Merriam-Webster

Definition of thumbs-up.: an instance or gesture of approval or encouragement.

<https://www.merriam-webster.com/dictionary/thumbs-up>

If every pastor could be so fortunate to work with such a church custodian.

#### 42) Agency and safety

The church custodian checked with me to see how I wanted the candle display for All Saints Sunday. I said I preferred it be set to one side so that congregants could go through the distribution for communion and then go light a candle in memory of a loved one. In addition, I wanted the congregants to experience agency in being able to put their hands on a candle. I also wanted the congregants to experience safety in being assisted so that items other than candles did not light on fire. She replied, "I'll figure something out."

##### Resources

[Agency \(philosophy\) - Wikipedia](#)

Agency is the capacity of an actor to act in a given environment.

[https://en.wikipedia.org/wiki/Agency\\_\(philosophy\)](https://en.wikipedia.org/wiki/Agency_(philosophy))

[Images for Agency \(philosophy\)](#)

[Safety - Wikipedia](#)

Safety is the state of being "safe" (from French *sauf*), the condition of being protected from harm or other non-desirable outcomes. Safety can also refer to the control of recognized hazards in order to achieve an acceptable level of risk.

<https://en.wikipedia.org/wiki/Safety>

[Images for Safety](#)

#### 43) Cooperation/competence

On one hand, a church secretary before my time wanted things done her way. In addition, she complained about the pastor when she talked on the phone during the work day. On the other hand, the new church secretary, who came on board a few months into my tenure, rated higher on cooperation and lower on competency if one were using the cooperation/competence scale. There were times I became privately frustrated with mistakes in the bulletin, but that was overcompensated by her ability to get along well with members and staff. If I had to make a choice, I would take cooperation over competence, because it is possible to hone skills and to overcompensate skill deficiencies, but it is difficult to expect a change in personality.

##### Resources

[Breakout Churches by Thom Rainer - Fellowship Atlantic](#)

**Compatibility is as important as competency.** The breakout churches did not just look for the best qualified people to be a part of the ministry team. They sought people who would be the right fit with their personalities and philosophies of ministry.

<http://www.fellowshipatlantic.com/bookreviews.cfm?posts=1&threadid=1126>

[Images for Breakout Churches by Thom Rainer - Fellowship Atlantic - Compatibility is as important as competency](#)

[Personal Attributes of a Great Church Secretary - Hiring & Employees](#)

When looking for a truly great church secretary, there are certain **personal attributes that are equally as important as the candidate's professional skills and experience.**

<https://hiring-employees.knoji.com/personal-attributes-of-a-great-church-secretary/>

[Images for Personal Attributes of a Great Church Secretary](#)

[What to Look for when Hiring a Church Secretary - Itchy Fish](#)

**Attitude and the ability to deal with all types of people with grace and patience are far more important requirements for a Church Secretary than being able to produce a polished newsletter or type a beautiful bulletin.** This position is vital to the smooth and efficient operation of the church and its ministries, so take great care in drafting a job description.

<http://itchyfish.com/what-to-look-for-when-hiring-a-church-secretary/>

[Images for ability to deal with all types of people with grace and patience](#)

#### 44) Thanks be to God for good church musicians

She played the organ and piano seemingly effortlessly. Whenever I ran some ideas by her, she invariably replied, "Sounds great!" She came from a musical family where her mother started and directed a community women's chorus for 40+ years. Her husband chanted the leader's part in the singing of the psalm. He and their two daughters sang in the choir she accompanied. Her son acolyted when others didn't show up. The oldest daughter served on the Call Committee. She and her husband served as voting members to the synod assembly. She taught elementary school music. She was much beloved at the school, in the community, and by the congregation. She also took the youth to national and synod youth gatherings, as well as Bible Camp, and guided the youth group including leading them on Christmas caroling to the nursing home and to the homebound. The whole family exuded a positive attitude. She lined up accompanists when gone. One was an older woman in the congregation who was both capable and supportive. Another was a woman who played for one of the other churches, where the worship schedule worked out for her to play at the earlier service. Another was a high school student who played once a month at her home church in a neighboring community and welcomed other opportunities to play. If only every pastor could be so fortunate!

When in our Music God is glorified

When in our music God is glorified,  
and adoration leaves no room for pride,  
it is as though the whole creation cried  
Alleluia!

How often, making music, we have found  
a new dimension in the world of sound,  
as worship moved us to a more profound  
Alleluia!

So has the Church, in liturgy and song,  
in faith and love, through centuries of wrong,  
borne witness to the truth in every tongue,  
Alleluia!

And did not Jesus sing a psalm that night  
when utmost evil strove against the Light?  
Then let us sing, for whom he won the fight,  
Alleluia!

Let every instrument be tuned for praise!  
Let all rejoice who have a voice to raise!  
And may God give us faith to sing always  
Alleluia! Amen.

**Oremus Hymnal: When in our music God is glorified**

<http://www.oremus.org/hymnal/w/w301.html>

[Images for When in our music God is glorified](#)

<http://www.gbod.org/resources/history-of-hymns-when-in-our-music-god-is-glorified>

[http://www.hymnary.org/text/when\\_in\\_our\\_music\\_god\\_is\\_glorified](http://www.hymnary.org/text/when_in_our_music_god_is_glorified)

<https://www.youtube.com/watch?v=Wda0y6Aqi38> When In Our Music God Is Glorified - YouTube

[Images for When In Our Music God Is Glorified - YouTube](#)

#### **45) Organists keep going**

The organist explained, "I was born in 1941 and started playing in 1953." She kept going 6+ decades later. She came on Saturdays to water the plants and turn on the furnace. She came early before the 8:30am service of worship to put the numbers on the hymn board and stayed after to count the money. She especially liked it when I sang in my sermons and made references to songs. She worked at the credit union in the nearby unincorporated village along a state highway. When she came home, she went for a walk on the gravel road from her house to the state highway and back. Every Saturday night she took a sauna.

The organist in the other church had been playing for 45 years. One time for an Independence Day service, I picked a national song that was not in the worship book and neglected to get her the music score. She said, "No problem. I'll make something up." To exhibit that kind of energy and enthusiasm after all those years is nothing short of amazing!

#### **Organist - Wikipedia**

##### Classical and church organists

The majority of organists, amateur and professional, are principally involved in [church music](#), playing in churches and cathedrals. The [pipe organ](#) still plays a large part in the leading of traditional [western Christian](#) worship, with roles including the accompaniment of [hymns](#), choral [anthems](#) and other parts of the worship. The degree to which the organ is involved varies depending on the church and denomination. It also may depend on the standard of the organist. In more provincial settings, organists may be more accurately described as pianists obliged to play the organ for worship services; nevertheless, some churches are fortunate to have trained organists capable of more elaborate "voluntaries" (the solo music before, during and after the service) and [improvisation](#). As most churches can afford to employ only one musician, the organist is usually also responsible for directing and rehearsing the [choir\(s\)](#). In the twentieth-century, many pipe organs were replaced by pipe-less [electronic and digital organs](#), often as a low-cost alternative to rebuilding older pipe organs.

<https://en.wikipedia.org/wiki/Organist>

[Images for church organists](#)

#### **46) What makes for a good senior/lead pastor?**

Most of my assignments have been serving as a solo pastor. For those interim assignments where I have been asked to serve as a senior/lead pastor with another pastor on staff, the position has called for greater intentionality.

#### **Resources**

[A Senior Pastor's Priorities, Part 1 - Global Christian Center](#)

This set of priorities comes from years of experience and observation of **Senior Pastors who lead well**, and those who don't. If you invest your time wisely in these areas your ministry will be more productive and hopefully you will increase the margin in your life that increases the quality of your life.

<http://globalchristiancenter.com/church-resources/church-planting/25077-a-senior-pastors-priorities>  
[Images for senior pastors who lead well](#)

#### 4 Keys to a Successful First 100 Days as a New Senior Pastor

Over the course of my ministry as a senior pastor and our work in **executive search** for churches and ministries, I've found a few key steps to making the first 100 days on the job a great head start to a long tenure.

<https://www.vanderbloemen.com/blog/4-keys-to-a-successful-first-100-days-as-a-new-senior-pastor>  
[Images for 4 Keys to a Successful First 100 Days as a New Senior Pastor](#)  
<http://www.christianitytoday.com/pastors/2016/october-web-exclusives/your-first-100-days-at-new-church.html>  
<https://www.amazon.com/First-100-Days-Pastors-Guide/dp/0834125544>  
[Images for First 100 Days as a New Senior Pastor](#)

### [DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

#### Chapter 10.

##### CONGREGATION MEETING

**C10.02.** A special Congregation Meeting may be called by the **[senior]** pastor, the Congregation Council, or the president of this congregation, and shall be called by the president of this congregation upon the written request of [number][percent] of the voting members. The president of the Congregation Council shall call a special meeting upon request of the synod bishop. The call for each special meeting shall specify the purpose for which it is to be held, and no other business shall be transacted.

#### Chapter 12.

##### CONGREGATION COUNCIL

**C12.12.** A quorum for the transaction of business shall consist of a majority of the members of the Congregation Council, including the **[senior]** pastor or interim pastor, except when the **[senior]** pastor or interim pastor requests or consents to be absent and has given prior approval to the agenda for a particular regular or special meeting, which shall be the only business considered at that meeting. Chronic or repeated absence of the **[senior]** pastor or interim pastor who has refused approval of the agenda of a subsequent regular or special meeting shall not preclude action by the Congregation Council, following consultation with the synod bishop.

#### Chapter 13.

##### CONGREGATION COMMITTEES

**C13.08.** The **[senior]** pastor of this congregation shall be *ex officio* a member of all committees and boards of this congregation. [The president of this congregation shall be *ex officio* a member of all committees and boards of this congregation, except the Nominating Committee.]

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations  
<https://download.elca.org> > ELCA Resource Repository > Model Constitution  
<http://www.elca.org/Resources/Office-of-the-Secretary>

#### Preventing Staff Infection — A Senior Pastor's View

One of the most important decisions senior pastors make is who to bring onto their leadership team. A pastor who impulsively chooses his staff walks on dangerous ground. The larger the congregation the more important it is to **build a staff that complements and supports the senior pastor's biblical priorities.**

[http://enrichmentjournal.ag.org/200503/200503\\_082\\_infection\\_sr.cfm](http://enrichmentjournal.ag.org/200503/200503_082_infection_sr.cfm)  
[Images for Preventing Church Staff Infection — A Senior Pastor's View](#)

#### Stepping into the Senior Leader's Chair – An Interview with Tim Guptill – Carey Nieuwhof

Ever wonder what it's like to become the senior leaders in an organization?

Ever wonder what it's like to succeed a successful leader who's been there for 44 years?

Tim Guptill has done both, and tells the story of how he stepped into the senior leader's role of the largest church in Eastern Canada after his predecessor retired after over four decades.

<http://careynieuwhof.com/2015/11/episode63/>  
[Images for Stepping into the Senior Leader's Chair – An Interview with Tim Guptill – Carey Nieuwhof](#)  
<http://careynieuwhof.com/episode86/> Josh Whitehead on why Senior Pastors, Executive Pastors and Business Leaders Don't Trust Each Other, and How to Fix It  
<https://careynieuwhof.com/tag/how-to-take-over-as-a-senior-leader/>  
<https://careynieuwhof.com/why-leaders-should-be-the-first-to-apologize-and-5-keys-to-doing-it-well/>  
<https://careynieuwhof.com/how-to-tell-if-youre-an-organizational-or-relational-leader-and-why-it-matters/>  
<https://careynieuwhof.com/5-reasons-every-senior-leader-should-get-passionate-about-families/>  
<https://careynieuwhof.com/5-ways-lead-change-youre-not-senior-leader/>

<https://careynieuwhof.com/5-things-every-leader-should-tell-their-top-leaders/>  
<https://careynieuwhof.com/how-to-lead-change-youre-senior-leader/>  
<https://careynieuwhof.com/how-do-you-lead-change-when-youre-not-the-senior-leader/>  
<https://careynieuwhof.com/orange-conference-what-to-do-when-youre-not-the-senior-leader/>  
<https://careynieuwhof.com/has-your-leadership-peaked-leadership-and-the-theory-of-the-ten-year-run/>  
<https://vimeo.com/83811318> Senior Pastors and Social Media  
<http://kidzmatter.com/how-to-connect-with-your-senior-pastor-with-carey-nieuwhof/>  
<https://careynieuwhof.com/what-to-do-when-people-want-a-church-to-grow-but-not-change/>  
<https://careynieuwhof.com/how-to-tell-if-a-new-volunteer-is-a-leader-or-a-doer/>  
<http://careynieuwhof.com/tag/senior-pastor/>  
<http://briandoddonleadership.com/2013/04/25/51-leadership-quotes-from-carey-nieuwhof-live-notes-from-the-orange-conference/>  
<http://www.firstchurch.cc/7-things-get-harder-church-grows-3-senior-leader-less-available/>  
<https://www.amazon.com/Carey-Nieuwhof/e/B003GJCLCM>  
[http://www.goodreads.com/author/show/3396023.Carey\\_Nieuwhof](http://www.goodreads.com/author/show/3396023.Carey_Nieuwhof)  
[Images for Carey Nieuwhof \(author\)](#)

### Ten commandments for the senior pastor - Ministry Magazine

Unlike the original Ten Commandments, that have not been improved upon, the ten commandments for senior pastors in this article can indeed be improved upon, added to, and developed beyond this presentation. However, like the original, when these are broken, the result can be dire consequences to endure and penalties to pay. Although not written in stone, yet with nuances about which to be sensitive, these commandments do provide a good guideline for much of the modus operandi for a senior pastor's regular routine.

<https://www.ministrymagazine.org/archive/2006/07/ten-commandments-for-the-senior-pastor.html>

[Images for Ten commandments for the senior pastor - Ministry Magazine](#)

<http://ministrytodaymag.com/leadership/pastoring/20811-10-significant-questions-to-ask-yourself-before-becoming-a-lead-pastor>

[Images for questions-to-ask-yourself-before-becoming-a-lead-pastor](#)

<http://www.christianpost.com/news/ten-ways-to-be-a-better-pastor-church-staff-perspective-100520/>

<http://www.christianpost.com/news/10-ways-pastors-can-be-great-bosses-175406/>

<http://www.christianpost.com/news/10-ways-pastors-can-be-bad-bosses-175059/>

[Images for Be a Better Pastor](#)

<http://www.churchleaders.com/pastors/pastor-how-to/160407-12-must-know-tips-for-senior-pastors.html>

[Images for tips for senior pastors](#)

<http://briandoddonleadership.com/2014/08/31/14-practices-of-senior-pastors-who-grow-great-churches/>

[Images for Practices of Senior Pastors Who Grow Great Churches](#)

### The Effective Executive: The Definitive Guide to Getting the Right Things Done (Harperbusiness Essentials) by Peter F. Drucker (Author)

What makes an effective executive?

The measure of the executive, Peter F. Drucker reminds us, is the ability to "get the right things done." This usually involves doing what other people have overlooked as well as avoiding what is unproductive. Intelligence, imagination, and knowledge may all be wasted in an executive job without the acquired habits of mind that mold them into results.

Drucker identifies five practices essential to business effectiveness that can, and must, be learned: Managing time, Choosing what to contribute to the organization, Knowing where and how to mobilize strength for best effect, Setting the right priorities, Knitting all of them together with effective decision-making.

Ranging widely through the annals of business and government, Peter F. Drucker demonstrates the distinctive skill of the executive and offers fresh insights into old and seemingly obvious business situations.

<https://www.amazon.com/Effective-Executive-Definitive-Harperbusiness-Essentials/dp/0060833459>

[http://www.goodreads.com/book/show/114847.The\\_Effective\\_Executive\\_in\\_Action](http://www.goodreads.com/book/show/114847.The_Effective_Executive_in_Action)

<https://www.harpercollins.com/9780060833459/the-effective-executive>

<http://www.harperbusiness.com/book/9780062574343/The-Effective-Executive-Peter-F.-Drucker-Foreword-by-Jim-Collins-Afterword-by-Zachary-First/>

<http://www.barnesandnoble.com/w/effective-executive-peter-f-drucker/1100609434>

<https://www.librarything.com/work/214374>

[https://books.google.com/books/about/The\\_Effective\\_Executive.html?id=SaoTTY4i1GgC](https://books.google.com/books/about/The_Effective_Executive.html?id=SaoTTY4i1GgC)

<http://www.leadershipnow.com/leadershop/0060833459.html>

<https://www.porchlightbooks.com/blog/excerpts/the-effective-executive-the-definitive-guide-to-getting-the-right-things-done>

<http://www.drucker.institute/about-peter-f-drucker/>

[https://en.wikipedia.org/wiki/Peter\\_Drucker](https://en.wikipedia.org/wiki/Peter_Drucker)

[http://www.goodreads.com/author/show/12008.Peter\\_F\\_Drucker](http://www.goodreads.com/author/show/12008.Peter_F_Drucker)

<https://www.amazon.com/Peter-F.-Drucker/e/B000AP61TE>

[https://www.goodreads.com/author/quotes/12008.Peter\\_F\\_Drucker](https://www.goodreads.com/author/quotes/12008.Peter_F_Drucker)

[Images for Peter F. Drucker \(Author\)](#)

[Images for The Effective Executive: The Definitive Guide to Getting the Right Things Done by Peter F. Drucker \(Author\)](#)

<https://www.britannica.com/biography/Peter-F-Drucker>

<https://www.librarything.com/publisherseries/HarperBusiness+Essentials>



[https://openlibrary.org/publishers/HarperBusiness\\_Essentials](https://openlibrary.org/publishers/HarperBusiness_Essentials)  
<https://www.harpercollins.com/search-results/?imprint=harper-business>  
<http://www.harperbusiness.com/>  
[Images for Harperbusiness Essentials](#)

#### 47) What makes for a good staff?

If a pastor were to list desirable characteristics for staff, what would they be?

#### Resources

##### CCV's 11 Staff Values

As a staff, we will...

1. Have fun together!
2. Maintain healthy boundaries with the opposite sex.
3. Not gossip and only speak positively about one another.
4. Commit to having one another's back.
5. Have no unresolved conflict.
6. Seek, value, and apply feedback from one another.
7. Consider all ministry areas with equal value.
8. Work hard but protect personal and family time.
9. Pursue personal, professional, and spiritual growth.
10. Pray for one another.
11. Communicate with one another with grace, tact, and honesty.

Do you have anything like this in place along with a regular review process to ensure this is happening? Implement something like this and watch what happens.

##### 13 Senior Pastor Mistakes That Flatline Growth

<http://seniorpastorcentral.com/987/13-senior-pastor-mistakes-flatline-growth/>  
[Images for Church Staff Values](#)

##### [PDF] Developing a Great Relationship with Your Senior Pastor Trisha Graves and Cheryl Howard

Lead up well so that you and your senior pastor can work together in harmony to support the vision of the church.

<http://www.willowcreek.com/docs/pdf/DevelopingaGreatRelationshipwithYourSeniorPastorS.pdf>

[Images for Developing a Great Relationship with Your Senior Pastor Trisha Graves and Cheryl Howard](#)

<https://network.crcna.org/youth-ministry/16-ways-build-good-relationship-your-senior-pastor>

<https://leadership.lifeway.com/2014/05/12/5-ways-to-develop-a-great-relationship-with-your-senior-pastor/>

<http://www.davidsantistevan.com/lead-pastor/> How to Improve Your Relationship With Your Lead Pastor

[Images for How to Improve Your Relationship With Your Lead Pastor](#)

<https://churchleaders.com/youth/youth-leaders-articles/146867-build-a-healthy-relationship-with-your-senior-pastor.html>

<https://youthministry360.com/blogs/all/how-healthy-your-relationship-your-senior-pastor>

[Images for healthy relationship with your senior pastor](#)

##### How to Lead Change When You're NOT the Senior Leader – CareyNieuwhof.com

If you do a little homework and learn to think differently, you can be exceptionally effective at leading change well, even when you're not the senior leader. Even if you're 'just' a staff member or 'just' a volunteer. How? Here are five ways you can 'lead up' to your senior leader when you want to broker change:

<http://careynieuwhof.com/2014/10/how-to-lead-change-youre-senior-leader/>

[Images for How to Lead Change When You're NOT the Senior Leader – CareyNieuwhof.com](#)

<https://careynieuwhof.com/5-ways-to-lead-when-your-not-the-senior-leader/>

<https://careynieuwhof.com/5-ways-lead-change-youre-not-senior-leader/>

<https://careynieuwhof.com/orange-conference-what-to-do-when-youre-not-the-senior-leader/>

<https://careynieuwhof.com/episode153/> CLAY SCROGGINS ON HOW TO LEAD WHEN YOU'RE NOT IN CHARGE

<https://careynieuwhof.com/tag/leading-change-when-youre-not-the-senior-leader/>

<https://careynieuwhof.com/5-ways-to-convince-your-boss-youre-right/>

[Images for carey nieuwhof \(author\)](#)

##### Ten Ways to Be a Better Church Staff Person - ThomRainer

My desire in writing these two blogposts is to offer a positive framework, and to allow church staff today, and pastors on Saturday, to have the best possible work relationships.

<http://thomrainer.com/2013/07/15/ten-ways-to-be-better-church-staff-person-from-the-pastors-perspective/>

[Images for Ten Ways to Be a Better Church Staff Person - Thom Rainer](#)

<http://thomrainer.com/2016/07/four-reasons-pastors-church-staff-regret-quitting-jobs/>

<http://thomrainer.com/2015/09/eight-traits-of-outstanding-church-staff-members/>

<http://thomrainer.com/2017/01/staff-person-fill-pulpit-no-pastor/>

<http://thomrainer.com/2015/06/eight-thoughts-about-hiring-church-staff-when-you-have-no-money/>

<http://www.sermoncentral.com/authors/thom-rainer-articles-498>

[http://www.lifeway.com/lwc/files/lwcF\\_PDF\\_SimpleChurchDiscussionGuide.pdf](http://www.lifeway.com/lwc/files/lwcF_PDF_SimpleChurchDiscussionGuide.pdf)

<http://www.lifeway.com/pastors/2017/09/07/eight-traits-outstanding-church-staff-members/>  
<http://www.lifeway.com/pastors/2017/08/07/churches-practice-age-discrimination-hiring-pastors-staff/>  
<http://www.tribune.org/thom-rainer-forecasts-15-trends-for-churches-in-2015/>  
<http://podbay.fm/show/638894745/e/1432033222?autostart=1> Rainer on Leadership  
<http://www.churchleaders.com/pastors/pastor-articles/244093-7-times-not-hire-church-staff.html>  
<https://www.namb.net/send-network-blog/seven-warning-signs-of-affairs-for-pastors-and-other-church-staff>  
<http://thomrainer.com/2017/12/rainer-on-leadership-392/> How to Handle a Church Staff Financial Crisis - Thom Rainer  
<http://thomrainer.com/2016/11/six-surprises-about-church-staff-salaries-and-budgets/>  
<http://thomrainer.com/2015/04/10-keys-to-developing-a-healthy-church-staff-rainer-on-leadership-119/>  
 Images for 10 Keys to Developing a Healthy Church Staff – Rainer on Leadership #119 – ThomRainer.com  
<http://thomrainer.com/2016/03/6-benefits-church-staff-blog/>  
<http://thomrainer.com/2016/04/the-next-future-church-staff-position-pastor-of-community-evangelism/>  
<http://thomrainer.com/2016/09/tools-trade-pastors-staff-rainer-leadership-257/>  
<http://thomrainer.com/2016/02/10-fascinating-facts-regarding-pastor-and-church-staff-compensation-rainer-on-leadership-200/>  
<http://thomrainer.com/2016/03/7-concerns-about-benefits-of-pastors-and-church-staff-rainer-on-leadership-206/>  
<http://thomrainer.com/2016/07/seven-reasons-consider-not-requiring-office-hours-ministerial-staff/>  
<http://thomrainer.com/2015/04/when-church-staff-turn-against-each-other/>  
<http://thomrainer.com/2015/04/four-reasons-the-pastor-should-hire-other-church-staff/>  
[http://thomrainer.com/2011/09/church\\_staff\\_some\\_observations/](http://thomrainer.com/2011/09/church_staff_some_observations/)  
<http://thomrainer.com/2013/06/twelve-ways-to-encourage-church-staff-members/>  
<http://www.churchleaders.com/pastors/pastor-articles/244093-7-times-not-hire-church-staff.html>  
<http://thomrainer.com/2013/06/the-twelve-biggest-challenges-pastors-and-church-staff-face/>  
<http://thomrainer.com/2016/10/twelve-key-reasons-church-staff-conflict/>  
<http://thomrainer.com/2017/05/six-details-include-church-staff-bios/>  
[http://thomrainer.com/2011/09/five\\_characteristics\\_of\\_healthy\\_church\\_leaders/](http://thomrainer.com/2011/09/five_characteristics_of_healthy_church_leaders/) #3  
<http://thomrainer.com/2018/01/2018-different-2008-local-church-rainer-leadership-394/> #4  
<https://thomrainer.com/2019/06/seven-ways-healthy-church-members-pray-for-their-pastors-rainer-on-leadership-549/>  
<https://thomrainer.com/2018/10/seven-traits-healthy-church-rainer-leadership-476/>  
<https://thomrainer.com/2018/10/seven-traits-healthy-church-leader/>  
<https://www.linkedin.com/in/thomrainer>  
<http://www.churchcentral.com/editors/thom-rainer/>  
[https://en.wikipedia.org/wiki/Thom\\_S.\\_Rainer](https://en.wikipedia.org/wiki/Thom_S._Rainer)  
<https://www.amazon.com/Thom-S.-Rainer/e/B0011GLMVG>  
[http://www.goodreads.com/author/show/27470.Thom\\_S\\_Rainer](http://www.goodreads.com/author/show/27470.Thom_S_Rainer)  
 Images for ThomRainer (author)

### 30 Markers of Staff Team Health - Alban

I have found that the best approach to consulting with a team that is out of balance is providing them with language to talk about their health. A team that can articulate what is not right, and what health would look like, is well on its way toward fixing the problem. To that end, I have developed 30 markers of staff team culture that describe overall health. These descriptors unpack the assumptions we leave unstated when we use terms like collaboration and accountability.

[Alban at Duke Divinity School » 30 Markers of Staff Team Health](#)

<https://alban.org/archive/30-markers-of-staff-team-health/>

Images for 30 Markers of Staff Team Health - Alban

<http://www.susanbeaumont.com/30-markers-of-staff-team-health/>

<https://alban.org/archive/designing-a-staff-team-for-ministry/>

<https://alban.org/2016/01/20/dan-hotchkiss-board-staff-collaborations/>

<https://alban.org/books/>

<https://www.uua.org/careers/congregations/development/staff-teams>

[https://www.uua.org/sites/live-new.uua.org/files/from\\_starting\\_to\\_parting\\_-\\_january\\_2016.pdf](https://www.uua.org/sites/live-new.uua.org/files/from_starting_to_parting_-_january_2016.pdf) Page 30

### 48) Position descriptions and staff reviews

At some assignments, I have been asked to update the position descriptions and begin staff reviews.

#### Resources for Position Descriptions

[Best 25+ Job description ideas on Pinterest](#)

<https://www.pinterest.com/explore/job-description/>

Images for job descriptions on pinterest

<https://www.pinterest.com/janieb8401/job-descriptions/>

<https://www.pinterest.com/VisualJobs/visual-job-descriptions/>

<https://www.pinterest.com/churchsupport/position-descriptions/>

#### Job description - Wikipedia

A job description or JD is a written narrative that describes the general JD tasks, or other related duties, and [responsibilities](#) of a position. It may specify the functionary to whom the position reports, specifications such as the [qualifications](#) or skills needed

by the person in the job, information about the equipment, tools and work aids used, working conditions, physical demands, and a [salary](#) range. Job descriptions are usually narrative,<sup>11</sup> but some may comprise a simple list of competencies; for instance, [strategic human resource planning](#) methodologies may be used to develop a [competency architecture](#) for an organization, from which job descriptions are built as a shortlist of competencies.<sup>12</sup>

[https://en.wikipedia.org/wiki/Job\\_description](https://en.wikipedia.org/wiki/Job_description)  
[Images for Job description](#)

### Job Descriptions and Duties for Church Members and Workers [Herbert W Byrne]

Job descriptions are suggested in this manual for workers in the church and Sunday School. Duties in Christian living and service are provided.

<http://www.amazon.com/Descriptions-Duties-Church-Members-Workers/dp/1594672520>  
<https://www.christianbook.com/descriptions-duties-for-church-members-workers/herbert-byrne/9781594672521/pd/672521>  
[https://www.xulonpress.com/bookstore/bookdetail.php?PB\\_ISBN=9781594672521](https://www.xulonpress.com/bookstore/bookdetail.php?PB_ISBN=9781594672521)  
<https://books.google.com/books?isbn=1594672520>  
[https://books.google.com/books/about/Job\\_Descriptions\\_and\\_Duties\\_for\\_Church\\_M.html?id=MMqKq1AB7HQC](https://books.google.com/books/about/Job_Descriptions_and_Duties_for_Church_M.html?id=MMqKq1AB7HQC)  
<http://www.lifeandleadership.com/ministry-resources/team-ministry-church-staff-ministry-staff-leadership-teams.html>  
[https://www.goodreads.com/author/list/958077.Herbert\\_W\\_Byrne](https://www.goodreads.com/author/list/958077.Herbert_W_Byrne)  
[Images for Herbert W Byrne](#)

[Images for Job Descriptions and Duties for Church Members and Workers \[Herbert W Byrne\]](#)

### Job Descriptions - Synod Resource Center

[http://synodresourcecenter.org/admin/personnel/job\\_descriptions/](http://synodresourcecenter.org/admin/personnel/job_descriptions/)  
[Images for Job Descriptions - Synod Resource Center](#)

### Sample Policy and Personnel Manual | Church Planting Wiki

This document is offered as a guide of how one local church utilizes a policy manual and is not intended to be a legal document for you or your church. It is an example of how to utilize and implement a policy manual that could be an effective ministry aid for your church and specific state. By downloading the document, you are receiving permission to modify and edit the document according to the rules of your state and desires of your church.

[http://www.churchplantingwiki.com/index.php/wiki/Sample\\_Policy\\_and\\_Personnel\\_Manual/](http://www.churchplantingwiki.com/index.php/wiki/Sample_Policy_and_Personnel_Manual/)  
[Images for Sample Policy and Personnel Manual | Church Planting Wiki](#)

### Seven Habits of Highly Effective People by Stephen R. Covey

#### Clarifying Expectations

Page 96

In *The 7 Habits of Highly Effective People*, author Stephen R. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, service, and human dignity--principles that give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates.

[http://www2.sdfi.edu.cn/netclass/jiaoran/englit/download/The\\_7\\_Habits\\_of\\_Highly\\_Effective\\_People.pdf](http://www2.sdfi.edu.cn/netclass/jiaoran/englit/download/The_7_Habits_of_Highly_Effective_People.pdf)  
[Images for Seven Habits of Highly Effective People by Stephen R. Covey - Clarifying Expectations](#)  
<https://www.depts.ttu.edu/upwardbound/books/the-7-habits-ofhighly-effective-people.pdf>  
<http://www.amazon.com/The-7-Habits-Highly-Effective-People/dp/0743269519>  
[http://www.goodreads.com/book/show/36072.The\\_7\\_Habits\\_of\\_Highly\\_Effective\\_People](http://www.goodreads.com/book/show/36072.The_7_Habits_of_Highly_Effective_People)  
<https://www.barnesandnoble.com/w/7-habits-of-highly-effective-people-stephen-r-covey/1100334425>  
[https://en.wikipedia.org/wiki/The\\_7\\_Habits\\_of\\_Highly\\_Effective\\_People](https://en.wikipedia.org/wiki/The_7_Habits_of_Highly_Effective_People)  
<https://www.stephencovey.com/7habits/7habits.php>  
<https://www.amazon.com/Stephen-R.-Covey/e/B000AQ2VAQ>  
[http://www.goodreads.com/author/show/1538.Stephen\\_R\\_Covey](http://www.goodreads.com/author/show/1538.Stephen_R_Covey)  
[Images for Stephen R. Covey, author](#)

### SMART Goals - Quick Overview - YouTube

FREE Online Course <https://www.udemy.com/goal-setting/>

Learn more at [www.decisionskills.com](http://www.decisionskills.com) When setting or evaluating goals, consider using the acronym SMART. Using SMART provides structure that helps ensure goals are specific, measurable, achievable, relevant and time bound.

<https://www.youtube.com/watch?v=1-SvuFIQjK8>  
<https://www.youtube.com/watch?v=d6o5PyJM3bY> Explaining How to Set SMART Goals - YouTube  
[https://www.youtube.com/watch?v=OMi9\\_XEXQgc](https://www.youtube.com/watch?v=OMi9_XEXQgc) How to Write a SMART Goal - YouTube  
<https://www.youtube.com/watch?v=md-yXkcUXkc> SMART Goals - YouTube  
<https://www.youtube.com/watch?v=eSFoywS7Mt4> Smart Goals - YouTube

[Images for SMART Goals](#)

<http://performance-appraisals.org/faq/smart.htm>

[Images for What Are SMART Goals?](#)

[http://www.hr.virginia.edu/uploads/documents/media/Writing\\_SMART\\_Goals.pdf](http://www.hr.virginia.edu/uploads/documents/media/Writing_SMART_Goals.pdf)

[Images for Writing S.M.A.R.T. Goals](#)

<https://www.pinterest.com/barbdeal/smart-goals/>  
<https://www.pinterest.com/shannonmiller/smart-goals/>  
<https://www.pinterest.com/kristinahollis/smart-goals/>  
[Images for smart goals on pinterest](#)  
<https://www.shutterstock.com/search/smart+goals>  
<https://www.shutterstock.com/search/smart+goal+setting>

### SMART criteria - Wikipedia

The November 1981 issue of *Management Review* contained a paper by George T. Doran called *There's a S.M.A.R.T. way to write management's goals and objectives*.<sup>[2][3]</sup> It discussed the importance of objectives and the difficulty of setting them.

Ideally speaking, each corporate, department, and section objective should be:

*Specific* – target a specific area for improvement.

*Measurable* – quantify or at least suggest an indicator of progress.

*Assignable* – specify who will do it.

*Realistic* – state what results can realistically be achieved, given available resources.

*Time-related* – specify when the result(s) can be achieved.

Notice that these criteria don't say that all objectives must be quantified on all levels of management. In certain situations, it is not realistic to attempt quantification, particularly in staff middle-management positions. Practicing managers and corporations can lose the benefit of a more abstract objective in order to gain quantification. It is the combination of the objective and its action plan that is really important. Therefore, serious management should focus on these twins and not just the objective.

—George T. Doran, *There's a S.M.A.R.T. way to write management's goals and objectives*.<sup>[2][3]</sup>

[http://en.wikipedia.org/wiki/SMART\\_criteria](http://en.wikipedia.org/wiki/SMART_criteria)  
[Images for SMART criteria](#)

### The Big Book of Job Descriptions for Ministry: Identifying Opportunities and Clarifying Expectations for Ministry by Dr. Larry Gilbert (Author), Cindy Spear (Author)

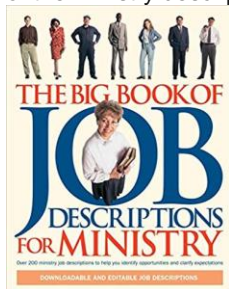
Most churches don't have written job descriptions for any or all of their church's ministry positions! Here is your answer! The book is reproducible—you can use each description as is—or use the CD-ROM to customize each description to fit your unique needs.

Any church or organization can use to develop comprehensive job descriptions for recruiting and evaluation

Job descriptions range far—from executive pastor to pantry organizer!

You may discover a new ministry your church has never have thought of!

Building an effective team depends on putting the right people in the right place. Every Christian has a place in the ministry of the church. When you clarify each ministry position and spell out the responsibilities of the position beforehand, each person—whether paid or volunteer—can understand what is expected and serve more effectively. *Ministry Job Descriptions*: Leave less room for misunderstanding clarify responsibilities of ministry positions reduce the possibility of mistakes attributed to I didn't know decrease confrontational incidents due to lack of direction or policy allow Christians to serve more effectively provide information for recruiting ministry volunteers and staff members help organize and equip your team, creating a sense of unity identify which gifts tend to fit which positions. When Church Growth.org received calls from several churches asking for job descriptions, they began researching the topic and found that the majority of churches no matter the size did not have written job descriptions, yet they wanted them. This manual is the tool any church or organization can use to develop comprehensive job descriptions. Includes: 316-page reproducible paperback manual of directions, suggested leadership requirements, ministry targets, a sampling of group names used in ministry to different groups, and over 240 ministry descriptions plus a CD of the ministry description files so you can adapt and print them to fit your own specifications."



<http://www.amazon.com/The-Book-Descriptions-Ministry-Books/dp/0830729186>  
<https://www.goodreads.com/book/show/27302806-the-big-book-of-job-descriptions-for-ministry>  
<http://www.barnesandnoble.com/w/big-book-of-job-descriptions-for-ministry-larry-gilbert/1102018737>  
<https://www.christianbook.com/big-book-job-descriptions-for-ministry/larry-gilbert/9780830729180/pd/29180>  
<http://www.lifeandleadership.com/book-summaries/gilbert-the-big-book-of-job-descriptions-for-ministry.html>  
<http://www.lifeandleadership.com/book-summaries/tag/christian-leadership?currentPage=15>  
<https://www.amazon.com/Dr.-Larry-Gilbert/e/B00UGH89K>  
<https://www.churchgrowth.org/larry-gilbert/>  
<https://www.churchgrowth.org/wp-content/uploads/2014/07/CG-Catalog-6-14.pdf>  
<https://www.amazon.com/Cindy-Spear/e/B00TOW4DLC>  
[https://www.goodreads.com/author/show/14603898.Dr\\_Larry\\_Gilbert](https://www.goodreads.com/author/show/14603898.Dr_Larry_Gilbert)

[Images for Dr. Larry Gilbert \(Author\)](#)  
<https://www.churchgrowth.org/cindy-spear/>  
<https://www.amazon.com/Cindy-Spear/e/B00TOW4DLC>  
[https://www.goodreads.com/author/show/69809.Cindy\\_Spear](https://www.goodreads.com/author/show/69809.Cindy_Spear)  
[Images for Cindy Spear \(Author\)](#)  
[Images for The Big Book of Job Descriptions for Ministry: Identifying Opportunities and Clarifying Expectations for Ministry by Dr. Larry Gilbert \(Author\), Cindy Spear \(Author\)](#)

### Resources for Staff Reviews

#### Annual Church Review Procedure/Od68: The Church's Ministry and the Minister [Catherine H. Clark]

Developed and tested in a Unitarian Universalist church, this instrument can be used easily by any congregation to assess and evaluate the effectiveness of its overall ministry—whether carried out by members, committees, or the pastor. Includes questionnaires for various committees and ministry efforts. Excellent for use in annual assessment, planning, and budgeting meetings. Report format.

<http://www.amazon.com/Annual-Church-Review-Procedure-Od68/dp/9992615346>

[Images for Annual Church Review Procedure/Od68: The Church's Ministry and the Minister \[Catherine H. Clark\]](#)

#### Appreciative Inquiry - a performance appraisal with a difference

Appreciative Inquiry suggests a new way of appraising performance. Appreciative Inquiry helps us focus on what is working and not what is not working. A typical AI performance appraisal will include the following questions - aimed at identifying:

- Greatness and elements that will lead to more thereof
- Achievements
- Being more effective
- Obtaining the resources needed to be more effective

<https://www.linkedin.com/pulse/appreciative-inquiry-performance-appraisal-cindy-jordaan>

[Images for Appreciative Inquiry - a performance appraisal with a difference](#)

[http://www.betterevaluation.org/en/plan/approach/appreciative\\_inquiry](http://www.betterevaluation.org/en/plan/approach/appreciative_inquiry)

[www.appreciativeway.com/blog/blog.cfm?ID=43](http://www.appreciativeway.com/blog/blog.cfm?ID=43) | Hate Performance Reviews: Creating Cultures of Excellence

<http://www.seattlecoach.com/uploads/1/9/7/5/1975975/ai.pdf> [PDF]An Appreciative Performance Appraisal Conversation

[Images for Appreciative Performance Appraisal Conversation](#)

#### [PDF]Assessing Our Leadership - Unitarian Universalist Association

When we speak of assessing ministry, we mean assessing all the activities that advance the congregation's mission, including, but certainly not limited to, the work of the clergy.

[https://www.uua.org/sites/live-new.uua.org/files/documents/mpl/assessing\\_leadership.pdf](https://www.uua.org/sites/live-new.uua.org/files/documents/mpl/assessing_leadership.pdf)

[Images for Assessing Our Leadership - Unitarian Universalist Association](#)

#### Completing the Circle: Reviewing Ministries in the Congregation [David R. McMahill, Clyde J. Steckel]

On his second day as association minister for the United Church of Christ, David McMahill received three phone calls from lay leaders who were looking for resources on “how to evaluate our minister.” He knew of several churches in which a poorly constructed process for evaluating the ministers had spun out of control, however, and had gradually come to believe it is probably better for a church not to attempt an evaluation process at all than to do one carelessly or to naively use a design intended for a secular organization. Based on the needs he saw, McMahill began to work with numerous congregations looking for ways to review both leaders and ministries and developed the feedback/reflection process he lays out in this book. Based on sound principles of effective communication, this simple system of asking for descriptive feedback about various aspects of a congregation's life together takes into account the specific setting and the unique relationship between minister and congregation.

<http://www.amazon.com/Completing-Circle-Reviewing-Ministries-Congregation/dp/1566992788>

<https://www.goodreads.com/book/show/24381347-completing-the-circle>

<https://rowman.com/ISBN/9781566994910/Completing-the-Circle-Reviewing-Ministries-in-the-Congregation>

<https://books.google.com/books?isbn=1566994918>

[https://books.google.com/books/about/Completing\\_the\\_Circle.html?id=bYGXAwAAQBAJ](https://books.google.com/books/about/Completing_the_Circle.html?id=bYGXAwAAQBAJ)

<http://www.ccnccn.org/hosting%26harvesting-conversations.pdf>

[http://www.michucc.org/index.php?option=com\\_content&view=article&id=218&Itemid=604](http://www.michucc.org/index.php?option=com_content&view=article&id=218&Itemid=604)

<https://www.kobo.com/us/en/ebook/completing-the-circle-1>

[Images for David R. McMahill, author reviewing ministries](#)

[http://www.goodreads.com/author/show/2334488.Clyde\\_J\\_Steckel](http://www.goodreads.com/author/show/2334488.Clyde_J_Steckel)

[Images for Clyde J. Steckel, author reviewing ministries](#)

[Images for Completing the Circle: Reviewing Ministries in the Congregation \[David R. McMahill, Clyde J. Steckel\]](#)

#### Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition [Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, Laura Roppe]

Learn how to keep your cool and get the results you want when emotions flare.

When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and



suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want. You'll learn how to:

- Prepare for high-impact situations with a six-minute mastery technique
- Make it safe to talk about almost anything
- Be persuasive, not abrasive
- Keep listening when others blow up or clam up
- Turn crucial conversations into the action and results you want

<http://www.amazon.com/Crucial-Conversations-Talking-Stakes-Second/dp/0071771328>

[https://www.goodreads.com/book/show/15014.Crucial\\_Conversations](https://www.goodreads.com/book/show/15014.Crucial_Conversations)

<https://www.barnesandnoble.com/w/crucial-conversations-kerry-patterson/1100199552>

<http://www.powells.com/book/crucial-conversations-tools-for-talking-when-stakes-are-high-9780071401944>

[http://books.google.com/books/about/Crucial\\_Conversations\\_Tools\\_for\\_Talking.html?id=7X3JPMMPqYMC](http://books.google.com/books/about/Crucial_Conversations_Tools_for_Talking.html?id=7X3JPMMPqYMC)

<http://www.pdfbook.co.ke/details.php?title=Crucial%20Conversations&author=K.%20Patterson,%20J.%20Grenny,%20R.%20McMillan,%20A.%20Switzler&category=Business&eid=1859&type=Book>

<https://www.mheducation.com/highered/product/crucial-conversations-tools-talking-when-stakes-high-second-edition-patterson-grenny/0071775307.html>

<http://www.mchenryconsulting.net/content/crucial-conversations-tools-talking-when-stakes-are-high>

[http://www.jfdperfsolutions.com/modules/news/personal\\_improvement-book\\_summary~3A~26quot~3Bcrucial\\_conversations\\_tools\\_for\\_talking\\_when\\_stakes\\_are\\_high~26quot~3B~2C\\_by\\_patterson~2C\\_grenny~2C\\_mcmillan~2C\\_and\\_switzler.html](http://www.jfdperfsolutions.com/modules/news/personal_improvement-book_summary~3A~26quot~3Bcrucial_conversations_tools_for_talking_when_stakes_are_high~26quot~3B~2C_by_patterson~2C_grenny~2C_mcmillan~2C_and_switzler.html)

<https://www.psychologytoday.com/us/blog/crucial-conversations>

<http://www.vitalsmarts.com/crucialconversations/>

[https://en.wikipedia.org/wiki/Crucial\\_Conversations:\\_Tools\\_for\\_Talking\\_When\\_Stakes\\_Are\\_High](https://en.wikipedia.org/wiki/Crucial_Conversations:_Tools_for_Talking_When_Stakes_Are_High)

[http://www.goodreads.com/author/show/9373.Kerry\\_Patterson](http://www.goodreads.com/author/show/9373.Kerry_Patterson)

[http://www.goodreads.com/author/show/9370.Joseph\\_Grenny](http://www.goodreads.com/author/show/9370.Joseph_Grenny)

[http://www.goodreads.com/author/show/9371.Ron\\_McMillan](http://www.goodreads.com/author/show/9371.Ron_McMillan)

[http://www.goodreads.com/author/show/9372.Al\\_Switzler](http://www.goodreads.com/author/show/9372.Al_Switzler)

[http://www.goodreads.com/author/show/1538.Stephen\\_R\\_Covey](http://www.goodreads.com/author/show/1538.Stephen_R_Covey)

[https://www.goodreads.com/author/show/1538.Stephen\\_R\\_Covey](https://www.goodreads.com/author/show/1538.Stephen_R_Covey)

[https://www.goodreads.com/author/show/1538.Stephen\\_R\\_Covey](https://www.goodreads.com/author/show/1538.Stephen_R_Covey)

[https://www.goodreads.com/author/show/1538.Stephen\\_R\\_Covey](https://www.goodreads.com/author/show/1538.Stephen_R_Covey)

### Employee Performance Review - An Easy How-To-Guide - YouTube

Here are four steps to ensure employee performance appraisals are useful and positive:

1. Managers and employees must agree to give and receive balanced, candid feedback. Don't assume the agreement to speak honestly is implicit, make it explicit.
2. Managers, be honest and courageous. Don't rate an employee a five who is really a three. You don't do anyone any favors. Employees want to know how they're really doing, no matter how much the feedback may sting.
3. Managers, focus on three things the employee did well and three things to do more of next year. Any more input is overwhelming.
4. Managers, schedule a second conversation a week after the employee performance appraisal, so employees can think about and process what you've said and discuss further, if necessary.

<https://www.youtube.com/watch?v=axUYxKC2U04>

<https://www.youtube.com/watch?v=axUYxKC2U04>

<https://www.youtube.com/watch?v=axUYxKC2U04> Employee Performance Review - An Easy How-To-Guide - YouTube

<https://www.youtube.com/watch?v=wkaBvOWYr1s> Annual Performance Review Best Practices - YouTube

[https://www.youtube.com/watch?v=idwZlq\\_yeC4](https://www.youtube.com/watch?v=idwZlq_yeC4) What Really Happens in: A Performance Review - YouTube

<https://www.youtube.com/watch?v=HbbyCS7Bi0> Performance Review - YouTube

<https://www.youtube.com/watch?v=ua5OAK92zCY> 5 Tips to Ace Your Performance Review - YouTube

<https://www.youtube.com/watch?v=h6uxZg2dcxQ> Demonstration of employee performance evaluation - YouTube

<https://www.youtube.com/watch?v=mZyuimM6lh0> How to Give an Effective Employee Evaluation - YouTube

<https://www.youtube.com/watch?v=dFFeQ12bEes> The Office - Performance Review (Episode Highlight) - YouTube

<https://www.youtube.com/watch?v=gdp4sPviV74> Awkward Performance Review - YouTube

<https://www.youtube.com/watch?v=4ZlfrH8znM> Employee Performance Management Evaluation Review Appraisals - YouTube

<https://www.youtube.com/watch?v=ym7t33WPb9s> Performance Reviews & Appraisals - Manager Training - YouTube

<https://www.youtube.com/watch?v=KcGhX7Htk9U> Performance Reviews | Performance Evaluations & Appraisal - YouTube

<https://www.youtube.com/watch?v=eQbycpK8h7Q> Performance Appraisal Gone Bad!! - YouTube

<https://www.youtube.com/watch?v=TgO01JYIEXk> Performance Appraisal - YouTube

<https://www.youtube.com/watch?v=eK7hSVmhxeQ> Performance Appraisal - YouTube

<https://www.youtube.com/watch?v=unmKnS5jPOc> The Performance Appraisal - YouTube

<https://www.youtube.com/watch?v=E34Z11cEpFA> How to do Effective Performance Appraisals - YouTube

<https://hbr.org/video/5122969232001/reinventing-performance-management> Reinventing Performance Management - Harvard

<https://hbr.org/video/5122969232001/reinventing-performance-management>

### Getting a Fix on Your Ministry: A Practical Guide to Clergy Performance Appraisal [Roy M. Oswald]

Presents the essential ingredients for making the performance appraisal a worthwhile experience: who conducts it, who the client is, how to proceed.

<http://www.amazon.com/Getting-Fix-Your-Ministry-Performance/dp/1566990726>

[http://books.google.com/books/about/Getting\\_a\\_Fix\\_on\\_Your\\_Ministry.html?id=6E6yAAAACAAJ](http://books.google.com/books/about/Getting_a_Fix_on_Your_Ministry.html?id=6E6yAAAACAAJ)

<https://static1.squarespace.com/static/54c7d7ede4b03a45e09cd270/t/5aa00b43652dea8c73c46299/1520438089615/HowToMinisterEffectivelyInFamilyPastoralProgramandCorporate-SizedChurches.pdf>

[https://www.crcna.org/sites/default/files/Evaluation\\_Essentials.pdf](https://www.crcna.org/sites/default/files/Evaluation_Essentials.pdf)

Page 61

<https://www.amazon.com/Roy-M.-Oswald/e/B001K8KQ1O>

<https://www.facebook.com/roy.oswald>

[https://www.goodreads.com/author/list/152452.Roy\\_M\\_Oswald](https://www.goodreads.com/author/list/152452.Roy_M_Oswald)

<https://4b2hrderdaoklyfu2n1ah3eku-wpengine.netdna-ssl.com/wp-content/uploads/2016/09/Roy-M-Oswald-bio.pdf>

[Images for Roy M. Oswald, author](#)

[Images for Getting a Fix on Your Ministry: A Practical Guide to Clergy Performance Appraisal \[Roy M. Oswald\]](#)

### How to Obtain Accurate Feedback on Ministry-Role Performance – The Parish Paper

I. Instructions and Overview	Page 2
II. Ministry-Role Feedback—Senior Pastor	Page 8
III. Ministry-Role Feedback—Associate Pastor or Program Staff	Page 16
IV. Ministry-Role Feedback—Church Administrator	Page 23
V. Ministry-Role Feedback—Director of Children’s Ministries	Page 27
VI. Ministry-Role Feedback—Youth Director	Page 32
VII. Ministry-Role Feedback—Choir Director	Page 36
VIII. Ministry-Role Feedback—Church Secretary	Page 40
IX. Ministry Role Feedback—Parish Nurse	Page 44
X. Ministry-Role Feedback—Custodian/Facilities Caretaker	Page 48

### [PDF] Ch. Effectiveness Nuggets-Volume 15- How to Obtain Accurate Feedback on Ministry-Role Performance – The Parish Paper

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2015.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 15: How to Obtain Accurate Feedback on Ministry Job Performances

[Images for How to Obtain Accurate Feedback on Ministry-Role Performance – The Parish Paper](#)

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper>

<http://www.wcucc.org/resource-center/church-management/parish-paper/>

<http://www.hcucc.org/the-parish-paper>

### Ministerial Fellowship Committee Model

This model, developed by the MFC for ministers in preliminary fellowship, focuses on **evaluating both the minister’s and congregation’s contributions** to each area of congregational life.

### Community Ministry - Committee on Ministry Evaluation

<http://www.uua.org/leaders/leadership/ministerialfellowship/15505.shtml>

[Images for Ministerial Fellowship Committee Model evaluating both the minister’s and congregation’s contributions](#)

### MP&R Ministry Planning & Review

Many approaches to performance evaluation are unhelpful and even damage a shared sense of ministry. They involve top-down appraisal and are experienced as judgmental. In contrast, *MP&R* is an approach that is supportive while being diagnostic. It encourages all who participate to look at their ministry and learn from that experience. *MP&R* is an approach that focuses leaders, teams, and congregation together on *improving performance* toward greater missional results.

<http://www.missionalchurch.org/resources/MPR.html>

[Images for Ministry Planning & Review](#)

### 9 Things I Learned from My Most Recent Performance Review - Carey Nieuwhof

As nerve wracking as a performance review can be, you can learn so much from it. Here’s how.

<https://careynieuwhof.com/9-things-i-learned-from-my-most-recent-performance-review/>

[Images for 9 Things I Learned from My Most Recent Performance Review - Carey Nieuwhof](#)

<https://careynieuwhof.com/9-ways-to-handle-negative-feedback-without-getting-defensive/> #8

<https://careynieuwhof.com/5-questions-to-ask-yourself-when-you-feel-inadequate-as-a-leader/> #4

<https://careynieuwhof.com/why-your-weaknesses-dont-disqualify-you-from-leadership/>

<https://careynieuwhof.com/9-ways-to-handle-negative-feedback-without-getting-defensive/>

<https://careynieuwhof.com/5-questions-to-ask-yourself-when-you-feel-inadequate-as-a-leader/>

<https://careynieuwhof.com/5-early-leadership-mistakes-i-made-that-you-you-dont-need-to/>

<https://careynieuwhof.com/5-signs-youre-an-insecure-leader/>

<https://careynieuwhof.com/what-to-do-when-people-want-a-church-to-grow-but-not-change/>

<https://www.amazon.com/Carey-Nieuwhof/e/B003GJCLCM>

[https://www.goodreads.com/author/show/3396023.Carey\\_Nieuwhof](https://www.goodreads.com/author/show/3396023.Carey_Nieuwhof)

[Images for carey nieuwhof \(author\)](#)

## Northwest Synod of Wisconsin | 2018 Salary Standards

### Performance Evaluation

Use this tool to enable conversation about the ministry of pastor and people over the last year. Discuss the four basic ministry areas and the overall ratings and record what is well done, adequate, needs improvement, and/or items for further conversation.

[https://s3.amazonaws.com/media.cloversites.com/0a/0a854394-3a19-4d9f-b1ae-f93021508921/documents/2018\\_Completed\\_Salary\\_Standards.pdf](https://s3.amazonaws.com/media.cloversites.com/0a/0a854394-3a19-4d9f-b1ae-f93021508921/documents/2018_Completed_Salary_Standards.pdf)

Page 30

[Images for performance evaluation](#)

## Perfect Phrases for Managers and Supervisors, Second Edition (Perfect Phrases Series) by Meryl Runion (Author)

Writing performance appraisals is one of the most difficult and time-consuming tasks managers face. *Perfect Phrases for Performance Reviews* simplifies the job, providing a comprehensive collection of phrases that managers can use to describe employee performance, provide directions for improvement, and more.



<http://www.amazon.com/Perfect-Phrases-Performance-Reviews-Series-ebook/dp/B000RHIU6C>

[http://books.google.com/books/about/Perfect\\_Phrases\\_for\\_Performance\\_Reviews.html?id=nMUzIUKSXDWc](http://books.google.com/books/about/Perfect_Phrases_for_Performance_Reviews.html?id=nMUzIUKSXDWc)

<http://ge.tt/6VfP0qe/v/311>

<https://www.youtube.com/watch?v=7qYqG1pp7Ak> Meryl Runion on different communication styles - YouTube

<http://www.speakstrong.com/about>

<https://www.amazon.com/Meryl-Runion/e/B001IGOOE8>

[http://www.goodreads.com/author/show/185012.Meryl\\_Runion](http://www.goodreads.com/author/show/185012.Meryl_Runion)

[Images for Meryl Runion \(Author\) perfect phrases](#)

[Images for Perfect Phrases for Managers and Supervisors, Second Edition \(Perfect Phrases Series\) by Meryl Runion \(Author\)](#)

<https://www.linkedin.com/in/speakstrong>

<https://www.librarything.com/series/Perfect+Phrases+Series>

<https://www.goodreads.com/series/118106-perfect-phrases>

<https://www.thriftbooks.com/series/perfect-phrases/40347/>

<http://www.perfectphrases.com/>

[Images for Perfect Phrases Series](#)

## Performance Appraisal Phrase Book: The Best Words, Phrases, and Techniques for Performance Reviews [Corey Sandler, Janice Keefe]

You'll never struggle with performance appraisals again!

Do you dread writing employee performance evaluations? Do you struggle for hours to find just the right words of praise, avoid repetition, and tread the fine line between "constructive" and "criticism"?

*Performance Appraisal Phrase Book* makes it easy for you. Featuring concise sections on how to write the evaluation, handle tricky legal issues, and verbally discuss the evaluation, this book also includes a directory of thousands of words and phrases appropriate for any type of written evaluation.

<http://www.amazon.com/Performance-Appraisal-Phrase-Book-Techniques/dp/1580629407>

[http://www.goodreads.com/book/show/877786.Performance\\_Appraisal\\_Phrase\\_Book](http://www.goodreads.com/book/show/877786.Performance_Appraisal_Phrase_Book)

<https://www.simonandschuster.com/books/Performance-Appraisal-Phrase-Book/Corey-Sandler/9781580629409>

<https://www.betterworldbooks.com/product/detail/Performance-Appraisal-Phrase-Book--The-Best-Words--Phrases--and-Techniques-for-Performance-Reviews-9781580629409>

[https://books.google.com/books/.../Performance\\_Appraisal\\_Phrase\\_Book](https://books.google.com/books/.../Performance_Appraisal_Phrase_Book)

<https://www.amazon.com/Corey-Sandler/e/B0011OFJTO>

[http://www.goodreads.com/author/show/53933.Corey\\_Sandler](http://www.goodreads.com/author/show/53933.Corey_Sandler)

[Images for Corey Sandler, author performance appraisal](#)

<https://www.amazon.com/Janice-Keefe/e/B001IXTW34>

[http://www.goodreads.com/author/show/87460.Janice\\_Keefe](http://www.goodreads.com/author/show/87460.Janice_Keefe)

[Images for Janice Keefe, author performance appraisal](#)

[Images for Performance Appraisal Phrase Book: The Best Words, Phrases, and Techniques for Performance Reviews \[Corey Sandler, Janice Keefe\]](#)

## Performance appraisal - Wikipedia

A performance appraisal (PA), also referred to as a performance review, performance evaluation, (career) development discussion, or employee appraisal is a method by which the job performance of an employee is documented and evaluated.

Performance appraisals are a part of [career development](#) and consist of regular reviews of employee performance within [organizations](#). Annual performance reviews have been criticized as providing feedback too infrequently to be useful, and some critics argue performance reviews in general do more harm than good.

[https://en.wikipedia.org/wiki/Performance\\_appraisal](https://en.wikipedia.org/wiki/Performance_appraisal)

## [Images for performance appraisal](#)

### Performance Appraisals (Rostered) | Grand Canyon Synod of the ELCA

Performance Appraisals (Rostered), Rostered Leader Ministry Review and Performance Evaluation. The ELCA recognizes that effective ministry is the result of interaction between the rostered leader and the congregation, and that it's always important to stay in touch with shared goals and expectations.

[www.gcsynod.org/congregations/rosteredleaderministryreview/](http://www.gcsynod.org/congregations/rosteredleaderministryreview/)

[Images for Performance Appraisals \(Rostered\) | Grand Canyon Synod of the ELCA](#)

### Performance Improvement Process Guide – Human Resources Employee and Labor Relations

The performance improvement process contains several elements. The process:

Explains the deficient performance,

Provides specific expectations,

Allows reasonable time to resolve the deficient performance,

Ensures staff are treated consistently, and

Notifies staff of the consequences of continued deficient performance.

It also provides employees the opportunity to engage with management in developing strategies to improve performance and reduces liability to the university. The performance improvement process is generally progressive in nature such that each successive step in the process is more significant than the last.

<http://hr.osu.edu/public/documents/policy/resources/perfimproveguide.pdf?t=2014417155636>

[Images for Performance Improvement Process Guide – Human Resources Employee and Labor Relations](#)

<http://www.trainingzone.co.uk/blogs/siliconb/silicon-beach-training/4-steps-effective-coaching-sessions>

[Images for performance improvements](#)

<http://pages.sullivan.edu/HR/training/pdf/Coaci%20for%20Improved%20Performance.pdf>

### Senior Pastor Evaluation and Annual Performance Review

Review of Approach

The annual review is intended to be a positive and helpful experience, approached and handled with love, support, and honesty. It is assumed that the matters discussed in the process of the review will serve to enhance the pastor's ministry effectiveness.

<http://www.nab.ca/aba/ChurchEnrichment/Governance/Senior%20Pastor%20Evaluation%20and%20Annual%20Performance%20Review.pdf>

[Images for Senior Pastor Evaluation and Annual Performance Review](#)

### The #1 Guide to Performance Appraisals: Doing It Right by James E. Neal Jr.

Performance appraisals are one of the most perplexing issues in organizational life. This concisely written book covers all aspects of appraisal systems, including the what, why, when, where, how, and who. It provides key tips for effectively developing, completing, and administering a variety of appraisal programs. Both managers and their employees will find this book helpful in ensuring more accurate appraisals with less anxiety.

<http://www.amazon.com/The-Guide-Performance-Appraisals-Doing/dp/1882423461>

<http://www.goodreads.com/book/show/2584470-the-1-guide-to-performance-appraisals>

[http://www.barnesandnoble.com/s/%22James%20E.%20Neal%22?Ntk=P\\_key\\_Contributor\\_List&Ntx=mode%20m](http://www.barnesandnoble.com/s/%22James%20E.%20Neal%22?Ntk=P_key_Contributor_List&Ntx=mode%20m)

[http://books.google.com/books/about/Number\\_One\\_Guide\\_to\\_Performance\\_Appraisal.html?id=O7CEAAAACAAJ](http://books.google.com/books/about/Number_One_Guide_to_Performance_Appraisal.html?id=O7CEAAAACAAJ)

<http://www.nealpublications.com/performanceappraisals.html>

<https://www.amazon.com/James-E.-Neal/e/B001K7VSUS>

[https://www.goodreads.com/author/list/1122942.James\\_E\\_Neal\\_Jr](https://www.goodreads.com/author/list/1122942.James_E_Neal_Jr)

[Images for James E. Neal Jr., author](#)

[Images for The #1 Guide to Performance Appraisals: Doing It Right by James E. Neal Jr.](#)

### The 7 best Employee Performance Review images on Pinterest

<https://www.pinterest.com/recruitingcompa/employee-performance-review/>

[Images for performance review on pinterest](#)

<https://www.pinterest.com/zarhudson/performance-review/>

<https://www.pinterest.com/shegee1/performance-reviews/>

<https://www.pinterest.com/connectionsco/performance-reviews/>

<https://www.pinterest.com/donnagenefourie/performance-reviews/>

### [PDF] Understanding our Ministry Together: An Evaluation Process for Congregations

The process employs small focus groups and an adaptable set of questions to assess holistically the effectiveness of the ministry of the congregation, lay leaders and minister(s). It fosters an understanding that the minister and the congregation function as a ministry team. Positive strengths as well as areas of growth for both congregation and minister are explored. (Developed by the Rev. Dr. Anita Farber-Robertson.)

[http://www.uuma.org/resource/collection/9D85448E-AE71-4EB1-B5B0-](http://www.uuma.org/resource/collection/9D85448E-AE71-4EB1-B5B0-8C537C052ADF/Assessment_UnderstandingOurMinistry.pdf)

[8C537C052ADF/Assessment\\_UnderstandingOurMinistry.pdf](http://www.uuma.org/resource/collection/9D85448E-AE71-4EB1-B5B0-8C537C052ADF/Assessment_UnderstandingOurMinistry.pdf)

[Images for Understanding our Ministry Together: An Evaluation Process for Congregations](#)

There is an argument to be made for doing away with performance reviews and using a performance preview

**Get Rid of the Performance Review!: How Companies Can Stop Intimidating, Start Managing--and Focus on What Really Matters by Samuel A. Culbert (Author), Lawrence Rout (Contributor)**

The performance review. It is one of the most insidious, most damaging, and yet most ubiquitous of corporate activities. We all hate it. And yet nobody does anything about it.

Until now...

Straight-talking Sam Culbert, management guru and UCLA professor, minces no words as he puts managers on notice that -- with the performance review as their weapon of choice -- they have built a corporate culture based on intimidation and fear. Teaming up with Wall Street Journal Senior Editor Lawrence Rout, he shows us why performance reviews are bogus and how they undermine both creativity and productivity. And he puts a good deal of the blame squarely on human resources professionals, who perpetuate the very practice that they should be trying to eliminate.

But Culbert does more than merely tear down. He also offers a substitute -- the performance preview -- that will actually accomplish the tasks that performance reviews were supposed to, but never will: holding people accountable for their actions and their results and giving managers and their employees the kind of feedback they need for improving their skills and to give the company more of what it needs.

With passion, humor, and a rare insight into what motivates all of us to do our best, Culbert offers all of us a chance to be better managers, better employees and, indeed, better people. Culbert has long said his goal is to make the world of work fit for human consumption. *Get Rid of the Performance Review!* shows us how to do just that.

<http://www.amazon.com/Get-Rid-Performance-Review-Managing/dp/044655605X>

<https://www.goodreads.com/book/show/7348406-get-rid-of-the-performance-review>

<https://www.hachettebookgroup.com/titles/samuel-a-culbert/get-rid-of-the-performance-review/9780446556057/>

<http://www.congregationalconsulting.org/its-time-to-talk-about-performance/>

<https://hbr.org/2010/09/why-corporate-leaders-wont-abo>

<http://www.wsj.com/news/articles/SB122426318874844933>

<http://www.performancepreview.com/>

<http://www.latimes.com/opinion/op-ed/la-oe-0213-culbert-performance-reviews-20150213-story.html>

[http://www.huffingtonpost.com/samuel-culbert/performance-reviews\\_b\\_2325104.html](http://www.huffingtonpost.com/samuel-culbert/performance-reviews_b_2325104.html)

<http://www.huffingtonpost.com/author/samuel-culbert>

[https://www.researchgate.net/publication/280193462\\_Interview\\_with\\_Samuel\\_Culbert\\_author\\_of\\_Get\\_Rid\\_of\\_the\\_Performance\\_Review](https://www.researchgate.net/publication/280193462_Interview_with_Samuel_Culbert_author_of_Get_Rid_of_the_Performance_Review)

<http://www.npr.org/templates/story/story.php?storyId=128362511>

<https://hbr.org/2010/09/why-corporate-leaders-wont-abo>

<http://www.straighttalkatwork.com/>

<http://www.leanblog.org/2014/01/podcast-transcript-117-prof-samuel-culbert-on-performance-reviews/>

<https://www.youtube.com/watch?v=S-4qa-JKpJ0> Bosses Are Accountable Too - YouTube

<http://www.newyorker.com/business/currency/the-push-against-performance-reviews>

<http://www.performancepreview.com/index-2.html>

<http://www.bloomberg.com/bw/articles/2013-11-07/the-annual-performance-review-worthless-corporate-ritual>

<http://dailybruin.com/2010/04/19/anderson-professor-samuel-culbert-attacks-common-w/>

<http://www.cbsnews.com/news/uclas-culbert-dump-employee-performance-reviews-pronto/>

<http://www.forbes.com/2010/03/23/performance-review-advice-leadership-careers-jobs.html>

<http://www.wbur.org/npr/128362511/annual-job-review-is-total-baloney-expert-says>

<http://www.slideshare.net/superanindita/get-rid-of-the-performance-review-by-samuel-l-culbert>

<http://www.chicagotribune.com/news/opinion/commentary/ct-job-performance-reviews-perspec-0219-20150218-story.html>

<http://abcnews.go.com/WNT/video/conversation-performance-review-11126992>

<https://www.amazon.com/Samuel-A.-Culbert/e/B001IXMKY2>

[http://www.goodreads.com/author/show/1010963.Samuel\\_A\\_Culbert](http://www.goodreads.com/author/show/1010963.Samuel_A_Culbert)

Images for Samuel A. Culbert (Author)

<http://www.anderson.ucla.edu/faculty-and-research/management-and-organizations/faculty/culbert>

Images for Lawrence Rout, author performance review

Images for [Get Rid of the Performance Review!: How Companies Can Stop Intimidating, Start Managing--and Focus on What Really Matters by Samuel A. Culbert \(Author\), Lawrence Rout \(Contributor\)](#)

and along the same lines use the following:

**Try Feedforward Instead of Feedback - Marshall Goldsmith**

In summary, the intent of this article is not to imply that leaders should never give feedback or that performance appraisals should be abandoned. The intent is to show how feedforward can often be preferable to feedback in day-to-day interactions. Aside from its effectiveness and efficiency, feedforward can make life a lot more enjoyable. When managers are asked, "How did you feel the last time you received feedback?" their most common responses are very negative.

When managers are asked how they felt after receiving feed forward, they reply that feed forward was not only useful, it was also fun!





[http://www.marshallgoldsmithlibrary.com/cim/articles\\_display.php?aid=110](http://www.marshallgoldsmithlibrary.com/cim/articles_display.php?aid=110)  
<https://www.marshallgoldsmith.com/articles/try-feedforward-instead-feedback/>  
<http://www.zoneofexcellence.ca/Journal/Issue08/Leadership.pdf>  
<http://www.marshallgoldsmithfeedforward.com/html/FeedForward-Tool.htm>  
<https://www.inc.com/marshall-goldsmith/power-of-feedforward.html>  
<https://www.linkedin.com/pulse/20140826144932-2022319-10-surefire-reasons-to-try-feedforward>  
<https://paulsohn.org/coaching-tip-instead-of-feedback-try-feedforward/>  
[https://en.wikipedia.org/wiki/Marshall\\_Goldsmith](https://en.wikipedia.org/wiki/Marshall_Goldsmith)  
<https://www.marshallgoldsmith.com/about/>  
<https://www.amazon.com/Marshall-Goldsmith/e/B001ILIAKC>  
[http://www.goodreads.com/author/show/48383.Marshall\\_Goldsmith](http://www.goodreads.com/author/show/48383.Marshall_Goldsmith)  
[Images for Marshall Goldsmith](#)  
[Images for Try Feedforward Instead of Feedback - Marshall Goldsmith](#)

On a lighter note, I have seen variations of the following through the years that helps me keep my sense of humor about expectations.

#### Resources

[Inspirational and Christian HUMOR - Church Chain of Command.](#)  
[http://www.skywriting.net/inspirational/humor/church\\_chain\\_of\\_command.html](http://www.skywriting.net/inspirational/humor/church_chain_of_command.html)  
[Images for Inspirational and Christian HUMOR - Church Chain of Command.](#)

[Job Description for Church Staff - Tony Cooke Ministries](#)  
[http://www.tonycooke.org/stories-and-illustrations/job\\_description/](http://www.tonycooke.org/stories-and-illustrations/job_description/)  
[Images for Job Description for Church Staff - Tony Cooke Ministries](#)

[The perfect pastor | Christian Forums](#)  
<https://www.christianforums.com/threads/the-perfect-pastor.4817978/>  
[Images for perfect pastor | Christian Forums - humor](#)

#### 49) Staff supervision by a committee?

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

#### Chapter 12.

#### CONGREGATION COUNCIL

**C12.04.** The Congregation Council shall have general oversight of the life and activities of this congregation, and in particular its worship life, to the end that everything be done in accordance with the Word of God and the faith and practice of the Evangelical Lutheran Church in America. The duties of the Congregation Council shall include the following:

- c. To oversee and provide for the administration of this congregation to enable it to fulfill its functions and perform its mission.
- d. To maintain supportive relationships with the rostered minister(s) and **staff** and help them annually to evaluate the fulfillment of their calling or employment.

**C12.08.** The Congregation Council shall be responsible for the employment and **supervision of the staff of this congregation.** Nothing in this provision shall be deemed to affect the congregation's responsibility for the call, terms of call, or termination of call of any employees who are on a roster of this church.

<https://www.elca.org/constitution> 2019 Model Constitution for Congregations  
[https://download.elca.org/ELCA\\_Resource\\_Repository/Model\\_Constitution](https://download.elca.org/ELCA_Resource_Repository/Model_Constitution)  
<http://www.elca.org/Resources/Office-of-the-Secretary>  
[Images for supervision of the staff of this congregation](#)  
[https://download.elca.org/ELCA%20Resource%20Repository/Personnel\\_Policies.PDF](https://download.elca.org/ELCA%20Resource%20Repository/Personnel_Policies.PDF)

Every so often, in my ► *Review by synod* of congregation constitutions, I encounter a constitution that includes a description of a committee's responsibilities which involves staff supervision. For instance, a property committee is responsible to supervise the work of a custodian, or a youth committee is responsible to supervise the work of a youth director. To be sure, the constitution speaks of the overall responsibility of the Congregation Council for supervision of staff, but does that mean an individual committee should take direct responsibility for supervision?

### Should a Church Staff Member Report to a Committee?

Committees simply cannot supervise paid staff, because they are not present when the work is done, and it is too difficult for them to speak with one voice. A staff member deserves a boss who works at least as many hours a week as he or she does.

<https://www.churchleadership.com/leading-ideas/should-a-church-staff-member-report-to-a-committee/>

Images for Should a Church Staff Member Report to a Committee?

<https://churchleadership.com/resources/>

<https://churchleadership.com/category/50-ways/>

<https://churchleadership.com/category/leading-ideas/>

### 50) Mention something once and consider it done

Normally, I don't use names in these posts, but, in this setting, it is important to the story. His name was Raymond. Previously, he built log homes, but his body told him he could no longer carry on that regimen, so he took the job at the church for buildings and grounds. The thing about him is that I could mention something once and consider it done. He always seemed to have a smile on his face. He played drums with the worship praise team. He got up at the annual meeting and told how much he appreciated the job and wanted to stay for the long term. The saying from the television show was also said of him, "Everybody loves Raymond!"

#### Resources

Best 25+ Everyone loves raymond ideas on Pinterest

<https://www.pinterest.com/explore/everyone-loves-raymond/>

Images for everyone loves raymond Pinterest

<https://www.pinterest.com/patmarvin/everybody-loves-raymond/>

<https://www.pinterest.com/1bookreader/everybody-loves-raymond/>

<https://www.pinterest.com/annlynnwiliford/everybody-loves-raymond/>

<https://www.pinterest.com/SpyDesigns/everybody-loves-raymond/>

<https://www.pinterest.com/mgandreasen/everybody-loves-raymond/>

<https://www.pinterest.com/GeorgieTara/everybody-loves-raymond/>

<https://www.pinterest.com/serinehart/everybody-loves-raymond/>

<https://www.pinterest.com/cherylhalereed/everybody-loves-raymond/>

<https://www.pinterest.com/explore/everybody-love-raymond/>

Everybody Loves Raymond - Funniest Moments - YouTube

<https://www.youtube.com/watch?v=aqK3LH2yFIY>

Images for Everybody Loves Raymond - YouTube

Everybody Loves Raymond (TV Series 1996–2005) - IMDb

[www.imdb.com/title/tt0115167/](http://www.imdb.com/title/tt0115167/)

Images for everybody loves raymond

### 51) Workers who step up to clean the church, mow the lawn, and remove the snow

One man told me how his funds for putting money in the offering plate were limited, but he figured, if he mowed the church lawn, over the course of ten years it would make a difference in savings for the church from having to hire a lawn service.

I am especially impressed with workers who step up to clean the church, mow the lawn, and remove the snow. It is one thing for members to help occasionally on buildings and grounds tasks but to do the work on a regular basis is especially commendable. Many do not even want recognition.

Getting creative: Tough times call for clever measures | The Lutheran

The increased expenses of maintaining and operating old buildings and paying a pastor's salary and benefits in the wake of dwindling stewardship are causing congregations to rethink how they operate. Some are developing creative solutions, while others aren't sure what to do and pray for a miracle.

[http://www.thelutheran.org/article/article.cfm?article\\_id=10292](http://www.thelutheran.org/article/article.cfm?article_id=10292)

Images for Getting creative: Tough times call for clever measures | The Lutheran

<https://www.livinglutheran.org/contact-us/>

<https://www.livinglutheran.org/issues/>

### 52) Mother and daughter cleaning team

Whenever I was working in the pastor's study on a Saturday evening and I heard the door open to the village church, I knew it was a mother and daughter coming to clean. The daughter studied dairy science at the university two hours away but came home most weekends to help on the farm and to clean the church. I expressed my amazement to them on more than one occasion of how they milked the cows, cleaned the church, and then woke up early the next morning to milk the cows and make it to the service of worship.

### 53) The four personality types and the platinum rule

A helpful self-assessment for staff is to determine personality types or combinations, thereof, and put into practice the platinum rule.

## Resources

### Relationship Strategies: Using the Platinum Rule to Create Instant Rapport [Tony Alessandra]

Personality differences are what make life so rich and fascinating-and often so frustrating. Especially at work, where teamwork and motivation are pivotal. In *Relationship Strategies: Using the Platinum Rule to Create Instant Rapport*, Tony Alessandra will show you how to do just that. Once you master the Platinum Rule, you'll be able to build bridges to anyone in any business situation, such as asking for a raise, closing a sale, planning a big project, or building morale. Not only can you improve your career prospects, productivity, and customer relations, but you'll have fewer conflicts with the people with whom you interact every day. In this dynamic program, you'll learn how to:

- Understand the four basic behavior types-Director, Realtor, Socializer, and Thinker-and how to deal effectively with each
- Easily determine the personality style of everyone you meet
- Behave in a way that will improve your compatibility with anyone
- Accelerate the process of getting to genuinely know people
- Understand your own personality and why you act the way you do
- Improve your productivity and career prospects
- Pick up emotional cues in verbal, vocal, and visual behaviors
- And much more

At work, at home, and in social situations, the Platinum Rule will likely enrich and strengthen your relationships forever. You'll see people differently, understand them better, and be able to deal with them in a way that can turn every encounter into a win-win situation.

<http://www.amazon.com/Relationship-Strategies-Platinum-Instant-Rapport/dp/B000AN10B0>

<http://www.nightingale.com/products/relationship-strategies-disc/>

<http://www.alessandra.com/products/productdetails.asp?productid=87>

[http://www.alessandra.com/speakpresent/sp\\_platinum.asp](http://www.alessandra.com/speakpresent/sp_platinum.asp)

<https://harveymackayacademy.com/dr-tony-alessandra-legendary-leader-interview/>

<https://www.youtube.com/watch?v=EYihmKRTfC8> Relationship Strategies - Dr. Tony Alessandra - Create Faster Rapport & Recognize Behavioral Styles - YouTube

[Images for Relationship Strategies By Tony Alessandra - YouTube](#)

<https://speakerhub.com/speaker/dr-tony-alessandra>

<https://www.amazon.com/Tony-Alessandra/e/B000APXF2A>

[http://www.goodreads.com/author/show/4688331.Anthony\\_J\\_Alessandra](http://www.goodreads.com/author/show/4688331.Anthony_J_Alessandra)

[Images for Tony Alessandra, author platinum rule](#)

[Images for Relationship Strategies: Using the Platinum Rule to Create Instant Rapport \[Tony Alessandra\]](#)

### The Platinum Rule: Discover the Four Basic Business Personalities and How They Can Lead You to Success [Tony Alessandra, Michael J. O'Connor]

In this entertaining and thought-provoking book, Tony Alessandra and Michael O'Connor argue that the "Golden Rule" is not always the best way to approach people. Rather, they propose the Platinum Rule: "Do unto others as "they'd" like done unto them". In other words, find out what makes people tick and go from there.

<http://www.amazon.com/The-Platinum-Rule-Discover-Personalities/dp/0446673439>

[http://www.goodreads.com/book/show/121911.The\\_Platinum\\_Rule](http://www.goodreads.com/book/show/121911.The_Platinum_Rule)

<https://www.barnesandnoble.com/w/the-platinum-rule-tony-alessandra/1113318350>

[http://books.google.com/books/about/The\\_Platinum\\_Rule.html?id=IhQsgWMGanYC](http://books.google.com/books/about/The_Platinum_Rule.html?id=IhQsgWMGanYC)

<http://www.kbic.com/blog/blog/recruiting-executive-search/director-socializer-relater-thinker-which-one-are-you/>

<http://www.bilguun.net/#/blog/4-types-personality-platinum-rule/>

<https://www.publishersweekly.com/978-0-446-51970-0> Nonfiction Book Review

[Images for the four personality types and the platinum rule](#)

<http://embraceyoumagazine.com/2011/09/24/self-assessment-director-thinker-relater-socializer/>

[Images for Director, Thinker, Relater, Socializer](#)

<http://profmsr.blogspot.com/2010/04/is-your-boss-director-thinker-relator.html#ixzz2g3KszZJf>

[http://www.goodreads.com/author/show/47666.Michael\\_J\\_O\\_Connor](http://www.goodreads.com/author/show/47666.Michael_J_O_Connor)

[Images for Michael J. O'Connor, author platinum rule](#)

[Images for The Platinum Rule: Discover the Four Basic Business Personalities and How They Can Lead You to Success \[Tony Alessandra, Michael J. O'Connor\]](#)

[Images for Platinum Rule Pinterest](#)

## 54) Team building

Unity in the Body of Christ

<sup>15</sup>But speaking the truth in love, we must grow up in every way into him who is the head, into Christ, <sup>16</sup>from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love.

[oremus Bible Browser: Ephesians 4:15-16](#)

<http://bible.oremus.org/?ql=212053406>

[Images for Unity in the Body of Christ](#)

I have used team building exercises in staff meetings. The exercises I use with a Congregation Council (see Exercises at meetings of the Congregation Council in Chapter 5 Governance) can be used with staff: transition dynamics, Congregational Vitality Project - Parochial Report Discussion Guide, Bible study on Go – Love – Heal, SWOT Analysis, Life Cycle, ending well. Other possibilities include: Identifying the Congregation's Personality by Michael C. Rehak; personality type assessment models like Carl Jung's

Psychology Types, Myers Briggs Personality Types Theory, The DISC model, Andrew Goldsmith's Theory: Type A and Type B Personality; birth order; Wholeness Wheel; Fish! Philosophy; whine or wine?; spark plugs, connecting rods, and crankshafts; reflections for a beginning of a new year; four communication styles – planners, collaborators, analyzers, socializers; Learning from Bible Camp; Kwik Trip, Inc. – Mission Statement & Core Values; double check; improvisation; leadership covenant; determining your family and staff roles; emergency preparedness; "do your job"; Matthew 18:15-20; speaking directly and avoiding the drama triangle; *The Last Lecture* by Randy Pausch. There are numerous other possibilities that can be gleaned from resources on this website.

## Resources

### [Appreciative Inquiry interview guide for work place introductions](#)

This interview guide can be used to introduce people to one another as part of [developing team cohesiveness](#).

<http://www.clergyleadership.com/appreciative-inquiry-resources/vestry-retreat-interview.pdf>

[Images for interview guide for work place introductions](#)

### [Best 25+ Team building activities ideas on Pinterest](#)

<https://www.pinterest.com/explore/team-building-activities/>

[Images for Team building activities ideas on Pinterest](#)

<https://www.pinterest.com/arianaamorim/teambuilding-activities/>

<https://www.pinterest.com/explore/corporate-team-building-activities/>

<https://www.pinterest.com/ncarrw/team-buildinggames/>

[Images for Team building games on Pinterest](#)

### [Building a Battle-Ready Team](#)

Three questions to determine whether someone is a good team player

<http://www.christianitytoday.com/le/2012/fall/building-battle.html?start=4>

[Images for building a battle-ready team](#)

### [Building a High-Performing Team by Lance Witt - SermonCentral.com](#)

Here are some potential markers for a high-performing team.

<https://www.sermoncentral.com/pastors-preaching-articles/lance-witt-building-a-high-performing-team-2809>

[Images for Building a High-Performing Team](#)

### Discerning God's Mission: Trust-Building and Teamwork for Collective Insight

Discerning God's Mission prepares church leaders for navigating congregations through collective discovery of God's intent for their church. From a theology of the Holy Spirit speaking through the whole body of Christ, congregations functioning as a team are essential for hearing the voice of God. Trust is fundamental for teamwork. Ministry aligned with God's will is the result.

### [Leadership - Christopher Hagen Consulting](#)

<http://www.christopherhagenconsulting.com/leadership.html>

[Images for Leadership - Christopher Hagen Consulting Discerning God's Mission: Trust-Building and Teamwork for Collective Insight](#)

### [4 Ways to Develop an Effective Leadership Team for Your Organization](#)

By taking a closer look at your leadership team and the skills needed to succeed, and then trusting and communicating regularly with your leaders, you're more likely to foster a healthy and effective leadership team.

<http://www.selectinternational.com/blog/4-ways-to-develop-an-effective-leadership-team-for-your-organization>

[Images for 4 Ways to Develop an Effective Leadership Team for Your Organization](#)

<http://thinktheology.org/2014/07/20/develop-foster-maintain-leadership-team/>

<https://www.td.org/newsletters/atd-links/key-considerations-for-developing-leadership-teams>

<https://alban.org/2014/10/06/david-odom-why-focus-on-developing-your-staff-as-leaders/>

### [How to Build a High-Performing Team from Scratch—An Interview with Chris Lema – Carey Nieuwhof](#)

Chris Lema, author, blogger and entrepreneur, walks you through how to build and develop a great team from inside your church or organization.

<http://careynieuwhof.com/2015/06/episode39/>

[Images for How to Build a High-Performing Team from Scratch—An Interview with Chris Lema – Carey Nieuwhof](#)

<http://careynieuwhof.com/2015/03/episode28/> How to Create High Performing Teams in Any Size Organization—An Interview with Warren Bird

<http://careynieuwhof.com/2014/10/episode6/> How to Grow Your Small, Mid-sized or Large Church by Effectively Positioning Your Team —An Interview with Tony Morgan

<https://careynieuwhof.com/episode160/> Dr. Henry Cloud on What All High Performing Leaders Have in Common, Investing In Yourself and Overcoming Dysfunction in Your Church - Carey Nieuwhof #2

<http://www.amazon.com/How-People-Grow-Reveals-Personal/dp/0310257379>

<https://careynieuwhof.com/attitude/> 3 CRITICAL WAYS YOUR ATTITUDE AS A LEADER CAN KILL OR BUILD YOUR TEAM

<https://careynieuwhof.com/how-to-break-through-when-your-church-is-small/> #3

<https://careynieuwhof.com/aligned-team-better-team-north-point/>

<https://careynieuwhof.com/5-lessons-improv-can-build-team/>  
<https://careynieuwhof.com/6-signs-that-your-team-chemistry-is-crumbling/>  
<http://careynieuwhof.com/tag/team-building/>  
<http://careynieuwhof.com/tag/building-a-high-performing-team/>  
<http://careynieuwhof.com/tag/teams-in-church-leadership/>  
<https://www.amazon.com/Carey-Nieuwhof/e/B003GJCLCM>  
[http://www.goodreads.com/author/show/3396023.Carey\\_Nieuwhof](http://www.goodreads.com/author/show/3396023.Carey_Nieuwhof)  
[Images for Carey Nieuwhof \(author\)](#)

### **Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders (A Leadership Network Publication) George Cladis (Author)**

In *Leading the Team-Based Church*, George Cladis issues a clarion call for ministry teams to embrace a fresh leadership model that is not based on hierarchy, but on a process of collaboration that mirrors the relationship of Father, Son, and Holy Spirit. He reminds us that today's cultural environment--where authority has basis in trust, innovation reaps rewards, and spirituality takes root in life and work--has matured past the need for the hierarchy of traditional church leadership where the pastor had the final say. Through down-to-earth stories from his own experience and those of clergy in both mainline and evangelical churches, Cladis offers an exciting alternative to the traditional forms of church leadership, enabling pastors, congregational leaders, and staff to breathe new life into their ministries and unleash the full potential of the entire ministry team.

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787941190.html>  
<http://www.amazon.com/Leading-Team-Based-Church-Fellowship-Publication/dp/0787941190>  
[http://www.goodreads.com/book/show/864093.Leadng\\_Team\\_Based\\_Church](http://www.goodreads.com/book/show/864093.Leadng_Team_Based_Church)  
<http://www.lifeandleadership.com/book-summaries/cladis-leading-the-team-based-church.html>  
<https://www.amazon.com/George-Cladis/e/B001KHDOSC>  
[http://www.goodreads.com/author/show/446271.George\\_Cladis](http://www.goodreads.com/author/show/446271.George_Cladis)  
[Images for George Cladis \(Author\)](#)

### **Images for Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders (A Leadership Network Publication) George Cladis (Author)**

<http://www.hartsem.edu/faculty/george-cladis/>  
<https://www.linkedin.com/in/georgecladis>  
<http://www.wiley.com/WileyCDA/Section/id-819994.html>  
<http://leadnet.org/books/>  
<http://www.wiley.com/WileyCDA/Section/id-819994.html>  
[Images for Leadership Network Publication](#)

### **9 Traits of Highly Successful Work Teams: CareerTrack**

Basic training for building and growing effective teams.

Here, in one concise program, are proven, practical tools to help you and your teammates work together in better harmony ... enjoy your jobs more ... and make greater contributions to your organization.

Learn together as renowned team authority Loren Ankarlo walks you through 9 critical traits of highly successful teams and shows you how to adopt them for your purposes. You'll learn techniques that will save you the false starts, the wrong turns, and the dead ends that frustrate so many "do-it-yourself" teams and work groups.

<http://www.amazon.com/Traits-Highly-Successful-Work-Teams/dp/193332869X>  
<https://www.pryor.com/training-products/9-traits-of-highly-successful-work-teams/>  
<http://www.wisenow.com/catalog/teams/95/>

[Images for 9 Traits of Highly Successful Work Teams: CareerTrack Basic training for building and growing effective teams.](#)

<https://www.pryor.com/training-seminars/leadership-team-building-coaching-skills-manager-supervisors/>  
<https://www.pryor.com/training-webinars/building-teamwork-one-individual-at-a-time>  
<https://www.pryor.com/blog/finding-the-meaning-behind-team-building/>  
<https://www.pryor.com/training-seminars/exceptional-team-leader/>  
<https://www.pryor.com/blog/team-building-activity-playing-the-cards/>  
<https://www.pryor.com/blog/corporate-team-building-activities/>  
<https://www.pryor.com/training-categories/management-supervision-leadership/>  
<https://www.pryor.com/blog/great-team-building-icebreakers/>  
<https://www.pryor.com/blog/tag/team-building-activities/>

[Images for team building - Fred Pryor](#)

<https://pryormediacd.azureedge.net/seminars/CC.pdf> [PDF]LEADERSHIP TEAM-BUILDING COACHING SKILLS

[Images for LEADERSHIP TEAM-BUILDING COACHING SKILLS](#)

### **Personality Quiz: What Animal Are You? - Quizzes**

There are so many animals in the animal kingdom. Way too many for me to do all, so here's 8. Which one are you?

<http://www.quibblo.com/quiz/e3Vlhuz/What-Animal-Are-You>  
[Images for Personality Quiz: What Animal Are You? - Quizzes](#)



## 17 Team Building Ideas: The team building kit for managers

*17 Team Building Ideas* provides teamwork examples, exercises and tips for leading winning teams. Specifically, you'll read tips on corporate team building, team building exercises that can help your team see the big picture, fun team building activities (like Taking the Marshmallow Challenge), teamwork examples (such as Mayo Clinic's team collaboration secrets), steps to creative team building activities and team building training to help you create your winning team.

<http://www.businessmanagementdaily.com/glp/36814/Team-Building-Ideas.html>

Images for Team Building Ideas

<https://www.benefitnews.com/slideshow/10-innovative-team-building-ideas>

<https://www.betterteam.com/team-building-activities>

## Team-Building Activities for Every Group: Alanna Jones

This book is filled with fun and interactive group games to help groups bond and get to know one another at a deeper level! You can use the activities to lead a group through the stages of team-building that every group must flow through when bonding. Group members learn about one another using the get to know you games in the Mix It Up chapter. The Stir It Up chapter contains fun activities that help loosen the group up with icebreaker games. The Team Up chapter of the book is filled with 65 team-building activities and games that require group members to use teamwork to be successful. Once a team has gone through these three stages they are ready to go deeper by using the activities in the Open Up chapter to share more openly with one another and really come together as a close group.

The activities in the Team Up and Open Up chapters come with discussion questions. These questions help guide the facilitator when leading the activity and lead the group to a better understanding of each other and of the role each individual has as member of the team.

You will find a total of 107 games and activities in this book to promote team-building and group bonding. If you work with youth, corporate groups, therapy groups, church groups, scouts, families, school groups, sports teams, at camp, or with any other group who must work together you will find helpful games and activities in this fun, energetic, and purposeful book!

<https://www.amazon.com/Team-Building-Activities-Every-Group-Alanna/dp/0966234162>

[https://www.goodreads.com/book/show/170489.Team\\_Building\\_Activities\\_for\\_Every\\_Group](https://www.goodreads.com/book/show/170489.Team_Building_Activities_for_Every_Group)

<https://www.barnesandnoble.com/w/team-building-activities-for-every-group-alanna-jones/1003689084>

<https://www.amazon.com/Alanna-Jones/e/B001K8XQXE>

[https://www.goodreads.com/author/show/99347.Alanna\\_Jones](https://www.goodreads.com/author/show/99347.Alanna_Jones)

Images for Team-Building Activities for Every Group: Alanna Jones

## Team-Building Profile - ChurchSmart Resources

Building an effective team requires the active involvement of each person in it. Working on the team itself, rather than just focusing on tasks, must also be a priority.

There are seven key categories that team members can use to build a successful team: Vision and direction, Value alignment, Role clarity, Setting ground rules, Monitoring systems, Continuous learning, Boundary management.

<http://www.churchsmart.com/ProductDetails.asp?ProductCode=w16>

Images for Team-Building Profile - ChurchSmart Resources

## Team Building - Vanderbloemen

Our blog about pastor search, church staffing, and church leadership from our years of experience

<https://www.vanderbloemen.com/blog/topic/team-building>

<https://www.vanderbloemen.com/blog/team-building-jesus-way>

Images for Team Building - Vanderbloemen

## Team building - Wikipedia

Team building is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks. It is distinct from team training, which is designed by a combine of business managers, learning and development/OD (Internal or external) and an HR Business Partner (if the role exists) to improve the efficiency, rather than interpersonal relations.

Many team-building exercises aim to expose and address interpersonal problems within the group.<sup>[1]</sup>

Over time, these activities are intended<sup>[by whom?]</sup> to improve performance in a team-based environment.<sup>[2]</sup> Team building is one of the foundations of organizational development that can be applied to groups such as sports teams, school classes, military units or flight crews. The formal definition<sup>[which?]</sup> of team-building includes:

- aligning around goals
- building effective working relationships
- reducing team members' role ambiguity
- finding solutions to team problems

Team building is one of the most widely used group-development activities in organizations.<sup>[3]</sup> A common strategy is to have a "team-building retreat" or "corporate love-in," where team members try to address underlying concerns and build trust by engaging in activities that are not part of what they ordinarily do as a team.<sup>[4]</sup>

Of all organizational activities, one study found team-development to have the strongest effect (versus financial measures) for improving organizational performance.<sup>[5]</sup> A 2008 meta-analysis found that team-development activities, including team building

and team training, improve both a team's objective performance and that team's subjective [supervisory ratings](#).<sup>[1]</sup> Team building can also be achieved by targeted personal self-disclosure activities.<sup>[6]</sup>

[https://en.wikipedia.org/wiki/Team\\_building](https://en.wikipedia.org/wiki/Team_building)

[Images for Team building](#)

### The Five Dysfunctions of a Team by Patrick Lencioni (Author)

In *The Five Dysfunctions of a Team* Patrick Lencioni once again offers a leadership fable that is as enthralling and instructive as his first two best-selling books, *The Five Temptations of a CEO* and *The Four Obsessions of an Extraordinary Executive*. This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams.

Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight.

Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones-often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and **build a cohesive, effective team**. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.

<http://www.amazon.com/The-Five-Dysfunctions-Team-Leadership/dp/0787960756>

[https://www.goodreads.com/book/show/21343.The\\_Five\\_Dysfunctions\\_of\\_a\\_Team](https://www.goodreads.com/book/show/21343.The_Five_Dysfunctions_of_a_Team)

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787960756.html>

<https://www.barnesandnoble.com/w/five-dysfunctions-of-a-team-patrick-m-lencioni/1100520484#/>

<http://www.tablegroup.com/teamwork>

<http://www.tablegroup.com/books/dysfunctions>

<http://www.slideshare.net/TalentGear/patrick-lencioni-quotes>

<https://www.talentsquare.com/blog/book-summary-the-five-dysfunctions-of-a-team/>

<http://smallbusinessbc.ca/article/patrick-lencioni-explains-how-build-a-healthy-team/>

<https://www.scrum.org/resources/blog/humble-hungry-smart-beyond-five-dysfunctions-team>

[https://en.wikipedia.org/wiki/The\\_Five\\_Dysfunctions\\_of\\_a\\_Team](https://en.wikipedia.org/wiki/The_Five_Dysfunctions_of_a_Team)

<http://www.fivebehaviors.com/About.aspx>

<https://www.youtube.com/watch?v=-T4zFj4KTBg> Book Summary: The Five Dysfunctions of a Team by Patrick Lencioni

<https://www.youtube.com/watch?v=6sgvWEI1CVg> Patrick Lencioni: Five Dysfunctions of a Team.wmv - YouTube

<https://www.youtube.com/watch?v=1KxJop0A0vA> Patrick Lencioni : The Four Traits of Healthy Teams - YouTube

<https://www.youtube.com/watch?v=K3n6QoBOoUM> Patrick Lencioni On Team Work – YouTube

[Images for Patrick Lencioni On Team Work - YouTube](#)

<https://www.youtube.com/watch?v=SJAeFnd3QWE> Patrick Lencioni on the four disciplines of healthy organizations - YouTube

<https://www.youtube.com/watch?v=Kj9hw0ngPJU> Patrick Lencioni on Building and Leading a High Performance Team - YouTube

<https://www.youtube.com/watch?v=iJTtIKV-bhQ> Patrick Lencioni on Teamwork - YouTube

<https://www.youtube.com/watch?v=inftqUOLFaM> Patrick Lencioni - The 5 dysfunctions of a team – YouTube

[https://en.wikipedia.org/wiki/Patrick\\_Lencioni](https://en.wikipedia.org/wiki/Patrick_Lencioni)

<https://www.leadingauthorities.com/speakers/patrick-lencioni>

<https://twitter.com/patricklencioni?lang=en>

<https://www.amazon.com/Patrick-M.-Lencioni/e/B001ILFMB2>

[https://www.goodreads.com/author/list/11503.Patrick\\_Lencioni](https://www.goodreads.com/author/list/11503.Patrick_Lencioni)

[Images for Patrick Lencioni \(Author\) team](#)

[Images for The Five Dysfunctions of a Team by Patrick Lencioni \(Author\)](#)

### Staff Team Development | Susan Beaumont and Associates

**Team Building:** We have developed a self-assessment tool around thirty benchmark indicators of staff team health. We can work with your team in half day, full day, or multiple day retreat settings, to foster greater creativity, collaboration and accountability.

<http://www.susanbeaumont.com/staff-team-assessment-and-development/>

[Images for Staff Team Development | Susan Beaumont and Associates](#)

## 55) Personal growth

Staff are more highly motivated when they can experience personal growth.

### Resources

**Help Them Grow or Watch Them Go: Career Conversations Employees Want** by Beverly Kaye (Author), Julie Winkle Giulioni (Author)

Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. Nevertheless, it's frequently back-burnered. When asked why, managers say the number one reason is that they just don't have time—for the meetings, the forms, the administrative hoops.

But there's a better way. And it's surprisingly simple: frequent short conversations with employees about their career goals and options integrated seamlessly into the normal course of business. Beverly Kaye, coauthor of the bestselling *Love 'Em or Lose 'Em*, and Julie Winkle Giulioni identify three broad types of conversations that will increase employees' awareness of their strengths, weaknesses, and interests; point out where their organization and their industry are headed; and help them pull all

of that together to design their own up-to-the-minute, personalized career plans.

*Help Them Grow or Watch Them Go* is filled with practical tips, guidelines, and templates, as well as nearly a hundred suggested conversation questions.

<https://www.amazon.com/Help-Them-Grow-Watch-Conversations/dp/1609946324>

<https://www.goodreads.com/book/show/13588561-help-them-grow-or-watch-them-go>

<http://www.barnesandnoble.com/w/help-them-grow-or-watch-them-go-beverly-kaye/1110792495>

[https://books.google.com/books/about/Help\\_Them\\_Grow\\_Or\\_Watch\\_Them\\_Go.html?id=Sau0d2ZT6NgC](https://books.google.com/books/about/Help_Them_Grow_Or_Watch_Them_Go.html?id=Sau0d2ZT6NgC)

[https://www.bkconnection.com/static/Help\\_Them\\_Grow\\_or\\_Watch\\_Them\\_Go\\_EXCERPT.pdf](https://www.bkconnection.com/static/Help_Them_Grow_or_Watch_Them_Go_EXCERPT.pdf)

<http://help-them-grow.com/>

[https://www.youtube.com/watch?v=s31tc\\_AhVFY](https://www.youtube.com/watch?v=s31tc_AhVFY) Help Them Grow or Watch Them Go: Career Conversations Employees Want | HRDQ Webinars – YouTube

<http://www.forbes.com/sites/shenegotiates/2012/09/06/want-talent-help-them-grow-or-watch-them-go/#59faeda43660>

<https://leadershipfreak.blog/2012/09/19/help-them-grow-or-watch-them-go/>

<http://www.boxofcrayons.biz/2012/09/beverly-kaye-help-them-grow-or-watch-them-go/>

<http://www.bokus.com/bok/9781609946326/help-them-grow-or-watch-them-go-career-conversations-employees-want/>

<http://careersystemsintl.com/about-us/dr-beverly-kaye/>

<https://vimeo.com/148745130> Beverly Kaye, Author - Career. Author Beverly Kaye at Elliott Masie's Learning 2015.

[http://www.leadernetwork.org/beverly\\_kaye\\_october\\_08.htm](http://www.leadernetwork.org/beverly_kaye_october_08.htm)

<http://fredricksonlearning.com/author/beverlykaye/>

<https://www.amazon.com/Beverly-L.-Kaye/e/B001JRWXK>

[http://www.goodreads.com/author/show/185946.Beverly\\_Kaye](http://www.goodreads.com/author/show/185946.Beverly_Kaye)

Images for Beverly Kaye (Author)

<https://www.linkedin.com/in/juliewinklegiulioni>

<https://www.amazon.com/Julie-Winkle-Giulioni/e/B007PE2304>

[http://www.goodreads.com/author/show/6462236.Julie\\_Winkle\\_Giulioni](http://www.goodreads.com/author/show/6462236.Julie_Winkle_Giulioni)

Images for Julie Winkle Giulioni (Author)

Images for *Help Them Grow or Watch Them Go: Career Conversations Employees Want* by Beverly Kaye (Author), Julie Winkle Giulioni (Author)

### How People Grow: What the Bible Reveals About Personal Growth [Henry Cloud, John Townsend]

All growth is spiritual growth. Authors Drs. Cloud and Townsend unlock age-old keys to growth from Scripture to help people resolve issues of relationships, maturity, emotional problems, and overall spiritual growth. They shatter popular misconceptions about how God operates and show that growth is not about self-actualization, but about God's sanctification. In this theological foundation to their best-selling book *Boundaries*, they discuss:

- What the essential processes are that make people grow
- How those processes fit into a biblical understanding of spiritual growth and theology
- How spiritual growth and real-life issues are one and the same
- What the responsibilities are of pastors, counselors, and others who assist people in growing—and what your own responsibilities are in your personal growth.

<http://www.amazon.com/How-People-Grow-Reveals-Personal/dp/0310257379>

[http://www.goodreads.com/book/show/11400.How\\_People\\_Grow](http://www.goodreads.com/book/show/11400.How_People_Grow)

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[https://lite.corporateperks.com/product/index/nxjid/2824\\_1813623/uSource/UNMLT](https://lite.corporateperks.com/product/index/nxjid/2824_1813623/uSource/UNMLT)

<https://books.google.com/books?id=BPDvylvCetlC&lr>

<http://www.lifeandleadership.com/book-summaries/cloud-and-townsend-how-people-grow-bible-on-personal-growth.html>

<https://drcloud.com/>

[https://twitter.com/DrHenryCloud?ref\\_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor](https://twitter.com/DrHenryCloud?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor)

[https://en.wikipedia.org/wiki/Henry\\_Cloud](https://en.wikipedia.org/wiki/Henry_Cloud)

<https://www.facebook.com/DrHenryCloud/>

<https://www.amazon.com/Henry-Cloud/e/B00455V2M6>

[http://www.goodreads.com/author/show/1114699.Henry\\_Cloud](http://www.goodreads.com/author/show/1114699.Henry_Cloud)

Images for henry cloud author

[https://en.wikipedia.org/wiki/John\\_Townsend\\_\(author\)](https://en.wikipedia.org/wiki/John_Townsend_(author))

<https://www.pinterest.com/karenlpollard/personal-growth/>

<https://www.facebook.com/DrTownsendPage/>

[http://www.newreleasetoday.com/authordetail.php?aut\\_id=46](http://www.newreleasetoday.com/authordetail.php?aut_id=46)

<https://www.amazon.com/John-Townsend/e/B000APCC9M>

[http://www.goodreads.com/author/show/5771370.John\\_Townsend](http://www.goodreads.com/author/show/5771370.John_Townsend)

Images for john townsend author

Images for *How People Grow: What the Bible Reveals About Personal Growth* [Henry Cloud, John Townsend]

### Interview guide for personal ministry development

This guide was developed as part of a ministry development guide in which the participants learned the process of appreciative inquiry by conducting an inquiry into their own ministry. From the basis of the inquiry participants were then able to articulate their own personal mission or vocation.

<http://www.clergyleadership.com/appreciative-inquiry-resources/appreciative-inquiry-resources.cfm>  
[Images for Interview guide for personal ministry development](#)  
<http://www.clergyleadership.com/appreciative-inquiry-resources/AI-min-dev-ques.pdf>

### Leadership Development

What makes a leader *Evergreen*?

Evergreen leaders are firmly grounded in values that guide them day to day  
Evergreen leaders are agile in their approach to meet the demands of a fast changing world  
Evergreen leaders are able to envision and create better futures  
Evergreen leaders are able to provide clarity and direction in the midst of uncertainty  
Evergreen leaders are willing to engage others in creating a better future  
Evergreen leaders are strong team builders  
Evergreen leaders are skilled at developing the capability and capacity of themselves and others  
Evergreen leaders are globally minded  
Evergreen leaders are grateful – and share their gratitude

<http://www.ktaylorandassoc.com/solutions/leadership-development/>  
<https://evergreenleadership.com/overview/>  
[Images for Evergreen Leadership Development](#)

### Leadership development - Wikipedia

Leadership development is the process which helps expand the capacity of individuals to perform in [leadership](#) roles within organizations. Leadership roles are those that facilitate execution of a company's [strategy](#) through building alignment, winning [mindshare](#) and growing the capabilities of others. Leadership roles may be formal, with the corresponding authority to make decisions and take responsibility, or they may be informal roles with little official authority (e.g., a member of a [team](#) who influences team engagement, purpose and direction; a lateral peer who must listen and negotiate through influence).<sup>[1]</sup>

[https://en.wikipedia.org/wiki/Leadership\\_development](https://en.wikipedia.org/wiki/Leadership_development)  
[Images for Leadership development](#)

### Living Healthy and Loving God's Abundant Life

Church office professionals will meet October 13-14 in Chippewa Falls for their annual gathering, "Soul Support." This year's speakers include Dr. Kevin Schultz and registered dietician, Pam Kampen.

[http://www.nswi.org/news\\_and\\_events/news.phtml?id=B6F19521](http://www.nswi.org/news_and_events/news.phtml?id=B6F19521)  
<http://mylifechippewavalley.com/our-team/>  
[Images for church office professionals soul support](#)

### Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision [Kenneth O. Gangel]

Team leadership is the exercise of one's spiritual gifts under the call of God to serve a certain group of people in achieving the goals God has given them toward the end of glorifying Christ. How is your church or organization governed? Does it have an authoritarian, top-down administration? Is the ministry vision developed by a few top officials, with little input from staff or volunteers?

Today the definition of an effective leader has changed. No longer does the model leader manage like the Lone Ranger--either do it his way or no way. Today the model leader shares responsibility with fellow team leaders and seeks to serve them. In this complete revision of his earlier work, *Building Leaders for Church Education*, Dr. Gangel carefully lays a biblical foundation for the team leadership model. This leadership is not dogmatic control or personality worship. It has no room for political power plays. Instead, it is Paul gently nurturing young Christians in his epistles. It is Barnabas willingly thrusting others into situations where they develop their own gifts. It is Christ, choosing not one, but twelve men to carry on His ministry. It is servant leadership.

With examples, illustrations, and suggestions for further reading at the end of each chapter, Dr. Gangel prods and encourages the reader to move beyond the safety net of autocratic leadership into the rewarding, effective practice of leading with and through others.

<http://www.amazon.com/Team-Leadership-In-Christian-Ministry/dp/0802490166>  
[https://www.goodreads.com/book/show/1472696.Team\\_Leadership\\_In\\_Christian\\_Ministry](https://www.goodreads.com/book/show/1472696.Team_Leadership_In_Christian_Ministry)  
<http://www.barnesandnoble.com/w/team-leadership-in-christian-ministry-gangel/1111267473>  
<https://books.google.com/books?isbn=1575677865>  
[https://books.google.com/books/about/Team\\_Leadership\\_In\\_Christian\\_Ministry.html?id=Ts5JHUAKs24C](https://books.google.com/books/about/Team_Leadership_In_Christian_Ministry.html?id=Ts5JHUAKs24C)  
<https://christianuniversity.org/professors/dr-kenneth-o-gangel/>  
<http://www.dts.edu/about/faculty/kgangel/>  
<http://journals.biola.edu/hs/cej/authors/kenneth-gangel/>  
<https://www.amazon.com/Kenneth-O.-Gangel/e/B001K7TJH2>  
[https://www.goodreads.com/author/list/173693.Kenneth\\_O\\_Gangel](https://www.goodreads.com/author/list/173693.Kenneth_O_Gangel)  
[Images for Kenneth O. Gangel, author](#)

[Images for Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision \[Kenneth O. Gangel\]](#)

### The 8 Most Important Qualities of Leadership at Google

Be a good coach

Empower your team and don't micromanage  
Express interest in your team member's success and well-being  
Be productive and results-oriented  
Be a good communicator and listen to your team  
Help your employees with career development  
Have a clear vision and strategy for the team  
Have technical skills so you can advise the team

<http://www.realtimeperformance.com/RealTimeLeadership/2011/the-8-most-important-qualities-of-leadership-at-google/>

[Images for Qualities of Leadership at Google](#)

[Images for empower your team](#)

[Images for listen to your team](#)

[Images for career development](#)

### **The Essential Guide to Employee Engagement: Better Business Performance through Staff Satisfaction by Sarah Cook (Author) (Google eBook)**

*The Essential Guide to Employee Engagement* explores the concept and practice behind creating an engaged workforce and how this can contribute to organizational success. Recognizing that engaged employees are more productive, engender greater customer satisfaction and loyalty, and can help to promote your company's brand, the book gives you the necessary tools to make this happen. The author draws on a wide range of international case studies and examples, which demonstrate how an actively-engaged workforce can help your organization to flourish. You are shown how to measure the level of your employees' engagement and provided with a strategy to apply to help increase active staff participation.

<http://www.koganpage.com/product/the-essential-guide-to-employee-engagement-9780749449445>

<https://books.google.com/books?isbn=0749449446>

[https://books.google.com/books/about/The\\_Essential\\_Guide\\_to\\_Employee\\_Engagem.html?id=JG91GyqLg4YC](https://books.google.com/books/about/The_Essential_Guide_to_Employee_Engagem.html?id=JG91GyqLg4YC)

[http://books.google.com/books?id=JG91GyqLg4YC&source=gbs\\_book\\_similarbooks](http://books.google.com/books?id=JG91GyqLg4YC&source=gbs_book_similarbooks)

<http://static1.squarespace.com/static/56f2d2fb7da24f19b3efc0c9/t/57500c98859fd0c514252a03/1464863897659/The+Essential+Guide+to+Employee+Engagement,+Cook.pdf>

<https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>

<https://www.forbes.com/sites/karstenstrauss/2016/04/05/is-company-performance-connected-to-employee-compensation-and-transparency/#396b1a2ab9bb>

<http://news.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx>

<https://blog.emolytics.com/customer-experience/employee-satisfaction-affects-business/>

<https://www.inc.com/samuel-edwards/examining-the-relationship-between-workplace-satisfaction-and-productivity.html>

<https://corporate-citizenship.com/wp-content/uploads/Good-companies-better-employees.pdf>

<http://www.amazon.com/The-Essential-Guide-Employee-Engagement/dp/0749449446>

<https://www.amazon.com/Sarah-Cook/e/B001HMN9US>

[http://www.goodreads.com/author/show/686083.Sarah\\_Cook](http://www.goodreads.com/author/show/686083.Sarah_Cook)

[Images for Sarah Cook \(Author\)](#)

[Images for The Essential Guide to Employee Engagement: Better Business Performance through Staff Satisfaction by Sarah Cook \(Author\) \(Google eBook\)](#)

### **Well Being: The Five Essential Elements by Tom Rath (Author), Ph.D. James K. Harter (Author)**

Much of what *we think* will improve our wellbeing is either misguided or just plain wrong. Contrary to what many people believe, wellbeing isn't just about being happy. Nor is it only about being wealthy or successful. And it's certainly not limited to physical health and wellness. In fact, focusing on any of these elements in isolation may drive us to frustration and even a sense of failure.

When striving to improve our lives, we are quick to buy into programs that promise to help us make money, lose weight, or strengthen our relationships. While it might be easier to treat these critical areas in our lives as if they operate independently, they don't. Gallup's comprehensive study of people in more than 150 countries revealed five universal, interconnected elements that shape our lives: The Five Essential Elements - Career Wellbeing, Social Wellbeing, Financial Wellbeing, Physical Wellbeing, Community Wellbeing. *Wellbeing: The Five Essential Elements* will provide you with a holistic view of what contributes to your wellbeing over a lifetime. Written in a conversational style by #1 *New York Times* bestselling author Tom Rath and bestselling author Jim Harter, Ph.D., this book is filled with fascinating research and novel ideas for boosting your wellbeing in each of these five areas.

<http://www.amazon.com/Wellbeing-Essential-Elements-Tom-Rath/dp/1595620400>

<https://www.goodreads.com/book/show/8063945-wellbeing>

<http://www.simonandschuster.com/books/Wellbeing-The-Five-Essential-Elements/Tom-Rath/9781595620408>

<http://www.gallup.com/press/176624/wellbeing-five-essential-elements.aspx>

[http://www.careercoachondemand.com/uploads/The\\_Five\\_Essential\\_Elements\\_of\\_Wellbeing\\_by\\_Gallup.pdf](http://www.careercoachondemand.com/uploads/The_Five_Essential_Elements_of_Wellbeing_by_Gallup.pdf)

<http://www.wbfinder.com/home.aspx>

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<http://psychologyofwellbeing.com/201010/the-5-elements-of-wellbeing.html>

[http://books.google.com/books/about/Well\\_being.html?id=O5x-foRc-9kC](http://books.google.com/books/about/Well_being.html?id=O5x-foRc-9kC)

[https://books.google.com/books/about/Wellbeing\\_The\\_Five\\_Essential\\_Elements.html?id=qtXDCwAAQBAJ](https://books.google.com/books/about/Wellbeing_The_Five_Essential_Elements.html?id=qtXDCwAAQBAJ)

<http://pdfdownload.me/wellbeing-the-five-essential-elements>



[https://www.huffpost.com/entry/wellbeing-gallup-style\\_b\\_587902](https://www.huffpost.com/entry/wellbeing-gallup-style_b_587902)  
[http://www.careercoachondemand.com/uploads/The\\_Five\\_Essential\\_Elements\\_of\\_Wellbeing\\_by\\_Gallup.pdf](http://www.careercoachondemand.com/uploads/The_Five_Essential_Elements_of_Wellbeing_by_Gallup.pdf)  
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[http://www.goodreads.com/author/show/6547946.Tom\\_Rath](http://www.goodreads.com/author/show/6547946.Tom_Rath)  
 Images for Tom Rath (Author)  
<https://www.amazon.com/Rath-Tom-Harter-Ph.D.-James-K./e/B00JJC6252>  
[https://www.goodreads.com/author/show/163591.James\\_K\\_Harter](https://www.goodreads.com/author/show/163591.James_K_Harter)  
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[https://www.researchgate.net/profile/James\\_Harter](https://www.researchgate.net/profile/James_Harter)  
<http://speakerpedia.com/speakers/james-k-harter>  
<http://www.simonandschuster.com/authors/James-K-Harter/44584841>  
<https://www.youtube.com/watch?v=XLvAG8i9PF8> Wellbeing: Jim Harter at TEDxOmaha  
[https://www.youtube.com/watch?v=03F\\_D9OpQ2A](https://www.youtube.com/watch?v=03F_D9OpQ2A) WellBeing The Five Essential Elements – YouTube  
<https://www.youtube.com/watch?v=VCay1Z8y7kk> Are you living the 5 Essential Elements of Wellbeing? - YouTube  
<https://blog.capital.org/tag/james-k-harter/>  
<https://www.pinterest.com/pin/172333123215844683/>  
<http://www.professionalleadershipcoaching.com/PLCTP/Resources/Books/index.cfm>  
 Images for Well Being: The Five Essential Elements by Tom Rath (Author), Ph.D. James K. Harter (Author)  
 Images for The Five Essential Elements - Career Wellbeing, Social Wellbeing, Financial Wellbeing, Physical Wellbeing, Community Wellbeing.

#### Recommendations of a consultant

A congregation retained the Church Doctor as a consultant to make recommendations on the various areas of life and mission of the congregation before I came. These recommendations informed my interim ministry in that congregation. Following are recommendations he gave for staff:

I recommend the staff participate in a staffing consultation.  
 I recommend this staffing consultation focus on defining a unified philosophy of ministry.  
 I recommend it also focus on efficiency, developing intentional leadership elements for the congregation.  
 I recommend staff participate in the  
*Workstyle Profile*

I recommend that during the staffing consultation, this consultant reflect on the  
*Taylor-Johnson Temperament Analysis*  
*Spiritual Gifts Survey*

I recommend the staff also take the  
*Conflict Management Survey*

I recommend the staff participate in training on how to develop a conflict management style of ministry.  
 I recommend the staff consultation focus on the functions and dysfunctions of teams.  
 I recommend the staff also be led in an exercise to develop vision casting and communication improvement.  
 In the staffing consultation, I recommend we design ways of delegating ministry and equipping others to multiply ministry.  
 I recommend the staffing consultation focus on philosophies of ministry.  
 I recommend the congregation members more frequently show appreciation for the staff.  
 I recommend the pastors and church leaders participate in an ongoing mentoring and coaching relationship with this consultant, two days, four times per year.  
 I recommend the pastors take different days off and develop an “on call” process so that the church is covered but also so that the pastors get a day of rest.  
 I recommend that as the church grows it becomes more staffed, as larger churches do.  
 I recommend all staff participate in the annual meetings.  
 I recommend the addition of a full-time church secretary or another part-time church secretary.  
 I recommend you add a part-time business administrator to the staff at some time in the future.  
 I recommend you add a part-time volunteer coordinator to connect spiritual gifts and talents with ministries.