

Interim Ministry Resources

Chapter 7 Personnel

Contents 1

Reflections and Resources (3)

#	Page	Topic
1)	3	Jesus and the disciples
2)	4	Elevate my game
3)	5	Pastoral succession
4)	8	Seminary intern becomes the associate pastor and then the senior pastor
5)	8	Be aware of triangles
6)	11	Staff expected to get along with each other and to support the pastor
7)	13	Keep it professional
8)	14	Contrasting behavior patterns
9)	14	Worker bee and queen bee
10)	15	With or around
11)	16	Actions speak louder than words
12)	16	Saccharine and sabotage
13)	17	Do your job!
14)	17	In or out
15)	17	Bracketing a difficult matter
16)	18	Life is more than "follow your passion"
17)	19	Temptation to tinker
18)	20	Less than forthright
19)	20	Whose purposes are being served?
20)	20	Document/trail
21)	21	High maintenance
22)	22	Staying centered while feeling exasperated
23)	22	Reporting on the pastor
24)	22	Congregation members as staff
25)	23	Can the church secretary be trusted with secrets?
26)	23	Work history
27)	23	Let the game come to you
28)	24	Game face
29)	24	Telephone voice
30)	25	Get bucked off? Get back on!
31)	26	Talk to me rather than about me
32)	27	It doesn't have to be this difficult...
33)	27	Difference in working relationship
34)	27	Threatening to quit
35)	28	Refusing to quit
36)	29	Ally or a pain
37)	29	Devoted or a diva
38)	29	Performative or participative?
39)	30	Power of church musicians
40)	30	Certain staff feel they need constant nurturance and reassurance
41)	32	Invitational or instructional
42)	32	Anger management
43)	36	Digital communication unfortunately makes rude behavior that much easier
44)	37	Competent and cooperative
45)	39	Positional calculus
46)	39	Akin to an animal personality
47)	40	What does the personality of a pet say about its owner?
48)	40	When a staff member balks at completing a task...
49)	40	An attitude
50)	41	Insistent on things being done her way
51)	42	Can staff be expected to attend worship?
52)	42	Make-work
53)	42	When staff members ingratiate themselves with a congregation formal or informal leader
54)	43	Terminating staff
55)	45	Watch out for landmines
56)	46	Choose your battles
57)	46	Whine or wine?

58)	47	Winning or whining
59)	47	Sabotage
60)	48	Should a pastor pander to the church secretary to keep the peace?
61)	48	Placate or principle?
62)	49	Relational calculus
63)	49	50-50
64)	49	Overfunctioning and underfunctioning
65)	50	Temptation to do more
66)	50	Do women make better pastors?
67)	51	Beating Burnout
68)	55	When behavior is out of control
69)	55	Coach deals with a talented athlete prone to demands
70)	56	Hungry and humble <i>or</i> arrogant and antagonistic
71)	57	Self-effacing
72)	57	Maintain the website
73)	58	Preemptive rather than reactive
74)	59	Internet and social media
75)	60	The use of social media introduces a new set of policy and ethical considerations
76)	61	Posting on various social media sites during working hours
77)	63	Beware of text scammers posing as pastors
78)	63	No one is immune to surveillance

Reflections and Resources

1) Jesus and the disciples

If Jesus encountered the kind of challenges reported in the following passages, why should I think I should be immune?

Who Is the Greatest?

33 Then they came to Capernaum; and when he was in the house he asked them, 'What were you arguing about on the way?' 34 But they were silent, for **on the way they had argued with one another about who was the greatest.** 35 He sat down, called the twelve, and said to them, 'Whoever wants to be first must be last of all and servant of all.' 36 Then he took a little child and put it among them; and taking it in his arms, he said to them, 37 'Whoever welcomes one such child in my name welcomes me, and whoever welcomes me welcomes not me but the one who sent me.'

oremus Bible Browser: Mark 9:33-37

<http://bible.oremus.org/?passage=Mark+9:33-37>

[Images for who is the greatest mark 9 33 37](#)

Jesus Blesses Little Children

13 People were bringing little children to him in order that he might touch them; and **the disciples spoke sternly to them.** 14 But when Jesus saw this, he was indignant and said to them, 'Let the little children come to me; do not stop them; for it is to such as these that the kingdom of God belongs. 15 Truly I tell you, whoever does not receive the kingdom of God as a little child will never enter it.' 16 And he took them up in his arms, laid his hands on them, and blessed them.

oremus Bible Browser: Mark 10:13-16

<http://bible.oremus.org/?passage=Mark+10:13-16>

[Images for Jesus Blesses Little Children](#)

The Request of James and John

35 James and John, the sons of Zebedee, came forward to him and said to him, 'Teacher, we want you to do for us whatever we ask of you.' 36 And he said to them, 'What is it you want me to do for you?' 37 And they said to him, 'Grant us to sit, one at your right hand and one at your left, in your glory.' 38 But Jesus said to them, 'You do not know what you are asking. Are you able to drink the cup that I drink, or be baptized with the baptism that I am baptized with?' 39 They replied, 'We are able.' Then Jesus said to them, 'The cup that I drink you will drink; and with the baptism with which I am baptized, you will be baptized; 40 but to sit at my right hand or at my left is not mine to grant, but it is for those for whom it has been prepared.' 41 **When the ten heard this, they began to be angry with James and John.** 42 So Jesus called them and said to them, 'You know that among the Gentiles those whom they recognize as their rulers lord it over them, and their great ones are tyrants over them. 43 But it is not so among you; but whoever wishes to become great among you must be your servant, 44 and whoever wishes to be first among you must be slave of all. 45 For the Son of Man came not to be served but to serve, and to give his life a ransom for many.'

oremus Bible Browser: Mark 10:35-45

<http://bible.oremus.org/?passage=Mark+10:35-45>

[Images for Request of James and John](#)

Judas Agrees to Betray Jesus

10 **Then Judas Iscariot, who was one of the twelve, went to the chief priests in order to betray him to them.** 11 When they heard it, they were greatly pleased, and promised to give him money. So, he began to look for an opportunity to betray him.

oremus Bible Browser: Mark 14:10-11

<http://bible.oremus.org/?passage=Mark+14:10-11&vnum=yes&version=nrsv>

[Images for Judas Agrees to Betray Jesus](#)

Peter's Denial Foretold

When they had sung the hymn, they went out to the Mount of Olives. And **Jesus said to them, "You will all become deserters;** for it is written,

'I will strike the shepherd,
and the sheep will be scattered.'

But after I am raised up, I will go before you to Galilee." Peter said to him, "Even though all become deserters, I will not." Jesus said to him, "Truly I tell you, this day, this very night, before the cock crows twice, you will deny me three times." But he said vehemently, "Even though I must die with you, I will not deny you." And all of them said the same.

oremus Bible Browser: Mark 14:26-31

<http://bible.oremus.org/?ql=102227396>

[Images for Peter's Denial Foretold](#)

Jesus Prays in Gethsemane

They went to a place called Gethsemane; and he said to his disciples, "Sit here while I pray." He took with him Peter and James and John and began to be distressed and agitated. And he said to them, "I am deeply grieved, even to death; remain here, and keep awake." And going a little farther, he threw himself on the ground and prayed that, if it were possible, the hour might pass from him. He said, "Abba, Father, for you all things are possible; remove this cup from me; yet, not what I want, but

what you want.” He came and found them sleeping; and he said to Peter, “Simon, are you asleep? Could you not keep awake one hour? Keep awake and pray that you may not come into the time of trial; the spirit indeed is willing, but the flesh is weak.” And again, he went away and prayed, saying the same words. And once more he came and found them sleeping, for their eyes were very heavy; and they did not know what to say to him. He came a third time and said to them, “Are you still sleeping and taking your rest? Enough! The hour has come; the Son of Man is betrayed into the hands of sinners. Get up, let us be going. See, my betrayer is at hand.”

oremus Bible Browser: Mark 14:32-42
<http://bible.oremus.org/?ql=231477170>
[Images for Jesus Prays in Gethsemane](#)

The Betrayal and Arrest of Jesus

⁴³ Immediately, while he was still speaking, Judas, one of the twelve, arrived; and with him there was a crowd with swords and clubs, from the chief priests, the scribes, and the elders. ⁴⁴ Now the betrayer had given them a sign, saying, ‘The one I will kiss is the man; arrest him and lead him away under guard.’ ⁴⁵ So when he came, he went up to him at once and said, ‘Rabbi!’ and kissed him. ⁴⁶ Then they laid hands on him and arrested him. ⁴⁷ But one of those who stood near drew his sword and struck the slave of the high priest, cutting off his ear. ⁴⁸ Then Jesus said to them, ‘Have you come out with swords and clubs to arrest me as though I were a bandit? ⁴⁹ Day after day I was with you in the temple teaching, and you did not arrest me. But let the scriptures be fulfilled.’ ⁵⁰ All of them deserted him and fled.

⁵¹ A certain young man was following him, wearing nothing but a linen cloth. They caught hold of him, ⁵² but he left the linen cloth and ran off naked.

oremus Bible Browser: Mark 14:43-52
<http://bible.oremus.org/?ql=260525124>
[Images for Betrayal and Arrest of Jesus](#)

Peter Denies Jesus

⁶⁶ While Peter was below in the courtyard, one of the servant-girls of the high priest came by. ⁶⁷ When she saw Peter warming himself, she stared at him and said, ‘You also were with Jesus, the man from Nazareth.’ ⁶⁸ But he denied it, saying, ‘I do not know or understand what you are talking about.’ And he went out into the forecourt. ⁶⁹ Then the cock crowed. ⁷⁰ And the servant-girl, on seeing him, began again to say to the bystanders, ‘This man is one of them.’ ⁷¹ But again he denied it. Then after a little while the bystanders again said to Peter, ‘Certainly you are one of them; for you are a Galilean.’ ⁷² But he began to curse, and he swore an oath, ‘I do not know this man you are talking about.’ ⁷³ At that moment the cock crowed for the second time. Then Peter remembered that Jesus had said to him, ‘Before the cock crows twice, you will deny me three times.’ And he broke down and wept.

oremus Bible Browser: Mark 14:66-72
<http://bible.oremus.org/?passage=Mark+14:66-72>
[Images for Peter Denies Jesus](#)

2) Elevate my game

On Thursday of my first week as a solo pastor head of staff at a congregation with an average worship attendance of 300+ following the departure of the senior pastor who took another call and the removal from the roster of an associate pastor, 2 female office workers filed a written harassment complaint against the male custodian. Supporters of the custodian berated the office staff, objected to how I dealt with the custodian, and complained to the Executive Committee. These supporters brought pressure to bear together with others in formal and informal leadership so that 4 months later the vice president of the Congregation Council told me I was “not the right fit” and asked for my resignation. This presenting situation became an added impetus for starting this research project to better learn how to address the increasingly challenging presenting situations in interim ministry.

Resources

Elevating Your Game: Becoming a Triple-Impact Competitor by Jim Thompson

How do some athletes elevate their games when it matters most? And why do so many others find their game falls apart under pressure? This book, based on the thinking and experience of elite athletes and coaches who are part of the Positive Coaching Alliance movement, is filled with insights that can help athletes elevate their game to become Triple-Image Competitors who make themselves, teammates, and the game better.



<http://www.balancesportspublishing.com/ElevatingYourGame/tabid/1036/Default.aspx>
<https://www.amazon.com/Elevating-Your-Game-Triple-Impact-Competitor/dp/0982131755>
<https://www.goodreads.com/book/show/11483151-elevating-your-game>

<http://shopping.positivecoach.org/Store/Books/Elevating-Your-Game>
 Elevating Your Game: Becoming a Triple-Impact Competitor - Pinterest
<https://www.amazon.com/Jim-Thompson/e/B001H9VY12>
https://www.goodreads.com/author/show/2515251.Jim_Thompson
[Images for jim thompson author elevating your game](#)
[Images for Elevating Your Game](#)
[Images for Elevating Your Game: Becoming a Triple-Impact Competitor by Jim Thompson](#)

Laquon Treadwell back to practice, learning how to “be a true receiver” - ProFootballTalk on NBCSports.com

On Tuesday, Treadwell said he was always talented enough to win battles with opponents at lower levels but has learned that he **needs to do more to succeed at the highest level.**

<http://profootballtalk.nbcsports.com/2017/08/16/laquon-treadwell-back-to-practice-learning-how-to-be-a-true-receiver/>
[Images for Laquon Treadwell back to practice, learning how to “be a true receiver” - ProFootballTalk on NBCSports.com](#)

3) Pastoral succession

Three congregations I served had a tradition of the associate pastor assuming the position of senior pastor when the senior pastor took another call or retired. In one congregation, the associate pastor became the senior pastor. It did not work out, and the pastor took another call. The associate pastor then chose to stay on in the present position. It became an opportunity to look at the issue of pastoral succession. I presented three options and the case for each.

- 1) *Leave the present practice as is in which the associate pastor may not only stay on after the resignation of the senior pastor but may also be considered as a candidate for the position of senior pastor.*

It could be argued that in those cases in which the associate stays on as the associate or becomes the senior pastor and leads effectively for a long term that the cause of continuity is served, and institutional memory is preserved.

- 2) *Upon the resignation of the senior pastor, the associate pastor may not be considered as a candidate for the position of installed senior pastor.*

According to an assistant to the bishop, studies reveal that in 70% of the cases where an associate becomes the senior, that pastor leaves in less than 5 years and ½ of those cases end in a church fight. The gifts and abilities for being an associate are different from those being a senior, and it cannot be assumed that an associate will naturally develop into a senior. Nor can it be assumed that a congregation will naturally move to accept a former associate as the new senior, especially when the associate has been at the church less than 5 years. If the associate chooses to be a candidate and is not selected, the associate may choose to either stay or move on, but the whole process may become divisive. Even if the associate is selected to become the senior, it is almost inevitable that a certain percentage will not be in favor of the associate (with the possible exception of those cases of long-term associates who have become dearly beloved by almost everyone) so that the associate who becomes the new senior faces the difficult challenge of trying to serve and lead people who voted against. The members who voted against may decide to support the new senior, or they may offer resistance, or they may leave.

- 3) *Upon the resignation of the senior pastor, the associate pastor shall submit a resignation to the Congregation Council to take effect no later than 30 days after the time a senior-elect accepts a call.*

The congregation is afforded a fresh start. This is particularly important if a congregation has come through a difficult period. The new senior pastor is afforded the opportunity to participate in choosing a new associate with a similar outlook and complementary skills and in orienting the new associate. Therefore, the parameters are defined by the senior pastor rather than by an established associate. A situation - where an established associate may insist on doing things the way things are used to being done and, thereby, offer resistance to the new senior pastor - is avoided. A scenario – in which an established associate is backed by a power block who expect the associate to be the gatekeeper for maintaining the status quo and sabotaging the efforts of the new senior pastor – is prevented. Instead of running the risk of a congregation becoming polarized [between an established associate representing the way things have been done before and a new senior pastor bringing a fresh approach], a senior bringing on an associate can present a united front to the congregation. In addition, the congregation and the new senior pastor are afforded the opportunity to explore alternative staffing arrangements.

Resources

A Guide for Call Process - the Metropolitan New York Synod

Associate/Assistant Pastors and other Rostered Leaders

It is expected that the calls of associate and assistant pastors are coterminous with the call of the primary pastor. The effective date of the resignation of associate or assistant pastors on staff shall be set in consultation with the bishop and the Congregation Council but should be before the arrival of the new pastor. Consistent with *C9.09, this restriction shall be incorporated into the letter of call before it is submitted to the bishop for attestation.

<http://www.mnys.org/assets/1/7/AGuideForCallProcess.pdf>

Page 20

[Images for calls of associate and assistant pastors are coterminous with the call of the primary pastor](#)

[PDF]Call Manual - Southwestern Washington Synod

Maximum Tenure Length of an Associate Pastor Following the Call of a Senior/Lead Pastor

<http://www.lutheranssw.org/wp-content/uploads/CALL-MANUAL2.pdf>

Page 30

[Images for Maximum Tenure Length of an Associate Pastor Following the Call of a Senior/Lead Pastor](#)

Calling an Associate/Assistant to Senior Pastor

Several years ago, a sister synod tackled the difficult issue of congregations with multiple pastoral staff wanting to call their associate pastor to fill a senior pastor vacancy. These notes are to help other congregations in similar situations to think carefully about this desire. The bishop's office does not make this decision for any congregation, and these notes are not a judgment of the gifts or leadership of an associate pastor. This reflection grew out of a deep concern for congregations.

Nationally, there is a 70% failure rate when an associate pastor moves into the senior pastor's office. In our sister synod, five congregations thought they were the exception to the rule. One pastorate was too recent to evaluate, one was a positive experience for pastor and congregation, and three had a major crisis. In each of these three cases, (1) the senior pastor left under duress (and in two the new associate left as well), (2) there was need for major conflict management by the synod, and (3) each congregation required an extended period of intentional interim ministry. The failure rate for this synod was 75%. Why is there such a high failure rate? Generally, there are five issues: personalization, unspoken assumptions, unexpected change, desire to avoid risk, and sin.

Personalization

"We have this person whom we love. The pastor buried our loved ones, has been at bedsides, said something that gave me new insight, baptized or married a loved one, and so on." Everybody wants to have a pastor they like and many have experienced pastors they have not liked. So when you have a good one why not keep them? The problem is these memories may overshadow any questions regarding the pastor's gifts and abilities for the unique position of the senior pastor. The congregation is responding to someone they like or even love and are not responding directly to a vision for the future needs and mission of the congregation. Choosing a pastor for personal reasons hinders a serious look at the ministry needs of the congregation in an open and dispassionate way.

Unspoken Assumptions

The pastor may think, "They know me. They know what they are getting. I must be what they want and need." Wrong. (1) They know the pastor as an associate not a senior pastor and these are very different roles. A senior pastor can be described as a leader, a buck-stopper, a caretaker of the focus of the congregation's spiritual vision, and an administrator of staff. (2) It is not unusual for the congregation to like the associate because the senior, as part of their call, has made decisions they do not like, thus making the associate seem like a more reasonable pastor. (3) The associate who becomes senior pastor is the same person but in a different role. Established patterns for relating to this pastor will have to change with the change in roles. This can be confusing for both the pastor and the congregation. The congregation may say, "We know this pastor." This is, in most cases, not true. It is more likely the congregation is familiar with the team. They know the pastor functioned alongside another pastor and it might be quite different alongside a different pastor when he/she has primary oversight responsibility. When assumptions are not met, there is usually reaction, usually disappointment and anger.

Change is Not Expected but Will Occur

For the congregation, change comes as a surprise. The congregation expects continuity. This is often true personally as well. Such a simple thing as the pastor relating to different people in the congregation (for instance, the finance committee instead of the youth group). For the pastor, change also comes as a surprise, being suddenly thrust into unfamiliar territory in a familiar place and often left unguarded when challenged. The pastor suddenly has different expectations, relationships with people, and responsibilities. Part of that is letting go of what was central in that person's ministry as pastor before. Changing relationships in the same place is one of the most difficult things to do.

Desire to Avoid Risk

For the pastor this might be, "I know this place-I don't want to move" or "I can handle it" without doing an honest assessment, and so a manipulation of the call process ensues. For the congregation, this might involve them not having to relate to someone new, but at a 70% failure rate, calling your associate pastor is far more risky than the normal call process.

Sin

The pastor may succumb to pride in striving for the senior pastor position. The congregation may be seeking to avoid the hard work of calling someone new. This may be expressed in various ways that reveal our sinful weaknesses: (1) the congregation knew the pastor wasn't ready, but they liked the pastor and thought the pastor could grow, (2) the congregation wanted a pastor right away and didn't want to go through the hassle of the call process, (3) the bishop said, "No" but "Who is he to tell us?", (4) the congregation knew the associate was weaker than the former senior and that was what they wanted so they could control the pastor, etc. It is hard not to think of yourself as the exception to the rule, and any given congregation could be. God bless you if you are, but the odds are not in favor of success. The greatest risk is to your associate pastor—his/her career is at stake. The risk to the congregation is possible division and difficulty. The risk to the synod is a congregation in distress and a crisis to mediate. The risk to the mission of the Church is that you will be so caught up in interpersonal division that your congregation will not be what it should be to your community. Again, it is not a decision for the bishop to make, but it is the synod's responsibility to share with you the dangers.

Call Process Booklet EDITED - Northwest Synod of Wisconsin

http://www.nwswi.org/webfiles/fnitoools/documents/call_process_rev11.17.09smaller.pdf

Page 58

Call Process Booklet - Yumpu

<https://www.yumpu.com/en/document/view/53432941/call-process-booklet>

[Images for Calling an Associate/Assistant to Senior Pastor](#)

CO-TERMINUS CALLS

In the case of multiple-staff ministries, if the call is to be extended to an associate pastor, assistant pastor or second pastor, a **co-terminus** call should be STRONGLY considered. A co-terminus call means that with the departure of the senior pastor, the other pastor(s) and rostered staff will resign effective upon the receipt and acceptance of another call or the arrival of the next

senior pastor. Whenever a co-terminus call is being considered, the bishop will discuss the implications of such a call with congregation council, call committee, and candidate.

[PDF] [Virginia Synod Call Process Handbook](#)

<http://www.vasynod.org/wp-content/uploads/2013/01/Printable-Handbook-Current.pdf>

Page 20

[Images for CO-TERMINUS CALLS for Associate Pastor](#)

[PDF] [co-terminus calls - Northern Texas - Northern Louisiana Synod](#)

The Office of Bishop of the NT-NL Mission Area recommends that congregations calling an associate pastor or other lay rostered staff note on the Letter of Call that the call is **co-terminus** with the call of the senior pastor. This recommendation is made for two reasons: to ensure that the congregation will have an orderly call process if ever it may need to seek a new senior pastor, and to resolve the impasse and conflict that can be created if a new senior pastor determines that it is not possible to form a workable ministry team with the current staff.

<http://ntnl.org/wp-content/uploads/2014/01/Co-Terminus-Call.pdf>

[Images for associate pastor co-terminus with the call of the senior pastor](#)

How to Enhance the Ministry of Associate Pastors | The Parish Paper

How do associate pastors differ from senior or solo pastors? Do they see their ministry role as a lifetime vocation or a required step toward advancement? Our expectations contribute to the effectiveness of associate ministry.

[MACUCC: How to Enhance the Ministry of Associate Pastors](#)

<https://www.macucc.org/blogdetail/1435828>

<http://www.wisconsinumc.org/Resources/Documents/ParishPaper/ParishPaper-Aug15.pdf>

<https://www.theparishpaper.com/free-resources>

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper> August 2015 - "How to Enhance the Ministry of Associate Pastors"

[Images for How to Enhance the Ministry of Associate Pastors | The Parish Paper](#)

<https://www.macucc.org/parishpaper> 2017 [Does Our Pastor Need a Job Description? \(December\)](#)

https://www.macucc.org/files/files/parish_paper/parish+paper+2017/pp+---+12+--+2017+does+our+pastor+need+a+job+description.pdf

<http://www.wcucc.org/wp-content/uploads/2016/02/2014-02-pastoral-leadership.pdf>

<http://www.wcucc.org/resource-center/church-management/parish-paper/> [A Parable about Pastoral Leadership – February 2014](#)

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

<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

Mending a Broken Church

These two experiences have taught me that as a new senior pastor comes in, there are some things that are critical for an associate pastor, board, or lay leader who's a carry-over from the former system to consider.

First of all, we must be adaptable and flexible. **We need to understand that the new senior pastor may have a different way of doing things, have a different personality, and have different expectations from the former pastor.** We must choose to be adaptable and flexible or we could become a hindrance to the progress of the pastor and the church.

<http://www.rev.org/article.asp?ID=1124>

[Images for Mending a Broken Church](#)

Multiple Pastor Situations

The call process takes on a different dimension when there is a pastoral staff of more than one pastor. When one pastor resigns a call the other pastor's relationship and responsibilities in the congregation may change dramatically.

While most material in this manual will not specifically change when a new senior pastor or associate pastor is being called, there are a few dimensions of this process that should be highlighted.

There are always exceptions, but generally in a staff situation it is best for an associate or co-pastor to begin to seek another call when the senior pastor leaves.

This is not always possible. It is also important to note that it is rarely advisable for an associate pastor to seek the senior position.

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

http://www.spas-elca.org/sites/default/files/files/Call%20Process%20Manual_August%202012.pdf

Page 28

[Images for associate pastor seek another call when the senior pastor leaves](#)

Preventing Staff Infection — A Senior Pastor's View

Pastoral transition is challenging because senior and associate pastors have built loyal relationships in the congregation. Staff pastors who leave during this time need to do so with extreme care and impeccable ethics. They can leave in an ethical manner and help the church's future, or they can leave in an unethical manner and hurt the church's future. When inherited staff members leave, it does not reflect a weakness in the senior pastor's ability to get along with people. Lay leadership and key congregational people need to understand that:

It is normal and predictable institutional behavior for staff to change positions or to find other employment during leadership transitions and the subsequent adjustments.

This is a product of the unique characteristics of larger congregations — the dominance of relational values over functional concerns.

Most senior pastors feel more comfortable if they have seniority over the other pastors.

http://enrichmentjournal.ag.org/200503/200503_082_infection_sr.cfm
[Images for senior pastors seniority over other pastors](#)

What to Do When the Senior Pastor Resigns

I have served almost 1/3 of my associate ministry (3 out of 9 years), to date, without a senior pastor. In fact, our church is currently searching for a new pastor. Many associates will find themselves having to carry the ball after the senior pastor resigns. Here are some tips from my own experience.

Pastor of Everything Else

<http://pastorofeverythingelse.blogspot.com/> What to Do When the Senior Pastor Resigns
<http://pastorofeverythingelse.blogspot.com/2012/03/what-to-do-when-senior-pastor-resigns.html>
[Images for What to Do When the Senior Pastor Resigns](#)

In another congregation, I served with a history of the associate becoming the senior pastor, members came up to me and asked the question, "How long do you think pastors should stay in one place?" I responded, "One key component is that both are moving forward for the life and mission of the congregation." Members would go on to say something to the effect, "Sometimes it is good to have some new blood." What they seemed to be saying is that, even when an associate takes over for the senior pastor and things "work out," there is not the same kind of new vision and energy as would happen with bringing in somebody from outside.

4) Seminary intern becomes the associate pastor and then the senior pastor

Two of the congregations I served as an interim associate pastor, a seminary intern became the associate pastor, and then the senior pastor. One setting was with a long-term pastor brought in for healing the congregation after the intern-to-associate-to-senior did not work out. The other setting was where the associate pastor was groomed by the senior pastor to take over the position and where the former pastor remained in the community and congregation. In five years, this new senior pastor left to take another call as a solo pastor in another state. The intern-to-associate-to-senior presents a big stretch, and my guess is that the ones that work out are the exception rather than the rule.

5) Be aware of triangles

I came into a setting where parishioners previously came to the secretary to complain about the pastor. I asked the secretary to recommend parishioners talk directly to the pastor with any complaints. At another setting, I showed up at a Worship and Music Committee to find out that the church secretary circumvented me to complain about the bulletin. I asked the church secretary to talk directly with me. At still another setting, a church secretary with two years of experience complained to the president that I was asking her to make too many corrections in the bulletin, and he came directly to me and without asking my side of the story told me to "back off." The president told me, when I first came, that during the time of the previous short-term pastorate the congregation saw no need for a Mutual Ministry Committee and removed it from the constitution. Fortunately, his term of office ended at the upcoming annual meeting, but until the end about the only time he came to see me was to forward her complaints. The church secretary demonstrated the attitude that she really did not feel obligated to accept direction when she could go directly to the president. She told the Congregation Council she wanted numerous changes made in the church office, and he spent time painting it for her and other updates. Fortunately, she took another position shortly after the new pastor came.

Resources

Cleaning Up Bad Communication Habits - Alban Institute

A congregation can greatly reduce negative criticism and unresolved hard feelings with these simple and clear boundaries: **no triangulation**, no pass-through information, and no anonymous communication.

<https://alban.org/archive/cleaning-up-bad-communication-habits/>
[Images for Cleaning Up Bad Communication Habits - Alban Institute](#)
<https://alban.org/2016/11/10/communication-in-the-church-creating-healthier-relationships/>
<https://alban.org/category/management/>
<https://alban.org/about-alban/alban-weekly/>
<https://alban.org/books/>
<https://alban.org/author/nekduke-edu/>
<https://www.facebook.com/albaninstitute/>
<https://alban.org/about-alban/congregations-magazine/>

How to Manage (and Avoid) Entitled Employees - NYTimes

Ms. Haines said entitlement manifested itself in the following workplace traits: a resistance to feedback, an inclination to overestimate talents and accomplishments, a tendency to be demanding and overbearing and to blame others for mistakes, and little sense of team loyalty. Sound familiar?

People who exhibit this behavior have difficulty adapting to new situations and are not agreeable because they see themselves as being the benchmark against which the behavior of others should be judged. Some researchers have described entitled people as having arrested emotional development, functioning as if they are about 6 years old with needs that must be met first. This is especially hard for business owners — most of whom come from a discipline of delayed gratification — to grapple with.

<http://boss.blogs.nytimes.com/2012/03/23/managing-and-avoiding-entitled-employees/>
[Images for Manage Entitled Employees](#)

[PDF]Ch. Effectiveness Nuggets--Volume 3--How to Prevent and Resolve Congregational Conflict - The Parish Paper

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%203.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 3: How to Prevent and Resolve Congregational Conflict

Images for Handling Triangulation Attempts

<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>

[PDF]Ch. Effectiveness Nuggets--Volume 22--How to Strengthen Clergy/Staff Leadership & Relationship Skills - The Parish Paper

<https://www.theparishpaper.com/sites/default/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2022.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 22: How to Strengthen Clergy/Staff Leadership & Relationship Skills

Images for avoid triangulation traps

How Your Church Family Works: Understanding Congregations as Emotional Systems: Peter L. Steinke

Triangles

Page 47

Drawing on the work of Bowen, Friedman, and his own many years' counseling experience, Peter Steinke shows how to recognize and deal with the emotional roots of such issues as church conflict, leadership roles, congregational change, irresponsible behavior, and the effect of family of origin on current relationships. Discover why working relationships may be "stuck" in certain behaviors. Psychologically sound, theologically grounded, and practically illustrated with case studies, *How Your Church Family Works* will help you better understand how your congregation works and how to keep it healthy. Featuring a new preface and a fresh redesign, the book is a classic work by one of the most respected names in congregational consulting.

<http://www.amazon.com/Your-Church-Family-Works-Understanding/d/1566993296>

<http://store.augsburgfortress.org/store/product/10208/How-Your-Church-Family-Works>

<https://www.amazon.com/Peter-L.-Steinke/e/B001JS2ZJG>

https://www.goodreads.com/author/show/27521.Peter_L_Steinke

Images for Peter L. Steinke, author

Images for How Your Church Family Works: Understanding Congregations as Emotional Systems: Peter L. Steinke Triangles

Karpman drama triangle - Wikipedia

Karpman used triangles to map conflicted or drama-intense relationship transactions.^[1] The Karpman Drama Triangle models the connection between personal responsibility and power in conflicts, and the destructive and shifting roles people play.^[2] He defined three roles in the conflict; Persecutor, Rescuer (the one up positions) and Victim (one down position). Karpman placed these three roles on an inverted triangle and referred to them as being the three aspects, or faces of drama. Karpman, who had interests in acting and was a member of the [Screen Actors Guild](#), chose the term "drama triangle" rather than the term "conflict triangle" as the Victim in his model is not intended to represent an actual victim, but rather someone feeling or acting like a victim.^[1]

https://en.wikipedia.org/wiki/Karpman_drama_triangle

Images for Karpman drama triangle

Strategies for More Successful Workplace Communications

Communication **triangles** typically involve three people who alternately switch roles (the victim, the persecutor, and the rescuer), depending upon with whom they are speaking. Although the practice may temporarily make some employees feel better (since they can talk about their grievances), communication triangles can create toxic corporate cultures with unresolved complaints and rampant gossip. Eliminating communication triangles is one of the best strategies for improving overall communications in your workplace.

<http://blog.snelling.com/2011/08/strategies-for-more-successful-workplace-communications/>

Images for communication triangles

<https://www.americanursetoday.com/squashing-the-communication-triangle/>

<http://patienceshutts.com/avoiding-triangles-in-communication/>

<http://www.qipconsulting.com.au/news/story239/> Building relationships and teamwork through 'No Triangles' by Quality Innovation

<http://sfhelp.org/relate/triangles.htm> Avoid or dissolve relationship "triangles" - sfhelp.org

Images for dissolve relationship "triangles"

The Drama Triangle: The Three Roles of Victimhood - AngriesOut.com

The three roles of the Drama Triangle are the three main positions that unhappy families play as described by transactional therapist, Stephen Karpman in 1968. The three roles are Perpetrator, rescuer and Victim that operate to keep people in the

illusion of power. The roles incorporate learned patterns of habit and control mechanisms that bond people together in sick ways. They are symbiotic, destructive behaviors that affect all members of the family.

<http://www.angriesout.com/grown20.htm>

Images for the drama triangle

<https://www.lynnforrest.com/articles/2008/06/the-faces-of-victim/> The Three Faces of Victim – An Overview of the Drama Triangle

<https://powerofted.com/the-drama-triangle/>

<https://www.unstuck.com/advice/escape-drama-triangle/>

<https://www.smh.com.au/lifestyle/the-drama-triangle-how-to-break-the-cycle-of-toxic-relationships-20150317-1m19qt.html>

<https://curiosity.com/topics/to-avoid-drama-you-need-to-break-the-karpman-drama-triangle-curiosity/>

<https://medium.com/s/story/enter-the-drama-triangle-c5e453436f21>

<http://www.clevelandconsultinggroup.com/articles/transcending-the-drama-triangle.php>

Images for transcending the drama triangle

<https://www.linkedin.com/pulse/how-get-out-drama-triangle-emma-louise-munro-wilson>

<https://www.linkedin.com/pulse/escaping-drama-triangle-toxic-relationships-samantha-young>

Images for drama triangle toxic relationships

<https://personalityhacker.com/how-the-drama-triangle-relates-to-inner-healing-work/>

<https://www.td.org/insights/how-to-avoid-the-drama-triangle>

<https://lynnenamka.com/anger-management/anger-management-articles/drama-triangle/>

<https://bpdfamily.com/content/karpman-drama-triangle>

http://changingminds.org/explanations/behaviors/games/drama_triangle.htm

<https://www.tinatessina.com/avoiding-the-drama-triangle.html>

<https://coachingsupervisionacademy.com/the-karpman-drama-triangle/>

<http://strategicdiscipline.positioningsystems.com/blog-0/drama-triangle-inhibits-productivity-limits-employee-engagement>

<https://www.theemotionmachine.com/the-drama-triangle-we-get-trapped-in-playing-the-roles-of-victim-rescuer-and-persecutor/>

<http://bertparlee.com/training/the-drama-triangle-and-empowerment-dynamic/>

http://www.johngouletmft.com/Breaking_The_Drama_Triangle_Newest.pdf

Images for Breaking the Drama Triangle

<https://tinybuddha.com/blog/how-to-step-out-of-the-drama-triangle-and-find-real-peace/>

Images for step out of drama triangle

https://www.executivecoaching.be/Article_TriangleDramatique_En_1.htm

<https://www.amazon.com/Break-Drama-Triangle-Victim-Consciousness-ebook/dp/B00C8Z60QI>

<https://pro.psychcentral.com/recovery-expert/2016/01/breaking-out-of-the-drama-triangle/>

<http://www.metastysteme-coaching.eu/english/the-drama-triangle/>

https://www.youtube.com/watch?v=E_XSeUYa0-8 The Drama Triangle – YouTube

Images for Drama Triangle - YouTube

https://www.youtube.com/watch?v=ovrVv_RICMw Understanding the Drama Triangle vs. Presence - YouTube

<https://www.youtube.com/watch?v=Yy1VPxg6das> An Introduction to the Drama Triangle – YouTube

<https://www.youtube.com/watch?v=8jk0C0B8IV8> Karpman Drama Triangle – YouTube

<https://www.youtube.com/watch?v=DpEx6ziQfTY> Drama Triangle Explained – YouTube

<https://www.youtube.com/watch?v=19hKzpAh4Iq> "The Drama Triangle" Part 1 - with Vickii Engel Thomas, MS, LMT - YouTube

<http://conscious.is/video/understanding-the-drama-triangle-vs-presence>

<https://www.pinterest.com/SoulWarriors/the-drama-triangle/>

Images for drama triangle pinterest

The Relationship Triangle | Psychology Today

It's about being an adult

<https://www.psychologytoday.com/us/blog/fixing-families/201106/the-relationship-triangle>

Images for Relationship Triangle | Psychology Today

[#4](https://www.psychologytoday.com/us/blog/fulfillment-any-age/201401/the-9-most-common-relationship-mistakes)

<https://www.psychologytoday.com/us/topics/relationships>

<https://www.psychologytoday.com/us/blog/toxic-relationships>

Victim playing - Wikipedia

Manipulators often play the victim role ("poor me") by portraying themselves as victims of circumstances or someone else's behavior in order to gain [pity](#) or [sympathy](#) or to evoke [compassion](#) and thereby get something from another. Caring and conscientious people cannot stand to see anyone suffering, and the manipulator often finds it easy and rewarding to play on sympathy to get cooperation.^[1]

http://en.wikipedia.org/wiki/Victim_playing

Images for victim playing

When "Some People" Complain

Before hanging up the phone, what Pastor Smith needs to do is not let David the Lay Leader off the hook so easily. She needs to insist on taking the opportunity to be the people's pastor, even though it can be uncomfortable. She could say:

"Look, David, I appreciate you sharing these things with me, and I seek feedback so that I can be the best pastor I can be, the kind of pastor you deserve. But these generalities don't afford me the opportunity to learn and grow. I need to know more

about what exactly drives these comments. I need to know who they came from so I can have some conversations with these folks. Let's dig deeper together so our relationship as pastor and church can be everything God wants it to be."

Ministry Matters™ | When "Some People" Complain

<http://www.ministrymatters.com/all/article/entry/3260/when-some-people-complain>

[Images for When "Some People" Complain](#)

6) Staff expected to get along with each other and to support the pastor

An installed pastor left under duress. Some members openly boasted of having finally driven the pastor out of town, while others believed that a great injustice was done. The church secretary was close to the pastor, while the janitor was close to the people complaining about the pastor. The church secretary and janitor did not like each other and found it difficult to speak in a civil manner to each other. At the annual meeting, the custodian made a motion that a raise be withheld from the church secretary, and people were forced to vote with a show of hands.

I worked with the Executive Committee to formulate position descriptions. Part of the expectation was to get along with each other and to support the pastor. The janitor resigned.

Church Custodian: Community United Methodist Church

Description

The Church Custodian supports the mission of the church through all areas of Community United Methodist Church building maintenance and custodial care

Minimum Qualifications

A self-starter, detail-minded, trustworthy and abled bodied person age 18 or older

Team player who is flexible to work around other ministries and their schedules

Demonstrates the ability to foresee the needs, cleanliness and maintenance of the facility/grounds

Supports the reputation of the church through moral integrity and self-care

<http://www.cumcdebary.org/wp/wp-content/uploads/CHURCH-CUSTODIAN-08-2012.pdf>

[Images for Supports the reputation of the church through moral integrity and self-care](#)

The church secretary improved her language.

Your Secretary: A Partner in Ministry

Guidelines for a secretary: Loyalty, Confidentiality, **Team Concept**, Memory

<https://www.ministrymagazine.org/archive/1984/July/your-secretary:-a-partner-in-ministry>

[Images for Guidelines for a secretary: Loyalty, Confidentiality, Team Concept, Memory](#)

Resources

Employees Who Can't Get Along - Expert Supervisor

However, when a mutual dislike or running feud between two individuals begins to affect the work, then it's time to step in and put a stop to it. For example, when people refuse requests for information, are uncooperative in getting the job done, argue in front of customers, or blame problems or poor performance on another person, **then something needs to be done about it.**

http://www.expertsupervisor.com/article.aspx?ID=pub_eTip_052605

[Images for Employees Who Can't Get Along - Expert Supervisor](#)

<https://www.insperity.com/blog/employees-who-dont-get-along/>

<https://www.thebalancecareers.com/how-to-deal-with-employees-who-won-t-get-along-1917827>

<https://www.monster.com/career-advice/article/intervene-when-employees-dont-get-along-1216>

<https://medium.com/@kashyapsandeep/how-to-deal-with-employees-who-dont-get-along-d08c0aa1a72>

<https://tracyspears.com/2018/03/07/what-to-do-when-two-employees-just-cant-get-along/>

<https://nescoresource.com/articles/details/managing-employees-who-dont-get-along/107/>

<https://www.ontheclock.com/Blog/How-to-deal-with-employees-that-do-not-get-along.aspx>

<https://smallbusiness.chron.com/manage-difficult-employees-just-cant-along-16082.html>

<https://www.bizjournals.com/bizjournals/how-to/human-resources/2016/09/managing-two-of-my-employees-dont-get-along.html>

<https://www.payscale.com/compensation-today/2014/12/how-to-manage-employees-who-dont-get-along>

<https://careertrend.com/manage-difficult-employees-just-cant-along-38732.html>

<https://www.businessnewsdaily.com/8948-dear-brittney-employee-conflicts.html>

<https://workology.com/managing-coworkers-who-dont-get-along/>

<https://www.yourerc.com/blog/post/6-Ways-to-Help-Employees-Get-Along.aspx>

<https://www.fundera.com/blog/stop-employees-fighting> How to Intervene When Two Employees Can't Get Along - Fundera

<https://www.uppercasehr.com/blog/employee-conflict-resolution-strategies> How to Manage Employees Who Don't Get Along

<https://www.simplicityhr.com/hr-101/employee-conflict/> What to do when your employees don't get along - simplicityHR

<https://www.entrepreneur.com/answer/221831> How do you deal with an employee who doesn't get along with the rest of the staff?

How to Strengthen Clergy/Staff Leadership & Relationship Skills – The Parish Paper

How to Use this Resource

Page 2

Study/Discussion Session #1

Introduction

Page 3

I. Directional Skill

Page 3

II. Location Skill	Page 7
Study/Discussion Session #2	
III. Productivity Skill	Page 12
IV. Attitude Skill	Page 17
Study/Discussion Session #3	
V. Relational Skill	Page 19
VI. Motivational Skill	Page 23
Study/Discussion Session #4	
VII. Spiritual Skill	Page 26
VIII. Organizational Skill	Page 30
Study/Discussion Session #5	
IX. Arrival Skill	Page 34
X. Change Skill	Page 41
Conclusion	Page 43

[PDF]Ch. Effectiveness Nuggets--Volume 22--How to Strengthen Clergy/Staff Leadership & Relationship Skills - The Parish Paper
<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2022.pdf>
<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 22: How to Strengthen Clergy/Staff Leadership & Relationship Skills
 Images for How to Strengthen Clergy/Staff Leadership & Relationship Skills – 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>

The Ongoing Saga of Staff Conflict – Rainer on Leadership #244 – ThomRainer.com

Staff conflict creates division in churches and leads to an unhealthy church. It's something to deal with head on with wisdom and grace. Some highlights from today's episode include:

<http://thomrainer.com/2016/07/staff-conflict-rainer-leadership-244/>
 Images for The Ongoing Saga of Staff Conflict – Rainer on Leadership #244 – ThomRainer.com
<http://thomrainer.com/2016/11/12-ways-handle-staff-conflict/>
<http://thomrainer.com/2016/10/twelve-key-reasons-church-staff-conflict/>
<http://thomrainer.com/2016/03/communicating-in-conflict-staff-reviews-and-other-listener-questions/>
<http://thomrainer.com/2015/04/when-church-staff-turn-against-each-other/>
<https://thomrainer.com/2018/02/six-common-reasons-church-staff-conflict-rainer-leadership-409/>
<https://thomrainer.com/2018/09/staff-issues-among-painful-church-issues-rainer-leadership-466/>
<https://bcnn1wp.wordpress.com/2015/05/01/thom-rainer-gives-thoughts-on-church-staff-conflict/>
<https://www.linkedin.com/pulse/when-your-church-staff-fight-todd-rhoades>
<http://www.lifeway.com/Article/thom-rainer-two-big-distractions-for-pastors>
<http://www.outreachmagazine.com/features/24882-sources-of-discouragement-for-pastors.html> #4
<http://www.churchleaders.com/pastors/pastor-how-to/176672-thom-rainer-you-want-a-long-tenure-as-pastor-thom-rainer-has-10-traits-you-can-t-ignore.html> #1, #6
<https://www.amazon.com/Thom-S.-Rainer/e/B001IGLMVG>
https://www.goodreads.com/author/show/27470.Thom_S_Rainer
 Images for thom rainer (author)

The "Perfect" Secretary: A Case Study

The case of the "perfect" secretary clearly involves the whole system: the system needed time to heal and strengthen before it could deal effectively with the negative element that threatened it. At the same time, the history of the conflict certainly revealed that the whole system contributed to the problem: it was not simply a matter of a bad secretary or even a bad fit between pastor and congregation. Rather, this congregation had segmented into various different groups that were only tolerating one another until a spark ignited the fire. The interim time provided them space to listen to one another and come to the realization that they do not have to totally agree on everything in order to function together as a congregation. Ultimately, the leadership weathered the "squall" caused by the termination of Carol and moved forward to embrace their future, confident that they would be able to come together to make difficult decisions if the need arises.

<http://blogs.elca.org/interimministry/the-perfect-secretary-a-case-study>

22 best Ways to Get Along at Work! Morale Boosting Ideas ... - Pinterest

<https://www.pinterest.com/melissabee1983/ways-to-get-along-at-work-morale-boosting-ideas-d/>
 Images for get-along-at-work-morale-boosting-ideas ...
<https://www.pinterest.com/cpcypress/workplace-co-workers/>
<https://www.pinterest.com/explore/coworkers-quotes/>
<https://www.pinterest.com/explore/workplace-quotes/>
<https://www.pinterest.co.uk/explore/workplace-quotes/>
<https://www.pinterest.com/explore/workplace-motivation/>
<https://www.pinterest.com/explore/co-worker-humor/>
 Images for work place morale pinterest

7) Keep it professional

A music director met me at the front door when I pulled up with my truck to unload my books to the pastor's study at 8am on my first day. In my first meeting with her, she recounted how the previous pastor spent considerable time listening to her problems from an unsatisfying marriage. The music director became cool and distant to me when she realized that I was not going to spend the same amount of personal time as the previous pastor. After one morning staff meeting, she came back to the church office in the afternoon while I was out of the office making pastoral visits to complain to the church secretary about me in an angry manner. I ascertained that she could be alternately flirtatious and irritable. She became resistant and rebellious in sandbagging, sniping, and sabotaging. I realized the importance of being spiritually, emotionally, and relationally healthy to not allow staff time to be used for meeting unfulfilled personal needs.

She identified closely with the former pastor and remained dismissive to the stated directives of the Congregation Council for the following: variety in worship, involving Sunday school parents, and healing the rift. She became hostile aggressive to the church secretary and to me and spoke ill of me among church members and out in the community. She openly boasted of trying to get rid of the Roman Catholic priest in town when she worked at that congregation before taking the current position. The priest had wanted her to do her work one way, while she wanted to do the work another way. The Executive Committee started hearing complaints from other members about the music director unloading on them and scheduled an intervention meeting with her. She canceled at the last minute, so another was set up. I documented her actions for the Executive Committee. I determined that 1) No Lutheran background nor does that mean anything to her; 2) Personal baggage in that looking to get needs met in an unhealthy manner by attaching herself to a pastor; 3) Negative attitude in being charming, seductive, flirtatious, on the one hand, and defiant, belligerent, rude, hostile aggressive, and passive aggressive, on the other hand. The Executive Committee confronted her with her behavior and, when she refused to mend her ways, she was asked to resign.

Resources

How to Best Keep Professional Work Boundaries | Chron.com

Professional relationships should be personable, but they must be guided by decorum and specific boundaries. Abandoning parameters can create conflict, loss of respect and even embarrassment.

<http://smallbusiness.chron.com/keep-professional-work-boundaries-20092.html>

[Images for How to Best Keep Professional Work Boundaries | Chron.com](https://www.roberthalf.com/blog/management-tips/how-to-maintain-professional-boundaries-in-todays-workplace)

<https://www.roberthalf.com/blog/management-tips/how-to-maintain-professional-boundaries-in-todays-workplace>

<https://smallbusiness.chron.com/keep-professional-work-boundaries-20092.html>

<https://www.dsc.org.uk/wp-content/uploads/2016/02/Understanding-Professional-Boundaries.pdf>

[Images for understanding professional boundaries](https://professionalboundaries.com/faq)

<https://professionalboundaries.com/faq>

<http://cwfl.usc.edu/assets/pamphlets/Boundaries2.pdf> [PDF]creating healthy personal and professional boundaries

<https://www.wikihow.com/Maintain-Professional-Boundaries-in-Social-Work>

<https://cloudfront.ualberta.ca/-/media/medicine/departments/anesthesiology/documents/boundariestrainingcurriculum.pdf>

<https://psychcentral.com/blog/7-tips-for-setting-boundaries-at-work/>

<https://www.inc.com/dana-gionta-dan-guerra/how-to-manage-boundaries-at-work.html>

[Images for manage boundaries at work](https://www.criminalwatchdog.com/resources/skill-development/setting-boundaries-at-work/)

<https://www.criminalwatchdog.com/resources/skill-development/setting-boundaries-at-work/>

[Images for setting boundaries at work](https://www.govloop.com/community/blog/need-know-setting-boundaries-work/)

<https://www.govloop.com/community/blog/need-know-setting-boundaries-work/>

<https://hbr.org/2014/07/the-emotional-boundaries-you-need-at-work>

[Images for emotional boundaries at work](https://www.bustle.com/p/how-do-you-assert-boundaries-at-work-experts-weigh-in-on-how-to-avoid-a-toxic-work-environment-2938148)

<https://www.bustle.com/p/how-do-you-assert-boundaries-at-work-experts-weigh-in-on-how-to-avoid-a-toxic-work-environment-2938148>

6 Early Warning Signs You're Dealing With a Toxic Person - Carey Nieuwhof

And as you know, if you don't address toxic people—or worse, let them gain influence—they can infect your whole organization, diminishing your effectiveness and taking everyone's focus off the mission.

<https://careynieuwhof.com/6-early-warning-signs-youre-dealing-with-a-toxic-person/>

[Images for 6 Early Warning Signs You're Dealing With a Toxic Person - Carey Nieuwhof](https://careynieuwhof.com/6-early-warning-signs-youre-dealing-with-a-toxic-person/)

<https://careynieuwhof.com/6-signs-church-culture-toxic/>

<https://careynieuwhof.com/the-people-you-cant-afford-to-keep/>

<https://careynieuwhof.com/7-kinds-of-people-you-cant-afford-to-keep-in-leadership/>

<https://careynieuwhof.com/tag/toxic-church-culture/>

[Images for Carey Nieuwhof \(author\)](https://careynieuwhof.com/6-early-warning-signs-youre-dealing-with-a-toxic-person/)

Three Tips To Ensure A Professional Workplace - Forbes

While every organization might draw their own lines when it comes to casual versus workplace behavior, I've found that three major rules apply to creating a professional work environment that builds a level of comfort for all employees.

<https://www.forbes.com/sites/yec/2018/02/06/three-tips-to-ensure-a-professional-workplace/#6e188732665d>

[Images for Professional Workplace Boundaries - Forbes](https://www.forbes.com/sites/forbescoachescouncil/2018/02/09/what-are-your-boundaries/#40b9dd0d5c26)

<https://www.forbes.com/sites/forbescoachescouncil/2018/02/09/what-are-your-boundaries/#40b9dd0d5c26>

<https://www.forbes.com/sites/danschawbel/2013/05/10/dr-henry-cloud-how-to-manage-boundaries-in-the-workplace/#3f0057c2681d>

[Images for manage-boundaries-in-the-workplace](#)

<https://www.forbes.com/sites/kathycaprino/2018/02/18/can-bosses-and-employees-be-friends-outside-of-work/#17bb81c44140>

8) Contrasting behavior patterns

At the risk of over-simplification, I have experienced 2 contrasting staff behavior patterns.

Behavior Pattern #1

Accepts direction

Takes initiative

Keeps confidences

Behavior Pattern #2

Chafes at direction

Challenges lines of accountability and responsibility

Complains about the pastor behind the pastor's back

Behavior pattern #1 makes ministry satisfying, while behavior pattern #2 makes ministry difficult. The latter can be made even more difficult when enabled by the congregation culture.

Resources

Creating Your Church's Culture: How to Uproot Mediocrity and Create a Healthy Organizational Culture | Stephen Blandino

How do you create a thriving organizational culture in your church? Churches are committed to a spiritual mission, but it is often the *organizational aspects* of the church that hinder the mission from moving forward. Cultivating health in the organizational side of church culture requires a thorough understanding of the church's vision, systems, staffing, relationships, and leadership. When the culture is healthy, it delivers consistently healthy outcomes that advance the mission of the church. But when cultures are unhealthy, or worse, toxic, they perpetuate constant dysfunction and derail the church's purpose.

In *Creating Your Church's Culture*, Stephen Blandino gives you the tools and strategies to address the *organizational side* of your church's culture. You'll learn how to: Define your culture, Activate the Culture Equation, Hire staff who fit your culture, Infuse your values into your culture, Create a learning culture, Develop effective systems, Increase employee and volunteer engagement, Measure the health of your culture, Uproot bureaucracy.

This practical book is loaded with wisdom and inspiration to help you improve the organizational aspects of your church's culture. Plus, the book includes a culture assessment and implementation guide to help you apply what you are learning.

<http://www.amazon.com/Creating-Churchs-Culture-Stephen-Blandino-ebook/dp/B00F6IL050>

<http://www.goodreads.com/book/show/18568938-creating-your-church-s-culture>

<https://www.barnesandnoble.com/w/creating-your-churchs-culture-stephen-blandino/1116911798>

https://books.google.com/books/about/Creating_Your_Church_s_Culture.html?id=khXOngEACAAJ

<http://stephenblandino.com/church-culture>

<http://stephenblandino.com/2010/11/8-words-that-define-your-churchs.html>

http://www.goodreads.com/author/show/4181531.Stephen_Blandino

[Images for Stephen Blandino, author](#)

[Images for Creating Your Church's Culture: How to Uproot Mediocrity and Create a Healthy Organizational Culture | Stephen Blandino](#)

What is a Church Secretary? | Church Administration Blog

Called church secretaries are not manipulative, self-seeking, or backbiters. They understand their role as a ministry assistant requires integrity, discretion, and humility.

<http://www.churchadministrationblog.org/what-is-a-church-secretary/>

[Images for What is a Church Secretary? | Church Administration Blog](#)

[Images for Called church secretaries are not manipulative, self-seeking, or backbiters.](#)

[Images for role as a ministry assistant requires integrity, discretion, and humility](#)

9) Worker bee and queen bee

Some church office workers want to get the work done without calling undue attention to themselves, while other church office workers do things their way and expect others to comply. The following email is an example of a queen bee attitude. If the imperatives had been changed to indicatives and the word "please" included, it might have sounded more like an email coming from a worker bee.

Part of my job at (name) is to keep the church calendar up to date. In order to do this, support from the church council is vital. Should your committees schedule anything you must let the office know. This includes, but is not limited to, all of the following: educations (youth or adult), fundraisers, meetings of any kind, events, etc. The church calendar should be updated with all of these and events should be included in all church publications (i.e. bulletins and (newsletter)). The best way to keep to achieve this is to "cc" the church's email address in all of your emails to your committees. The (newsletter) deadlines are clearly stated in The (newsletter) and should be heeded. April's deadline is Monday, March 20. Thank you for your assistance.

Resources

8 Signs You're the Office Queen Bee - CareerAddict

You're the boss without actually being given title- for now. Soon, you will be running the entire company. Until then, you will continue to accept the title of queen bee and govern your colleagues under the radar. Here are eight signs that you are the queen bee of the office.

<https://www.careeraddict.com/8-signs-you-re-the-office-queen-bee>
 Images for 8 Signs You're the Office Queen Bee - CareerAddict
<https://www.dailymail.co.uk/sciencetech/article-5454631/Proof-Queen-Bee-syndrome-exists-workplace.html>
https://en.wikipedia.org/wiki/Queen_bee_syndrome
 Images for Queen Bee Syndrome
<https://uanews.arizona.edu/story/incivility-work-queen-bee-syndrome-getting-worse>
 Images for incivility-work-queen-bee-syndrome-getting-worse
<https://moneyish.com/ish/what-to-do-if-you-work-for-a-queen-bee/>
 Images for what-to-do-if-you-work-for-a-queen-bee
<https://www.themuse.com/advice/how-to-deal-with-the-5-most-negative-types-of-coworkers> #3

Urban Dictionary: worker bee

Job title for people who do all of the hard work but get none of the credit.

<https://www.urbandictionary.com/define.php?term=worker%20bee>
 Images for worker bee personality type
<https://www.psychologytoday.com/us/blog/how-do-life/201708/ode-the-worker-bee>
<https://personalitygrowth.com/heres-how-much-of-a-worker-bee-you-are-based-on-your-personality-type/>
<https://theundercoverrecruiter.com/type-office-worker/> #8
<https://blog.jostle.me/blog/benefits-of-a-silent-worker-bee/>

10) With or around

At one assignment, I volunteered to serve another congregation at the same time. The schedule for services of worship made this possible, and members at both congregations helped with the Confirmation Ministry. The Congregation Council president at the second congregation regularly came in to talk things over, and the church secretary simply typed up and copied the bulletins on Friday mornings.

At the next assignment, the church secretary was employed for 20 hours a week to type up a four-page bulletin. She initially volunteered to make whatever changes and corrections to the bulletin I wanted, but later complained to the Congregation Council president that I was asking her to make too many corrections and changes, whereupon the president told me I was making too much work for her and warned me to "back off". From then on, among other things, I simply asked a member to read the assembly part of a litany rather than asking the church secretary to print it out. Outside of publications, I kept my requests for assistance to a minimum. Later the church secretary assumed the responsibilities for the newsletter after the volunteer editor did not put out a newsletter one month and put out the newsletter late or at the last minute two following months without any explanation to me. Initially, the church secretary stated to me that I could do whatever I deemed best to the newsletter, but, when I proposed an electronic form [constant contact or a similar program] since most of the people received the newsletter electronically, she complained to the congregation president, and the president told me I needed to "let her do things the way she wants to do them." Also, he stated in regard to the material I had submitted about the synod and churchwide, "People never read that stuff anyway, and it does not need to go in the newsletter." Later the church secretary wrote, "any additional articles that do not directly pertain to the congregation will be added as an additional attachment." Then she compressed my message and articles onto page 2, which she headed "Pastor's Article." This was the first time I had encountered this kind of unusual measures. She also insisted on an artsy craftsy format [with numerous fonts and sizes, various backgrounds and side decorations, as well as many articles centered rather than justified], which, in my opinion, was better suited for her sideline business of selling home interiors. Under these unusual circumstances, I chose to submit my articles, message, and material about the larger church and ask her to send it out in one attachment separate from the newsletter. The president regularly came to the church office to talk at length to the church secretary, closed the door behind him, and left without stopping at the pastor's study. While I prefer to work with a congregation president and a church secretary, when a president and church secretary form a united front to work at cross purposes, sometimes an interim pastor must work around them and work instead with the cooperative people to lead and serve the congregation.

Resources

It's not about your creativity, it's about serving your congregation with your church bulletin | UPDATES

Though the church communicator emailing me was asking about another topic, in passing she mentioned that she was going to be taking over the production of the church bulletin and was looking forward to changing it every week, so she could express her creativity through it.

Her excitement about the new project and a wish to be creative was commendable, but it isn't a good idea to change the format of the church bulletin (or any other church communication) on a weekly or any other frequent basis and here's why:

<http://www.effectivechurchcom.com/2013/12/its-not-about-your-creativity-its-about-serving-your-congregation-with-your-church-bulletin/>
<http://www.effectivechurchcom.com/category/church-communications/church-bulletin/>
<http://www.effectivechurchcom.com/tag/church-bulletin-tips/>

John Kotter - Resistance to Change – YouTube

Find tips and insights on how to deal with resistance to change.

<https://www.youtube.com/watch?v=Wdroj6F3VIQ>
 Images for John Kotter - Resistance to Change – YouTube
<https://www.thebalancecareers.com/what-is-resistance-to-change-1918240>
<https://hbr.org/1969/01/how-to-deal-with-resistance-to-change>

<https://www.torbenrick.eu/blog/change-management/12-reasons-why-people-resist-change/>
<https://www.forbes.com/sites/forbescoachescouncil/2017/12/11/12-ways-to-overcome-your-resistance-to-change/#3a4140b65833>
<https://www.prosci.com/resources/articles/tips-for-managing-resistance-to-change>
 Images for managing resistance to change
<https://knowhownonprofit.org/your-team/people-management-skills/change/tools/resistance>
<https://www.insights.com/us/resources/dealing-with-resistance-to-change/>
<https://www.paycor.com/resource-center/change-management-in-the-workplace-why-do-employees-resist-it>
<https://blog.walkme.com/change-6-strategies-overcome-resistance/>
 Images for overcome resistance
<https://uthscsa.edu/gme/documents/chiefres/Change%20Leadership/Overcoming%20Resistance%20to%20Change.pdf>
<https://www.linkedin.com/pulse/20140717111252-169955770-resistance-to-change-how-to-counter-it-at-workplace>
<https://www.entrepreneurshipinbox.com/223/factors-that-causes-resistance-to-organizational-change/>
<http://www.umich.edu/~itdtq/2.1.resistance.to.change.html>
<https://managementisajourney.com/organizational-change-8-reasons-why-people-resist-change/>
 Images for reasons people resist change
<https://www.gartner.com/smarterwithgartner/overcome-employee-resistance-to-change/>
 Images for employee resistance to change
<https://www.change-management-coach.com/resistance-to-change.html>
<https://www.youtube.com/watch?v=79LI2fkNZ2k> How to Deal with Resistance to Change | Heather Stagl – YouTube
 Images for Deal with Resistance to Change

11) Actions speak louder than words

The church secretary sold Home Interiors and placed Home Interiors plaques on the shelves in the church office. One read:
Life does not get better by chance. It gets better by change.

When I asked for changes in the bulletin and newsletter, she chafed at my requests.

Resources

Actions speak louder than words - Idioms by The Free Dictionary
<http://idioms.thefreedictionary.com/actions+speaking+louder+than+words>
 Images for Actions speak louder than words - Idioms

Quotes About Actions Speak Louder Than Words (36 quotes)
<http://www.goodreads.com/quotes/tag/actions-speak-louder-than-words>
 Images for Quotes About Actions Speak Louder Than Words

12) Saccharine and sabotage

A church secretary ingratiated herself with the members by greeting them with a saccharine "Have a great day!" but sabotaged me with foot dragging, pushback, and other attempts to exert control.

Resources for sabotage

How to Deal With an Employee Who Is Trying to Sabotage You - Woman

You have enough to deal with as the supervisor or boss at your workplace -- but when someone's trying to sabotage you, it's time to drop a few things off the list and give the issue the attention it deserves. An employee who's trying to sabotage you or your company is a big problem that could result in reduced productivity, a damaged company reputation or a spread of the virus that results in total mutiny. Minimize the damage by taking action now.

<http://woman.thenest.com/deal-employee-trying-sabotage-6122.html>

Images for deal with employee sabotage

How to Handle Employee Sabotage | Inc.com

Not all employees resign gracefully. Some try to sabotage your company on their way out. Here's how veteran entrepreneur Norm Brodsky deals with it.

<http://www.inc.com/magazine/201205/norm-brodsky/the-best-revenge.html>

Images for Handle Employee Sabotage

<https://www.entrepreneur.com/article/250920> How to Handle the Disgruntled Employee Out to Sabotage Your Business

<https://www.monster.com/career-advice/article/handle-a-sabotaging-coworker>

<https://www.cbsnews.com/news/spotting-and-handling-office-snakes/>

Images for spotting-and-handling-office-snakes

<https://insights.sei.cmu.edu/insider-threat/2015/07/handling-threats-from-disgruntled-employees.html>

Images for handling-threats-from-disgruntled-employees

Sabotage dictionary definition | sabotage defined

1. The deliberate attempt to damage, destroy, or hinder a cause or activity.

<http://www.yourdictionary.com/sabotage>

Images for Sabotage dictionary definition

Resources for saccharine

Narcissistic Personality Disorder (NPD) - Bipolar Central

Saccharine sweetness and/or excessive flattering following an outburst toward friends, family or sexual partners

<http://www.bipolarcentral.com/otherillnesses/npd.php>

[Images for Narcissistic Personality Disorder \(NPD\) - Bipolar Central Saccharine](#)

Saccharine | Definition of saccharine by Merriam-Webster

:too sweet or sentimental : sweet or sentimental in a way that does not seem sincere or genuine.

<http://www.merriam-webster.com/dictionary/saccharine>

[Images for saccharine expression](#)

7 Reasons You Should Be Wary Of Overly Nice People

6. They're Really Annoying

Nice people are boring as mashed potato and white bread sandwiches. Yeah, okay, a nice person can be tolerable for a short period of time, but the constant **saccharine** sweetness can be overwhelmingly irritating. One bite of triple-chocolate cake is okay, but an entire slice of it (let alone half the gâteau) will make you nauseated.

<https://www.aconsciousrethink.com/4920/7-reasons-wary-overly-nice-people/>

[Images for 7 Reasons You Should Be Wary Of Overly Nice People](#)

<https://auxx.me/7-reasons-you-should-be-wary-of-overly-nice-people-by-chamalee/>

13) Do your job

After witnessing numerous staff being embroiled in church politics, if I had one piece of advice for new staff, it would be "Do your job!"

Resources

'Do Your Job' offers inside look at Patriots' title run - NFL.com

"Do Your Job" became Belichick's call to arms during the Patriots' championship season. Belichick offers some context to his buzz phrase in the trailer.

<http://www.nfl.com/news/story/0ap3000000510476/article/do-your-job-offers-inside-look-at-patriots-title-run>

[Images for 'Do Your Job' offers inside look at Patriots' title run – NFL.com](#)

<http://www.nfl.com/videos/nfl-films-presents/0ap3000000524590/Do-Your-Job-The-Play>

<http://nesn.com/2015/08/nfl-networks-four-new-do-your-job-clips-will-fire-up-patriots-fans-videos/>

<http://www.patriots.com/video/2015/08/14/do-your-job-trailer>

<https://www.pinterest.com/kmgalatians220/do-your-job/>

[Images for do your job pinterest](#)

How Bill Belichick's 'Do Your Job' Mantra Applies to Leadership | Inc.com

The coach's "*Do your job!*" philosophy just may be the difference maker. Elegant in its simplicity, "*Do your job!*" translates well for us as business leaders and entrepreneurs. When reinforced, the message strengthens trust and leads to greater accomplishment within an organization. Here are some ways to incorporate "*Do your job!*" sensibilities into how we, as business leaders, manage and lead:

<http://www.inc.com/james-kerr/how-do-your-job-can-be-a-difference-maker-for-your-company.html>

[Images for How Bill Belichick's 'Do Your Job' Mantra Applies to Leadership](#)

Zulgad: Mike Zimmer's steadying hand is instrumental to Vikings' success – 1500 ESPN

This is where Spielman and Zimmer do an excellent job of complementing one another. Zimmer seems to have a couple of messages that he wants his player to understand: 1) If you want to be successful, worry about **doing your job** to the best of your abilities. 2) I have your best interest in mind and will do everything I can to put you, and the team, in the best spot possible.

<http://www.1500espn.com/vikings-2/2016/09/zulgad-mike-zimmers-steadying-hand-instrumental-vikings-success/>

[Images for Mike Zimmer's steadying hand is instrumental to Vikings' success](#)

14) In or out

A seminary student about to graduate and interested in interviewing for the position of installed pastor at the congregations I was serving asked to visit with me and learn as much as possible about the parish. The student asked about letting the church secretary know where the pastor is. I replied that for a part-time church secretary this need not be an issue, and even in mid-size and large congregations I considered that the church office staff only needed to know if I was in or out. **Calendar & In-Out Boards at Office Depot OfficeMax** The phone reply could simply be, "The pastor is out. Could I take a message?" This relieves the church secretary of having to keep track of the pastor and prevents the church secretary from reporting on the pastor.

15) Bracketing a difficult matter

There was a matter that I particularly wanted to address in my one-on-one staff meeting with the church secretary, but rather than starting out with the matter I covered a few other matters and then moved into the matter of most importance. After that matter, I could cover other matters to conclude the meeting. If possible, I wanted to address the matter in a matter-of-fact manner.

16) Life is more than “follow your passion”

I had long been uneasy about popular mantras like “follow your passion,” but had not found quite the right arguments to counter. Fortunately, I’ve come across resources, which make those arguments persuasively.

Resources

Don't Follow Your Passion - YouTube

Should you follow your passion, wherever it may take you? Should you do only what you love...or learn to love what you do? How can you identify which path to take? How about which paths to avoid? TV personality Mike Rowe, star of "Dirty Jobs" and "Somebody's Gotta Do It," shares the dirty truth in PragerU's 2016 commencement address.

<https://www.youtube.com/watch?v=CVEuPmVAb8o>

Images for Resources Don't Follow Your Passion - YouTube

<https://www.youtube.com/watch?v=NT1i26RbrhM> Mike Rowe: Don't Pursue Your Passion. Chase Opportunity. - YouTube

http://www.huffingtonpost.com/tedtalks/mike-rowe-tedtalk_b_4351409.html

Don't Just Follow Your Passion: A Talk for Generation Y - YouTube

Eunice Hii, a recent graduate of the UBC Sauder School of Business, talks about the challenges of “following your passion,” especially as an individual who is, herself, part of the “Generation Y,” and viscerally aware of the many opinions that inform that term. Here, she suggests that one can still follow their passions, but with a number of important parameters in mind.

<https://www.youtube.com/watch?v=sqgbzbdxTm4E>

Images for Don't Just Follow Your Passion: A Talk for Generation Y - YouTube

<https://singjupepost.com/dont-just-follow-your-passion-by-eunice-hii-full-transcript/>

<http://www.terry.ubc.ca/2013/01/26/tedxtt-2012-dont-just-follow-your-passion-a-talk-for-generation-y-eunice-hii/>

<https://exploringted.wordpress.com/2014/01/13/10-dont-just-follow-your-passion/>

<https://www.theglobeandmail.com/globe-investor/personal-finance/genymoney/gen-y-career-advice-dont-follow-your-passion-do-this-instead/article30441950/>

Stop searching for your passion | Terri Trespicio | TEDxKC - YouTube

What are you passionate about? You're told these five words hold the key to a successful career and life purpose. What if it's the wrong question altogether? This talk turns the ubiquitous “find your passion” message on its ear.

Terri Trespicio is a branding strategist who helps visionaries, experts, entrepreneurs, and businesses communicate with power and precision across media platforms. She consults with a wide range of experts, everyone from surgeons and social media celebs to startups and brand managers.

This talk was given at a TEDx event using the TED conference format but independently organized by a local community.

Learn more at <http://ted.com/tedx>

<https://www.youtube.com/watch?v=6MBaFL7sCb8>

Images for Stop searching for your passion | Terri Trespicio | TEDxKC - YouTube

<https://www.voicetube.com/videos/41113> 【TEDx】 Stop searching for your passion | Terri Trespicio | TEDxKC

<https://singjupepost.com/stop-searching-for-your-passion-by-terri-trespicio-full-transcript/>

<https://myjobtips.wordpress.com/2017/03/19/stop-searching-for-your-passion-by-terri-trespicio/>

<http://www.tedxkc.org/terri-trespicio/>

https://www.aparat.com/v/OkQ7m/Stop_searching_for_your_passion_%7C_Terri_Trespicio_%7C_TEDxKC

<http://kathurley.com/stop-searching-passion-terri-trespicio/>

<http://www.powerfulnonsense.com/11-reasons-to-stop-searching-for-your-passion/>

<http://passionconnect.in/ArticleView?ArticleId=Stop-Searching-For-Your-Passion-Live-Your-Passion-Terri-Trespicio>

<https://www.pointsonly.com/topics/579/takeaways-from-stop-searching-for-your-passion-%7C-terri-trespicio-%7C-tedxkc>

http://www.humanengineers.com/hr_videos/stop-searching-for-your-passion-terri-trespicio-tedxkc/?testimonial_page=10

<https://en-gb.facebook.com/TerriTrespicio/>

The Delusion of Passion: Why Millennials Struggle to Find Success by David Anderson (Author), Mark Nathan (Author, Cover Design), James C. Hart (Editor), Meredith Nathan (Editor)

Life doesn't begin when you find your passion, it is happening right now in every decision you make! Authors David Anderson & Mark Nathan separate fact from delusion surrounding our understanding of what it means to live a life of passion...which is never discovered, it is created. A brilliantly written, simple, and practical guide to develop a life that you are truly excited about living!

We've all grown up hearing statements that sound like There are more important things in the world than money...follow your passion or When you find your true passion, you'll never feel like you're working a day in your life.

In our culture, there is a premium placed on finding our passion, as though somehow once we've found it, our lives will finally start to come together as we've always imagined. We've held onto these beliefs about passion and have made daily and even life-changing decisions based on the principle of following our passion.

Is passion important in living a fulfilled life? Absolutely. But as the famous adage goes, It s not the things that you don t know that hurt you... It's the things you think are true that aren't that really mess you up.

Unfortunately, there are a number of beliefs we have about trying to find our passion that are creating more questions, frustrations and confusion in our lives. Of course, something in these beliefs must be true (or they wouldn't resonate with us so strongly), but how do we separate fact from delusion? Instead of hoping to find a life of passion, how do we CREATE a life we are passionate about living?

The Delusion of Passion: Why Millennials Struggle to Find Success was written to clarify truth from delusion in our commonly held beliefs about passion, and to put people in the driver's seat, creating a life they are passionate about living. It is written for Millennials and by Millennials to help our generation tap into new levels of productivity and intentionality in everything we do, and in our pursuit of personal excellence. Even those not in our generation have gained insights from this book into the Millennial mind, on how to work with Millennials effectively, and helping to clarify their own personal journeys as well.

<https://www.amazon.com/Delusion-Passion-Millennials-Struggle-Success/dp/1533480915>

<https://www.goodreads.com/book/show/30839060-the-delusion-of-passion>

<http://www.barnesandnoble.com/w/the-delusion-of-passion-mark-nathan/1123937164?type=eBook>

<https://www.scribd.com/book/315848125/The-Delusion-of-Passion-Why-Millennials-Struggle-to-Find-Success>

<http://www.booksamillion.com/p/Delusion-Passion/David-Anderson/L96313804>

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

<https://www.smashwords.com/books/view/638849>

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

<http://lyfestylewin.com/delusion-passion-david-anderson-mark-nathan/>

<https://www.audiobooks.com/audiobook/the-delusion-of-passion-why-millennials-struggle-to-find-success/265935>

http://www.dailymotion.com/video/x50erqd_pdf-the-delusion-of-passion-why-millennials-struggle-to-find-success-popular-collection_lifestyle

<http://newinceptions.com/aol-023-recognizing-the-delusion-of-passion-with-mark-nathan/>

<https://www.youtube.com/watch?v=Y4znhJZJTZ4> Pre-Launch Announcement - The Delusion of Passion: Why Millennials Struggle to Find Success – YouTube

<https://www.youtube.com/watch?v=KmQX8HkJBu4> David Anderson & Mark Nathan Interview - FOX News Chicago – YouTube

<https://www.youtube.com/watch?v=bsuk03FC9qY> The Delusion of Passion: Why Millennials Struggle to Find Success Audiobook

<https://www.youtube.com/watch?v=7FbaK7Rk4dQ> Mark Nathan - Being an Entrepreneur SD – YouTube

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

Images for the delusion of passion pinterest

<https://www.thedelusionofpassion.com/the-authors>

<https://www.smashwords.com/profile/view/DavidAnderson>

<http://www.made-magazine.com/podcast-jasmine-browley-talks-biz-renaissance-man-david-anderson/>

<http://50action50.com/Committee/David-Anderson/>

<http://marknathan.me/>

<http://www.fastleader.net/marknathan/>

<https://soundcloud.com/newinceptions/recognizing-the-delusion-of-passion-helping-millennials-find-true-freedom-mark-nathan-aol-023>

Images for David Anderson (Author), Mark Nathan (Author, Cover Design), James C. Hart (Editor), Meredith Nathan (Editor)

Images for The Delusion of Passion: Why Millennials Struggle to Find Success by David Anderson (Author), Mark Nathan (Author, Cover Design), James C. Hart (Editor), Meredith Nathan (Editor)

To find work you love, don't follow your passion | Benjamin Todd | TEDxYouth@Tallinn - YouTube

Mainstream career advice tells us to “follow our passion”, but this advice is dead wrong. Research shows that people who take this approach are ultimately no more likely to enjoy or excel at their jobs. Instead, if you're looking for a fulfilling career, here's a new slogan to live by: Do what's valuable.

<https://www.youtube.com/watch?v=MKlx1DLa9EA>

Images for To find work you love, don't follow your passion | Benjamin Todd | TEDxYouth@Tallinn

<https://vimeo.com/209348110> To find work you love, don't follow your passion - Benjamin Todd - Vimeo

<https://singjuipost.com/benjamin-todd-to-find-work-you-love-dont-follow-your-passion-at-tedxouthtallinn-transcript/>

<https://80000hours.org/articles/dont-follow-your-passion/>

<https://nest.latrobe/is-follow-your-passion-good-career-advice/>

17) Temptation to tinker

I sent a funeral service bulletin to a church secretary with the full intention that it be photocopied as sent only to find out she made changes. I sent a polka service bulletin to a back-up church secretary with the full intention that it be photocopied as sent only to find out she made changes. I sent a Lenten mid-week service bulletin to another church secretary with the full intention that it be photocopied as is only to find out she made changes.

If the changes would have enhanced the bulletins, I might be more open to these changes, but, in my mind, they did not. I finally learned the lesson that the temptation to tinker seems to be too great so that, if I want a bulletin to be photocopied as is, I need to provide a hard copy and not make possible the temptation to tinker by submitting an electronic copy.

Resources

Beware the temptation to tinker in up-and-down markets - The Globe and Mail

Tinkering with your investments in the midst of market upheaval driven by fear, greed, low interest rates and geopolitical unrest – just to name a few – is generally not an effective way to rebalance, experts say.

<https://beta.theglobeandmail.com/globe-investor/beware-the-tinker-temptation-in-up-and-down-markets/article21115884/?ref=http://www.theglobeandmail.com&>

Images for Beware the temptation to tinker

Beware the Temptation to Tinker... – The Museum of Thin Objects

Listen a little more carefully to the 'sage within'!

<https://inlanding.wordpress.com/2014/02/13/indoor-inlanding-beware-the-temptation-to-tinker/>
[Images for Listen a little more carefully to the 'sage within'!](#)

CITY LORE; The Temptation to Tinker - The New York Times

Parks Department continues to receive proposals for new structures in Central Park, but it is unlikely that any large-scale plan to alter park will ...

<http://www.nytimes.com/2000/12/31/nyregion/city-lore-the-temptation-to-tinker.html>
[Images for CITY LORE; The Temptation to Tinker](#)

The temptation to tinker - Vanguard Canada

Remove the temptation

Strategically allocated portfolios—such as [Vanguard's model portfolios](#)—can be a good way of protecting investors from the potentially harmful temptation to tinker.

<https://www.vanguardcanada.ca/advisors/articles/research-commentary/vanguard-voices/temptation-to-tinker.htm?lang=en>
[Images for The temptation to tinker - Vanguard Canada Remove the temptation](#)

18) Less than forthright

A new church secretary complained about how much work she had to do, so I gave her a camera-ready copy for the Ash Wednesday order of service to photocopy and to cut full sheets into half sheets. I thought about photocopying it myself, because I remembered how other secretaries liked to tinker, but gave her the benefit of the doubt. She sent the following email to me:

Hi Pastor Lowell

Could you email me a copy of the Ash Wednesday bulletin so I can print it right from the computer?

Thanks

(name)

I took her at her word that she was going to print the bulletin *right from her computer* only to find out the morning of Ash Wednesday that she reformatted the bulletin and added to it. After that, I did not empathize with her complaints about being overworked.

19) Whose purposes are being served?

One church secretary working in the other church of a two-point parish sent an email to me on Thursday at 1:26pm with the bulletin for that Sunday to be proofed. I had informed her that I needed to leave at 3pm that day. Friday was my day off. In her email, she said she wanted to make a completely new format for the bulletin that Sunday, which among other things would go from a bi-fold to a tri-fold. She attached a copy of her new format. I telephoned her and emailed her (documentation) to say that I did not like to be surprised with such last-minute major changes. I listed the reasons I was not interest in a completely new format including that the new format did not include room for written announcements. She replied that she thought announcements could be made orally. She stated that she would like to make her case to the council for a new format.

Through the years, I have ended up working with church secretaries whom I am convinced would not be able to make it in the business world. At the same time, all too many of these church secretaries seem to think they know best particularly regarding publications. Many are members of the congregation and are related to other members. They exercise both formal and informal influence. Often, they like arts and crafts and want to give their unique touch to publications.

Maybe it's just me, but I cannot imagine an executive assistant at a legal firm insisting on doing things her way to give expression to creative impulses. If church secretaries would simply own up to their limitations and agree to accept direction, I could live with that, but when all too many church secretaries feel entitled to exercise this kind of wide latitude, I wonder whose purposes are being served.

Ranking The 9 Toughest Leadership Roles - Forbes

5. Pastor, Rabbi, Mullah or other Holy Leader

Pros: You're seen as a man or woman of God, and what you say gets taken seriously, at least momentarily.

Cons: "Being a pastor is like death by a thousand paper cuts," says Rev. Dr. Ken Fong, senior pastor at Evergreen Baptist Church in Rosemead, California and a program director at Fuller Theological Seminary in Pasadena. "You're scrutinized and criticized from top to bottom, stem to stern. You work for an invisible, perfect Boss, and you're supposed to lead a ragtag gaggle of volunteers towards God's coming future. It's like herding cats, but harder."

Adds Rob Jackson, interim pastor at Hilliard Presbyterian Church in Columbus, Ohio: "I've managed people in a traditional office and also in a church—and one of the major differences between is most of the workers in a church are volunteers who will *not* do something just because it's their job. Managers of volunteers must always lead by demonstrating a vision for our mission and how their work fits into it."

<https://www.forbes.com/sites/robashghar/2014/02/25/ranking-the-9-toughest-leadership-roles/#3fce4f874e2b>

20) Document/trail

There are certain times I send emails to document communications.

How Do You Document Emails and Text Messages from Clients?

A **record** is any recorded information regarding a client's care. That includes documentation of sessions, information exchanged with other providers, and yes — it **includes emails and texts exchanged with clients**.

<https://personcenteredtech.com/2013/10/17/how-do-you-document-emails-and-text-messages-received-from-clients/>
<https://www.plummerslade.com/2015/12/email-text-messages-documents/>

There are other times I think twice about leaving an electronic trail if such a trail could be used against me.

Resources

Email—Not Just Communication but a Legal Document of Record - DCIG

The paper trails of yesterday have given way to **electronic bread crumbs** that must be followed for locating email and attachments to prepare for impending litigation.

<https://www.dci.gov/2009/04/emailnot-just-communication-bu.html>

[Images for email legal document of record](#)

[Images for locating email and attachments for impending litigation](#)

<https://www.dci.gov/2009/04/emailnot-just-communication-bu.html> Email Legal Document of Record – DCIG

<https://www.linkedin.com/pulse/emails-officiallegal-documents-ruth-phillip-ba-erms-ecms-amabe>

<https://www.wisbar.org/NEWSPUBLICATIONS/WISCONSINLAWYER/Pages/article.aspx?Volume=78&Issue=2&ArticleID=904>

Wisconsin Lawyer: Legal Effect of Electronic Transactions:

<http://www.americanarchivist.org/doi/pdf/10.17723/aarc.58.1.h715312706n38822?code=SAME-site> Legal Admissibility of

Electronic Records as Evidence and Implications for Records Management

<https://www.cresinsurance.com/real-estate-electronic-client-communication/> When emails or texts are binding real estate contracts

<https://www.scdivorcelaw.com/wp-content/uploads/sites/107/2017/08/Introducing-texts-emails-into-evidence.pdf>

The Risks of E-Mail Communication: A Guide to Protecting Privileged Communication

One need only take notice of the newly adopted Federal Rules of Civil Procedure governing electronic evidence to realize the growing business importance of cataloging, managing, and protecting electronic communications. Tales of embarrassing e-mails surfacing during litigation are legendary.

<https://apps.americanbar.org/buslaw/blt/2007-09-10/lyons.shtml>

[Images for Risks of E-Mail Communication](#)

21) High maintenance

I wondered why the previous pastor spent so much time with the church secretary. Among other things, the 2 took long lunches supposedly counting them as staff meetings. Also, they frequently texted and phoned each other throughout the day and in the evening. The pastor invited the church secretary to ride along to various meetings. Then, I heard that the prior church secretary quit the job, and some of her family quit coming. The pastor is supposed to have said, "It felt like I was working for her." I realized, then, that the former pastor felt she needed to give that kind of attention and affirmation just to keep a church secretary on board.

I made it clear at the start that I was not going to be that available, but what I discovered as the year went on is that the church secretary became increasingly tempted to go over or around me in doing things the way she wanted to. It didn't help that she was going through family issues with her father and brothers at the same time.

Resources

Don't Be the High-Maintenance Employee | The Network Journal

One of the worst things you can be labeled at work is the high maintenance employee.

<http://www.tnj.com/career/career-advice/dont-be-high-maintenance-employee>

[Images for Don't Be the High-Maintenance Employee | The Network Journal](#)

https://www.huffingtonpost.com/2013/02/26/traits-of-high-maintenance-people_n_2767914.html

How to Manage High-Maintenance Employees - Business News Daily

Every workplace has at least one or two employees who can be described as "high maintenance." These individuals take up their managers' time with problems large and small, often to the exclusion and detriment of their peers.

<http://www.businessnewsdaily.com/9941-manage-high-maintenance-employees.html>

[Images for How to Manage High-Maintenance Employees - Business News Daily](#)

<https://www.talk-business.co.uk/2018/08/01/how-to-manage-high-maintenance-employees/>

<https://www.roofingcontractor.com/articles/90991-how-to-manage-high-maintenance-employees>

How to Reduce the Maintenance of High-Maintenance Employees - Forbes

Most managers are familiar with the type: one employee who requires more managerial attention than all the rest combined.

He or she may be a high performer or a low performer, but a common characteristic is the amount of **management** time consumed. Issues can be as variable as personalities: They may involve complaints, frustrations, conflicts with others, desires to do things their own way, problems with deadlines... but the common thread is the constant need for a manager's involvement to keep things on track.

<https://www.forbes.com/sites/victorlipman/2013/08/09/how-to-reduce-the-maintenance-of-high-maintenance-employees/#7acdb9e7bfa2>

<https://www.forbes.com/sites/cherylsnappconner/2013/02/09/the-unlucky-13-traits-of-high-maintenance-people/#252ea9631f88>
<https://www.forbes.com/sites/lizryan/2018/01/04/did-this-employee-take-work-life-balance-too-far-2/2/#71ffb3652b95>
http://www.nbcnews.com/id/47831257/ns/business-forbes_com/t/ways-become-irreplaceable-employee/#.WsUKk4jwaUk

The Key to Handling High Maintenance Employees Like a Pro | The Tim Sackett Project

The thing about high maintenance employees is they usually want more attention than a normal employee. It's this need for attention that drives you nuts, their manager nuts and all the other employees around them. The key is getting them to focus on what the organization needs from them, not what they need from the organization. So, how do you do that?

<https://timsackett.com/2016/03/25/the-key-to-handling-high-maintenance-employees-like-a-pro/>

Images for The Key to Handling High Maintenance Employees Like a Pro | The Tim Sackett Project

<https://www.thenational.ae/business/workplace-doctor-how-to-handle-a-high-maintenance-employee-1.64329>

12 Ways to Identify a High-Maintenance Employee - Lifehack

Whether you are manager or an individual contributor, you know who the High Maintenance (HM) employees are in the organization.

<http://www.lifehack.org/articles/work/12-ways-identify-high-maintenance-employee.html>

Images for 12 Ways to Identify a High-Maintenance Employee - Lifehack

<https://www.cbsnews.com/news/10-employee-types-that-drive-managers-crazy/>

High maintenance, high anxiety.

<https://www.inc.com/jt-odonnell/5-signs-a-new-employee-wont-make-it-in-your-company.html> #2

<https://www.pinterest.com/pin/553661347930482606/>

Images for high maintenance employees pinterest

22) Staying centered while feeling exasperated

I asked the church secretary to delete the Apostles' Creed and replace it with the Affirmation of Baptism page 234 in the bulletin for the service of worship that Sunday. When I got the bulletin back, the church secretary had deleted the Meal section. When I asked her about this move, she smirked and said, "I thought it was part of the Affirmation of Baptism." I couldn't quite tell if she couldn't get it or if she was messing with me. I suspected the latter but couldn't prove it.

Staying Centered in the Face of Hardship - Awakening 360

When one **exasperating** challenge piles on top of another ...

<http://www.awakening360.com/article/therapy-seeking-self-meditation-sylvia-brallier-staying-centered-in-the-face-of-hardship#sthash.b95fXNiv.dpbs>

Images for Staying Centered in the Face of Hardship

Images for exasperating challenge

23) Reporting on the pastor

A parish secretary was married to the president of the Congregation Council of one of the congregations. She and her husband were good friends with the president of the Parish Council who related to me that he came in to visit with her and "allowed her to vent." She acted politely to me in my interactions, but I mainly operated out of the pastor's study at the parsonage and kept my communications with the church office strictly business.

24) Congregation members as staff

More often than not I end up working with congregation members as staff, particularly in small membership congregations. What can be done to clarify expectations?

Best Practices for Church Members Serving as Staff – The Parish Paper

A pastor or a church committee often want to hire someone from the congregation whom they already know, but clear guidelines are necessary to make the situation work well.

<http://www.wcucc.org/resource-center/church-management/parish-paper/> [Best Practices for Church Members Serving as Staff](#)

<http://www.wcucc.org/wp-content/uploads/2018/01/2018-02-Best-Practices-for-Church-Members-Serving-as-Staff.pdf>

<https://www.wisconsinumc.org/connections/conference-news/the-parish-paper> February 2018 - "Best Practices for Church Members Serving as Staff"

<https://www.maineucc.org/the-parish-paper-2/> February 2018 [Best Practices for Church Members Serving as Staff](#)

<http://files.constantcontact.com/a2a15f94201/5716a580-3635-40c4-9c82-afca89052524.pdf>

<https://www.macucc.org/blogdetail/best-practices-for-church-members-serving-as-staff-10510696>

Images for Best Practices for Church Members Serving as Staff – The Parish Paper

<https://www.theparishpaper.com/free-resources>

<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>

<https://www.theparishpaper.com/back-issue-index> [Back Issue Index | The Parish Paper](#)

25) Can the church secretary be trusted with secrets?

Secretaries - definition of secretaries by The Free Dictionary

[1350–1400; Middle English **secretarie one trusted with private or secret matters**, confidant < Medieval Latin *sēcrētārius*= Latin *sēcrēt* (um) secret (n.) + -ārius -ary].

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

[Images for trusted with private or secret matters](#)

A lot of information passes through a church office. Some of it needs to be kept secret.

[PDF] What is a Good Church Secretary? - Church Helps

Trustworthy. **The church secretary needs to be able to keep "secrets"**. Confidential information does not belong on the church's prayer tree as gossip. Many things are said in the church office Monday through Friday that do not need to be repeated to others at any time.

<http://www.churchhelps.org/pdf/artpastorchurchsecretary.pdf>

[Images for What is a Good Church Secretary? - Church Helps Trustworthy. The church secretary needs to be able to keep "secrets".](#)

Maybe, it's just me, but I have discovered that many times less is better in revealing information, which needs to be kept secret.

26) Work history

I consulted with a pastor who was leaving the congregation to take another call. There were many reasons he gave for deciding to take another call, but 1 of them was that the church secretary publicly challenged him, so that the congregation became divided between 2 camps depending on whether one aligned with the pastor or church secretary. I came to learn once I got there that, before taking the job as church secretary, she was dismissed for insubordination at a business in a nearby village and was ushered to the door. The congregation joined together with another congregation in a shared ministry agreement. The church secretary at the other congregation was chosen to be the parish secretary instead of her. She objected to the selection process and told me she did not trust the parish council. The president of the Women of the ELCA of the other congregation came for the community input part of a Parish Council meeting and stayed for the rest of the meeting. When the matter of the church secretary came up during the proceedings, she asserted, "We had her as our church secretary many years ago and were all glad to see her go. Good luck to you people now." When I met with her during my Thursday 9am-noon during office hours, she often challenged me and spoke derisively to me. The president of the Congregation Council called her out on several occasions and spoke with her privately to get her on board but was reluctant to ask for her resignation because of the number of supporters in her camp.

I told the members of the Call Committee that, while they could not be compelled to explain this dynamic in the Ministry Site Profile, it would be best to be forthright in conversation with the candidates.

Resources

Can Employers Check Your Employment History? - The Balance

What can employers check when they are considering you for a job? Can they find out where you worked previously and for how long you held each job? What about why you left the position? If you're job hunting, you need to know what a prospective employer can legally discover about you.

<https://www.thebalance.com/can-employers-check-your-employment-history-2059538>

[Images for Can Employers Check Your Employment History? - The Balance](#)

<https://www.youtube.com/watch?v=bmXOB2xXLf0> How to Check Someone's Employment History – YouTube

[Images for How to Check Someone's Employment History – YouTube](#)

<https://www.youtube.com/watch?v=rjBcgqAljA0> How Do Background Checks Verify Employment History? - YouTube

<https://www.youtube.com/watch?v=t9ZDtf97FZE> Pre-Employment History & Employment Background Check - YouTube

How to verify an employee's work history - Quora

To verify an employee's work history, you can take the initiative and do the research yourself. This would include calling the companies listed on a candidate's resume.

<https://www.quora.com/How-do-I-verify-an-employees-work-history>

[Images for How to verify an employee's work history - Quora](#)

<https://www.thebalancecareers.com/employment-history-verification-2059609>

<http://www.amof.info/employment.htm> Employment/Work History Verification: Background Check - Amof.info

<https://hires.shareable.com/blog/how-verify-past-employment-history>

<http://www.hireright.com/blog/background-checks/employment-verification/employment-verification-a-crucial-check#sthash.vFi5xl2F.dpbs>

27) Let the game come to you

Coaches sometimes advise players who are prone to trying to do too much, "Let the game come to you."

Resources

[Are You Chasing Life or Letting It Come to You? | HuffPost](#)

Unleash your talent from the chase and deepen how you live in the present. Then dance with the rhythm and flow as it comes to you, and with a slight move, redirect it, and like magic your life and life itself will expand.

https://www.huffingtonpost.com/paul-david-walker/are-you-chasing-life-or-l_b_258149.html

[Images for Are You Chasing Life or Letting It Come to You? | HuffPost](#)

[Images for live in the present](#)

Let the Game Come to You | God and Sports

Things don't always move as quickly as we want. People don't change overnight. All problems aren't solved overnight. All Answers don't come overnight. But when we wait, the answers are prone to come to us.

<https://godandsports.net/2013/10/24/let-the-game-come-to-you/>

[Images for Let the Game Come to You | God and Sports](#)

[Images for Answers don't come overnight. But when we wait, the answers are prone to come to us.](#)

Point of the Game: Sport Ethics: Let the Game Come to You

How many coaches have counseled anxious and pressing players, "let the game come to you." It's hard advice, even odd advice in a world of sports and professions where aggression and taking control are the preferred strategies. "Getting there first" or "controlling the tempo fly" in the face of this disciplined approach. Yet this sage advice matters profoundly for successful athletic and professional endeavor. *Let the game come to you*, however, takes strong virtue and character to learn the skills and insight needed to achieve it.

<http://pointofthegame.blogspot.com/2013/11/sport-ethics-let-game-come-to-you.html>

[Images for Point of the Game: Sport Ethics: Let the Game Come to You](#)

What does the phrase "let the game come to you" mean? | Yahoo Answers

when my dad and friends watch me play basketball they always say "let the game come to you". What does that mean?

Best Answer: dude it means, dont try so hard, just be natural, you make mistakes when your trying too hard, just let it flow man!

example= when your cutting a piece of wood with a handsaw, if you try and force the blade it will become harder to cut, but if you take it eeeaaassy it will slice through the wood no problem, ya dig?

<https://answers.yahoo.com/question/index?qid=20091228094623AAAd50Rc>

[Images for What does the phrase "let the game cometo you" mean? | Yahoo Answers](#)

28) Game face

I don't always jump out of bed in the morning ready to hit the street running. Sometimes, I put on my game face and get going.

Resources

89 best Put on your "Game Face" images on Pinterest

<https://www.pinterest.com/nine0mymainman/put-on-your-game-face/>

[Images for "Game Face" Pinterest](#)

<https://www.pinterest.com/mantis13/put-on-your-game-face/>

Game face | Define Game face at Dictionary.com

noun

the neutral or intense facial expression of a determined and serious sports player

Examples

As soon as the team hit the floor, they put on their game faces.

<http://www.dictionary.com/browse/game-face>

[Images for Game face | Define](#)

game face - Wiktionary

Noun[edit]

game face (plural **game faces**)

1. (*idiomatic*) The expression of one who is **prepared** for or is facing a lot of **difficult** and/or undesirable **work**, especially when it is imminent.

The editor told his star reporter to put his game face on, because he was going to cover a potentially hours-long city council meeting where they were going to discuss the controversial issue and tempers were expected to flare.

https://en.wiktionary.org/wiki/game_face

[Images for put on your game face](#)

29) Telephone voice

An office worker called to say that a product I had ordered was ready to be picked up. Her voice started upbeat but dropped at the end. At the risk of reading too much into it, it sounded like she used her office voice to begin with to conduct business but revealed her personal voice at the end in that she seemed to be all too relieved to conclude still another call.

Resources

How to Make a Better Impression on the Telephone (with Pictures)

Making a positive impression over the telephone is a skill that anyone can master. The key is employing the right sound and etiquette since the other person can't see you. Relying entirely on sound rather than other senses can be challenging at first. But with a little bit of practice and preparation, you'll soon be sounding like a pro.

<https://www.wikihow.com/Make-a-Better-Impression-on-the-Telephone>

[Images for How to Make a Better Impression on the Telephone](#)

<https://www.wikihow.com/Make-a-Good-First-Impression-over-the-Phone>

<https://marlenareigh.com/services/telephone-success>

<http://www.improvingcommunications.com/telephone-voice/>

<https://toughnickel.com/industries/6-Important-Tips-To-Improving-Your-Telephone-Voice>

[Images for Improving-Your-Telephone-Voice](#)

<https://www.humanity.com/blog/the-5-most-important-rules-of-proper-telephone-etiquette.html>

<http://1eca.com/telephone-etiquette-matters/>

[Images for telephone etiquette](#)

telephone voice | Definition of telephone voice in English by Oxford Living Dictionaries

Definition of telephone voice - An accent, tone of voice, etc., used or adopted by a person when speaking on the telephone, especially either one that is intended.

https://en.oxforddictionaries.com/definition/telephone_voice

[Images for telephone voice | Definition](#)

<http://www.amanet.org/training/articles/your-telephone-voice.aspx>

<http://1eca.com/vocal-image-how-body-language-influences-your-telephone-voice/>

[Images for body language influences telephone voice](#)

30) Get bucked off? Get back on!

Many years ago, the horse I was riding got spooked and bolted, and I fell off the back. Fortunately, my body escaped serious injury even if I had to deal with my wounded pride. Others helped catch the horse, and I got back on. It wasn't the horse's fault. For many years, I went with my dad to the Dayton Rodeo in a natural amphitheater outside a small town over the Labor Day Weekend.

Dayton Iowa Rodeo - Dayton Rodeo, Iowa's Premier family-friendly entertainment.

In the roughstock events bareback riding, saddle bronc riding, and bull riding, a contestant's score is equally dependent upon his performance and the animal's performance.

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

[Images for Dayton Iowa Rodeo - Dayton Rodeo, Iowa's Premier family-friendly entertainment.](#)

Now that my dad is in the land of Happy Trails hereafter,

Dale Evans & Roy Rogers singing Happy Trails - YouTube

Lyrics

Happy trails to you, until we meet again.

Happy trails to you, keep smilin' until then.

Who cares about the clouds when we're together?

Just sing a song and bring the sunny weather.

Happy trails to you, 'till we meet again.

<https://www.youtube.com/watch?v=XcYsO890YJY>

http://www.royrogers.com/happy_trails.html

[Images for Happy Trails](#)

[Images for Dale Evans & Roy Rogers](#)

I don't go to the rodeo anymore, but, when we did, our favorite events were the rough stock events. How those cowboys got bucked off time and again and then got back on is beyond me, but they did.

Resources

Cowboys Logic: When You Get Bucked Off Get Back On Western - Etsy

This is the cowboy code to never give up and if life gives you a bump in the road, don't let it get you down, get back on and finish the job!

<https://www.etsy.com/listing/129585418/cowboys-logic-when-you-get-bucked-off>

[Images for Cowboys Logic: When You Get Bucked Off Get Back On Western - Etsy](#)

Highlights of 10 NFR Bareback Riding - YouTube

These are bareback riding highlights from the 2010 National Finals Rodeo. Congratulations to Bobby Mote winning his 4th world championship.

<https://www.youtube.com/watch?v=TPqgk6l8giU>

[Images for Highlights of 10 NFR Bareback Riding - YouTube](#)

Highlights of 10 NFR Bull Riding - YouTube

These are bull riding highlights from the 2010 National Finals Rodeo. Congratulations to J.W. Harris winning his 3rd world championship.

<https://www.youtube.com/watch?v=0f81-ZhDCKU>

[Images for Highlights of 10 NFR Bull Riding - YouTube](#)

Highlights of 10 NFR Saddle Bronc Riding - YouTube

These are saddle bronc riding highlights from the 2010 National Finals Rodeo. Congratulations to Cody Wright for winning his 2nd world championship.

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

[Images for Highlights of 10 NFR Saddle Bronc Riding - YouTube](#)

If you get bucked off, get back on. Hold on and never let go ... - Pinterest

<https://www.pinterest.com/pin/32440059785407860/>

[Images for get bucked off, get back on pinterest](#)

<https://www.pinterest.com/lindyrv1/bucked-off/>

<https://www.pinterest.com/marznbrina/bucked-off/>

31) Talk to me rather than about me

A former church secretary and current member of the congregation walked past my study to talk with the business manager. They spoke in animated tones so that I could not help but hear, not only her litany of complaints, but his agreement with her, and complaints of his own. When they both walked past my door following their conversation, I came out into the hall to meet them and asked, "Did you have a good conversation?" She replied, "We were just hashing things over." Later, he tried to explain to me that they had a "special relationship" in which they talked about matters. I replied that they needed to talk to me rather than about me. He apologized.

Resources

Discipline among followers

'If another member of the church sins against you, go and point out the fault when the two of you are alone. If the member listens to you, you have regained that one. But if you are not listened to, take one or two others along with you, so that every word may be confirmed by the evidence of two or three witnesses. If the member refuses to listen to them, tell it to the church; and if the offender refuses to listen even to the church, let such a one be to you as a Gentile and a tax-collector.

oremus Bible Browser: Matthew 18:15-17

<http://bible.oremus.org/?ql=54620208>

[Images for discipline among followers Matthew 18:15-17](#)

Jesus prays for his disciples

7 Easter C

²⁰"I ask not only on behalf of these, but also on behalf of those who will believe in me through their word, ²¹that they may all be one. As you, Father, are in me and I am in you, may they also be in us, so that the world may believe that you have sent me. ²²The glory that you have given me I have given them, so that they may be one, as we are one, ²³in them and you in me, that they may become completely one, so that the world may know that you have sent me and have loved them even as you have loved me.

²⁴Father, I desire that those also, whom you have given me, may be with me where I am, to see my glory, which you have given me because you loved me before the foundation of the world. ²⁵"Righteous Father, the world does not know you, but I know you; and these know that you have sent me. ²⁶I made your name known to them, and I will make it known, so that the love with which you have loved me may be in them, and I in them."

oremus Bible Browser: John 17:20-26

<http://bible.oremus.org/?ql=234816474>

[Images for Jesus prays for his disciples](#)

[DOC]Model Constitution for Congregations 2019 - ELCA Resource Repository

Chapter 15.

DISCIPLINE OF MEMBERS AND ADJUDICATION

***C15.01.** Persistent and public denial of the Christian faith, willful or criminal conduct grossly unbecoming a member of the Church of Christ, continual and intentional interference with the ministry of the congregation, or willful and repeated harassment or defamation of member(s) of the congregation is sufficient cause for discipline of a member. Prior to disciplinary action, reconciliation and repentance will be attempted following Matthew 18:15–17, proceeding through these successive steps, as necessary: a) private counsel and admonition by the pastor, b) censure and admonition by the pastor in the presence of two or three witnesses, c) written referral of the matter by the Congregation Council to the vice president of the synod, who will refer it to a consultation panel drawn from the Consultation Committee of the synod, and d) written referral of the matter by the consultation panel to the Committee on Discipline of the synod. If, for any reason, the pastor is unable to administer the admonitions required by paragraphs a. and b. hereof, those steps may be performed by another pastor chosen by the Executive Committee of the Congregation Council.

<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 - ELCA Resource Repository Chapter 15. DISCIPLINE OF MEMBERS AND ADJUDICATION private counsel and admonition by the pastor

32) It doesn't have to be that difficult...

Elroy got a job on the highway crew painting the center line.

Road surface marking - Wikipedia

In the fall of 1917, Dr. [June McCarroll](#) of Indio, California developed the idea of white center lines and began advocating for their use, after she was run off the road by a truck while driving along a highway that would later be incorporated into [U.S. Route 99](#).^[41] Dr. McCarroll soon communicated her idea to the local chamber of commerce and the Riverside County Board of Supervisors, with no success. She then took it upon herself to **hand-paint a white stripe down the middle of the road**, thus establishing the actual width of the lane to prevent similar accidents.^[42]



Dead Man's Curve along the Marquette–Negaunee Road in Marquette County, Michigan, shown in 1917 with its **hand-painted center line**.

https://en.wikipedia.org/wiki/Road_surface_marking
 Images for road surface marking

The boss was impressed by how much highway Elroy covered the first day but disappointed that the distance lessened each successive day. The boss finally asked him. Elroy replied, "It's getting farther and farther to go back to the paint can!"

It Doesn't Have to Be That Difficult | Seeking Alpha

I think I know enough people to say life doesn't have to be this way; the people whom I've known who live this way do it to themselves...again based on my anecdotal observation.

<http://seekingalpha.com/article/3966692-difficult>
 Images for It Doesn't Have to Be That Difficult | Seeking Alpha images
<http://randomroger.com/2016/04/it-doesnt-have-to-be-that-difficult.html>

33) Difference in working relationship

A church secretary, born after 1980 who had been working at her first church secretary job for 2 years, pushed back at my suggestion to edit the bulletin and newsletter electronically and chafed at making corrections from my red pen marks on rough drafts. The next assignment a church secretary, born before 1960 who came on board after I had been there a few months, welcomed the ability to work in a collaborative fashion with shared documents on the computer server to complete the printed materials.

34) Threatening to quit

Most of the staff and key volunteers in one congregation were cooperative. But the new church secretary, a retired social worker, hired just before I came, ranted and raved when things did not go her way. She sometimes resorted to blaming others and threatening to quit. I tried to coach her to make the position manageable in knowing that she was undergoing a transition from one type of work to another. But after a while, I realized she was not cut out to be a church secretary. I finally told her after one outburst that "the whole church cannot walk around on eggshells so that the church secretary does not quit." One day while I was gone to a meeting, she cleaned out her desk and left a one-sentence resignation in the president's mail box effective immediately. Eventually, a new secretary was hired who fortunately had experience in this line of work and who took the responsibilities in stride.

A similar situation happened in another congregation with a custodian previously self-employed who came to the congregation the previous year. This custodian did not want to be held accountable to the pastor head of staff in the same way other staff members were. He felt accountable only to the chair of the property committee. After threatening to do so on more than one occasion, he finally walked off the job. A new custodian was hired who was both competent and cooperative.

Resources

Are you a Leader, Manager, or Hostage?

Here are 10 tips to release your hostage bonds and start down the path to re-claim your position of manager and relationship status of *leader*.

<http://www.peterstark.com/2010/are-you-a-hostage/>
 Images for Are you a Leader, Manager, or Hostage?

I Quit My Job - Pinterest

<https://www.pinterest.com/explore/i-quit-my-job/>

Images for I Quit My Job - Pinterest

<https://www.pinterest.com/explore/i-quit/>

<https://www.pinterest.com/explore/quit-job/>

35) Refusing to quit

The custodian at one congregation died at the age of 82. The custodian's husband at the age of 89 wanted to carry on the work. The Congregation Council president, a retired school administrator, put forth a plan of approaching the custodian's widower and talking with him. The president said of the widower, "Nobody could get along with him." The 3 of us met and looked at the options. The dilemma, on the one hand, was being perceived as forcing a worker out of the job, and, on the other hand, employing somebody who could handle the responsibilities. The maintenance worker expressed a willingness for him and his wife to take over the cleaning. The maintenance worker was competent and cooperative. The goal was to make the eventual transition as smooth as possible. Fortunately, the older man eventually saw the wisdom of stepping aside in favor of the younger couple.

Resources

5 Steps For Dealing With Resistant Employees In Times Of Change

You can listen and empathize, but you can't budge when it comes to your values or the company's.

<https://www.fastcompany.com/3056969/5-steps-for-dealing-with-resistant-employees-in-times-of-c>

Images for Dealing With Resistant Employees In Times of Change

How to Deal With Resistance to Change - Harvard Business Review

One of the most baffling and recalcitrant of the problems which business executives face is **employee resistance** to change.

Such resistance may take a number of forms—persistent reduction in output, increase in the number of "quits" and requests for transfer, chronic quarrels, sullen hostility, wildcat or slowdown strikes, and, of course, the expression of a lot of pseudological reasons why the change will not work. Even the more petty forms of this resistance can be troublesome.

<https://hbr.org/1969/01/how-to-deal-with-resistance-to-change>

Images for How to Deal With Resistance to Change - Harvard Business Review

<https://hbr.org/2009/01/helping-employees-cope-with-ch.html>

<https://hbr.org/2017/05/overcome-resistance-to-change-with-two-conversations>

Images for overcome-resistance-to-change-with-two-conversations

<https://hbr.org/2009/04/decoding-resistance-to-change>

<https://hbr.org/2012/09/ten-reasons-people-resist-change>

<https://hbr.org/2016/09/overcome-resistance-to-change-by-enlisting-the-right-people>

<https://hbr.org/1996/05/why-do-employees-resist-change>

<https://hbr.org/2013/05/no-one-likes-to-be-changed>

<https://hbr.org/2009/04/how-to-counter-resistance-to-c.html>

Images for counter-resistance-to-change

<https://hbr.org/2016/01/to-get-your-company-to-change-focus-on-one-thing-at-a-time>

<https://hbr.org/2005/10/the-hard-side-of-change-management>

<https://hbr.org/2012/10/this-is-your-brain-on-organizational-change>

<https://hbr.org/2008/07/choosing-strategies-for-change>

Images for choosing-strategies-for-change

How to Manage, Train and Motivate the Change-Resistant Employee | Pryor Learning Solutions

There's no doubt about it, change can be stressful, frustrating and confusing for anyone ... but some employees seem to be particularly set in their ways. If you deal regularly with people who are resistant, apathetic, negative or just plain suspicious of anything new, we can help! We've created an exciting new webinar designed specifically to address the needs of managers, supervisors and team leaders who are faced with change-resistant employees.

Learn how to guide these negative personalities successfully through change, get them to see that change can lead to new opportunities and encourage them to rise to new challenges, rather than sink further into negativity!

<http://www.pryor.com/site/webinar-audio/how-to-manage-train-and-motivate-the-change-resistant-employee>

Images for How to Manage, Train and Motivate the Change-Resistant Employee | Pryor Learning Solutions

How to Reduce Resistance to Change From Employees

You Can Minimize Resistance to Change with Appropriate Actions

<https://www.thebalance.com/how-to-reduce-employee-resistance-to-change-1918992>

Images for How to Reduce Resistance to Change From Employees

<https://www.thebalance.com/what-is-resistance-to-change-1918240>

Images for what-is-resistance-to-change

3 Types of Change Resistant Employees and How to Engage them

Knowing the potential types of resistant employees in your organization will help you focus your change management energy to be the most successful in your project.

<http://blog.prosci.com/3-types-of-change-resistant-employees-and-how-to-engage-them>

[Images for 3 Types of Change Resistant Employees and How to Engage them](https://www.prosci.com/change-management/thought-leadership-library/managing-resistance-to-change)
<https://www.prosci.com/change-management/thought-leadership-library/managing-resistance-to-change>
[Images for managing-resistance-to-change](https://www.prosci.com/change-management/thought-leadership-library/managing-resistance-to-change)

12 Reasons Why Employees Resist Change in the Workplace

Know why employees resist change in the workplace? If not, explore these 12 reasons why employees resist change.

<http://catherinescareercorner.com/2011/07/26/12-reasons-why-employees-resist-change-in-the-workplace/>
[Images for 12 Reasons Why Employees Resist Change in the Workplace](http://catherinescareercorner.com/2014/02/21/reasons-employees-resist-change-guide-resistance-infographic/)
<http://catherinescareercorner.com/2014/02/21/reasons-employees-resist-change-guide-resistance-infographic/>
<http://catherinescareercorner.com/2013/08/14/20-reasons-why-employees-resist-change-in-the-workplace-presentation/>
<http://catherinescareercorner.com/2013/07/20/20-reasons-why-you-need-to-change-your-job/>
<http://catherinescareercorner.com/2012/05/24/35-questions-to-ask-before-change/>
<http://catherinescareercorner.com/2013/07/30/what-is-change-management/>

36) Ally or a pain

Custodians can either be one of the pastor's best allies or one of the biggest pains. Following are notes written as an interim associate pastor for a senior pastor on 3 custodians displaying troublesome behavior:

The longest tenure janitor has been here 29 years and has seen pastors come and go. He thinks he can work at his own pace and do pretty much what he wants to do even if that means sitting in his office reading romance novels. He demonstrates an attitude problem in being irritable and grouchy. The office administrator is realistic in her expectations that he should be expected to carry a walky-talky in order to be more accessible and so that she does not have to run all over the building to locate him. He needs to wear a smile when he comes to work. The rest of the staff should not be expected to have to humor him out of his ill temper. He needs to take a more proactive stance in seeing what needs to be done and go ahead and do it. Long term maintenance has slid through the years. He needs a greater willingness to work with other staff and accept direction without wearing a chip on his shoulder.

The part-time male custodian whines and complains about others. I have found it necessary to ask him about his work and make sure it gets done, for instance, cleaning up before services of worship to divert his attention away from complaining about others.

The part-time female custodian does not show up for work at times and does not let others know. She spends considerable time working on Sunday School activities. It is unclear if she charges for that time or does it on her own time. I think the office administrator does too much caretaking for her in not calling her to accountability, listening to her personal problems, giving her rides home, and giving her food.

37) Devoted or diva

Organists can either be devoted to their work or divas in their actions. Following are notes written as an interim associate pastor for a senior pastor on the head organist with troublesome behavior:

There are many issues with the head organist. One is the matter of using the church for giving music lessons. I think this violates both the spirit and letter of the law for being tax exempt. People have a right to call this into question. She will get by with as much as possible with flirtatious behavior, catty demeanor, and sarcastic attitude. She will not hesitate to try to back a senior pastor down as she did when a previous pastor raised objections about her dating a member of the choir while still married. The out-of-control character of her life - in trying to hold down a teaching position, giving music lessons, and serving as director of music - became most evident on Christmas Eve. She was giving an organ lesson in the sanctuary at 2pm and a vocal lesson to an opera singer at 2:30pm. At the same time, she failed to inform the leader of the bell choir when they were playing. The president makes the point that nobody argues with her musical ability, but her organizational and people skills leave much to be desired.

38) Performative or participative?

Moving from prelude and postlude to gathering music and sending music in worship can be difficult for some organists and other church musicians who are used to thinking performative rather than participative. But for the good of the assembly, it is important to guide the musicians in this direction. With a few organists set in their ways, though, I determine that the battle is not worth it.

Musicians in the Assembly: A Worship Handbook [Robert Buckley Farlee]

Music and musicians play a central role in liturgy—providing crucial leadership in the pacing, style, and atmosphere of the worship experience. This handbook helps musicians understand, focus, and enrich their contribution to the life of the church. Regardless of whether your church's style is traditional, blended, contemporary, or praise, this handbook will provide background, meaning, and renewed purpose to today's church musician.

<http://www.amazon.com/Musicians-Assembly-A-Worship-Handbook/dp/0806642793>
<http://store.augsburgfortress.org/store/product/6485/Musicians-in-the-Assembly-A-Worship-Handbook?c=257627>
<https://books.google.com/books?isbn=1451417217>
<http://store.augsburgfortress.org/store/search?redirected=true&ss=Robert+Buckley+Farlee>
http://www.hymnary.org/person/Farlee_RB
<http://metrolutheran.org/2010/07/two-cantors-celebrate-30-years-of-ministry/>
<https://www.youtube.com/watch?v=15MDjeZfo7U> All the Sky is Bright - Robert Buckley Farlee – YouTube

<https://www.youtube.com/watch?v=TwjPqLc51Rg> The Day of Resurrection - Robert Buckley Farlee – YouTube
https://www.amazon.com/s?ie=UTF8&page=1&rh=n%3A283155%2Cp_27%3ARobert%20Buckley%20Farlee
https://www.goodreads.com/author/show/41785.Robert_Buckley_Farlee
[Images for Robert Buckley Farlee, author musicians in the assembly](#)
[Images for Musicians in the Assembly: A Worship Handbook \[Robert Buckley Farlee\]](#)

39) Power of church musicians

The old saying told in seminary circles warning students of some of the land mines in the parish was that, whenever there is a conflict between the pastor and the organist, the pastor leaves and the organist stays because it is easier to get a new pastor than it is to get a new organist.

Many church musicians live out the doxology of J.S. Bach "To God be the glory." Unfortunately, some church musicians may pull rank and exercise personal privilege. Pastors can exercise leadership by constantly reminding all in worship leadership roles that the purpose of services of worship is to glorify God.

The old saw about "preaching to the choir" may be accurate when the choir and the pastor are on the proverbial "same page," but when the choir seeks to steer the congregation in a different direction, there is a power conflict. So, when one Sunday 4 choir members walked out of the church after singing the anthem, I realize they were making a statement. I have found it helpful to remember that musicians carry with them powerful emotions because of the nature of music, the discipline of practicing and playing, and the camaraderie of fellow musicians. Musicians are a force to be reckoned with. Again, pastors can remind musicians that they are at their best when they are assisting the congregation to worship rather than performing to call attention to themselves.

Resources

Four Ways to Improve the Worship Leader–Pastor Relationship - ThomRainer

Worship leader: your pastor is the single most important professional relationship you have. He is likely your direct supervisor. He's the one who will sing your praises or defend you to a disgruntled church member (or even before a board of directors or elders). He's also responsible for the entire worship experience. You may be the primary facilitator of music and media, but he's ultimately in charge—and he's usually the one taking the fallout when things go awry. You absolutely want a healthy, dynamic relationship with your pastor.

<http://thomrainer.com/2013/05/04/four-ways-to-improve-the-worship-leader-pastor-relationship/>
[Images for Four Ways to Improve the Worship Leader–Pastor Relationship - Thom Rainer](#)
<http://thomrainer.com/2016/09/worship-leading-relationship-pastor-music-leader/>
<http://thomrainer.com/2016/11/four-qualities-effective-worship-leader-rainer-leadership-280/>
<http://thomrainer.com/2016/12/relationship-pastors-worship-leaders-featuring-jim-shaddix-rainer-leadership-282/>
<http://thomrainer.com/2016/07/worship-discipleship-featuring-mike-harland-rainer-leadership-241/>
<http://thomrainer.com/2016/10/five-reasons-multiple-styles-worship-rainer-leadership-268/>
<https://thomrainer.com/2018/02/five-reasons-pastors-and-worship-leaders-should-meet-weekly/>
<https://www.amazon.com/Thom-S.-Rainer/e/B0011GLMVG>
https://www.goodreads.com/author/show/27470.Thom_S_Rainer
[Images for thom rainer \(author\)](#)

The Power of Music in Church | kinnon.tv

Music has incredible power to affect us. Martin Luther, half a millennium ago, said:

I truly desire that all Christians would love and regard as worthy the lovely gift of music, which is a precious, worthy, and costly treasure given to mankind by God.

The riches of music are so excellent and so precious that words fail me whenever I attempt to discuss and describe them.... In summa, next to the Word of God, the noble art of music is the greatest treasure in the world. It controls our thoughts, minds, hearts, and spirits...

http://kinnon.tv/2006/10/the_power_of_mu.html
[Images for Power of Music in Church](#)
<http://thinkpoint.wordpress.com/2012/06/22/the-power-of-music-in-the-life-of-the-church/>
<https://ftc.co/resource-library/blog-entries/the-power-of-music>
<https://www.linkedin.com/pulse/power-importance-music-cheryl-king>

40) Certain staff feel they need constant nurturance and reassurance

Most staff members possess a good degree of energy, enthusiasm, and self-efficacy, but there are certain staff who feel they need constant nurturance and reassurance to feel empowered and valued as a person. In one congregation, an organist rode back and forth between the 2 churches served by the pastor and thereby spent personal time together. She suffered from health issues and pleaded for more musicians to help ease the work load of accompanying the assembly. At the same time, she told the church treasurer that guest accompanists did not need to get paid while asking that she be paid whether she played or not. The Worship Committee also stated their desire to see more variety in worship. But, when I lined up some special emphasis services with outside musicians, she confronted me right before one such service of worship, "Pastor, I feel like you're taking my job away from me." I reassured her I was not trying to take her job away from her but also reminded her that she had asked for other musicians to help ease the work load.

Resources

Dealing with Workplace Whiners - YouTube

They are inevitable in any workplace: the whiners who prefer complaining over finding solutions. Changing jobs won't help you because these grumpy people are guaranteed to turn up in your next company. Join Alan as he offers tips on dealing with these unpleasant co-workers. Along the way, you'll learn great synonyms for "complaining" that you can practice at work--in a friendly, non-complaining way, of course!

<https://www.youtube.com/watch?v=wHIWAGcvWT8>

[Images for Dealing with Workplace Whiners - YouTube](#)

http://www.businessknowledgebase.com/blog/dealing_with_employee_whining_030831.html

<http://rapidlearninginstitute.com/hrcafe/three-step-plan-whiny-employees>

<http://la-sheriff.org/divisions/leadership-training-div/bureaus/dli/assets/dlu-articles-kelly.pdf> How to Identify and Deal with "Whining Cry Baby (WCB) Syndrome"

<https://www.wikihow.com/Deal-with-Whiny-Customers>

<https://www.womansday.com/relationships/family-friends/advice/a5454/how-to-say-no-gracefully-113856/> The Whiner

<http://www.teamworkandleadership.com/2011/11/3-ways-to-deal-with-whiny-and-complaining-employees.html#sthash.BAgXCeLg.dpbs>

<http://top7business.com/?Top-7-Ways-to-Deal-with-Whiners&id=1015>

<http://smallbusiness.chron.com/deal-whiners-work-25388.html>

<http://smallbusiness.chron.com/deal-whiners-workplace-10348.html>

<http://theexperiencefactor.com/wednesday-whining-employees/>

<http://www.smartbrief.com/05/08/13/what-do-employees-who-wont-stop-whining-3#.UlwFTFCkpHQ>

First Rule of Management: No Whining - Forbes

Accountability: First, do not allow your people to present problems without attempting to solve them on their own. If appropriate, they should inform you about what they are doing to avoid any surprises. But the basic idea is that they should do what think necessary to achieve results. There will be times where they may not have the authority or resources to execute the solution — and in those cases, they should propose a solution along with their request for help.

<http://www.forbes.com/sites/ronashkenas/2012/11/07/first-rule-of-management-no-whining/>

[Images for First Rule of Management: No Whining - Forbes](#)

<http://www.forbes.com/sites/brettnelson/2012/08/15/how-to-deal-with-whiny-employees/>

[Images for deal with whiny employees](#)

<https://www.forbes.com/sites/work-in-progress/2012/11/20/how-to-deal-with-chronic-complainers/#73d524c721d9>

<https://www.forbes.com/sites/kevinkruse/2013/06/25/dealing-with-difficult-people/#845ad0322740>

[Images for Rule of Management: No Whining](#)

How to Handle Talented Employees Who Sulk and Whine - eHow

Managing people in a job [environment](#) is always an interesting challenge. A supervisor or owner must be able to handle many different types of personalities and keep his or her boss and or customers happy. One of the specifically trying issues is attempting to handle talented employees who sulk and whine.

http://www.ehow.com/how_2317754_handle-talented-employees-who-sulk.html

[Images for Handle Talented Employees Who Sulk and Whine](#)

<http://www.fedsmith.com/2008/02/07/effective-whine-management-critical-skill-federal/>

[Images for Effective Whine Management](#)

10 Characteristics of an Effective Church Leader – Pastors.com

8. My tone of voice is not [whining](#).

It is possible to have a good heart, but still come across as whining or complaining to others. How does my leadership sound to those around me? Leadership attitudes (real or perceived) are contagious.

<http://pastors.com/10-characteristics-of-an-effective-church-leader/>

[Images for 10 Characteristics of an Effective Church Leader – Pastors.com 8. My tone of voice is not whining.](#)

What Does the Bible Say About Whining? - OpenBible.info

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

[Images for bible and whining](#)

<https://www.crosswalk.com/faith/women/why-do-we-love-whining-so-much.html>

<http://aboundingwisdom.com/complaining/> Stop Complaining, [Whining](#) and Making Excuses

<http://truediscipleship.com/overcoming-sin-through-christ-complaining-whining-grumbling-or-murmuring-3/>

Whiners and Complainers at Work - YouTube

It's hard to think of yourself as a leader in your own life when everyone is making demands on you. In fact, you could say you have become victimized by your job, your life and your dwindling prospects for the future.

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

[Images for Whiners and Complainers at Work - YouTube](#)

Whining - definition of whining by The Free Dictionary

1. To produce a sustained, high-pitched, plaintive sound, as in pain, fear, or complaint. 2. To complain or protest in a childish or annoying fashion: fans who are always whining about the poor officiating.

<https://www.thefreedictionary.com/whining>
[Images for Whining - definition](#)

Whining Quotes - BrainyQuote

<http://www.brainyquote.com/quotes/keywords/whining.html>
[Images for whining quotes](#)
<https://www.goodreads.com/quotes/tag/whining>
<https://www.azquotes.com/quotes/topics/whining.html>
<http://thinkexist.com/quotes/with/keyword/whining/>
<https://tvtropes.org/pmwiki/pmwiki.php/Quotes/QuitYourWhining>

41) Invitational or instructional

When I write announcements for the bulletin, I seek to invite people to activities and events in the life of the congregation. When a certain church secretary put together announcements, it sounded like a mother instructing her children.

How to Invite People to Like Your Facebook Business Page

Interested in getting more likes on your company's Facebook Page? Sometimes, it's as simple as asking. Although [organic reach](#) is much more difficult to achieve on Facebook these days, inviting personal friends to like your Facebook Page is still a great way to start building your audience. But what if you're having trouble inviting people? Or what if the people you want to invite aren't your actual Facebook connections? In this post, I'll cover everything you need to know to invite people to like your Facebook Page.

<https://www.vieodesign.com/blog/facebook-business-pages-how-to-invite-friends-to-like-your-page/>
[Images for How to Invite People to Like Your Facebook Business Page](#)

42) Anger management

A long-time custodian and 2 long-time organists at one congregation I served carried with them reputations for becoming angry when they did not get their way.

Resources

Anger management - About - Mayo Clinic

Anger management is the process of learning to recognize signs that you're becoming angry and taking action to calm down and deal with the situation in a positive way. Anger management doesn't try to keep you from feeling anger or encourage you to hold it in. Anger is a normal, healthy emotion when you know how to express it appropriately — anger management is about learning how to do this. You may learn anger management skills on your own, using books or other resources. But for many people, taking an anger management class or seeing a mental health professional is the most effective approach.

<https://www.mayoclinic.org/tests-procedures/anger-management/about/pac-20385186>

[Images for Anger management - Mayo Clinic](#)

<https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/anger-management/art-20045434> Anger management: 10 tips to tame your temper - Mayo Clinic

[Images for Anger management: 10 tips to tame your temper - Mayo Clinic](#)

<https://www.mayoclinic.org/healthy-lifestyle/adult-health/in-depth/anger-management/art-20048149> Anger management: Your questions answered - Mayo Clinic

[http://www.mayoclinicproceedings.org/article/S0025-6196\(11\)61099-9/fulltext](http://www.mayoclinicproceedings.org/article/S0025-6196(11)61099-9/fulltext) Understanding and Engaging the Hostile Patient - Mayo Clinic

[Images for Understanding and Engaging the Hostile Patient - Mayo Clinic](#)

<https://www.mayoclinic.org/diseases-conditions/intermittent-explosive-disorder/symptoms-causes/syc-20373921> Intermittent explosive disorder - Symptoms and causes - Mayo Clinic

[Images for Intermittent explosive disorder - Symptoms and causes - Mayo Clinic](#)

Anger Management (film) - Wikipedia

When an annoying passenger, and a case of mistaken identity, causes Dave Buznik to lose his temper on an airline flight, he is sentenced to anger management classes. Buznik learns his therapist is the passenger, who proves to have a rather interventionist style of therapy.



Theatrical release poster

[https://en.wikipedia.org/wiki/Anger_Management_\(film\)](https://en.wikipedia.org/wiki/Anger_Management_(film))
[Images for Anger Management \(film\)](#)

<https://www.youtube.com/watch?v=79uuJdcC8wQ> Anger Management (2003) Trailer – YouTube
<https://www.youtube.com/watch?v=CgYUpzRNb7Q> Anger Management (2003) Therapy Scene – YouTube
<https://www.youtube.com/watch?v=rkVoo6lkJhQ> Anger Management Plane Scene – YouTube
<http://www.crainscleveland.com/article/20121121/BLOGS05/311> Temper, temper! Anger management issues in the workplace

Anger Management: Tips and Techniques for Getting Anger Under Control - Helpguide.org

The good news is that getting anger under control is easier than you think. With insight about the real reasons for your anger and these anger management tools, you can learn to keep your temper from hijacking your life.

<https://www.helpguide.org/articles/emotional-health/anger-management.htm>
https://www.helpguide.org/mental/anger_management_control_tips_techniques.htm

Anger management: What works and what doesn't | Psychology Today

Discusses research on effective and ineffective approaches for managing anger.

<https://www.psychologytoday.com/us/blog/get-psyched/201309/anger-management-what-works-and-what-doesnt>
<https://www.psychologytoday.com/us/blog/fixing-families/201404/3-keys-anger-management>
<https://www.psychologytoday.com/us/blog/overcoming-destructive-anger/201801/when-anger-management-requires-going-deeper>
<https://www.psychologytoday.com/us/therapists/anger-management/ma/franklin>
<https://www.psychologytoday.com/us/tests/personality/anger-management-test-abridged>
<https://www.psychologytoday.com/us/blog/mindful-anger/201502/the-anger-technique-thats-better-anger-management>
<https://www.psychologytoday.com/us/blog/evolution-the-self/201103/is-anger-management-really-flawed-concept>
<https://www.psychologytoday.com/us/blog/inside-the-criminal-mind/201103/anger-management-flawed-concept>
<https://www.psychologytoday.com/us/blog/evolution-the-self/200807/what-your-anger-may-be-hiding>
<https://www.psychologytoday.com/us/basics/anger>
<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement?page=1>
<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement?page=4>
<https://www.psychologytoday.com/intl/blog/anger-in-the-age-entitlement?page=6>
<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement?page=10>
<https://www.psychologytoday.com/us/articles/201011/anger-in-the-age-entitlement-loving-well-in-2011>
<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement/201505/anger-management-failures>
<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement/200910/anger-management-techniques-why-they-fail>
<http://www.psychologytoday.com/blog/let-their-words-do-the-talking/201101/controlling-angry-people>

Anger management - Wikipedia

Anger management is a psycho-therapeutic program for anger prevention and control. It has been described as deploying anger successfully. Anger is frequently a result of frustration, or of feeling blocked or thwarted from something we feel to be important.

https://en.wikipedia.org/wiki/Anger_management
https://en.wikipedia.org/wiki/Anger_management

Anger or Wrath is an intense expression of emotion. It involves a strong uncomfortable and hostile response to a perceived provocation, hurt or threat.



The ancient hero [Achilles](https://en.wikipedia.org/wiki/Achilles) is the [classic](https://en.wikipedia.org/wiki/Achilles) example of a man driven purely by anger.

<https://en.wikipedia.org/wiki/Anger>
<https://en.wikipedia.org/wiki/Anger>
<https://en.wikipedia.org/wiki/Achilles>

Dealing with an Angry Employee - Federal Occupational Health

The workplace is a natural forum for all human emotions, including frustration and anger.

How can we help prevent workplace anger from leading to disciplinary action, or even worse, a violent incident? Angry behavior can often be traced to strife that has intensified over time between employees or between an employee and a supervisor. Sometimes an employee's behavior problems may be exacerbated by the employee's belief that his or her supervisor offers no support. The next section, "Exploring the Frontline", presents a supportive, yet effective way of intervening when an employee displays a sudden, negative behavior change.

<http://www.foh.dhhs.gov/Whatwedo/eap/leadershiptoday/leadershipsummer04.pdf>

[Images for Dealing with an Angry Employee](#)

<http://changeyourgamebealeader.com/2013/07/11/cooler-heads-prevail-when-dealing-with-angry-employees-bealeader/>

<http://work911.com/articles/angrye.htm> Dealing with Angry Employees - Work911

<http://www.tlnt.com/2011/10/19/the-six-steps-for-dealing-with-an-angry-employee/>

<http://nma1.org/Communications/Manage/2001-09/dealingwithanger.htm>

4 Ways to Cope With Anger - wikiHow

Anger is a natural mechanism for coping with stress. However, excessive anger or problems controlling one's anger can be signs of an underlying mental disorder and can negatively impact one's social or professional life. Learning how to cope with anger in a responsible and constructive manner can drastically improve friendships, family relationships, and work relationships as well as reduce stress which can lead to other physical health problems.¹⁴

<https://www.wikihow.com/Cope-With-Anger>

[Images for Cope With Anger](#)

<https://www.wikihow.com/Control-Anger-in-a-Relationship>

<https://www.wikihow.com/Restrain-Yourself-from-an-Outburst>

<https://www.wikihow.com/Control-Your-Temper>

[Images for Control Your Temper](#)

How to Defuse Angry Employees: Incentive Magazine

So, there you have it. Don't become angry or patronize. Instead show your concern, find a mutual purpose, actively listen, get to the facts, and solve the problem together. These are truly best practices that will dissipate emotions so that you can resolve issues effectively.

<http://www.incentivemag.com/article.aspx?id=6981>

<http://access.ewu.edu/caps/facultystaffres/defusinganger>

[Images for Defuse Angry Employees](#)

Our Anger Management Workbook

Anger is always a symptom of some greater problem. This workbook tackles six areas where many individuals struggle the most—emotional competence, stress management, communication skills, knowing how to negotiate, dealing with change and changing their conflict style. This book provides real world examples and usable solutions to master anger.

Written by experts in anger management the contents of this workbook are guided by work done with hundreds of clients. This workbook will no doubt be a life changer for you as it has been for many others.

Our Book - anger on my mind - WordPress.com

<http://angeronmymind.wordpress.com/our-book/>

[Images for Our Anger Management Workbook](#)

67 Best Anger Management images in 2020 - Pinterest

<https://www.pinterest.com/funandfunction/anger-management/>

[Images for Anger Management on Pinterest](#)

<https://www.pinterest.com/uofucounseling/anger-management/>

<https://www.pinterest.com/bipolarbandit/anger-anger-management/>

The Anger Workbook: An Interactive Guide to Anger Management by Les Carter (Author), Frank Minirth (Author)

Don't Let Anger Take Control!

Most people stereotype anger by assuming that it always results in shouting, slamming fists, or throwing things. However, anger is not that one-dimensional.

In fact, all of the statements below represent feelings of anger:

When I am displeased with someone, I shut down any communication and withdraw.

I get very tense inside as I tackle a demanding task.

I feel frustrated when I see someone else having fewer struggles than I.

There are times when my discouragement just makes me want to call it quits.

I can be quite aggressive in my business pursuits or even when just playing a game.

We all deal with anger in our lives, whether it be in a subtle or violent manner. Being angry can involve such emotional expressions as frustration, irritability, annoyance, aggravation, blowing off steam, or fretting.

The good news is anger can be managed. In *The Anger Workbook* Les Carter, Ph.D., and Frank Minirth, M.D., offer a unique 13-step interactive program that will help you: Identify the best ways to handle anger; Understand how pride, fear, loneliness, and inferiority feed your anger; Uncover and eliminate the myths that perpetuate anger—"Letting go of my anger means I am conceding defeat" or "No one understands my unique problems."; Identify learned patterns or relating, thinking, and behaving in your life that influence your anger.

<http://www.amazon.com/The-Anger-Workbook-Interactive-Management/dp/1401675433>
<http://www.amazon.com/The-Anger-Workbook-Interactive-Minirth-Meier/dp/0840745745>
https://www.goodreads.com/book/show/404801.The_Anger_Workbook
<https://www.barnesandnoble.com/w/the-anger-workbook-les-carter/1110928284>
<https://www.christianbook.com/anger-workbook-interactive-guide-management-ebook/les-carter/9781401675448/pd/30521EB>
https://books.google.com/books/about/The_Anger_Workbook.html?id=t0viYFXTNmUC
<http://drlescarter.com/>
<https://www.amazon.com/Les-Carter/e/B001IXMCNQ>
https://www.goodreads.com/author/list/47509.Les_Carter
[Images for Les Carter \(Author\)](#)
<http://bakerpublishinggroup.com/authors/frank-minirth/405>
<https://www.amazon.com/Frank-B.-Minirth/e/B001IU2Q1M>
http://www.goodreads.com/author/show/57757.Frank_Minirth
[Images for Frank Minirth \(Author\)](#)
[Images for The Anger Workbook: An Interactive Guide to Anger Management by Les Carter \(Author\), Frank Minirth \(Author\)](#)

21 Ways to Defuse Anger and Calm People Down [Michael Staver]

Author Michael Staver explains to the listener how to keep himself/herself calm when provoked by an angry party and how to sidestep angry reactions, such as sarcasm and personal attacks, and focus on the issues at hand. Staver also discusses what to do immediately when hostility flares up.

Learn peacekeeping skills to prevent blowups, mediate disputes, and foster teamwork.

Disputes bring your workplace to a halt, and mishandled anger damages relationships and stifles teamwork. But the good news is, you *can* learn to manage other people's anger and turn it into a catalyst for positive change. With this program, you'll discover 21 specific anger-reducing techniques you can use with your coworkers, customers, employees, bosses, or anyone else who needs a cool head to calm them down.

<http://www.amazon.com/Ways-Defuse-Anger-Calm-People/dp/1559777036>
<https://www.goodreads.com/book/show/3124512-21-ways-to-defuse-anger-and-calm-people-down>
http://www.pryor.com/mkt_info/products/defuse_dis.asp
<http://mikestaver.com/speaker/>
[Images for michael staver motivational speaker](#)
[Images for 21 Ways to Defuse Anger and Calm People Down \[Michael Staver\]](#)

What does the Bible say about anger? - GotQuestions.org

Answer: Handling anger is an important life skill. Christian counselors report that 50 percent of people who come in for counseling have problems dealing with anger. Anger can shatter communication and tear apart relationships, and it ruins both the joy and health of many. Sadly, people tend to justify their anger instead of accepting responsibility for it. Everyone struggles, to varying degrees, with anger. Thankfully, God's Word contains principles regarding how to handle anger in a godly manner, and how to overcome sinful anger.

<http://www.gotquestions.org/anger.html>
[Images for bible say about anger](#)
<http://www.whatchristianswanttoknow.com/bible-verses-about-anger-20-scripture-quotes/>
<https://www.biblestudytools.com/topical-verses/anger-bible-verses/>
<https://drecicz.com/bible-verses-about-anger/>
<https://www.gospelway.com/christianlife/anger.php>
<https://joycemeyer.org/everydayanswers/ea-teachings/dealing-with-anger-gods-way>
[Images for dealing with anger](#)
<https://www.youtube.com/watch?v=9K0UUebjWC8> How to handle anger the Christian way – YouTube
[Images for handle anger](#)
<https://www.youtube.com/watch?v=smZJcPbxNBY> What does the Bible say about overcoming Anger Issues? – YouTube
[Images for overcoming anger issues](#)
<http://www.patheos.com/blogs/christiancrier/2014/08/22/top-7-bible-verses-related-to-anger/>
<https://www.crosswalk.com/faith/bible-study/10-things-the-bible-tells-us-about-anger.html>
<https://www.crosswalk.com/faith/spiritual-life/how-to-stop-losing-your-temper.html>
<https://lifehopeandtruth.com/change/sin/what-does-the-bible-say-about-anger/>
<https://www.unitedbiblesocieties.org/10-bible-verses-anger/>
<https://biblicalcounselingcoalition.org/2014/03/01/the-angry-heart/>
[Images for angry heart](#)
<https://www.faiththerapy.org/answers-by-topic/anger/>
<https://www.desiringgod.org/articles/kill-anger-before-it-kills-you-or-your-marriage>
<https://www.soulshpherd.org/jesus-way-of-dealing-with-anger/>
<https://bible.org/seriespage/lesson-18-dealing-your-anger-colossians-38>
<https://pairedlife.com/advice/5-Things-The-Bible-Teaches-About-Handling-Anger>
<https://wwwFOUNDATIONSforfreedom.net/Topics/Anger/Anger04.html>
<https://veritasdomain.wordpress.com/2017/01/25/dealing-with-anger-meditating-on-bible-verses-from-proverbs/>
<https://www.intoxicatedonlife.com/5-great-bible-verses-for-kids-to-memorize-about-anger/>

<https://www.bible.com/reading-plans/72-anger>
<https://www.pinterest.com/angercounselor/bible-verses-on-anger/>
<https://www.pinterest.com/coopsmom1122/faith-anger-and-hate/>
[Images for bible and anger on pinterest](#)

What Does the Bible Say About Anger Management?

http://www.openbible.info/topics/anger_management
[Images for bible and anger management](#)
<https://biblereasons.com/anger-management/>
<https://www.ucg.org/bible-study-tools/bible-questions-and-answers/how-can-i-manage-my-anger-what-can-i-do-to-overcome-a>
[Images for manage anger](#)
<https://bible.knowing-jesus.com/topics/Anger-Management>
<https://www.kingjamesbibleonline.org/Bible-Verses-About-Anger-Management/>
<https://www.youtube.com/watch?v=HXTKBxMThWk> Biblical Anger Management – YouTube
<https://www.rainbowtoken.com/bible-verses-about-anger-management.html>
<https://www.amazon.com/Anger-Management-Prison-Bible-Study/dp/1975976932>
<https://www.amazon.in/Anger-Management-Bible-Shocking-Facts-ebook/dp/B011VCYV9G>
<http://www.newlifec.ca/how-to-manage-your-anger/>
<http://www.scielo.org.za/pdf/ote/v28n2/12.pdf> [PDF] Anger Management and Biblical Characters: A Study of “Angry Exchange” among Characters of Hebrew Narrative*
<https://www.biblegateway.com/devotionals/girlfriends-in-god/2013/05/13>
<http://psycnet.apa.org/record/1988-14500-001> A biblical approach to anger management training. - APA PsycNET
https://www.awmi.net/reading/teaching-articles/anger_management/
<https://newchristianbiblestudy.org/bible/story/anger-management/king-james-version>

43) Digital communication unfortunately makes rude behavior that much easier

Before you hit “Send” to either send an angry email or to reply to an angry email, think twice. Better yet, sleep on it. I’ve sent a few emails in my day I wish I could have back. What I discovered is that sometimes the receiver postures as the aggrieved, and the cycle spirals. In addition, an electronic trail is established that can be passed on making matters even worse. I put a card on the stand of my computer screen – THINK TWICE: Consider the consequences.

Resources

Avoiding the Angry Email | Psychology Today

So, the next time you want to voice a concern to a friend, coworker, family member, elected official, etc., I would encourage you to do the following before you hit send.

<http://www.psychologytoday.com/blog/all-the-rage/201302/avoiding-the-angry-email-0>
[Images for Avoiding the Angry Email | Psychology Today](#)

How Can I Deal with Rude Emails? - Lifehacker

It’s also worth noting that, unless you *have* to respond to every email (like if you work in customer service), sometimes you’re better off just ignoring them. Some people are just not worth the trouble, especially if they haven’t taken time to be civil, and you’ll be able to move on a lot easier if you just hit that delete button. It isn’t an option for everyone and every email, but sometimes it’s the best course of action.

<http://lifehacker.com/5940640/how-can-i-deal-with-rude-emails>
[Images for How Can I Deal with Rude Emails? - Lifehacker](#)
http://www.ehow.com/how_2339805_reply-angry-email.html
<http://www.cbsnews.com/news/how-to-respond-to-an-angry-e-mail-and-not-let-it-destroy-your-career/>
<http://www.wikihow.com/Respond-to-Rude-Email-at-Work>
<http://www.boldsky.com/insync/pulse/2014/respond-to-rude-emails-at-work-039954.html>
[Images for Rude Emails at Work](#)
<http://www.smh.com.au/small-business/managing/blogs/the-venture/responding-to-rude-emails-20131112-2xd68.html>
[Images for responding to rude emails](#)
<http://www.makeuseof.com/tag/10-email-tips-for-dealing-with-angry-trollish-or-rude-emails/>
[Images for Dealing with Angry, Trollish and Rude Emails](#)
<http://blog.collabspot.com/2014/12/03/avoid-rude-emails/>
[Images for avoid being rude in your email](#)
<http://www.netmanners.com/669/what-to-do-when-you-receive-a-rude-email/>
[Images for rude online](#)
http://www.pcworld.com/article/255121/the_right_way_to_respond_to_a_nasty_email.html
[Images for responding to a nasty email](#)

How to Respond to Angry or Emotional Emails, Professionally - Pinterest

<https://it.pinterest.com/pin/474355773230186831/>
[Images for Angry Emails - Pinterest](#)
<https://www.pinterest.com/explore/dealing-with-anger/>

Lincoln on Leadership – Book Review

A closely related principle, “Have the Courage to Handle Unjust Criticism” is the title of Chapter Six. No president was more slandered and attacked than Lincoln. Phillips notes that Lincoln never feared criticism, nor was he swayed when popular (or at least vocal) opinion was against him. Facing many crowds that were either openly hostile or indifferent to his anti-slavery platform during the historical Lincoln-Douglas debates (Lincoln was defeated by pro-slavery Democrat Stephen A. Douglas in an 1858 Senate race), Lincoln told his concerned friends, “I am not going to be terrified by an excited populace, and hindered from speaking my honest sentiments upon this infernal subject of human slavery” (p. 69). Lincoln tried to avoid reading anything critical about him in the press, and in the rare case that he did, developed the following practice: **he wrote a long letter, defending himself or the criticized decision in detail, and tucked it away – never mailing it.**

<http://johnsoncityslim.wordpress.com/2010/03/03/lincoln-on-leadership-review/>

[Images for Lincoln on Leadership](#)

<http://www.amazon.com/Lincoln-Leadership-Executive-Strategies-Tough/dp/0446394599>

http://www.2shared.com/document/SDqMlorO/Lincoln_on_Leadership_-_Execut.html

<http://small.free-books.biz/Lincoln-on-Leadership-Executive-Strategies-for-Tough-Times-PDF-95.html>

Responding to Hostile Mail - High Conflict Institute

Much of hostile e-communication does not need a response. Letters from (ex-) spouses, angry neighbors, irritating co-workers, or attorneys do not usually have legal significance. The letter itself has no power, unless you give it power. Often, it is emotional venting aimed at relieving the writer's anxiety. If you respond with similar emotions and hostility, you will simply escalate things without satisfaction, and just get a new piece of hostile mail back. In most cases, you are better off not responding. However, some letters and emails develop power when copies are filed in a court or complaint process – or simply get sent to other people. In these cases, it may be important to respond to inaccurate statements with accurate statements of fact. **If you need to respond, I recommend a BIFF ResponseSM: Be Brief, Informative, Friendly and Firm**

<http://www.highconflictinstitute.com/articles/most-popular-articles/78-hci-articles/published-articles/87-responding-to-hostile-email>

[Images for Responding to Hostile Mail - High Conflict Institute](#)

The 4 Word Response To Angry Emails - Dave Anderson

Email is a terrible way to communicate. There are multiple studies showing about 50% of all emails are misinterpreted. My experience and your experience probably support that fact. The best way to diffuse the situation and find a resolution is to set up a meeting. All this takes is a little self-control, a little courage, and the desire to find a solution.

When can we meet?

<http://andersonleadershipsolutions.com/the-4-word-response-to-angry-emails/>

[Images for The 4 Word Response To Angry Emails - Dave Anderson When can we meet?](#)

<https://productivemuslim.com/how-to-respond-to-angry-email/>

<https://www.themuse.com/advice/how-to-respond-to-angry-or-emotional-emails-professionally>

<https://www.beliefnet.com/wellness/galleries/10-ways-to-recover-and-respond-to-angry-email.aspx>

<https://michaelhyatt.com/angry-email/>

44) Competent and cooperative

If you are fortunate enough to work with church musicians who are both competent and cooperative, get down on your knees and thank God. I thank God for the collaborative working relationships with organists and church musicians during my pastoral ministry. But down through the years, too many organists and other church musicians carry on their own way of doing things, which travel at cross purposes to the common good. In addition to examples cited elsewhere, two organists attempted to have me removed. Another organist wanted to be on the Call Committee, once left a note on my desk informing me I needed to change the banners, and another time substituted for the church secretary and ignored my direction to use a camera-ready copy for a polka service. Another organist who came to play at a church I was serving told about the pastors she had worked with and delineated which ones she liked and which ones she didn't so that I knew any loyalty would not be out of the common good but only the personality. Another organist stated that at the age of 85 people would have to pry her fingers off the keyboard before she was willing to give up the organ bench. Numerous other examples could be cited. The witness can be raised of J. S. Bach who noted on each of his compositions *Soli Deo Gloria* – To the Glory of God Alone.

Resources for “To God alone be glory”

J. S. Bach: soli deo gloria

One of the things that inspired the name of this blog was reading a beautiful series of [articles](#) about Johan Sebastian Bach in Christian History & Biography magazine. In one article, Calvin R. Stapert writes that Bach was “arguably the greatest composer in the history of Western music and a man whose staunch Lutheran faith informed his life, his career, and his view of music. He believed that music was a “refreshment of spirit,” as some of the title pages of his works stated. He believed that music was a powerful tool for the proclamation of the gospel, as his cantatas, Passions, organ chorales, and other compositions clearly show. And ultimately, he believed that music brought glory to God, as the initials SDG (*Soli Deo Gloria*, “To God alone be glory”) at the end of most of his scores bear witness.”

The aim and final end of all music should be none other than the glory of God and the refreshment of the soul. —J.S. Bach

<http://revelation4-11.blogspot.com/2009/05/js-bach-soli-deo-gloria.html>

[Images for J. S. Bach: soli deo gloria](#)

<http://www.christianity.com/church/church-history/church-history-for-kids/j-s-bach-soli-deo-gloria-to-the-glory-of-god-alone-11635057.html>
<http://sites.bu.edu/religionandthearts/depuysoli-deo-gloria/>

Johann Sebastian Bach - Wikipedia

Johann Sebastian Bach^[a] (31 March [O.S. 21 March] 1685 – 28 July 1750) was a German composer and musician of the [Baroque period](#). He is known for instrumental compositions such as the [Brandenburg Concertos](#) and the [Goldberg Variations](#) as well as for vocal music such as the [St Matthew Passion](#) and the [Mass in B minor](#). Since the 19th-century [Bach Revival](#) he has been generally regarded as one of the greatest composers of all time.^[3]



Portrait of Bach, aged 61, [Haussmann](#), 1748

https://en.wikipedia.org/wiki/Johann_Sebastian_Bach
[Images for Johann Sebastian Bach](#)

"soli deo gloria" - JS Bach | Music | Pinterest

<https://www.pinterest.com/pin/160651911677538806/>
[Images for J. S. Bach: Soli Deo Gloria pinterest](#)
<https://www.jimmylarche.com/johann-sebastian-bach-sdg-soli-deo-gloria/>

'Soli Deo Gloria' — the miracle of J.S. Bach - Living Lutheran

It cannot be left unsaid that Bach believed himself to be a humble servant of God, and that his incomparable genius was bestowed on him by his Creator. That's why, at the beginning and end of all his religious works and many of his secular and theoretical pieces, he inscribed the initials, "SDG," which stood for "Soli Deo Gloria" (To God Alone the Glory).

<http://www.livinglutheran.com/seeds/soli-deo-gloria-the-miracle-of-js-bach.html#.Um6BKPmkpHQ>
[Images for 'Soli Deo Gloria' — the miracle of J.S. Bach](#)
<https://www.livinglutheran.org/issues/>
<https://www.livinglutheran.org/contact-us/>

Soli Deo gloria - Wikipedia

Soli Deo gloria is a Latin term for Glory to God alone. It has been used by artists like [Johann Sebastian Bach](#), [George Frederic Handel](#) and [Christoph Graupner](#) to signify that the work was produced for the sake of praising God. The phrase has become one of the [five solas](#) propounded to summarize the Reformers' basic beliefs during the [Protestant Reformation](#).

As a doctrine, it means that everything that is done is for God's glory to the exclusion of mankind's self-glorification and pride. Christians are to be motivated and inspired by God's glory and not their own.

http://en.wikipedia.org/wiki/Soli_Deo_gloria
https://commons.wikimedia.org/wiki/File:Bach_Noten_Soli_Deo_Gloria.jpg
[Images for Soli Deo gloria](#)

Ten tips for music ministers - Margaret Marcuson

- 3 Hire other musicians who are as emotionally mature as possible. **Talent is important, but the ability to work with others and be supervised by someone is as critical.**

<http://margaretmarcuson.com/ten-tips-music-ministers/>
[Images for Hire other musicians who are as emotionally mature as possible.](#)
[Images for Talent is important, but the ability to work with others and be supervised by someone is as critical.](#)
<http://creatorresourcecenter.com/store/111-tips-to-survive-music-ministry/>
<http://perspectivesiq.blogspot.com/2014/06/marcusons-111-tips-to-survive-music.html>
<http://creatormagazine.com/what-does-music-ministry-have-to-do-with-money/>
<http://day1.org/5191-title-six-tips-for-relating-to-church-musicians>

To the Glory of God Alone - Christianity Today

The aim and final end of all music should be none other than the glory of God and the refreshment of the soul. —J.S. Bach
The great-great-grandson who wrote those words was none other than Johann Sebastian Bach, arguably the greatest composer in the history of Western music and a man whose staunch Lutheran faith informed his life, his career, and his view of music. He believed that music was a "refreshment of spirit," as some of the title pages of his works stated. He believed that music was a powerful tool for the proclamation of the gospel, as his cantatas, Passions, organ chorales, and other compositions clearly show. And ultimately, he believed that music brought glory to God, as the initials SDG (*Soli Deo Gloria*, "To God alone be glory") at the end of most of his scores bear witness.

<http://www.christianitytoday.com/ch/2007/issue95/1.8.html>

[Images for To the Glory of God Alone](#)

Resources for beware the wrath of the church organist

Beware the wrath of the church organist! – Bayou Renaissance Man

As a former pastor, I can assure you that almost all the jokes, warnings, and admonitions going around about how ministers need to keep on the good side of their organists, choir leaders, and musicians are all too true.

<http://bayourenaissanceman.blogspot.com/2013/05/beware-wrath-of-church-organist.html>

[Images for beware the wrath of the church organist](#)

Beware the wrath of the church organist - musical revenge

Stephen Goddard, of Christian Research, said: "It's an oft-repeated adage in church circles – 'What's the difference between an organist and a terrorist? - you can negotiate with a terrorist'.

"Hidden from view, your local church organist may appear unassuming and self-deprecating, but like any true artist, he or she can be eccentric, mischievous and very opinionated.

"Mess with him at your peril – he will pull out all the stops to get his own back."

<http://www.uni.edu/ago/Beware%20the%20wrath%20of%20the%20church%20organist%20%96%20musical%20revenge%20is%20sweet%20-%20Telegraph.pdf>

[Images for eccentric, mischievous, opinionated](#)

45) Positional calculus

At one congregation I served, I asked the church secretary to send requests to be removed from mailing lists only to find out she was putting the unsolicited mail in the circular file so as not to have to do the work. From then on, I have not asked church secretaries to do that task because many would consider it not to be part of their position description. Dealing with the inevitable pushback and foot dragging is not worth it. "Ask to have it done" or "Do it myself" is a constant positional calculus.

Resources

Delegating Tasks to Your Assistant: What You Can Ask

Reader E wonders what you can and should ask your assistant or secretary to do — and what is off limits. Great question!

<http://corporette.com/2011/04/26/delegating-using-your-assistant-well/>

[Images for Delegating Tasks to Your Assistant: What You Can Ask](#)

How to Delegate Work and Ensure it's Done Right by Dick Lohr (Author)

Master the one skill that's key to your career growth! Delegation is the key to developing your people and yourself. In this program, you'll learn which projects you should delegate...which you should keep for yourself...and how to know the difference.

<http://www.amazon.com/Delegate-Work-Ensure-Done-Right/dp/1933328002>

http://www.pryor.com/mkt_info/products/34.asp

<http://www.learnoutloud.com/Results/Author/Dick-Lohr/8482>

<https://www.thriftbooks.com/a/dick-lohr/953715/>

http://www.goodreads.com/author/show/316089.Dick_Lohr

[Images for Dick Lohr \(Author\)](#)

[Images for How to Delegate Work and Ensure it's Done Right by Dick Lohr \(Author\)](#)

46) Akin to an animal personality

I talked with one pastor who was leaving and taking another call to find out about the congregation I was being asked to serve as an interim pastor. He related to me that he never quite knew what one church office worker did all day. The pastor referred to the staff member as a turtle who mostly stayed in his shell and only stuck his head out every once in a while.

Resources

Do You Have "Turtle Tendencies"? - Ezine Articles

The creature that is of extreme interest to me to make a correlation to however, is none other than the turtle.

<http://ezinearticles.com/?Do-You-Have-Turtle-Tendencies?&id=832759>

[Images for Do You Have "Turtle Tendencies"? - Ezine Articles](#)

The Animal Kingdom Personality Quiz

Turtle (Phlegmatic)

- Introvert
- Observer
- Deliberate tempo
- Emotions - light, slow, brief, calm
- Positive Traits - patient, caution, wisdom, organized
- Careers - academics, science, teaching, psychology, patient worker
- Writing traits - moderate pressure, short low t-bars

<http://www.aliceweiser.com/quiz.htm>
[Images for Animal Kingdom Personality Quiz](#)

47) What does the personality of a pet say about its owner?

I don't own a pet, but, if I did, I'd want a Golden Retriever.

Golden Retriever - Wikipedia

The breed's friendly, gentle temperament means it is unsuited to being a professional guard dog, but its temperament has also made it the third-most popular family dog breed (by registration) in the United States,^[5] the fifth-most popular in Australia,^[6] and the eighth-most popular in the United Kingdom.^[7] Golden Retrievers are rarely choosy eaters, but require ample exercise (of two or more hours a day).^[8] The breed is fond of play but also highly trainable.

https://en.wikipedia.org/wiki/Golden_Retriever
[Images for golden retriever](#)

I worked with a church secretary who owned a Spitz. The preference ran in the family as she kept a picture on her desk of her father holding a Spitz in his lap.

Spitz - Wikipedia

Spitz, with their thick fur, fluffy ruffs, curled tails and small muzzles and ears, have been bred into non-working types designed to be companions or [lap dogs](#). This trend is most evident in the tiny [Pomeranian](#), which was originally a much larger dog closer to the size of a [Keeshond](#) before being bred down to make an acceptable court animal. The Keeshond, the [Wolfspitz](#) variation of the German Spitz, widely known as the national dog of the Netherlands, is an affectionate, loyal, and very energetic pet. Often, these breeds are recognized for their "smiling" mouths. Other spitz which have been bred away from working uses are the [American Eskimo Dog](#), [Alaskan Klee Kai](#), [German Spitz](#), [Volpino Italiano](#), and [Japanese Spitz](#).^[5]

<https://en.wikipedia.org/wiki/Spitz>
[Images for spitz dogs](#)

The church secretary was both personable and excitable. I preferred the church publications to be more straightforward, while, in my opinion, she preferred busyness.

What Your Pet Says About Your Personality - Newsmax.com

Several studies show that your choice of a pet companion does, indeed, reveal a lot about your personality.

<http://www.newsmax.com/Health/Headline/pet-personality-traits-owner/2015/11/13/id/702033/>
[Images for What Your Pet Says About Your Personality - Newsmax.com](#)
<http://www.onegreenplanet.org/animalsandnature/what-your-pet-says-about-your-personality/>
<https://www.cesarsway.com/about-dogs/breeds/what-does-your-dog-breed-say-about-you>
<https://www.scientificamerican.com/article/what-your-pet-reveals-about-you1/>
<https://www.kubashi.com/lifestyle/kulture/what-does-your-choice-of-pet-say-about-your-personality/>
<https://www.yourtango.com/2015282404/what-your-pet-choice-says-about-your-personality-type>
[Images for pet choice personality type](#)
<https://abcnews.go.com/Health/Wellness/dog-personality/story?id=16173086>
<http://wwbp.org/blog/personality-profiles-of-cat-and-dog-people-in-social-media/>
<https://news.nationalgeographic.com/2016/01/160109-animals-humans-behavior-psychology-dogs-cats-science/?user.testname=none>
https://www.huffingtonpost.com/2015/01/16/pet-owners-personality-traits-video_n_6480690.html
[Images for pet owners personality traits](#)

48) When a staff member balks at completing a task...

1. Get it done.
2. Get somebody else to do it.
3. Get out of the way.

49) An attitude

Members appreciated the custodian's work of tending to the large facility. This was especially important because the congregation owed a large debt on the new addition. In addition, the previous long-term custodian could not get the work done even with a helper and was terminated after the chair of the property committee found him asleep in the furnace room. The problem came with the attitude of the new custodian. He used to work for one of the patriarchs of the congregation and viewed himself accountable only to the chair of the property committee.

Should a Church Staff Member Report to a Committee? – Lewis Center for Church Leadership

Having seen all these methods tried, I have concluded that "a staff member reports to a committee" is one of those things that you can say in English but that makes no sense. ... 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. Others can participate in the evaluation process or in

making policies about staff treatment. But a congregation that wants to remain sane will set its staff up as a single team and hold it responsible for sustaining its own working relationships. Designating someone to be “head of staff” or “leader of the staff team” — and requiring the staff team to make its own plans, resolve its own conflicts and carry out its own evaluations (inviting others to participate in all of these except the conflicts) — gives the staff the space it needs to operate effectively.

http://www.churchleadership.com/leadingideas/leaddocs/2010/100721_article2.html

[Images for Should a Church Staff Member Report to a Committee? – Lewis Center for Church Leadership](#)

<https://www.churchleadership.com/category/leading-ideas/>

<https://www.churchleadership.com/category/50-ways/>

He wanted to be friends with the pastor head of staff and bristled at being given direction. He took his complaints outside the church by getting on his cell phone when upset. He attended a neighboring non-denomination congregation and attempted to counsel other staff in spiritual ways. He endeared himself to the quilters by attending their lunch so that they did not know how they would get along without him. Two office staff lodged a complaint for alleged abusive language. He eventually walked off the job and was replaced by a custodian with a better attitude, but not before agitating his supporters against me.

Resources

Attitude Quotes - BrainyQuote

http://www.brainyquote.com/quotes/topics/topic_attitude.html

[Images for Attitude Quotes](#)

How to Strengthen Clergy/Staff Leadership & Relationship Skills – The Parish Paper

Attitude Skill

Page 17

[PDF]Ch. Effectiveness Nuggets--Volume 22--How to Strengthen Clergy/Staff Leadership & Relationship Skills - The Parish Paper

<http://www.theparishpaper.com/files/resources/Church%20Effectiveness%20Nuggets-%20Volume%2022.pdf>

<https://www.theparishpaper.com/free-resources> Church Effective Nugget, Volume 22: How to Strengthen Clergy/Staff Leadership & Relationship Skills

[Images for Strengthen Clergy/Staff Leadership and Relationship Skills Attitude](#)

<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>

Urban Dictionary: Attitude

A state of mind or a feeling; disposition: had a positive *attitude* about work. An arrogant or hostile state of mind or disposition.

<https://www.urbandictionary.com/define.php?term=Attitude>

[Images for an attitude](#)

50) Insistent on things being done her way

I struggled to figure out the mentality of the church secretary who seemed more insistent on things being done her way than on seeing herself as a support staff for the life and ministry of the congregation. Born after 1980, she came on board two years earlier for her first job as a church secretary and related to me in the initial conversation that she imagined how she was going to change things in the congregation. Then I ran across the article **How to Manage (and Avoid) Entitled Employees – NYTimes** which gave perspective.

Resources

How to Manage (and Avoid) Entitled Employees - NYTimes

Ms. Haines said entitlement manifested itself in the following workplace traits: a resistance to feedback, an inclination to overestimate talents and accomplishments, a tendency to be demanding and overbearing and to blame others for mistakes, and little sense of team loyalty. Sound familiar?

People who exhibit this behavior have difficulty adapting to new situations and are not agreeable because they see themselves as being the benchmark against which the behavior of others should be judged. Some researchers have described entitled people as having arrested emotional development, functioning as if they are about 6 years old with needs that must be met first. This is especially hard for business owners — most of whom come from a discipline of delayed gratification — to grapple with.

<http://boss.blogs.nytimes.com/2012/03/23/managing-and-avoiding-entitled-employees/>

[Images for Manage \(and Avoid\) Entitled Employees](#)

<http://www.sbnonline.com/article/nip-bud-manage-entitled-employees/>

<https://www.entrepreneur.com/article/252686> 5 Scientific Suggestions for Curbing an Employee's Sense of Entitlement

<https://www.hrtmexec.com/tips-for-dealing-with-entitled-employees/>

<https://www.success.com/5-ways-entitlement-can-take-down-a-team/>

<https://www.businessnewsdaily.com/5128-entitled-employees-may-threaten-boss-careers.html>

Narcissistic and Entitled to Everything! Does Gen Y Have Too Much Self-Esteem?

The result of these child-rearing practices has been a measurable increase in narcissism and a generation that has a deeply embedded sense of entitlement, according to authorities like Dr. Jean Twenge, author of *Generation Me: Why Today's Young Americans are More Confident, Assertive, Entitled and More Miserable Than Ever*. Dr. Twenge of San Diego State University

studied more than 16,400 students who took the Narcissistic Personality Inventory between 1982 and 2006. In 1982, only a third of the students scored above average on the test. Today that number is over 65%.

<http://aspeneducation.crchealth.com/articles/article-entitlement/>

[Images for Narcissistic and Entitled to Everything! Does Gen Y Have Too Much Self-Esteem?](https://www.abc.net.au/radionational/programs/allinthemind/young-people-today-are-more-narcissistic-than-ever/5457236)

<https://www.abc.net.au/radionational/programs/allinthemind/young-people-today-are-more-narcissistic-than-ever/5457236>

<https://ww2.kqed.org/education/2015/06/19/narcissism-me-generation/>

51) Can staff be expected to attend services of worship?

A youth director, education director, and publications staff all belonged to the congregation as members but only came to services of worship when they had to. Worship attendance was not included in their position description. But one week the youth director glibly related that she had the youth group over to her husband's business office on a main thoroughfare to rake the lawn on a Sunday morning. I challenged her privately about what kind of example that was setting and what kind of message that was sending for the youth, their parents, the congregation, and the community. Some congregations are known as high expectation churches, and, so, staff are expected to model that behavior, while many others are not.

Resources

[Is youth ministry killing the church? | The Christian Century](#)

I've always met young Christians through youth programs. I've been hired by churches so committed to the discipleship of their young people that they've dedicated resources to creating specialized curriculae and activities. These churches expect regular events that are created exclusively to minister to young people.

But I wonder now if we're ministering them right out of the church. Unlike Jonathan, the kids I've previously pastored never sat around a table with adults at church-wide fellowship events—they had their own program options. They've never worked side by side with other members to put on a neighborhood vacation Bible school—they were off on their own mission trips.

<https://www.christiancentury.org/blogs/archive/2010-02/youth-ministry-killing-church>

[Images for These churches expect regular events that are created exclusively to minister to young people.](#)

So, you are a staff employee who also happens to be a member of the church?

2) **Support of leadership.** As a church member, we would anticipate there will be times that you do not agree with the leadership or direction the church is going or disagree with primary decisions that have been made. As a church member, we encourage all members to be open and direct and express their thoughts to the leadership of the church. As a staff employee, you are considered part of the leadership and implementation of the leadership decisions of the church. This means that if session makes a decision about something, you are expected to support and abide by that decision and act with confidence in working to pursue a successful end. Session members themselves, agree that although they may discuss and debate in the course of a meeting, when they leave the meeting they will all support and abide by the decision of the majority. As employees of the church and under the supervision of the pastor/head of staff and the session, it is your role to support the directions and leadership of the church.

[Staff employee/church member dual relationship information \(PDF\)](#)

<http://oga.pcusa.org/media/uploads/oga/pdf/midcouncil-resources/staffmember-churchmember.pdf>

[Images for Staff employee/church member dual relationship information](#)

52) Make-work

She wanted to teach in the public schools but could not get a position so settled for being an Education Director at the church. She aligned herself with the Office Administrator against the Youth Director. She only showed up for services of worship when she had to coordinate the children's participation. I had a hard time understanding what she did for 30 hours a week, but she said that she wrote curriculum and got the supplies ready for the teachers. Fortunately, she eventually found a teaching position allowing the successor installed pastor to more efficiently staff for the mission of the congregation.

[make-work - definition of make-work by The Free Dictionary](#)

n.

work created to keep a person busy.

<http://www.thefreedictionary.com/make-work>

[Images for make-work - definition](#)

53) When staff ingratiate themselves with a congregation formal or informal leader

Some of the most exasperating and almost intractable staff situations are those where staff members ingratiate themselves with a congregation formal or informal leader. I recall how in one congregation a full-time custodian considered himself answerable only to the chair of the Property Committee and to the committee. He wanted to be like a friend with the head of staff, and he treated the office staff disrespectfully. When I confronted him on his behavior, he complained to the chair of the Property Committee, and the chair confronted me in favor of the custodian. I recall how in another congregation a church secretary got the president to paint the church office her favorite color and for his wife to sew a valance for the window. When she did not like the direction given by me as the pastor, she complained to the president who in turn came to me and told me to let the church secretary do what she wanted to do. In the first setting, the custodian eventually walked off the job, while in the second setting the president's term expired, and the church secretary took another position shortly after the new installed pastor started.

Resources

Ingratiation - Wikipedia

Ingratiation is a psychological technique in which an individual attempts to [influence](#) another person by becoming more likeable to their target.

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

Images for Ingratiation images

<https://en.wiktionary.org/wiki/ingratiate>

Urban Dictionary: ingratiate

High-brow [way](#) of [saying](#) "sucking up to someone"

<https://www.urbandictionary.com/define.php?term=ingratiate>

Images for ingratiate

54) Terminating staff

The interim pastor may help prepare for the new installed pastor by enabling an underperforming staff to seek employment elsewhere or by terminating the staff.

Resources

A step-by-step guide to fire an underperforming employee - Pinterest

<https://www.pinterest.com/pin/373869206541381929/>

Images for fire an underperforming employee - Pinterest

<https://fi.pinterest.com/pin/492933121688885069/>

<https://www.pinterest.com/pin/51158145739585692/>

A warden's guide: Surviving the process

Clean house. This is the time to look critically at your church, get some work done. Is your membership list based in reality?

Look at your staff — is it time to make some changes? You can be a true friend to your next rector if you make some tough decisions now so that he or she isn't faced with the secretary who should have retired several years earlier.

Episcopal Church Foundation Vital Practices – Vestry Papers issue on Transition

<http://www.ecfvp.org/vestrypapers/transition/a-wardens-guide-surviving-the-process/>

Images for Look at your staff — is it time to make some changes?

Aubrey Malphurs: The wisdom of knowing when to fire staff - YouTube

There is a right time to do it for the benefit of both the person and the church. (Excerpted from the Society for Church Consulting's training)

<https://www.youtube.com/watch?v=reZcQ-cFca0>

Images for Aubrey Malphurs: The wisdom of knowing when to fire staff - YouTube

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

Termination of employment

Pages 31, 145-146, 157, 214

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

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

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

For discussion questions on this book go to www.augsburgfortress.org/education/academic/churchadministration/

Images for Church Administration: Programs/Process/Purpose [Robert Bacher, Michael Cooper-White] Termination of employment

Courage under Fire: Once the decision to fire an employee has been made

I was not surprised by the call. I knew that this pastor had been struggling for some time with a problem employee that he could not bring himself to fire. The employee was at times brilliant in her work, fulfilling most of the essential functions and duties of her job with polish and excellence. However, she demonstrated an ongoing inability to work well with others, alternating between passive-aggressive and bullying tactics with leaders in the congregation. She had her champions in the church, but she had more than her share of foes.

Alban at Duke Divinity School » Courage Under Fire: Once the decision to fire an employee has been made

<https://alban.org/archive/courage-under-fire-once-the-decision-to-fire-an-employee-has-been-made/>

Images for Courage under Fire: Once the decision to fire an employee has been made

<https://www.susanbeaumont.com/2014/01/24/when-the-decision-to-fire-has-been-made/>

<https://alban.org/category/management/> POSTED ON FEBRUARY 5, 2014 BY ALBAN

<https://alban.org/about-alban/alban-weekly/>

11 Ways To Gracefully Handle Employee Termination - Forbes

We asked members of the Forbes [Human Resources Council](#) what an employer should keep in mind when preparing to terminate an employee.

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/06/18/11-ways-to-gracefully-handle-employee-termination/#36286d983729>

Images for 11 Ways To Gracefully Handle Employee Termination - Forbes

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/07/16/11-strategies-to-prevent-problems-from-resulting-in-termination/#235a55961998>

<https://www.forbes.com/sites/mikekappel/2017/04/05/5-tips-on-how-to-fire-an-employee-gracefully/#657f79eb29dd>

<https://www.forbes.com/sites/lizryan/2016/08/07/should-a-manager-have-the-power-to-fire-an-employee/#4c0ceb271e44>

<https://www.forbes.com/sites/adigaskell/2016/06/09/how-to-fire-people-the-right-way/#769ba612b20d>

<https://www.forbes.com/sites/karlsun/2017/07/24/how-to-fire-an-employee-when-all-else-fails/#2bec0ab92747>

<https://www.forbes.com/sites/kevinkruse/2018/06/22/how-to-fire-someone-nicely/#3ac6c9f515da>

Get Rid of Time-Off Ted, Attitude Alice, and Slacker Sam | Pryor Learning Solutions

Don't continue to struggle with the task of trying to supervise problem employees. This powerful 1-hour audio conference will provide you with valuable knowledge for keeping your company's productivity high — and staying out of court.

What You'll Learn: Identify the actions or behaviors that warrant immediate termination, Prove you have performed all the legal must-do's before terminating someone, Protect yourself and your company with releases and separation agreements, Keep a legally sound file on a problem employee that will provide the documentation you'll need if you're taken to court.

<http://www.pryor.com/site/webinar-audio/get-rid-of-time-off-ted-attitude-alice-and-slacker-sam>

Images for Get Rid of Time-Off Ted, Attitude Alice, and Slacker Sam | Pryor Learning Solutions

<https://www.nasbaregistry.org/course-library/get-rid-of-time-off-ted-attitude-alice-and-slacker-sam>

<https://www.pryor.com/training-webinars/criticism-discipline-skills-for-managers-and-supervisors/>

<https://www.pryor.com/training-products/how-to-supervise-people>

Managers and Employee Termination | Monster.com

Letting an employee go is a difficult situation most managers want to avoid, but with the right preparation and professionalism, you can get through such a tough talk with your dignity -- and your employee's - intact.

<http://hiring.monster.com/hr/hr-best-practices/workforce-management/employee-performance-management/how-to-terminate-employees.aspx>

Images for Managers and Employee Termination | Monster.com

<https://hiring.monster.com/hr/hr-best-practices/workforce-management/hr-management-skills/employee-termination-tips.aspx>

Rethinking Interim Ministry by Anthony B. Robinson » Alban at Duke Divinity School

Fifth, interim ministers can and should, when necessary and with suitable deliberation, make some tough calls. It's difficult for a new pastor to get rid of a longtime youth worker or administrative assistant who may have been around forever, but who has "retired in place," or never was effective in the first place. An interim can help his or her successor, the new pastor, by **making such transitions in staffing or similar tough calls** with respect to moribund programs or building issues.

Alban at Duke Divinity School » Rethinking Interim Ministry

<https://alban.org/archive/rethinking-interim-ministry/>

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

http://day1.org/3939-the_rev_anthony_robinson

<https://www.amazon.com/Anthony-B.-Robinson/e/B001JRTNII>

<https://www.faithandleadership.com/anthony-b-robinson>

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

<https://alban.org/about-alban/alban-weekly/>

Six Considerations to Move a Staff Member Who Is Not a Fit – ThomRainer.com

It's one of the toughest parts of church leadership. You feel like a staff member is not a good fit.

<http://thomrainer.com/2015/10/six-considerations-to-move-a-staff-member-who-is-not-a-fit/>

Images for Six Considerations to Move a Staff Member Who Is Not a Fit – ThomRainer.com

<http://www.christianpost.com/news/church-staff-firing-6-considerations-148673/>

<http://thomrainer.com/2015/11/when-you-have-to-let-a-staff-member-go-rainer-on-leadership-175/>

<http://thomrainer.com/2017/08/ten-tough-pieces-advice-pastors-trouble-receiving/> #3

<http://thomrainer.com/2017/02/respond-staff-member-affair-rainer-leadership-301/> #1

<http://thomrainer.com/2013/06/the-twelve-biggest-challenges-pastors-and-church-staff-face/> #2

<http://thomrainer.com/2013/06/when-christians-fire-christians/>

Images for thomrainer/when-christians-fire-christians

Termination of employment - Wikipedia

Termination of employment is an employee's departure from a job and the end of an employee's duration with an employer.

Termination may be voluntary on the employee's part, or it may be at the hands of the employer, often in the form of **dismissal** (firing) or a **layoff**. Dismissal or firing is generally thought to be the fault of the employee, whereas a layoff is generally done for business reasons (for instance a business slowdown or an economic downturn) outside the employee's performance.

Firing carries a stigma in many cultures, and may hinder the jobseeker's chances of finding new employment, particularly if they have been terminated from a previous job. Jobseekers sometimes do not mention jobs from which they were fired on their resumes; accordingly, unexplained gaps in employment, and refusal or failure to contact previous employers are often regarded as "red flags".^[1]

https://en.wikipedia.org/wiki/Termination_of_employment
[Images for termination of employment](#)

[PDF]The Correct Way to Terminate an Employee - Human Resources 4U

Terminating employees is one of the most unpleasant aspects of a business owner or manager's job duties, but sometimes it is absolutely necessary in order to continue the business of the employer.

http://www.humanresources4u.com/cms_files/original/How_to_Terminate_an_Employee1.pdf

[Images for The Correct Way to Terminate an Employee - Human Resources 4U](#)

<https://www.winthrop.com/bold-perspectives/top-10-mistakes-employers-make-terminating-employees/>

<http://hrcouncil.ca/hr-toolkit/keeping-people-termination.cfm>

<http://lehmiddlebrooks.com/ten-questions-ask-terminate-employee/>

<https://www.bizjournals.com/bizjournals/how-to/human-resources/2014/10/10-things-to-consider-when-terminating-an-employee.html>

<https://www.ziprecruiter.com/blog/the-right-way-to-terminate-an-employee/>

<https://smallbusiness.chron.com/terminate-several-employees-same-time-36317.html>

<https://www.thehartford.com/business-playbook/employee-termination>

[Images for employee termination](#)

<https://training.businessmanagementdaily.com/3322/termination-guidelines-3/>

<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/right-wrong-ways-to-terminate.aspx>

[Images for right-wrong-ways-to-terminate](#)

The default interim - The Presbyterian Outlook

Betty Douglass from Falls Church, VA says

Even in seemingly “uncomplicated” transitions it becomes the duty of the interim pastor to **fire incompetent staff** that the previous pastor hadn't the stomach to terminate.

<https://pres-outlook.org/2015/03/the-default-interim/>

[Images for fire incompetent staff](#)

55) Watch out for landmines

Sometimes, there are warnings. Other times, difficult situations present themselves early.



Anti-tank mine - Wikipedia

https://en.wikipedia.org/wiki/Anti-tank_mine

Book Report - Leadership Land Mines - Gary Tomlinson

(8 Management Catastrophes and How to Avoid Them)

Summary:

Let's get the eight leadership land mines out in front of us for the purposes of review:

Managing the Situation: It's all about Me, Managing to the Exception, The Super Doer, The Blame Addiction

Leading Your People: The Popularity Priority, Cloudy Expectations, Confrontation Phobia, Managing by Committee.

Keep these leadership land mines in front of you. These are the specific behaviors that cripple your ability to lead effectively.

Just being mindful of them will make it easier for you to avoid them. Remember – Leadership is not an event; it's a lifestyle.

Think “body of work.” You will continue to face countless decision points as you navigate through your professional days and weeks. Each decision you make is an opportunity either to jump on and suffer the damage of a leadership land mine, or a chance to avoid the leadership land mines, and in so doing enhance your professional body of work and emerge as a true leader.



http://www.gary-tomlinson.com/media/Book_Report_-_Leadership_Land_Mines.pdf

http://www.gary-tomlinson.com/About_Us.php
[Images for Leadership Land Mines - Gary Tomlinson](#)

56) Choose your battles

Some battles may be important enough to wage. Others may not be worth the risk. Seek wisdom. Use the Serenity Prayer.

Resources

General Colin Powell: A Leadership Primer

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

The Leadership Secrets of Colin Powell

2. **Pick your battles.**

<http://search.barnesandnoble.com/Leadership-Secrets-of-Colin-Powell/Oren-Harari/e/9780071418614> Page 123

[Images for The Leadership Secrets of Colin Powell 2. Pick your battles.](#)

Serenity Prayer - Wikipedia

The Serenity Prayer is the common name for a [prayer](#) authored by the American theologian [Reinhold Niebuhr](#)^{[1][2]} (1892–1971). It has been adopted by [Alcoholics Anonymous](#) and other [twelve-step programs](#). The best-known form is:

God, grant me the serenity to accept the things I cannot change,
The courage to change the things I can,
And the wisdom to know the difference.

http://en.wikipedia.org/wiki/Serenity_Prayer

[Images for Serenity Prayer](#)

57) Whine or wine?

Here in Wisconsin, people ask complainers, "Would you like cheese with your whine?"

Resources

An Illustrated Guide To Pairing Wine And Cheese | VinePair

One marriage no one can object to is the mouthwatering combination of wine and cheese. Each is delicious on its own, but when you pair the two, magic can happen. Be it tannic, light, sweet, or dry, you can bet there's a wine out there for every cheese (even fondue!). The next time you fix yourself up a [cheese plate](#), here are the wines you should be bringing along for the ride.

<https://vinepair.com/wine-blog/an-illustrated-guide-to-pairing-wine-and-cheese/>

[Images for wine and cheese](#)

Whine | Define Whine at Dictionary.com

verb (used without object), whined, whining.

1.

to utter a low, usually nasal, complaining cry or sound, as from uneasiness, discontent, peevishness, etc.:

The puppies were whining from hunger.

2.

to snivel or complain in a peevish, self-pitying way:

He is always whining about his problems.

verb (used with object), whined, whining.

3.

to utter with or as if with a whine:

I whined my litany of complaints.

noun

4.

a whining utterance, sound, or tone.

5.

a feeble, peevish complaint.

<http://dictionary.reference.com/browse/whine>

[Images for An Illustrated Guide To Pairing Wine And Cheese | VinePair](#)

Winsome - definition of winsome by The Free Dictionary

win·some

(wĭn'səm)

adj.

Charming, often in a childlike or naive way.

[Middle English winsum, from Old English wynsum : from wynn, *joy*; see wen- in Indo-European roots + -sum, *characterized by*; see -some¹.]

win'some-ly *adv.*

win'some-ness *n.*

Word History: The *win-* in *winsome* comes from the Indo-European root **wen*, meaning “to desire, strive for,” and has a number of descendants in the Germanic languages. One was the prehistoric Germanic noun **win* meaning “friend” (literally, “one who desires or loves” someone else), which became **wine** in Old English and is preserved in such names as *Winfred*, “friend of peace,” and *Edwin*, “friend of (family) possessions.” A different form of the root with a different suffix became Old English *wynn*, “pleasure, joy,” preserved in *winsome*. Finally, the verb *win* itself is from this root; its meaning is an extension of the sense “to strive for,” namely, “to strive for with success, be victorious.” Outside of the Germanic branch of Indo-European, we see the root, for example, in Latin *venus* or *Venus* “love, the goddess of love,” and the verb *venerāre*, “to worship” the source of English *venerate*.

<http://www.thefreedictionary.com/winsome>
[Images for winsome - definition](#)

58) Winning or whining

Wherever the culture is whine/whine, how about introducing the concept of win/win? If a staff is stuck in whine/whine and can't or won't get out, perhaps it will be a win/win situation if that staff finds other employment.

Resources for whining

Stop the Whining! The 5 Best Ways to Build Morale!

The key to building morale in the workplace is to kick up your communication skills a couple of notches from the top management to the front-line employees and I believe that all starts with the word, expectation.

<http://www.businessknowhow.com/manage/whining.htm>

[Images for Stop the Whining](#)

<https://abcnews.go.com/Business/CareerManagement/story?id=4574435&page=1> Working Wounded: Stop Workplace Whining - ABC News

<https://www.lifehack.org/articles/communication/6-tips-stop-whining.html>

<http://www.amy-castro.com/tired-workplace-whining-heres-make-stop/>

<http://thefederalist.com/2015/10/14/dear-millennials-stop-whining-and-do-your-job/>

<http://bulliesbegone.com/blog/2009/10/20/stop-workplace-moaning-groaning-whining-and-negativity>

[Images for Stop Workplace Moaning, Groaning, Whining and Negativity](#)

Whining in the Workplace | Leadership Freak

Those who own complaints are prepared to find solutions. Those who lurk in the shadows and toss stones feel powerful when they destroy and tear down.

<http://leadershipfreak.wordpress.com/2013/06/13/whining-in-the-workplace/>

[Images for Whining in the Workplace](#)

<https://www.theatlantic.com/business/archive/2012/09/workplace-whiners-and-other-coworkers-youll-know/323727/>

<https://blog.deliveringhappiness.com/blog/whining-in-the-workplace>

<https://www.vulcan7.com/2018/03/20/the-perils-of-workplace-whining/>

<https://smallbusiness.chron.com/deal-whiners-work-25388.html>

<http://online.wsj.com/news/articles/SB10000872396390444017504577645481036510356>

[Images for What to Do with a Workplace Whiner](#)

Resources for winning

8 Winning Ways to Perform Workplace Wonders - Forbes

Here are eight (8) winning ways your workplace can influence a high-performance mindset:

<http://www.forbes.com/sites/glennlllopis/2012/06/25/8-winning-ways-to-perform-workplace-wonders/>

[Images for Winning Ways to Perform Workplace Wonders](#)

<https://www.forbes.com/sites/glennlllopis/2012/10/15/3-ways-to-win-the-workplace-game/#36588b1b73ca>

[Images for ways-to-win-the-workplace-game](#)

<https://www.forbes.com/sites/forbesnycouncil/2018/07/30/to-create-a-winning-team-start-with-workplace-culture/#2df8ec5d2107>

[Images for create-a-winning-team-start-with-workplace-culture](#)

<https://www.forbes.com/sites/travisbradberry/2015/09/15/6-ways-to-win-at-office-politics/#39a0d4916d2b>

[Images for ways-to-win-at-office-politics](#)

59) Sabotage

I included the following paragraph under personnel in a monthly interim ministry report, not so much because I thought the synod staff needed to know, as I thought it might be helpful to the new pastor.

When I first consulted with the volunteer church secretary at *(name)* in *(month)*, among other things, she told me how some of the previous pastors who were not liked for various reasons were gradually pushed out. She comes from a Polish Catholic background in *(town)*, while her husband (vice president and former president of the Congregation Council) comes from *(name)* Lutheran Church in *(city)*. He has spoken appreciatively to me from the beginning to the last, including at the last council meeting on *(date)*. I also received numerous compliments from other members who opened the bulletin and saw that the order of service more closely followed the *Evangelical Lutheran Worship* and the announcement page and saw articles about activities and events made it look like something was happening. She has always been cool to me. I realize she coordinated things while the former retired pastor declined in health. She teaches at the vocational school and is a mother to two children and involved in their lives. I think she

approaches the weekly bulletin announcements like a teacher and mom in making the announcements in large type to get people's attention. My approach was more journalistic in giving as much information as possible to the people in a matter of fact way. On (date), I talked with her at VBS. And to my surprise, she came into the office on Wednesday (date) at (time) with my last day of office hours before using allotted vacation when she had never done so before. I talked with her while she typed on the computer a few feet away. Then she left. When I went out to look at the bulletins in the gathering area, I discovered she left in the article on "Unanimous vote for pastoral candidate" but removed the articles on "Pastor Bolstad asked to accept a new assignment" and "Pastoral Acts and Former Pastors." I did not mind that she did not use an article "We are Lutheran" in order to put in a thank you note from VBS and another note on the food pantry but there was plenty of room for my articles. She reconfigured the announcements to go back to the teacher and mom mode of large print and centered rather than justified left to get people's attention. Why she came in while she knew I was there for office hours and how she could talk with me while reconfiguring the bulletin is a matter I can only surmise. I am thinking the new pastor will need to come to some sort of an understanding with the church secretary. I photocopied a new bulletin with the original announcements and threw out hers.

8 Examples of passive aggressive behavior

7. The last punch

Passive aggressive people love to throw the last punch.

<http://www.coachingpositiveperformance.com/8-examples-passive-aggressive-behaviour/>

<http://www.coachingpositiveperformance.com/confirmation-tackling-passive-aggressive-behaviour/>

[Images for Passive aggressive people love to throw the last punch.](#)

60) Should a pastor pander to the church secretary to keep the peace?

One option for a pastor who inherits a church secretary who pretty much does what she wants to do is to let her continue to do what she wants in order not to upset things. The other option is to come to an understanding.

Resources

Pander definition and meaning | Collins English Dictionary

Pander definition: If you pander to someone or to their wishes, you do everything that they want, often to...

<https://www.collinsdictionary.com/us/dictionary/english/pander>

[Images for pander definition and meaning](#)

Pander | Definition of Pander by Merriam-Webster

Define pander: to do or provide what someone wants or demands even though it is not proper, good, or reasonable

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

[Images for Pander | Definition of Pander](#)

61) Placate or principle?

A people pleaser will choose the former, while a self-differentiated will choose the latter.

Resources for placate

5 Distinguishable Styles of Communication | John Boesky

Placators tend to engage behaviors that are designed to please, soothe, and pacify others. They make unwarranted concessions to others and are prone to accommodating and pleasing other because they have an addiction to seeking out their acceptance and approval. In addition, they are afraid of being rejected or abandoned by others, fear that the people around them will become angry with them, and they therefore fear interpersonal conflict.

<http://johnboesky.com/5-distinguishable-styles-communication/>

[Images for placators please, soothe, pacify](#)

<https://adventurer101.wordpress.com/2010/08/11/are-you-a-placater-blamer-computer-distractor-or-leveler/>

<http://sourcesofinsight.com/satir-categories/> #2

What is placating and how does it create barriers to communication?

Placating involves giving in to the other person's position or demands, even though you still are not comfortable, or happy with them. In essence, it involves giving in.

<http://work911.com/communication/barrierplacating.htm>

[Images for What is placating and how does it create barriers to communication?](#)

<https://www.cartoonstock.com/directory/p/placating.asp>

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

Resources for principle

10 Principles of Effective and Authentic Leadership | HuffPost

There is a great amount of definitions and theories about effective leadership. Each leader chooses their unique formula of success, but still there are keys to authentic leadership that can't be ignored. Here are 10 important principles each leader should know.

https://www.huffingtonpost.com/anush-kostanyan/10-principles-of-effective-and-authentic-leadership_b_5686841.html

[Images for 10 Principles of Effective and Authentic Leadership | HuffPost](#)

<https://www.strategy-business.com/article/10-Principles-of-Strategic-Leadership?gko=25cec>

<http://forwardleadership.org/article/leading-by-principle-not-preference#sthash.CI8vSbXS.dpbs>

[Images for principle not preference](#)

<https://www.inc.com/justin-bariso/here-s-the-single-most-important-principle-of-good-leadership-summed-up-in-one-s.html>

http://www.1000ventures.com/business_guide/crosscuttings/leadership_principle-centered.html

[Images for leadership principle centered](#)

<https://www.ed.gov/news/speeches/leadership-principle-how-rural-values-contribute-success-classroom>

[Images for leadership principle rural values](#)

62) Relational calculus

Give a task to one church worker and consider it done. Give a task to another church worker and expect resistance, sabotage, and pushback. I was never very good at math in high school, although I liked geometry with its sizes and shapes, proofs, and theorems. Algebra seemed like a foreign language, and I avoided calculus. But, through the years, by necessity, I've learned something about relational calculus. Maybe, it's just me, but it seems many of the presenting relational situations are getting more difficult to calculate.

Resources

People Management Skills - How to Manage Different Personalities

You can't use a cookie cutter approach with every employee. In most cases, you will need to change your communication approach with each individual. For example, you will not get your point across if you're too direct and data oriented with a touchy-feely kind of person. In the same token, you would not want to be too touchy-feely with a no-nonsense type of person. This is also important when delegating any projects to individuals or as small teams. If a person or team is too analytical, there will be little creativity. If a person or team is too sensitive, fewer decisions will be confidently made. Here are some ways to deal with different personality traits:

<http://www.masterclassmanagement.com/ManagementCourse-ManagingPersonalities.html>

[Images for People Management Skills - How to Manage Different Personalities](#)

<https://www.abc-amega.com/tips-to-managing-different-personality-types-at-the-office>

<https://aboutleaders.com/different-personalities/#qs.YiAttJc>

<https://thenextweb.com/insider/2015/06/27/6-personalities-in-every-office-and-how-to-manage-them/>

<https://smallbusiness.chron.com/manage-different-ab-c-personality-types-work-11222.html>

<https://mcgpartners.com/how-to-manage-different-personalities/>

<https://www.linkedin.com/pulse/art-managing-different-personality-types-your-team-vartika-kashyap>

<https://www.businessinsider.com/5-ways-to-manage-different-personality-types-2012-10>

Types of Difficult People in the Workplace | Chron.com

Difficult people are everywhere and with some luck, are easily avoided. However, difficult personalities are unavoidable when they are your co-workers and when you have to partner with them on sensitive projects. To make your time at work easier, it is important to recognize such people to understand how to navigate what can be tumultuous experiences with them.

<https://smallbusiness.chron.com/types-difficult-people-workplace-17470.html>

[Images for Types of Difficult People in the Workplace | Chron.com](#)

<http://psychcentral.com/blog/archives/2008/04/15/6-difficult-types-of-people-and-how-to-deal-with-them/>

<http://newberrycoaching.com/2016/03/21/six-types-of-difficult-people-and-how-to-deal-with-them/>

<https://www.scienceofpeople.com/difficult-people/> 4 Types of Difficult People and How to Deal With Them | Science of People

<https://www.youtube.com/watch?v=Rx6Abkn--Zc> 4 Types of Difficult People and How to Deal – YouTube

<http://sourcesofinsight.com/ten-types-of-difficult-people/>

<https://prezi.com/3qr1ztexzj1c/six-difficult-types-of-people-how-to-deal-with-them/>

<https://blog.blackswanltd.com/the-edge/4-types-of-difficult-people-and-how-to-win-them-over>

<https://aggie-horticulture.tamu.edu/ornamental/economic-fact-sheets/handling-the-different-types-of-difficult-people/>

<http://www.bayt.com/en/employer-article-13882/> Four Types of Difficult Employees and How to Manage Them

http://www.yourofficecoach.com/topics/lessons_in_leadership/effective_leadership/seven_employees_that_drive_managers_crazy.aspx

What Every Children's Ministry Leader Needs to Know | CT Pastors

I have never seen a day where it is harder to be a senior pastor than this day, and I have never seen senior pastors under higher levels of stress. And that is for good reason. The world is changing, ministry is harder, preaching is harder, **team building is harder**, and fundraising is harder. Capturing the attention of lost people is more difficult and people are more broken. So, there is a lot going on in a senior pastor's mind.

<http://www.christianitytoday.com/le/2005/march-online-only/what-every-childrens-ministry-leader-needs-to-know.html>

[Images for The world is changing, ministry is harder, preaching is harder, team building is harder, and fundraising is harder.](#)

63) 50-50

One year I worked with 6 different church secretaries in 9 different churches. Three willingly worked with agreed upon parameters, and the work went well. Three balked at working with agreed upon parameters, and the work did not go well.

64) Overfunctioning and underfunctioning

Lonesome Dove (TV Mini-Series 1989) is the tale of two former Texas Rangers who leave the South Texas town of Lonesome Dove on an epic 2,500-mile cattle drive to the lush ranch country of Montana.

Right before they leave Lonesome Dove, Captain Woodrow F. Call (Tommy Lee Jones) states, "Fun's all over down here for sure now." Augustus "Gus" McRay (Robert Duvall) replies, "Fun. What would you know about fun? You haven't had any fun in your whole d**n life! Fun. Now that's my department. I'm going into town to see if I can't scare up a little bit of it." Woodrow states, "We got enough work to do without you ridin' off into town." Gus replies, "I'm trying to keep everything balanced. You do more work than you got to. So, it's my obligation to do less."

Lonesome Dove: The Complete Miniseries, Part 1 - YouTube

LEAVING: Larry McMurtry's saga opens with two former Texas Rangers (Robert Duvall, Tommy Lee Jones) beginning a cattle drive to Montana.



https://www.youtube.com/watch?v=V_VL_geRx8M

<https://www.youtube.com/watch?v=XBZKnt88liU>

Lonesome Dove: The Complete Miniseries, Part 2 - YouTube

[https://play.google.com/store/tv/show/Lonesome Dove_The_Complete_Miniseries?id=evNBbsCyfSs](https://play.google.com/store/tv/show/Lonesome_Dove_The_Complete_Miniseries?id=evNBbsCyfSs)

[Images for Lonesome Dove: The Complete Miniseries](#)

Resources

Do you overfunction or underfunction in a relationship? | Life and style

Breaking the pattern is tough, because the OF needs to step back and do less, which means potentially letting bad things happen and tolerating the resulting anxiety.

<http://www.theguardian.com/lifeandstyle/2015/nov/13/oliver-burkeman-overfunction-underfunction-relationship>

[Images for overfunction or underfunction in a relationship](#)

<http://www.counsellingincanberra.com.au/2010/12/over-and-underfunctioning-in-relationships/>

<http://www.peterfrith.org/persyst/over-and-under-functioning.pdf>

<https://www.youtube.com/watch?v=8GpnqnRRozc> Family Matters: Over Functioning and Under Functioning - YouTube

<http://www.neilrosenthal.com/overfunctioningunderfunctioning-relationships/>

[Images for overfunctioning](#)

[Images for underfunctioning](#)

<http://www.willmeekphd.com/overfunctioning-underfunctioning/>

[Images for overfunctioning underfunctioning relationship - Pinterest](#)

Max Henson

Hard not to be impressed with Keenum's play this year. Zimmer said it well: "Case is making the plays he needs to make and he's not trying to overdo things."

[@PanthersMax](#)

[Images for case keenum and coach zimmer](#)

65) Temptation to do more

Back in October of 1968, I was invited to the headquarters of **The Des Moines Register** as a part of National Newspaper Day. The company invited top sales carriers to be honored. We were given a tour of the plant. One supervisor explained that the presses run best with a minimum of intervention, but he said some workers are tempted to do more. He explained that such actions make for more problems than they solve.

66) Do women make better pastors?

A church secretary related that the ending did not go well for the previous male pastor, while the female pastor before him left much beloved. The church secretary said, "She was a like a grandmother. She attracted people. I think women make better pastors."

The Athena Doctrine: How Women (and the Men Who Think Like Them) Will Rule the Future by John Gerzema (Author), Michael D'Antonio (Author)

How feminine values can solve our toughest problems and build a more prosperous future

Among 64,000 people surveyed in thirteen nations, two thirds feel the world would be a better place if men thought more like women. This marks a global trend away from the winner-takes-all, masculine approach to getting things done.

Drawing from interviews at innovative organizations in eighteen nations and at Fortune 500 boardrooms, the authors reveal how men and women alike are recognizing significant value in traits commonly associated with women, such as nurturing, cooperation, communication, and sharing. *The Athena Doctrine* shows why femininity is the operating system of 21st century prosperity.

- Advocates a new way to solve today's toughest problems in business, education, government, and more

- Based on a landmark survey and results from Young & Rubicam's respected Brand Asset Valuator's global survey, as well as on-the-ground interviews in 18 countries
 - From acclaimed social theorist, consumer expert, and bestselling author, John Gerzema, and award-winning author, Michael D'Antonio
- Brought to life through real world examples and backed by rigorous data, *The Athena Doctrine* shows how feminine traits are ascending—and bringing success to people and organizations around the world. By nurturing, listening, collaborating and sharing, women and men are solving problems, finding profits, and redefining success in every realm.

<https://www.amazon.com/Athena-DocTrine-Women-Think-Future/dp/111845295X>
<https://www.goodreads.com/book/show/16250170-the-athena-doctrine>
<https://www.barnesandnoble.com/w/the-athena-doctrine-john-gerzema/1114680323#/>
<https://www.target.com/p/athena-doctrine-how-women-and-the-men-who-think-like-them-will-rule-the-future-unabridged/-/A-50117850>
<http://www.johngerzema.com/books/athena-doctrine>
http://vistaleadershipacademy.com/wp-content/uploads/2017/03/Athena_DocTrine-Overview-1.pdf
https://www.huffingtonpost.com/john-gerzema/the-athena-doctrine-the-r_b_3132416.html
<https://www.youtube.com/watch?v=YxgTsyL4y0E> The Athena Doctrine: John Gerzema at TEDxKC - YouTube
<https://vimeo.com/50561460> John Gerzema: The Athena Doctrine [TED Talk] on Vimeo
<https://www8.gsb.columbia.edu/video/videos/athena-doctrine-feminine-values-are-future>
<https://www.microsoft.com/en-us/research/video/the-athena-doctrine-how-women-and-the-men-who-think-like-them-will-rule-the-future/>
<https://www.slideshare.net/johngerzema/the-athena-doctrine>
<https://www.americanexpress.com/us/small-business/openforum/articles/exclusive-book-interview-the-athena-doctrine/>
<https://www.usatoday.com/story/money/business/2013/04/14/athena-doctrine/2074397/>
<https://www.getabstract.com/en/summary/leadership-and-management/the-athena-doctrine/19567>
<https://www.publishersweekly.com/978-1-118-45295-0>
<https://waytolead.org/the-athena-doctrine/>
<https://www.2020wob.com/labels/athena-doctrine>
<http://thewomentakeover.com/john-gerzema-co-creator-of-the-athena-doctrine/>
<https://www.ellevetenetwork.com/events/2266-the-athena-doctrine-how-women-and-the-men-who-think-like-them-will-rule-the-future>
<http://www.michaeldantonio.net/all-books/the-athena-doctrine/>
<https://smallbiztrends.com/2013/02/the-athena-doctrine-book-review.html>
<https://www.aauw.org/2013/06/14/athenadoctrine/>
<http://www.dailymail.co.uk/femail/article-2318922/Athena-DocTrine-How-men-think-like-women-order-succeed-feminine-traits-make-world-better-place-according-new-book.html>
<https://www.ducttapemarketing.com/tag/the-athena-doctrine/>
<https://www.greenbiz.com/blog/2013/09/04/attract-millennials-consider-athena-doctrine>
<https://indiebusinessnetwork.com/may-2013-indie-business-book-club-pick-the-athena-doctrine/>
<https://hbr.org/2013/08/research-male-leaders-should-think-more-like-women>
<https://www.forbes.com/sites/danschawbel/2013/04/16/john-gerzema-how-women-will-rule-the-future-of-work/#169947d958f9>
https://en.wikipedia.org/wiki/John_Gerzema
<https://www.amazon.com/John-Gerzema/e/B001JSJOB1>
https://www.goodreads.com/author/show/3510971.John_Gerzema
 Images for John Gerzema (Author)
https://www.goodreads.com/author/show/58539.Michael_D_Antonio
 Images for Michael D'Antonio (Author)
 Images for *The Athena Doctrine: How Women (and the Men Who Think Like Them) Will Rule the Future* by John Gerzema (Author), Michael D'Antonio (Author)

67) Beating Burnout

When I take a new assignment, I try to find out about the community, congregation, and predecessor. One of the ways I do this is by visiting with neighboring pastors. One such neighboring pastor offered the observation that my predecessor was nearing burnout. I looked at the calendar of events for the parish and did not see enough pastoral responsibilities to overwork a pastor. Then, I ran across a quote by Edwin Friedman from Margaret Marcuson:

The minimalist guide to clergy burnout - Margaret Marcuson

Are you exhausted? Do you feel the weight of your church? Edwin Friedman used to say, "*Stress comes less from overwork than from taking responsibilities for the problems of others.*" It's the most common source of clergy burnout. It's that simple. Simple, but not always easy to address.

Here are some problems that clergy often take responsibility for:

<http://margaretmarcuson.com/clergy-burnout/>
 Images for minimalist guide to clergy burnout - Margaret Marcuson
<http://margaretmarcuson.com/preventing-burnout/>
<http://margaretmarcuson.com/pastors-burnout/>
<http://margaretmarcuson.com/second-reason-pastors-burn-out/>

<http://margaretmarcuson.com/>
<http://www.margaretmarcuson.com/leaderswholast/>
<http://www.margaretmarcuson.com/leaderswholast/join/>

Also, I recalled how the predecessor included a statement in the website bio that she wanted to know whenever any member was going in for surgery so that she could visit with the member before surgery, sit with the family through the surgery, and return for a follow-up visit two days later. Many times, I found out afterwards when a member came back from the hospital.

In addition, the church secretary related to me that it seemed like the predecessor wanted to be everybody's friend. As for me, most of the members seemed friendly without needing me to be their friend.

She also served as conference dean. I recalled how the neighboring pastor offered a cryptic comment about her, "*(The pastor)* seemed to know best what other pastors and congregations should be doing." During my time in the assignment, it looked to me like the other pastors and congregations could figure out what to do.

Resources

Burnout: A 'Cry-sis' of the Spirit | Stewardship of Life

"Faith-Based" Friends

The antidotes to "burnout" listed above are primarily individualistic in nature. Preventing a "cry-sis of the spirit" is further enhanced by intentionally developing and maintaining what I call "faith-based friendships."

Ministry is often an isolating experience, be it geographical or emotional. The need to be engaged in regular and intentional conversation with another trusted friend (someone outside of our parish or ministry setting), colleague, therapist, or spiritual companion/director is essential to maintaining our internal compasses. I recommend interactions that plumb the depths of our emotional and spiritual lives.

As we do ministry with passion and enthusiasm, we live through a variety of situations that elicit strong emotional reactions and that test our faith. It is essential that we have time to review our personal and professional lives in the company of another whom we can trust unconditionally, who can pray for us, and who can provide us with another valued perspective, all of which are part of a continual healing process.

Staying strong in the faith and energized for ministry requires intentionally committing ourselves to a faith-based relationship of sharing and support.

A dying faith, a lackluster spirit, dissatisfying relationships, a hardened heart, and an unmotivated ministry are signs of a "cry-sis of the spirit." Awareness and understanding must lead to action, both preventive and remedial.

We rely on the creative power of God, the redemptive action of Jesus Christ, and the gifts of the Spirit to bring healing to broken hearts and lives. We live with the confident hope that the quality of our daily decisions makes a difference in effecting health and wholeness.

<http://www.stewardshipoflife.org/2010/11/burnout-a-cry-sis-of-the-spirit/>

[Images for Burnout: A 'Cry-sis' of the Spirit | Stewardship of Life](#)

Clergy Burnout: Recovering from the 70-hour Work Week... and Other Self-Defeating Practices by Fred Lehr (Author)

In this highly accessible book, Fred Lehr clarifies the nature and practice of clergy codependence. In short, insightful, and highly readable chapters, filled with many examples and stories from his own life and those he has counseled, Lehr identifies the typical forms codependence takes in the life and ministry of clergy:

1. the chief-enabler, the one who keeps things functioning;
2. the scapegoat, the one on whom everything's blamed when it goes wrong, the one who's responsible;
3. the hero, the example, the pure and righteous one;
4. the lost child, the one no one really knows or cares about;
5. the rescuer, the one who saves the day, makes the visit, fixes the problem, makes everything all right again;
6. the mascot, the cheerleader, the one who offers comic relief, brings down the tension level after a heated discussion.

<http://www.barnesandnoble.com/w/clergy-burnout-fred-lehr/1100921539>

<http://fortresspress.com/product/clergy-burnout-recovering-70-hour-weekand-other-self-defeating-practices>

http://www.goodreads.com/book/show/1210905.Clergy_Burnout

<https://www.christianbook.com/clergy-burnout-recovering-other-defeating-practices/fred-lehr/9780800637637/pd/37639>

https://books.google.com/books/about/Clergy_Burnout.html?id=AZwE-rTd5ZsC

https://books.google.com/books/about/Clergy_Burnout.html?id=bYAOngEACAAJ

<http://fortresspress.com/author/john-frederick-lehr>

<http://www.pres-outlook.com/home/7-book-reviews/3011.pdf>

<http://commonquote.com/source/11429/fred-lehr/clergy-burnout-recovering-from-the-70-hour-work-week-and-other-self-defeating-practices>

https://books.google.com/books/about/Clergy_Burnout.html?id=AZwE-rTd5ZsC

<https://books.google.com/books?isbn=1451411235>

<http://pres-outlook.org/2006/10/clergy-burnout-recovering-from-the-70-hour-work-week-and-other-self-defeating-practices/>

[Images for Fred Lehr \(Author\) clergy burnout](#)

[Images for Clergy Burnout: Recovering from the 70-hour Work Week... and Other Self-Defeating Practices by Fred Lehr \(Author\)](#)

How to Avoid Pastor Burnout | The Parish Paper

Pastors need ongoing support from the congregation, their peers, their denomination, and seminaries. Congregations that adequately support clergy receive far more in return. Reasonable expectations from members assist pastors in time

management and appropriate self-care. How pastors spend their time reflects their priorities. If good communication and common vision exist, the pastor's time investments will mirror the church's priorities.

<http://www.wisconsinumc.org/Resources/Documents/ParishPaper/ParishPaper-Jan13.pdf>

<http://www.qadisciples.org/clergy/ParishPaper/2013/January%202013.pdf>

<https://nebraskasynod.org/learn/resources/congregations/planning/parishpaper.html> January – How to Avoid Pastor Burnout

<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper> January 2013 - "How to Avoid Pastor Burnout"

https://nebraskasynod.org/file_download/inline/ac7dc792-f003-4a68-8c4e-8bad9c39e123

<https://www.theparishpaper.com/back-issue/how-avoid-pastor-burnout>

[Images for Avoid Pastor Burnout | The Parish Paper](#)

Keeping clergy burnout at bay | The Lutheran

Our goal is to make sure our pastors do not become victims of this tragedy," says Cindy Camp, coordinator of Respite and Renewal ministries. The ministry, based at the Lutheran Home at Topton, Pa., is how some New York church professionals are spelling relief.

Funded by Lutheran Disaster Response, more than 30 congregations in the Northeastern Pennsylvania Synod and other contributors have donated a member's vacation home or paid for a clergy family's stay at a bed and breakfast or hotel. Camp also keeps a volunteer list of pastors nationwide who will cover for New York or New Jersey pastors on leave.

The respite program is the result of what LDR and others have learned following such disasters as Hurricane Andrew, flooding in the Red River Valley and the Oklahoma City bombing: Many — if not most — clergy leave congregations affected by disaster within a couple of years.

http://www.thelutheran.org/article/article.cfm?article_id=4451

[Images for Keeping clergy burnout at bay | The Lutheran](#)

Ministry Burnout [John A. Sanford]

Teacher, faithful pastor, financial wizard, caretaker of the sick, activist, personal counselor, and preacher: these are some of the roles a minister must fill. The demands of these roles can lead to numerous dilemmas and stresses and, if not adequately addressed, to burnout. John Sanford deals concretely with the circumstances that give rise to this spiritual exhaustion and identifies the underlying dynamics. He studies each problem in detail, provides approaches and practical suggestions for dealing with it, and reviews the psychology of the ministering person to show how an individual can mitigate such problems by dealing more realistically with himself or herself.

<http://www.amazon.com/Ministry-Burnout-John-Sanford/dp/0664253520>

<https://www.barnesandnoble.com/w/ministry-burnout-john-a-sanford/1001316450>

http://books.google.com/books?id=4fWpN30sqy8C&source=gb&book_similarbooks

https://en.wikipedia.org/wiki/John_A._Sanford

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

<https://books.google.com/books?isbn=0595601073>

Page 38

<https://www.amazon.com/John-A.-Sanford/e/B001H6MOD2>

https://www.goodreads.com/author/show/12765.John_A_Sanford

[Images for john a sanford author ministry burnout](#)

[Images for Ministry Burnout \[John A. Sanford\]](#)

9 Signs You're Burning Out in Leadership – Carey Nieuwhof

So how do you know if you're heading for burnout?

Here are 9 things I personally experienced as I burned out.

I hope they can help you see the edge before you career past it:

<http://careynieuwhof.com/2013/07/9-signs-youre-burning-out-in-leadership/>

[Images for 9 Signs You're Burning Out in Leadership – Carey Nieuwhof](#)

<http://careynieuwhof.com/2013/07/how-i-recovered-from-burn-out-12-keys-to-getting-back/>

<http://careynieuwhof.com/2014/09/7-truths-burnout-leadership/>

<http://careynieuwhof.com/2016/06/10-insights-burnout-10-years-making/>

<https://careynieuwhof.com/11-signs-youre-more-than-just-tired-youre-burning-out/>

<http://careynieuwhof.com/tag/burnout/>

<http://careynieuwhof.com/tag/insights-on-burnout/>

<https://careynieuwhof.com/how-to-be-an-appropriately-transparent-leader-without-oversharing/>

<http://careynieuwhof.com/2013/01/what-everybody-ought-to-know-about-emotions-and-ministry/>

<https://careynieuwhof.com/how-pastoral-care-stunts-the-growth-of-most-churches/>

<https://careynieuwhof.com/epidemic-creeping-hollow-within-pastors-soul/>

<https://careynieuwhof.com/how-to-be-an-appropriately-transparent-leader-without-oversharing/>

<https://careynieuwhof.com/episode125/> David Kinnaman on the Clergy Crisis and State of Pastors Today - Carey Nieuwhof #1

<https://careynieuwhof.com/episode142/> CNLP 142: LANCE WITT ON WHAT TAKES PASTORS OUT OF MINISTRY AND HOW TO GUARD AGAINST IT

<https://www.facebook.com/cniewhof/videos/694718700716561/> Carey Nieuwhof - Overcoming Burnout and Fatigue - Facebook

<https://twitter.com/cniewhof/status/786671149270827012> Burnout and hollow hearts among pastors are almost at epidemic levels. What's going on?

<http://briandoddsonleadership.com/2016/04/28/live-blog-from-rethink-conference-carey-nieuwhof-on-pastoral-burnout/>

<http://chrisedmondson.blogspot.com/2016/04/carey-nieuwhof-burnout-rethink.html>
<http://www.acstechnologies.com/blog/engagement/dealing-burnout-spiritual-otherwise>
<http://tuanson-and-friends.blogspot.com/2016/04/carey-nieuwhof-burnout-rethink.html>
<http://portcitychurch.org/articles/check-your-gauges-avoiding-burnout>
<http://oneeightcatalyst.org/w-podcast/episode-55-ministry-burnout-the-basics>
http://www.worshipfacilities.com/article/5_tips_to_prevent_burnout_from_happening
<https://www.velocityministrymanagement.com/causes-ministry-burnout/>
<http://www.boldcupofcoffee.com/the-brew/036-the-biggest-choice-of-a-leader-an-interview-with-carey-nieuwhof>
<http://connexuschurch.com/about-us/carey-nieuwhof/>
<https://www.amazon.com/Carey-Nieuwhof/e/B003GJCLCM>
https://www.goodreads.com/author/show/3396023.Carey_Nieuwhof
[Images for carey nieuwhof \(author\)](#)

Reflections on the Study of Clergy Burnout - Alban Institute

The purpose of the research project was threefold: to provide reliable data to Austin Seminary to support its continuing efforts to provide the best theological education possible for its students as they prepare for ministry; to provide valuable information for the seminary as it prepares to host a conference addressing the challenges pastors face in gaining and maintaining resources that will energize their ministries and help to prevent burnout; and to communicate what we learn to other educational and church institutions concerned with the preparation of candidates for pastoral ministry. The actual data we received via the survey can be found elsewhere on this Web site. Below is a summary of our most significant findings.

<https://alban.org/archive/reflections-on-the-study-of-clergy-burnout/>
[Images for Reflections on the Study of Clergy Burnout - Alban Institute](#)
<https://alban.org/uploadedFiles/Alban/Conversation/pdf/AustinGrad2-app.pdf>
<https://alban.org/archive/great-expectation-sobering-realities-findings-from-a-new-study-on-clergy-burnout/>
<https://alban.org/archive/congregations-magazine-may-jun-2002/>
<http://journals.sagepub.com/doi/abs/10.1177/154230501006400206> The Impact of Pastors' Spiritual Practices on Burnout - Diane J. Chandler, Ph.D.
<https://alban.org/category/leadership/>
<https://alban.org/category/renewal-vitality/>
<https://alban.org/about-alban/alban-weekly/>

Seven Keys to Preventing Pastoral Burnout - ThomRainer.com

I have the incredible opportunity to interact with pastors regularly. In recent conversations, I asked two questions. First, have you ever experienced burnout in your ministry? Second, what do you do to prevent pastoral burnout? Interestingly, every pastor with whom I spoke had experienced some level of burnout. And so they spoke from the voice of experience when they shared with me what they do to prevent burnout today. I aggregated their responses to seven keys to preventing pastoral burnout, not in any particular order or priority.

http://thomrainer.com/2012/05/26/seven_keys_to_preventing_pastoral_burnout/
[Images for Seven Keys to Preventing Pastoral Burnout - ThomRainer.com](#)
<http://thomrainer.com/2014/06/autopsy-burned-pastor-13-lessons/>
<https://thomrainer.com/2018/07/seven-reasons-pastors-burn/>
https://www.youtube.com/watch?v=PlsV5_L13uE Seven Reasons Pastors Burn Out – YouTube
<https://thomrainer.com/2018/08/eight-ways-church-members-can-help-pastors-avoid-burnout-rainer-on-leadership-462/>
<http://thomrainer.com/2013/09/seven-reasons-pastors-burn-out/seven-reasons-pastors-burn-out/>
<http://thomrainer.com/2013/09/seven-responses-to-prevent-pastor-burnout/>
<http://thomrainer.com/2014/12/seven-myths-pastors-workweek/>
<http://thomrainer.com/2013/05/twelve-ways-pastors-went-from-burnout-to-vision/>
<http://thomrainer.com/2016/02/five-common-reasons-church-members-burnout/>
<https://thomrainer.com/2013/06/overcoming-pastoral-burnout-rainer-on-leadership-011/>
<http://thomrainer.com/2013/10/identifying-and-overcoming-pastoral-burnout-rainer-on-leadership-026/>
<http://thomrainer.com/2012/12/eight-negative-reasons-pastors-leave-a-church/> #4
<http://thomrainer.com/2013/09/the-lonely-pastor-nine-observations/>
<http://www.leadershipresources.org/blog/christian-ministry-burnout-prevention-signs-statistics-recovery/>
<http://thomrainer.com/2016/05/current-update-on-why-pastors-are-quitting-rainer-on-leadership-227/> #1
<http://thomrainer.com/2014/02/pastors-and-mental-health/>
<http://thomrainer.com/2017/06/13-signs-pastor-fatigue-rainer-leadership-341/>
<http://www.lifeway.com/pastors/2015/02/19/12-ways-pastors-went-from-burnout-to-vision/>
<https://baptistcourier.com/2012/12/battling-pastoral-burnout/>
<http://pirministries.org/ministry-pastors-risk-burnout-church-responsible/>
<http://careforpastors.org/seven-responses-to-prevent-pastor-burnout/>
<http://blog.cloversites.com/reasons-to-avoid-ministry-burnout>
<https://www.amazon.com/Thom-S.-Rainer/e/B0011GLMVG>
https://www.goodreads.com/author/show/27470.Thom_S_Rainer
[Images for thom rainer \(author\)](#)

Ten Rules to Avoid Ministry Burnout - ChurchLeaders

When burnout runs its course, pastors often report that they have no initiative or drive, little energy, don't want to visit with people, and just want to be left alone. Other symptoms include depression, anxiety, irritability, and disillusionment with people, loss of confidence, a feeling of being mistreated, and feelings of detachment. Of course, with the intense and unrelenting demands of ministry, there is a spiral effect: Burnout causes inefficiency, inefficiency creates increasing demands, demands create pressure and concomitant guilt for not achieving desired goals, added pressure and guilt causes stress, stress causes a depletion of energy and drive, which in turn causes inefficiency.

Sound familiar? Want to get off that vicious merry-go-round? Here are 10 life-saving suggestions:

<http://www.churchleaders.com/pastors/pastor-how-to/150219-ten-rules-to-avoid-ministry-burnout.html>

[Images for Ten Rules to Avoid Ministry Burnout - ChurchLeaders](#)

https://churchleaders.com/pastors/pastor-how-to/154419-perry_noble_ten_signs_you_are_near_a_burnout_meltdown.html

The lockdown of congregants from their churches during COVID-19 in 2020 placed great stress on staff as explained by Joe Parks of Horizons Stewardship.

Funding Ministry in 2021 Will Be More Difficult Than Ever – Horizons Stewardship

Never in the 20 years since I left my role as a bank CEO and followed a call into ministry, have I seen anything approaching the level of **exhaustion, stress, anxiety, and depression among pastors and key staff**. The isolation created by social distancing protocols has left our church members largely unaware of the trauma their staff is experiencing. Now, after investing heroic efforts to pivot from an in-person ministry focus, the honeymoon seems to be over and disillusionment is beginning to set in.

Pastors and staff exhausted themselves by pouring their hearts, souls, and creative energies into solving the enormous technical challenges to get to this point, only to see their fall regathering plans disrupted by last minute delays in school openings and constantly shifting guidance on what's safe and what's not. Rather than being cheered on for their efforts, as would occur in most disasters, unaware church members are not just un-affirming, but often increasingly disgruntled and demanding. In the midst of all of this change, pressure, and uncertainty, pastors are feeling tremendous stress to plan and fund ministries in 2021, and it is going to be harder than ever.

[Blog — Horizons Stewardship](#)

<https://www.horizons.net/blog>

[Funding Ministry in 2021 Will Be More Difficult Than Ever](#)

https://www.horizons.net/blog/funding-ministry-in-2021-will-be-more-difficult-than-ever?mc_cid=d50f4f8686&mc_eid=f3389e1b88

[Images for Funding Ministry Will Be More Difficult Than Ever - Horizons Stewardship](#)

68) When behavior is out of control

The interim pastor sometimes ends up playing the role of the parent to call out personnel when behavior is out of control.

Resources

[Ending Kids' Out of Control Behavior | The Cortex Parent](#)

Stopping Never-Evers Today

Any chance never-ers behavior go away on their own? No, in fact, never-ers always escalate in intensity with time. For example, the child who darts out the door (to run away) at age four grabs the car keys at fourteen. The child who throws toys and books at five, throws furniture at fifteen, and so it goes. So, then, how do we stop never-ers if we've allowed them in our lives.

<http://www.thecortexparent.com/ending-kids%E2%80%99-out-of-control-behavior/>

[Images for Ending Kids' Out of Control Behavior | The Cortex Parent](#)

Wise Sayings of Solomon

12Whoever loves discipline loves knowledge,
but those who hate to be rebuked are stupid.

[Proverbs 12:1-9](#)

<http://bible.oremus.org/?ql=200395427>

[Images for whoever loves discipline loves knowledge](#)

69) Coach deals with a talented athlete prone to demands

I came on board as an interim associate pastor with a new senior pastor. A married couple - worship ensemble leader and director of Christian education - remained loyal to the former pastor and refused to accept direction from the new senior pastor. They expressed criticism of the new initiatives within the staff as well as inside and outside the congregation. The senior pastor asked for my advice. I responded that according to emotional systems theory there are three ways to respond: make the whole organism as strong as possible, contain the virus, and, then, as a last resort excise. The senior pastor met with the personnel committee. The decision was made to ask for their resignations and give them a 30-day severance package.

Resources

[Bob Sansevere: Vikings-Percy Harvin divorce appears best – Pioneer Press](#)

Harvin is wonderfully talented, but he has shown signs of being insubordinate and unruly to both of his head coaches with the Vikings - Brad Childress and Leslie Frazier. Harvin could suffer from Randy Moss-itis, an affliction that causes ego to override

common sense. That brief stretch after the Vikings traded for Moss in 2010 has had far-reaching implications. It contributed to Childress' firing. And, while in Minnesota, Moss took Harvin under his wing, a mentorship that might have unlocked Harvin's unseemly side.

http://www.twincities.com/sports/ci_22565506/bob-sansevere-vikings-percy-harvin-divorce-appears-best

[Images for Bob Sansevere: Vikings-Percy Harvin divorce appears best – Pioneer Press](#)

<http://www.startribune.com/sports/vikings/blogs/190614531.html> Questions continue to loom about Harvin's future as a Viking

<http://www.startribune.com/sports/vikings/197248701.html> Scoggins: Harvin's nonstop drama wore thin with Vikings

<http://www.startribune.com/sports/vikings/217194041.html?page=all&prepage=1&c=y#continue> Scoggins: Harvin is now

Seahawks' issue

<http://profootballtalk.nbcsports.com/2014/10/17/seahawks-admit-lack-of-fit-with-harvin-move-on/>

<http://www.nfl.com/news/story/0ap3000000412483/article/why-did-the-seahawks-trade-percy-harvin-to-the-jets>

http://www.1500espn.com/sportswire/Zulgad_Seahawks_decide_they_no_longer_want_to_live_in_Percys_World101714

http://espn.go.com/nfl/story/_/id/14072191/percy-harvin-buffalo-bills-placed-season-ending-ir

http://www.nytimes.com/2016/04/16/sports/football/percy-harvin-retires-after-seven-seasons-in-the-league.html?_r=0

<https://www.twincities.com/2010/09/26/questions-with-bob-sansevere-vikings-receiver-percy-harvin/>

<https://www.twincities.com/2012/06/19/bob-sansevere-vikings-not-percy-harvin-in-control-here/>

Childress informs team that Moss no longer with Vikings | SI.com

Moss, who was fined \$25,000 last week for failing to cooperate with the media and make himself regularly available for interviews, stepped to the podium after Sunday's game but announced he wouldn't take any questions. He repeatedly expressed admiration for coach Bill Belichick and his former team and criticized the Vikings for not paying enough attention to his advice in the run-up to the game.

<http://www.si.com/nfl/2010/11/01/andy-moss-waived>

[Images for Childress informs team that Moss no longer with Vikings | SI.com](#)

<http://sportsillustrated.cnn.com/2010/football/nfl/11/01/andy-moss-waived/index.html>

Coach's Worst Nightmare? - Chicago Tribune

With Some Players on the Roster, Keeping the Job May Be Worse than Losing It

"Not that anyone wants me," said Doug Moe, who coached more than 1,100 games in the National Basketball Association and American Basketball Association, "but there's nothing you could do to get me to coach in the NBA again. In the world of athletics, we're all spoiled. We all think we're owed a living. "But these kids today are pampered, given everything their whole lives. Then you've got guys like (Dennis) Rodman, (Derrick) Coleman, whether it's that they're spoiled or a little touched, what can you do?"

http://articles.chicagotribune.com/1996-03-28/sports/9603280273_1_fame-coach-chuck-daly-american-basketball-association-nba-coaching

[Images for Coach's Worst Nightmare](#)

70) Hungry and humble or arrogant and antagonistic

If a player is "hungry and humble," such a player can be coached to realize that player's potential, but, if a player is "arrogant and antagonistic," such a player may resist coaching.

Resources for hungry and humble

H3 Leadership: Be Humble. Stay Hungry. Always Hustle by Brad Lomenick (Author), Mark Burnett (Foreword)

In his new book *H3 LEADERSHIP: Be Humble. Stay Hungry. Always Hustle.*, Brad Lomenick shares his hard-earned insights from more than two decades of work alongside thought-leaders such as Jim Collins and Malcom Gladwell, Fortune 500 CEOs and start-up entrepreneurs. He categorizes 20 essential leadership habits organized into three distinct filters he calls "the 3 Hs": Humble (Who am I?), Hungry (Where do I want to go?) and Hustle (How will I get there?). These powerful words describe the leader who is willing to work hard, get it done, and make sure it's not about him or her; the leader who knows that influence is about developing the right habits for success. Lomenick provides a simple but effective guide on how to lead well in whatever capacity the reader may be in.

<http://www.amazon.com/H3-Leadership-Humble-Hungry-Hustle-ebook/dp/B00QL9LET0>

<http://www.goodreads.com/book/show/26239626-h3-leadership>

<http://www.lifeway.com/studentministry/2015/10/01/h3-leadership-a-conversation-with-brad-lomenick/>

<http://thomrainer.com/2015/09/be-humble-stay-hungry-always-hustle-rainer-on-leadership-160/>

<http://thomrainer.com/2015/01/10-key-leadership-lessons-featuring-brad-lomenick-rainer-leadership-090/>

<https://nook.barnesandnoble.com/products/9780718022266/sample?sourceEan=9780718022259>

<https://www.buffalolib.org/vufind/Record/1981361/Reviews>

<http://careynieuwhof.com/2015/09/episode55/>

<http://www.faithgateway.com/author/brad-lomenick/>

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

<http://churchleaders.com/author/brad>

<https://www.amazon.com/Brad-Lomenick/e/B00CKWTIWC>

http://www.goodreads.com/author/show/6216823.Brad_Lomenick

[Images for Brad Lomenick \(Author\)](#)

[Images for H3 Leadership: Be Humble. Stay Hungry. Always Hustle by Brad Lomenick \(Author\), Mark Burnett \(Foreword\)](#)

Humble and Hungry | Jon Gordon's Blog

Be Humble and Hungry. Positive Tip from international bestselling author, Jon Gordon.

<http://www.jongordon.com/blog/humble-and-hungry-2/>

[Images for Be Humble and Hungry. Positive Tip from international bestselling author, Jon Gordon.](#)

Hungry but Humble Mentality | Tough Motivation

I heard the phrase *hungry but humble* this past weekend, and I really liked it. All of my life I have had a passion to do something remarkable. I'm hungry for it.

<http://toughmotivation.com/2012/04/03/hungry-but-humble-mentality/>

[Images for Hungry but Humble Mentality](#)

Resources for arrogant and antagonistic

Floyd Mayweather and 15 Arrogant Athletes We Can't Stand Anymore

Although he has won five championships, Kobe gets his fair share of hatred. He's a ball hog who has never really cared about his teammates. Phil Jackson, in his book, *The Last Season*, labeled Kobe as "un-coachable." There's also the whole Colorado incident where Kobe was accused of raping a hotel employee in 2003. Ultimately the accuser declined to testify so the case ended without a conviction. At best Kobe is guilty of adultery.

<http://www.rantsports.com/clubhouse/2014/05/29/floyd-mayweather-and-15-arrogant-athletes-we-cant-stand-anymore/>

[Images for Floyd Mayweather and 15 Arrogant Athletes We Can't Stand Anymore](#)

71) Self-effacing

Self-effacing or self-advertising? I prefer the former over the latter.

Don't count me as one of those going around taking selfies.

Resources

[PDF] self-effacement in the bible - Jewish Bible Quarterly

This paper focuses on the origin and pervasiveness of self-effacement in the Bible and its prominence in the exegesis of the Bible.

http://jbq.jewishbible.org/assets/Uploads/353/353_self-nullification.pdf

[Images for self-effacement in the bible - Jewish Bible Quarterly](#)

<https://pdfs.semanticscholar.org/9bad/10e19e41e0762f01087b85457240ba906cd4.pdf>

self-effacing Definition in the Cambridge English Dictionary

self-effacing *adjective*

UK /,self.ɪˈfeɪ.sɪŋ/ US /,self.ɪˈfeɪ.sɪŋ/

not making yourself [noticeable](#), or not [trying](#) to get the [attention](#) of other [people](#):

The [captain](#) was [typically](#) self-effacing when [questioned](#) about the team's successes, giving [credit](#) to the other [players](#).

<http://dictionary.cambridge.org/us/dictionary/english/self-effacing>

[Images for self-effacing Definition](#)

THE SELF-EFFACING CHRISTIAN... | roy's covenant corner

I suggest that the Bible clearly presents the argument that 'seeking self' and 'seeking the kingdom' are incompatible.

<https://royscovenantcorner.wordpress.com/2015/06/08/the-self-effacing-christian/>

[Images for SELF-EFFACING CHRISTIAN](#)

When Cultures Shift by David Brooks - The New York Times

The contrast between these two men symbolizes a broader shift from a culture of [self-effacement](#), which says, "I'm no better than anybody else and nobody is better than me," to a culture of [self-expression](#), which says, "Look at what I've accomplished. I'm special."

Opinion | When Cultures Shift - The New York Times

http://www.nytimes.com/2015/04/17/opinion/david-brooks-when-cultures-shift.html?_r=0

[Images for When Cultures Shift by David Brooks](#)

<https://books.google.com/books?isbn=0679645039>

<http://www.goodreads.com/book/show/22551809-the-road-to-character>

https://www.nytimes.com/2017/02/14/opinion/how-should-one-resist-the-trump-administration.html?_r=0

<https://www.nytimes.com/column/david-brooks>

https://www.nytimes.com/2015/04/12/opinion/sunday/david-brooks-the-moral-bucket-list.html?_r=0

[https://en.wikipedia.org/wiki/David_Brooks_\(cultural_commentator\)](https://en.wikipedia.org/wiki/David_Brooks_(cultural_commentator))

<https://www.facebook.com/David-Brooks-178850015479622/>

72) Maintain the website

Many congregations establish a website. My experience has been that, unfortunately, all too many congregations do not maintain the website. Invariably, when I bring up the matter, I am met with howls of protest by either the staff or volunteer(s) tasked with maintaining the website. In addition, all too often the websites look so complicated that the medium distracts from the message. My advice is: keep it simple and keep it up. When people turn to a website and it is not kept up, it turns people away. In my opinion, it is better to take

down the website than to keep up a website that is not maintained. If nothing else, keep up the equivalent of a billboard on the information superhighway with the basics of services of worship times and directions to the church on a simple web host. Some congregations have found it beneficial to secure the services of a webmaster to set up a website or to at least provide consulting.

Resources

Building a Church Website with WordPress - UpThemes

Are you in the market to create or upgrade your church website? There is a massive amount of information out there and many church website solutions to choose from. How do you choose the proper foundation for your church? There are many features to consider and plenty of pitfalls to avoid when considering the best platform. Getting up and running with a website can be easy or very difficult, depending on the path you choose. The goal of this post is to offer a solid foundation for creating your church's next website.

<https://upthemes.com/blog/2014/07/choosing-wordpress-church-website/>

[Images for Building a Church Website with WordPress - UpThemes](#)

[PDF]Web Ministry The Basics - ELCA Resource Repository

Getting Started

Congregations and other organizations across the Evangelical Lutheran Church in America are discovering that the web can be used effectively to support their members, and to reach out to others in their communities and around the world. When people ask for help designing and maintaining their Web pages, we usually advise being specific about the goals they want to accomplish with their site, and having someone with professional design skills assist. Here are some selected resources you may find helpful as you begin planning an effective web ministry:

http://download.elca.org/ELCA%20Resource%20Repository/Web_Ministry.pdf

[Images for Web Ministry The Basics - ELCA Resource Repository](#)

73) Preemptive rather than reactive

If possible, I have found it best to be preemptive rather than reactive. In the case of the latter, be prepared for pushback. At the very least, think things through and “get your ducks in a row.”



Ducks in a Row Free Stock Photo - Public Domain Pictures

<http://www.publicdomainpictures.net/view-image.php?image=57806&picture=ducks-in-a-row>

Resources

Did “The Enforcer” miss chance to avoid #DeflateGate? – ProFootballTalkk on NBCSports.com

Posted by Mike Florio on January 23, 2015, 5:58 PM EST



There's a sense that former Commissioners like Paul Tagliabue wouldn't have tried to lay a trap for the Patriots. As one league source explained it to PFT on Friday, Tagliabue would have tried to avoid creating a controversy that mars the Super Bowl by calling the Patriots, telling them that concerns have been raised about the inflation of the footballs, and that the balls will be tested during the game, so they'd better knock it off. For Roger Goodell, dubbed “The Enforcer” in a *Time* cover story from 2012, nabbing those who break the rules becomes a key strategy to deter rule breaking.

The source suggested that the commissioner of any sport should be less like an enforcer and more like a wedding planner, looking for ways to solve problems before they become problems instead of solving problems by making examples out of the problem children. While some would say the rules are the rules and it's important to catch those who fail to respect them, a more discreet approach would have kept this from ever becoming an issue by telling the Patriots to stop doing whatever they may be doing before it becomes a major to-do.

<http://profootballtalk.nbcsports.com/category/rumor-mill/page/10/>

NFL bears plenty of blame for #DeflateGate - ProFootballTalkk on NBCSports.com

Posted by Mike Florio on January 25, 2015, 3:03 PM EST

Complicating matters for the NFL is that the bat initially was swung by Mike Kensil, a former employee of the Jets with a reputation among the Patriots for being an agitator. (Kensil's father, Jim, [served as president of the Jets](#) for 10 years from the late 1970s to the late 1980s.) And so on the same day that the tampering charges filed by the Patriots against the Jets over [Darrelle Revis](#) became the latest chapter in a longstanding feud between the franchises, the tentacles of acrimony between the two franchises found a way to erupt into a brouhaha unlike many the NFL ever has seen.

The NFL never should have let this specific situation get to that point. Even if the league deemed it proper to lay a trap, they should have realized the challenges of actually making a trap work. In this case, it appears that they didn't.

<https://profootballtalk.nbcsports.com/2015/01/25/nfl-bears-plenty-of-blame-for-deflategate/>

Patriots alerted NFL to issue with special-teams ball – ProFootballTalk on NBCSports.com

Posted by Mike Florio on February 19, 2015, 1:13 PM EST

Absent a confession or other smoking-gun evidence of tampering, the challenge for the NFL will be explaining this in a way that seems at least plausible to those inclined to believe the league office will simply brush the entire matter under the rug.

Then again, some will always believe that the Patriots tampered with footballs no matter what the evidence indicates. Which means that maybe the league should have considered how hard it would be to prove tampering before pulling the pin out of the integrity-of-the-game grenade.

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

Report confirms NFL had chance to avoid #DeflateGate – ProFootballTalk on NBCSports.com

Posted by Mike Florio on May 6, 2015, 11:28 PM EDT

The Wells report does not explain that anyone informed the Patriots of suspected irregularities with the footballs or of any intent to keep an eye out for problems. As one league source with no connection to the present controversy explained it to PFT in January, past Commissioners like Paul Tagliabue [would have informed the Patriots of the situation](#) — and warned them that the NFL is paying attention, that the league reserves the right to check the air pressure in the footballs during the game, and that any funny business would be met with a decidedly unfunny reaction from the league office...

Right or wrong, the NFL blew a chance to keep this mess from blowing up in the league's face. And that's something all 32 owners should be concerned about, since the incident ultimately applies another layer of tarnish to recently un-shiny shield.

<http://profootballtalk.nbcsports.com/2015/05/06/report-confirms-nfl-had-chance-to-avoid-deflategate/>

Walkie-talkie scandal further undermines #DeflateGate outcome – ProFootballTalk on NBCSports.com

The Giants unwittingly, and ironically, have done plenty in the past two Sundays to exonerate the Patriots for #DeflateGate.

<http://profootballtalk.nbcsports.com/2016/12/18/walkie-talkie-scandal-further-undermines-deflategate-outcome/>

74) Internet and social media

Rev. Scott Anderson, Executive Director of the Wisconsin Council of Churches, facilitated Healthy Boundaries 201 Workshop for Pastors and other Religious Leaders at Lutheran Church of the Good Shepherd in Eau Claire, WI on April 13, 2016. He presented Joy of Boundaries – Revisiting the Basics, Power and Vulnerability, Mandatory Reporting, Internet and Social Media, Separation Ethics, and Self Care.

[PDF] Healthy Boundaries 201 Workshop for Pastors and other Religious Leaders

Facilitator Rev. Scott Anderson will utilize case studies and small group interaction to develop healthy boundaries for clergy and other religious leaders in a congregational setting. Borrowed wisdom blended with humor are tools to help us build stronger ministries with appropriate boundaries. Topics include: The nature of power, building and maintaining healthy boundaries, self care, social media, grace in separation and introduction, and mandatory reporting.

https://www.wichurches.org/pdf_files/events/HealthyBoundariesApril2016.pdf

[PDF] Brochure - Northwest Synod of Wisconsin

<http://www.nwswi.org/webfiles/fnitools/documents/healthyboundariesapril2016.pdf>

As part of the topic of Internet and Social Media, he facilitated conversation on the following case study.

Case Study #7

You see on the local Clergy Facebook page (or blog), that your associate pastor has been making remarks about you for the entire Clergy Facebook page (or blog) world to see. Your associate has written that you are lazy, have terrible theology, and are simply putting in your time until retirement. You are behind the times and, if you were gone, the congregation would certainly grow. The associate asks for strategies for dealing with such a difficult senior pastor, apparently having no idea you might be reading the Facebook page (or blog).

He recommended the following resources:

Resources

[PDF] Faith Community Considerations: Social Networking

The explosion of the use of social networking technology creates many opportunities for ministry and also brings significant challenges. The lines between public and private have become blurred; the boundaries between faith leaders and congregants have become confused. In this environment, it is easy for naïve faith leaders to inadvertently cross boundaries in ways that

may be harmful or certainly not helpful to congregants. It is also easy for predatory faith leaders to use this technology to exploit congregants.

How can we begin to think critically about our choices in the use of the social networking technology so that it builds up our faith communities as healthy and safe places rather than undercutting the integrity of our faith communities?

<http://www.faithtrustinstitute.org/resources/articles/faith-community-considerations-social-networking.pdf>

[Images for Faith Community Considerations: Social Networking](#)

Internet Safety Guidelines

We offer this document as a guidepost to emerging technologies, and hope that it provides an opportunity for local church leaders to engage in conversation. The Church of Jesus Christ and the tradition of the United Church of Christ use the practice of covenanting to found and bound healthy, faithful communities. We hope this document will aid local church leaders to give expression to their own groups' covenants, Safe Church policies, and ministry practices in the new world of electronic communication.

Online Safety Guidelines - The Connecticut Conference of the United Church of Christ

<http://www.ctucc.org/resources/onlinesafetyguidelines.html>

[Images for Internet Safety Guidelines](#)

[PDF] Social Networking and Healthy Boundaries in Ministry: Asking Critical Questions

In the policies and procedures of some faith communities active in the virtual world, it is evident that they have given this issue some consideration, for which they are to be commended. Yet there still remains work to be done, and questions worth asking if ministry in cyberspace is to be done responsibly.

<http://www.faithtrustinstitute.org/resources/articles/social-networking-boundaries.pdf>

[Images for Social Networking and Healthy Boundaries in Ministry](#)

75) The use of social media introduces a new set of policy and ethical considerations

I came into an interim assignment where a staff member had been recently terminated. An inappropriate use of social media was cited as one of the contributing factors.

Resources

Facebook rules for pastors - Adam J. Copeland

Since becoming a pastor, I've developed some different Facebook practices:

Though I am Facebook friends with several church youth, I only post to their public walls rather than sending private messages. (I do use the message function for messages to multiple youth and their parents.)

I rarely put up status messages; it's too difficult to write something with so many different audiences in mind.

My interactions on Facebook tend to be affirming and broad-minded rather than combative or controversial.

Whatever my privacy settings, I always assume that anything on Facebook could be read by anyone at any time.

I'm a huge fan of social media, and Facebook sets the standard, at least for now. But it can be abused, and it brings with it unintended consequences, especially for those in public roles.

<http://www.adamjcopeland.com/2010/10/05/facebook-rules-for-pastors/>

[Images for Facebook Rules for Pastors](#)

<https://www.christiancentury.org/blogs/archive/2010-10/facebook-rules-pastors>

<http://www.adamjcopeland.com/2012/05/07/pastors-on-facebook-twice/>

53 best Social media policies images on Pinterest

<https://www.pinterest.com/askdebra/social-media-policies/>

[Images for social media policies Pinterest](#)

<https://www.pinterest.com/thewebchef/social-media-policy/>

<https://www.pinterest.com/askdebra/social-media-policies/>

<https://www.pinterest.com/capturevelocity/social-media-policy/>

<https://www.pinterest.com/kaleidoscopemmu/social-media-policies/>

<https://www.pinterest.com/viaspire/social-media-policies-and-guidelines/>

[PDF] Pastoral Ethics And Best Practices - SW PA Synod

GOING ON-LINE

"I Can't Believe She Posted That!"

"Honest...It Just Popped Up!"

www.swpasynod.org/literature_125941/Pastoral_Ethics

Page 15

[Images for Pastoral Ethics And Best Practices - SW PA Synod GOING ON-LINE](#)

Pastoral Transitions in the Age of Social Media - Alban Institute

So, what happens when you leave a church? In addition to all of the normal boundaries that you'll have to figure out between you, the church and your denomination's governing body, now you have to figure out what you're going to do with all of the people that you're Facebook friends with from your congregation.

<https://alban.org/archive/pastoral-transitions-in-the-age-of-social-media/>

[Images for Pastoral Transitions in the Age of Social Media](#)

<https://www.northwestplainsdistrict.org/sites/default/files/district/northwestplains/documents/Resource%20List.pdf>
<https://alban.org/category/technology/>
<http://uccfiles.com/pdf/Social-Media-and-Boundaries-for-Authorized-Ministers.pdf>
https://www.centerforcongregations.org/sites/default/files/Social_Media_for_Congregational_Leaders_ResourceGuide.pdf
<http://staging.centerforcongregations.org/resources/resource-guides/workshop-resources-guides?page=5> Social Media and Ministry
<http://nwmnsynod.org/assets/Boundaries-Social-Media.pdf>
https://www.huffingtonpost.com/bruce-reveschow/pastoral-transitions-in-a_b_869126.html

Rams putting players through social media training – ProFootballTalk on NBCSports.com

Posted by Darin Gantt on June 16, 2015, 6:42 AM EDT

But the Rams want to help their players avoid such mistakes, and the program includes a video telling players to “Don’t Be That Guy.” “With the evolution of social media, it is important for our players, coaches, and staff to understand the consequences of using social media irresponsibly,” coach Jeff Fisher said, in a statement from the company.

<http://profootballtalk.nbcsports.com/2015/06/16/rams-putting-players-through-social-media-training/>
[Images for Rams putting players through social media training – ProFootballTalk on NBCSports.com](#)

Social Media Employee Policy Examples from Over 100 Organizations – Social Media Today

The following table contains the names of over 100 companies and organization that have published their Employee Social Media Policies or Guidelines online... The left side column is the name of the organization, and it is linked to their organizational or corporate home page. The right side column displays a link to the actual document of policy web page for you to either download or review.

<http://socialmediatoday.com/ralphaglia/141903/social-media-employee-policy-examples-over-100-companies-and-organizations>
[Images for Social Media Employee Policy Examples from Over 100 Organizations – Social Media Today](#)
<http://socialmediagovernance.com/policies.php> Social Media Policy Database | Social Media Governance
http://www.twc.state.tx.us/news/efte/social_media_use_policy.html

Social media policy - Wikipedia

A social media policy is a [policy](#) which advises representatives of an organization on their use of [social media](#).

Various businesses have social media policies.^[1]

Various health care organizations have social media policies.^{[2][3][4][5]}

Government use of social media has special considerations.^{[6][7]}

Libraries can have social media policies.^[8]

Athletic programs can have social media policies.^[9]

There has been social media policy research in Sweden.^[10]

https://en.wikipedia.org/wiki/Social_media_policy
[Images for Social media policy](#)

The theme for the Interim Ministry Gathering of the NW Synod of WI on 11/21/2017 was “the use of social media.” Assistant to the Bishop John Sutherland showed the following YouTube and invited conversation.

The Ultimate List of Social Media Policies for Churches & Ministries

Want a Social Media Policy Template you can implement immediately at your church? After examining tons of documents, we’ve combined the best of the best to create a comprehensive social media policy template for your church:

<https://socialchurch.co/social-media-policies-churches-ministries/>

One of the most frequently-asked questions I get from the churches and ministries we work with is, “Do you have a social media policy example we could look at?”

Subscribe to Social Church – https://www.youtube.com/channel/UCHYmQ86EXrFyVuue1PQn69A?sub_confirmation=1

Connect with Social Church on Facebook - <https://www.facebook.com/SOCIALCHURCHco/>

Visit the Social Church website - <http://socialchurch.co/>

Get more information at <http://www.churchmarketinguniversity.com>

<https://www.youtube.com/watch?v=TTHkSu9CRw8>

<https://socialchurch.co/social-media-policies-churches-ministries/>

[Images for Social Media Policies for Churches & Ministries](#)

Assistant to the Bishop Greg Kaufmann recommended, “Start a conversation even if it will not get resolved during your time.”

76) Posting on various social media sites during working hours

What would you do if the church secretary replies, “Really busy,” when asked early on how the job is going, only to find out later that she had been posting on social media sites during working hours and making negative comments about congregation and pastor?

Resources

Creating an Effective Workplace Social Media Policy – Bloomberg BNA

Developing and implementing an effective social media policy is critical. Achieving a balance between employers’ interests and employees’ rights, however, can be difficult.

<http://www.bna.com/creating-an-effective-workplace-social-media-policy/>
[Images for Workplace Social Media Policy](#)

[PDF] Episcopal Diocese of Southern Virginia Suggested Practices & Guidelines for use of Social Networking Websites & Other Forms of Digital Communications

As an ever-increasing number of people use and prefer digital communication over other forms, it is essential that the church be present in this mission field. Social networking sites, on-the-spot communication devices and email can enhance communication, faith sharing and deepen relationship. The following recommended practices and guidelines apply commonly accepted principles of health boundaries and safe church to the virtual world of digital networking and communication.

<http://images.acswebnetworks.com/1/2279/SuggestedPracticesGuidelinesforSocialMedia.pdf>
[Images for Guidelines for use of Social Networking Websites](#)

5 Problems with Social Networking in the Workplace | CERAiT Inc

The Concerns

Social networking sites are applications and, as such, are generally not a problem for organizations. It is the people who use them that are a cause for concern. Social networkers, if one can call them so, are the root of five problems for an organization that allows social networking at work. Productivity, Resources, Viruses and Malware, Social Engineering, Reputation and Legal Liability.

<http://www.cerai.com/5-problems-social-networking-workplace>
[Images for Problems with Social Networking in the Workplace](#)
<https://smallbusiness.chron.com/disadvantages-social-networking-workplace-21064.html>
<https://www.efrontlearning.com/blog/2013/01/social-networking-the-workplace.html>
<https://www.irwinmitchell.com/about-us/newsletters/employment-update/social-media-in-the-workplace-top-5-problems>
<https://www.ehrlsolutions.com/pdf/Social%20Media%20Challenges%20in%20the%20Workplace.pdf>
<http://www.pewinternet.org/2016/06/22/social-media-and-the-workplace/>
<https://www.internationallaborlaw.com/files/2012/10/Privacy-and-Social-Networking-in-the-Workplace.pdf>

How Much Time Are Your Employees Spending on Social Media While at Work?

The report addresses some key issues that should be of concern to all organizations and companies. Findings from the just-released ERC report include: A growing number of workers are getting paid for time spent on personal interests. Nearly 75 percent of employees spend some portion of the workday on social media, with nearly 30 percent saying they spend an hour or more. More than half of social media users are commenting on co-workers, managers, work projects, and news stories regarding their company. Access to social media at the workplace raises significant productivity issues – both positive and negative. The ERC study shines a light on these issues and the overall ethics and compliance implications of providing and permitting access to social media.

<http://bkdforensics.com/2013/07/31/how-much-time-are-your-employees-spending-on-social-media-while-at-work/>
[Images for How Much Time Are Your Employees Spending on Social Media While at Work?](#)
<http://www.marketingprofs.com/charts/2016/30736/how-much-time-do-employees-spend-on-social-media-at-work>
<https://blog.bananatag.com/internal-comms/how-much-time-are-employees-spending-on-social-networks-at-work>
https://www.cleveland.com/business/index.ssf/2017/03/nearly_90_of_employees_use_soc.html

Is social media outrage sapping your energy? - Margaret Marcuson

And the spread of these outrage-producing links is actually counterproductive. It heightens anxiety, which causes people to think less clearly. Edwin Friedman used to talk about “step-up transformers,” people who amp up the anxiety in any system. Your church probably has one or two. Don’t be one of them on social media. If you want to share links, share things that will help people become more thoughtful, not less. That’s my own intention from here on out.

<http://margaretmarcuson.com/social-media-outrage-sapping-energy/#.VYlefPIVhBc>
[Images for Is social media outrage sapping your energy? - Margaret Marcuson](#)

Sample Policies - Evangelical Lutheran Church in America

Computer and Internet Use Policy

The following is a sample policy that you may have your Congregation Council review for possible use.

<https://www.elca.org/About/Churchwide/Office-of-the-Secretary/Legal-Issues/Sample-Policies> [Computer and Internet Use Policy](#)
http://download.elca.org/ELCA%20Resource%20Repository/Computers_Internet.pdf Legal Issues
[Images for Computer and Internet Use Policy](#)

Social Media Policies in the Workplace: It's All about Respect

Those rules must be conveyed clearly and concisely to employees. The word “respect” is a helpful acronym to summarize those rules.

R—Responsibility
E—Etiquette
S—Selectivity
P—Privacy
E—Efficiency
C—Confidentiality

T—Transparency

<http://www.bna.com/social-media-policies-in-the-workplace-its-all-about-respect/>

Images for Social Media Policies in the Workplace: It's All about Respect

<http://www.americasjobexchange.com/employer/employer-articles/social-media-policies-in-the-workplace>

<http://www.gordonsilver.com/news/publications/social-media-in-the-workplace-what-type-of-policy-do-you-need/>

What to Do When an Employee Violates your Social Media Policy | Monster.com

2.) When can an employer legally **terminate an employee** for their online behavior?

Kinder: This will vary from state to state, as more states are passing all-encompassing "off duty conduct" laws that prohibit, at least potentially, an employer's ability to discipline an employee for online actions. That does not mean employers are without any mechanism for regulating an employee's online activity.

<http://hiring.monster.com/hr/hr-best-practices/small-business/social-media-trends/social-media-guidelines.aspx>

Images for Employee Violates your Social Media Policy | Monster.com

<http://www.fresnostaffingagency.com/2013/08/02/what-to-do-when-an-employee-violates-your-social-media-policy/>

<https://employment-law.freeadvice.com/employment-law/firing/social-networking-policy.htm>

<https://www.labordish.com/2014/08/social-media-policies-in-the-workplace/>

77) Beware of text scammers posing as pastors

A parish secretary sent a text message in the mid-afternoon alerting me to a scam attempt that she almost fell for. Later that afternoon before a council meeting the Congregation Council president asked me if I had sent a text message to her asking for iTunes cards. I assured the parish secretary the next morning at office hours that I would never do such a thing and that I was relieved she did not act on the request. I told the president that I sent no such text message and related that the parish secretary had received a similar text.

Beware of iTunes Scam! Scammers Pose as Priests to Target Parishioners

Parishes throughout the U.S. and Canada are reporting on the scam which involves the sending of a fake email from a priest or other church official asking a parishioner to purchase electronic gift cards to be used as gifts on sick calls or fundraising events, etc.

<https://www.womenofgrace.com/blog/?p=65784>

Images for Beware of iTunes Scam!

<https://www.christianpost.com/news/scammers-posing-as-pastors-churches-nationwide-issue-urgent-warning.html>

Images for scammers-posing-as-pastors

<https://scamicide.com/2019/03/17/scam-of-the-day-march-18-2019-pastor-text-message-scam/>

<https://www.charlotteobserver.com/living/religion/article209212299.html> People posing as pastors of Charlotte Catholic churches try to scam some parishioners

<https://ca.news.yahoo.com/text-scammers-impersonating-priests-targeting-183516858.html>

A year later, I received an email signed Karen asking me to buy an iTunes Gift Card for her niece. I replied,

Beware: new iTunes Gift Card Scams - Applediaro

78) No one is immune to surveillance

I must admit that I was unfamiliar with the term "unmasking" until listening to the House Intelligence Committee hearings on 3/20/2017. I don't talk on the phone more than I have to anyway, nor do I email more than necessary, but, when I became aware of the capabilities of intelligence gathering surveillance, and that no one is off limits, I am even less inclined.

Resources

Unmasking by U.S. intelligence agencies - Wikipedia

Unmasking by U.S. intelligence agencies typically occurs after the [United States](#) conducts eavesdropping or other [intelligence gathering](#) aimed at foreigners or foreign agents, and the name of a U.S. citizen or entity is incidentally collected. Intelligence reports are then disseminated within the U.S. government, with such names masked to protect those U.S. citizens from [invasion of privacy](#). The names can subsequently be unmasked upon request by authorized U.S. government officials under certain circumstances.^[1]

https://en.wikipedia.org/wiki/Unmasking_by_U.S._intelligence_agencies

Images for Unmasking by U.S. intelligence agencies

What is 'unmasking'? How intelligence agencies treat U.S. citizens

When U.S. spy agencies eavesdrop on terrorists or foreign agents, they often come across information about U.S. citizens who are not the target of their investigation. This "incidental collection" is not illegal or improper, but specially trained intelligence officers are required to go through an established procedure to protect the privacy of U.S. persons, known as "minimization."

<https://www.usatoday.com/story/news/politics/2017/04/04/what-unmasking-how-intelligence-agencies-treat-us-citizens/100026368/>

Images for 'unmasking?' by intelligence agencies

<http://www.cnn.com/2017/03/23/politics/nsa-terms-glossary/> 'Unmasking,' FISA and other terms to help you understand the wiretapping story