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This manual is only made possible with the generosity of people who have been willing to share their hard work, for which we are so grateful.

Module 1 relies largely quite a bit on the work of Barb Crabtree and Marie Tasker

Module 4 incorporates the earlier work of Rev. Elder Arlene Ackerman, as well as additional material from Barb Crabtree and Marie Tasker

Module 5 is based on a workshop presented by Rev. Pressley Sutherland

Module 6 is informed by Rev. Elder Tony Freeman’s work on Creating a Culture of Generosity

Module 7 incorporates work from Rev. Elder Arlene Ackerman, Barb Crabtree, and Marie Tasker

The concept of using modules and which modules to include was informed by Liz Bisordi

Several of the modules were piloted by Rev. Wanda Floyd and Collis Floyd
Introduction

Service as a leader in a congregation, and specifically, on a Board of Directors (Administrative Council, Board of Servants, Board of Governors, Board of Trustees...), is a ministry, a sacred trust, often hard work with sometimes very difficult decisions to be made. This training manual will provide a brief overview of what it means to serve on the Board of a local congregation.

It is intended, then, not as a comprehensive and complete training, but a beginning point or even a refresher. You will find the manual has eight modules. The modules could be used as the basis for Board working sessions or part of a Board retreat or in other ways to provide training. The modules could be taken one at a time over the course of several months, or two or three modules could be used as a day of training or a module can be ‘pulled out’ to cover specific topics needed at a particular time.

Each congregation will need to determine how best to use the manual, as well as supplementing or even changing it to be relevant for their own context. Fiduciary and legal issues will necessarily vary depending on local, state/provincial, and national laws and standards.

In addition to the written manual, each module has a PowerPoint slide presentation that can be adapted for use in training. Many of the modules also have suggestions for additional resources such as websites, books, and videos that can be used to supplement and/or explore further.

This manual should be considered a “work in progress” that can and will be updated with additional modules to reflect any needed changes for continued relevance. If you have specific feedback, please share it with the Office of Church and Ministry Development (OCMD) at the OCMD Facebook Page or email RevLisaHeilig@mccchurch.net.

We at OCMD want to do everything we can to support our MCC ministries to be effective, faithful, and fruitful. It is our hope this training manual can meet those needs.
**Format of Board Training**

Each module contains a great deal of information, and it is highly recommended that no more than three modules be attempted in any one day so as to avoid overload. The modules are designed to be used in any way needed.

A few suggestions on how to use the modules:

For a new Board, a day-long retreat before the first Board meeting can help them to get an overview and to begin to understand how they can work together. In that case, this might work:

- Devotion and Introductions
- Module 1 with time to work together on a Board covenant
- Break
- Module 2
- Break
- Module 4
- Review Board Covenant and close with Prayer

Then, within the first month, or for a more seasoned Board, another day-long retreat:

- Module 3 (do Devotion and Check-In as part of Module)
- Short break
- Module 7 (with supplemental video)
- Break
- Module 8
- Create goals and close with prayer

Within the first few months, Module 6 as part of a work session and Module 5 as needed

For a Board that needs to specifically work on Teamwork, a day-long retreat with:

- Modules 2, 5, and 8 might be helpful

For a Board that wants to focus on Balancing Duties, a day-long retreat with:

- Modules 3, 6, and 7 might be helpful.
For a Board to use the manual on an ongoing basis, quarterly training might look like:

- Modules 1 and 4 for First Quarter
- Modules 2 and 6 for Second Quarter
- Modules 3 and 7 for Third Quarter
- Modules 5 and 8 for Fourth Quarter

**Hospitality**

Training needs to be held in a location that will be comfortable, accessible, provide privacy and be free of distractions. Restrooms should be close by and appropriate for all genders and abilities. For any training over an hour, refreshments should be supplied. For retreats, arrangements should be made for meal(s). When doing so, be sure to take into consideration any special dietary needs. Make sure to plan for accommodating any additional special needs.

**Facilitator(s)**

Who should facilitate training for the Board? In many cases, the Pastor will act as facilitator for much of the training. However, there may be people in the congregation or nearby community or in greater MCC who may be well equipped to handle some of the modules.

The facilitator needs to be familiar with the topic of the module they are presenting, make the training interactive, participatory and inclusive, and make sure to contextualize the training for specific congregations and needs. Facilitators should not feel constrained to just “teach the manual”, they should feel free to bring in other materials and resources. Facilitators should make sure to prepare sessions well ahead of time, as well as backup plans.

In preparing for the training, facilitators should identify any needs for printed materials and/or multimedia and assure those needs can be met, such as copies, computers, screens, paper, tape, markers, and any other equipment or supplies.
Some tips for facilitators about tailoring training for adult learners:

- Make it relevant to each context. Help make connections to the current congregation. Use plenty of appropriate local examples to support and illustrate the content.
- Make it experiential. Include opportunities for storytelling, discussion, and questions. Include creative activities to promote engagement for those of all abilities and cultures.
- Make it appropriate to the backgrounds and cultures of those involved. Do not assume what those may be, but find out ahead of time.
- Make it emotionally, as well as intellectually, engaging. Use images and examples that are powerful and touching.
- Make it manageable by breaking training up into smaller chunks. Alternate content-heavy modules with more discussion-oriented modules.
- Make opportunities for practice available. Use case studies or ask, “What might you do if?”
- Make it appeal to different senses and styles of learning by presenting not just verbally, but visually. Utilize music and movement when you can. Make sure to include people of all abilities.
- Make it reflective so that participants can think about what they have learned and how to relate to it personally.

Some websites with ideas for activities:
- Making Training Active
- Icebreakers, Energizers, and Other Interactive Games
- Leadership Training Activities

Many adults are visual learners and respond well to the inclusion of video components. Each module has its own PowerPoint presentation that can be downloaded and adapted for each congregation’s use. In more than one module, there are suggestions for video training as an adjunct to the manual. For more video resources, check back regularly at Sacred Space Online Learning Center.
MODULE 1: THE SPIRITUALITY OF LEADERSHIP: HOW IS BEING ON THE BOARD A MINISTRY?

“[C]hurch leadership as a... spiritual enterprise is bathed in prayer, and deep, deep listening as a group of friends seek to discover what is possible with God.” Beth Ann Estock and Paul Nixon, Weird Church

Welcome to exploring the ministry of being on the Board of Directors (Administrative Council, Board of Servants, Board of Governors, Board of Trustee, etc.).

Ministry? Being on the Board is a ministry? Yes! It is! Being on the Board is a position of leadership, for which one is called, gifted and equipped.

As a spiritual leader, you are called by God to serve the Body of Christ in your specific time and place, to use your particular gifts and skills for the building up of the ministry of your particular congregation. This is indeed a position of “servant-leadership,” with your concern as a Board member to serve God through the church, to serve God’s people, to inspire and equip them for the ministry to which your congregation is uniquely called.

As a Board member, with the entire Board and other leaders, you will engage in spiritual practices as you lead the community. Spiritual grounding will provide a foundation of strength from which to grow and to model spiritual growth and formation for the entire congregation.

Practices of prayer, faithfulness, generosity, discernment, vision, and courage will be required to be effective spiritual leaders. It is important to take time every meeting to discern and plan for how to courageously move into the future God has for your congregation.

Service on the Board will be an experience of active and energized faith if you engage fully in the spiritual transformation of your life work, experiences, and skills for the work of God’s church. The Board is indeed deeply involved in the business of the church, but it is different from other business because it is God’s business.

The Board is also to model and lead in ways that impact the spiritual wellness of the whole church.
Some specific ways to practice spirituality as a Board member:

1. *Begin the meeting with an intentional and planned time of prayer, meditation, or reflection on Scripture to remind the Board that its work is sacred.* Sometimes a Board begins with prayer or reflection but then rushes into its agenda to get to the "real work." When done well, a worship-full beginning is not merely another agenda item to check off but a way to set the tone and context for the Board’s work.

2. *Provide time for a Board member to share briefly some highlights of their own faith journey and what this congregation means to them.* This is time well spent. It helps members to appreciate and understand one another beyond their roles on the Board. It reinforces the connection between personal mission and congregational mission.

3. *Recognize that some significant decisions require time for theological reflection and interpretation in the context of the congregation’s mission and values.* Often we move from identifying a problem to determining a solution with no steps between. You need to ask: How does our faith tradition inform this decision? How do we interpret this decision in light of our mission statement? A congregational board’s decision making should strengthen the leadership’s ability not only to analyze the data, but also to reflect on that information through the resources of faith and the stated mission and values of the congregation.

4. *Take a meta-view of decisions and be future-oriented.* Alice Mann, in her book, *Can Our Church Live?* (Alban, 1999), poses three formative questions whose answers shape a congregation’s development and revitalization: "Who are we?" "What are we here for?" ’Who is our neighbor?’ It is helpful to pause before taking action and remember these. It is also important to take time to discern and plan for the future at each Board meeting.

5. *Advocate for your ideas—but also be willing to be influenced.* Often Board members feel that they must represent a particular constituency —no matter what. It takes spiritual discipline to be open to the influence of another’s ideas, experiences, or data. The balance between advocacy and a willingness to be influenced provides an
atmosphere of dialogue that can enrich decision making as well as transform decision makers.

6. **Pause for reflection or prayer before or after a decision.** Sometimes we rush from one task or agenda item to another. Pausing occasionally before or after a decision allows participants to put the action into a meaningful spiritual context and to share further reflections. Asking for spiritual guidance can become part of the spiritual discipline of a Board as well as of its individual members.

7. **Close meetings with a positive reflection of what has been accomplished.** This can be a simple sharing by those present of “one word or phrase of something good” they are taking away from the meeting. If you have the capability, include singing songs of faith.

Board service is exactly that, personal ministry to the church, being a servant to the Body of Christ. If you feel that serving on the Board of Directors makes you more important in the church, or more qualified personally to voice your views on the life of the church, then you probably are in the wrong ministry. Even though these may well be the apparent benefits of Board service, in reality what you bring to the Board is what is important, not what it gives you.

If you believe that the Holy Spirit leads us in our corporate life as a church, then the results of the church’s business meeting, including your election to the Board was influenced by the nudging of the Holy Spirit on the minds and hearts of the Congregation. Now if that really scares you, be comforted by the following corollary... the Holy Spirit also has the ability to lead us out of any mess into which we as the Body of Christ get ourselves, including Board election results!

By whatever path you arrived at your decision to serve on the Board of your church, the key issue is for you to try to identify what you can contribute. Prayer helps, but the discernment of the other members of the Board and other church leadership is also of great value. Where do you see the biggest need where no one else is providing leadership? Possibly that is the direction towards which you are being called to take leadership. Taking the lead in that area may well be a gift you bring to the Board. Remember also that certain gifts you bring to the Board may be needed this year, while others may be needed next year.

Remember that when you begin serving on an MCC Board of Directors, you bring many skills to the table that you have developed during your professional, academic and personal pursuits. However, the responsibilities of an MCC Board member are not directly analogous
to those of even another church’s Board. It is not that your skills elsewhere are valueless on
an MCC Board, but they often have to be re-focused for the different "terrain" on which you
will be employing them.

You are not chosen to serve on the Board to represent one specific constituency within the
church. You are not selected to implement any agenda, whether or not it is yours, the
Pastor’s, or anyone else’s. Trust in the Holy Spirit’s leadership, or just rely on the Holy Spirit
to lead the church. Don’t be afraid to forcefully argue your perspective; that is necessary.
But when the vote is counted, try to remember that pouting or taking your figurative
"basketball" home is not productive Board member conduct.

Nothing will more quickly destroy your effectiveness on the Board than having even the
appearance of a conflict of interest. Allowing yourself to be compromised by any
inappropriate behavior - even the appearance of it - makes it hard for you to have the moral
authority necessary to adequately perform the oversight responsibilities of the Board.

You must be willing to do the hard work necessary to be effective on the Board. That means
being prepared for meetings, and be willing to do the work of the Board between meetings.
The work can be difficult, but through the power of the Spirit and much prayer, you can be a
Board member grounded in and growing in God.

Some questions to ponder:

- How do you specifically feel called by God to serve as a Board member? What gifts are
  you excited to bring and share? How does it feel to think about Board leadership as a
  ministry?

- What spiritual practices do you engage in to stay spiritually grounded? What spiritual
  practices do you think would be helpful to practice as a whole Board? One place for
  ideas would be Spirituality and Practice

- Design a different kind of agenda that would intentionally include spiritual practices,
  including discerning and planning for the future, as an essential part of the Board
  meeting. See one example

- Design a covenant as a Board outlining basic agreements about how you will operate
together.
  - How will you behave toward each other even when there are disagreements?
  - What will you expect of each other in terms of upholding values?
For more information about this, see [Covenants of Leadership Behavior](#)
“...It is the end -- the goal, the purpose, the telos -- that shapes Christian leadership and makes it most distinctively Christian. Our end is to cultivate thriving communities that bear witness to the inbreaking reign of God that Jesus announces and embodies in all that we do and are. This should shape the way we think about our lives, our institutions and the way we lead our institutions.” - L. Gregory Jones, Senior fellow, Leadership Education at Duke Divinity

Personality assessments can be a great help in building understanding about how individuals think and communicate, which can help balance teams, foster empathy, and fit the right individuals with the right roles. Used properly, the data can help you experiment with team dynamics and create more opportunities to optimize the way you work.

One way in which such assessments could be used is for each Board member to do an assessment individually, take some time to understand it a bit, and later, at a Board retreat or working session, to share the results with one another. Then, the Board can spend time understanding one another and what each brings to the team and how they can work together.

It is often quite helpful to have such sessions facilitated by someone outside the group and familiar with the assessment.
Here are a few possible personality assessments that have been used by other teams:

- **The Keirsey Temperament Sorter**
- **16Personalities**
- **The Big Five Personality Test**
- **disc Personality Profile Assessment**
- **The Enneagram**
- **Traitify**

The Board, while comprised of individuals with different opinions, gifts, skills, and experiences, is intended to work together as a team, alongside the Pastor, staff, and other leaders, to lead the congregation into fulfilling its God-given mission.

There are two primary aspects of teamwork: **task** and **togetherness**.

The team’s **task** is what it does in fulfilling the purpose of the team, the reason for the team’s existence, why and how it works in the ministry of the entire church. For the Board to function well as a team, the purpose of the congregation and the Board needs to be held in common and be clear, compelling, and consequential.

In order for teams to successfully fulfill their purpose, it is critical for the team to focus on 5 M's:

- **Mission** – this is an expression of what your team does. It is extremely important that the Board is clear about the mission of the church and their roles and responsibilities in helping the church's mission statement come alive. The Board is in charge of keeping the mission ever in front of the congregation and measuring all activities against it.

- **Mandate** – this is what is asked of the Board as a team. This provides the parameters for the Board, and is usually outlined in Bylaws and Policies and Procedures. That does not mean that the Board works in isolation, as it works in conjunction with the Pastor, staff, and other teams.
- **eMpowerment** – this is using the resources available to make the mission a reality. The Board is responsible for ensuring it and other leaders and teams have those resources. However, once resources are allocated, unless more is needed, teams can 'take the ball and run.'

- **Make reasonable goals** – this is about setting checkpoints for achieving the mission and mandate. The goals serve as a road map and outline the action to be taken. Goals are long-term and short-term, usually yearly and monthly. They should not be too many, should be easy to understand, and up for revision as needed. Break the goals into small, manageable pieces, and set regular times for checking in on them and reporting on them.

- **iMportance** – this is understanding the significance of the Board’s work in the scheme of the work and mission of the church. All teams contribute to whole ministry of the church; all are important. The Board must have an understanding of this big picture and where they fit into it.

The team’s **togetherness** is about how it promotes the fellowship necessary to make the work the work of the team, instead of just an individual or individuals. It is also about how it structures itself to be as effective and efficient as possible.

It is about fostering relationships and building up and knitting the entire team together. In a church setting, this is particularly important, as teams, yes, even Boards, are the places where many people find their spiritual and connection needs met.

In order for teams to successfully promote fellowship, it is critical for the team to focus on 5 A's:

- **Aptitudes** – this means understanding each member’s gifts, abilities, talents, skills, strengths, passions. Knowing these will help the Board understand where members are best suited and sets them up for success. It also helps in understanding what motivates each member.

- **Actively recruit and train** - this is finding new and emerging leaders for the Board with appropriate interest and skills. Board members may mentor others to help plan for succession. It is also about ensuring and empowering the Board to seek out and utilize any resources for information and training.
- **Accepting atmosphere** – this is about the Board’s need to ensure that its members are accepted and included in the work of the Board. It is also about the need to manage conflict as it arises – and it will! The key is to manage it in a healthy way, making sure all are treated with respect. In an accepting atmosphere, it is important to have clear expectations for what behavior is acceptable and what is not. Even as all people are accepted, not all behavior is.

- **Accountability** – this means holding people to what they say they are going to do. It seems to be hard in church, as all are volunteers and we often feel like we have to be 'nice' to be loving. However, if someone agrees to something, it is not unloving to hold them to their agreement and can be done in a way that upholds dignity.

- **Affirmations** – this is about recognizing results and expressing appreciation. If a Board member has completed a task, has been diligent in their work, and especially if they have gone above and beyond, it is important to make sure they are recognized and thanked.

Board members must work together to cultivate their shared identity and shared understanding; this will break down barriers to working together and assist in the flow of sharing information.

Above all, to work together effectively as a team, the Board must have trust. They must trust each member will do the job and the mutual space is emotionally and spiritually safe.

➤ How is your team on task? Togetherness? How are you doing on the 5 Ms and 5 As?

**Stages of Team Formation**

Forming a team takes time, and teams go through recognizable stages as they transform into a united group with common goals. These stages were first outlined in 1965 by Bruce Tuckman, and over the decades since, have proven to be a useful tool in understanding how teams come together and work. In turn, that understanding aids a team’s effectiveness.

**Stage 1 Forming:** a group of people comes together to accomplish a shared purpose. Their initial success will depend on learning each other’s work style, their experience on prior teams, and the clarity of their assigned mission. This stage can last for some time, as people start to work together, and as they make an effort to get to know their new team members in their role.
Stage 2 Storming: Disagreement about mission, vision, and ways to approach the assignment are constant at this stage. This struggle is combined with the fact that team members are still learning to interact, and communicate. If it hasn’t been defined clearly how the team will work, people may feel overwhelmed or question the team’s goal, and may resist taking on tasks.

Stage 3 Norming: The team has formed working relationships that are enabling progress on the team’s objectives. The members are becoming functional at working together. Now that team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. There is a stronger commitment to the team goal, and starts to be good progress towards it.

Stage 4 Performing: Relationships, team processes, and the team’s effectiveness are syncing to bring about a successfully functioning team. This is the stage at which the real work of the team is progressing as hard work leads, without friction, to the achievement of the team’s goal. The structures and processes that have been set up support this well.

Stage 5 Adjourning/Transforming: For continuous work teams, such as Boards, there may be a higher performance level as they develop and transform as individuals and reform into revised teams. It is important to note that continuous work teams may revert to prior stages when new people are added to the team.

Every team will go through all the stages; however the timeline of each stage will be different.

➢ What stage is your team in? Have you been on a team that has experienced these different stages?
**MODULE 3: Self-Care as a Leader: What do we need to do avoid burnout as leaders?**

“I have come to believe that caring for myself is not self-indulgent. Caring for myself is an act of survival.” - poet Audre Lorde

For many leaders, particularly the type A, driven, ambitious types, self-care often comes at the end of a long list, if it is considered at all. For Christian leaders, there might even be a sense in which we feel like we are supposed to martyr ourselves at all costs for the mission. It is important for us to remember our great leader, Jesus himself, took time away for himself, for reflection and prayer, for renewal of self for his purpose. Are we not called to follow in his way?

Taking care of ourselves is part of our job. It’s not optional. The truth is if we want to live out God’s calling, we need to be at our best, with the mental, emotional and physical energy to do our best. If we continually ignore self-care, eventually we’ll perform at a subpar level. Our effectiveness will decrease with sleep deprivation, poor nutrition, noise pollution, personal conflicts, financial concerns, and a shortage of time to spend with loved ones.

It’s time to stop buying into the myth that leaders must be selfless martyrs. You’re putting your own health and well-being, along with your congregation’s effectiveness and engagement, at risk.

Some tips for self-care:

- Start with tiny habits. To create a new habit, it has to be something small.
- Give yourself permission to practice self-care, and then forgive yourself if it doesn’t work.
- Make self-care a priority. Free up time to focus on your wellness.
- Treat yourself and pamper yourself - do something just for you
- Advocate for self-care for everyone. Encourage other leaders to care for themselves.
- Build up a support system and maintain contact with them.
- Take time together as a Board to check-in about caring for yourselves. And, schedule some fun, social time as a Board from time to time.
Some ways to care for yourself:

- Care for yourself physically - eat well, drink enough water, exercise, sleep
- Care for yourself emotionally - spend time with loved ones, seek therapy, journal
- Care for yourself mentally - take time for hobbies, learn new things
- Care for yourself spiritually - engage in spiritual practices that are meaningful to you

Here are four steps to consider if you think you might be approaching burnout:

1. **Recognize the warning signs.** Burnout—a state of physical, mental, and emotional exhaustion often accompanied by self-doubt and cynicism—is a serious issue. Researchers have found prolonged periods of burnout can lead to a number of physical and mental health problems, and can manifest itself in a number of ways, including increased irritability, decreased motivation, changes in eating or sleeping habits, or unexplainable aches and pains.

2. **Rest and Recover.** If you find you are experiencing burnout, you need to take immediate steps to get help. Start by telling someone what you are experiencing. If you remain silent, your exhaustion could lead to isolation and compound your problems. Find ways to rest and reset so you can recover.

3. **Reflect and Reorient.** After you’ve gained some distance from your experience, it’s time to start identifying the factors that led to your burnout. Start by reflecting on the timeline of events. Reflect on what kind of stress you have experienced and about how your personality affects your reactions. Through these reflections, your goal is to learn from your experience and gain insights that will prevent future episodes of burnout.

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### Caring For Yourself in the Face of Difficult Work

Our work can be overwhelming. Our challenge is to maintain our resilience so that we can keep doing the work with care, energy, and compassion.

**10 things to do for each day**

1. Get enough sleep.
2. Get enough to eat.
3. Do some light exercise.
4. Vary the work that you do.
5. Do something pleasurable.
6. Focus on what you did well.
7. Learn from your mistakes.
8. Share a private joke.
9. Pray, meditate or relax.
10. Support a colleague.
4. **Rebuild a more resilient you.** If you have gone through burnout, the good news is this: you can use this experience to become a stronger, wiser, and more resilient person. But that will require intentional effort on your part and a commitment to practicing self-care. As you design your own self-care plan, realize that multiple pathways exist. Your physical health is critical: researchers have found that leaders and managers are more effective when they are eating right, sleeping well, and getting exercise. Be sure to consider your emotional response - psychological flexibility and emotional agility can make you a more effective leader. And as you build your self-care plan, be sure to take a holistic approach, considering all aspects of who you are and what’s important to you: research shows that your spiritual life—those aspects of your life that provide a sense of meaning, purpose, and coherence—can help increase your resilience.

➢ What are some ways that you care for yourself currently?

➢ What are some other ways to care for yourself that you would like to explore?

➢ How can the Board support one another, the Pastor, the staff, volunteers in self-care?
MODULE 4: **Roles and Responsibilities: What exactly did we get ourselves into?**

“For as in one body we have many members, and not all the members have the same function, so we, who are many, are one body in Christ, and individually we are members one of another. We have gifts that differ according to the grace given to us: prophecy, in proportion to faith; ministry, in ministering; the teacher, in teaching; the exhorter, in exhortation; the giver, in generosity; the leader, in diligence; the compassionate, in cheerfulness.” Romans 12:4-8

➢ Before this module, ensure every Board member has a current copy of the church bylaws, mission and values statements, policy manuals, and any other such guiding documents.

Serving on the Board is one specific kind of ministry and leadership. But there are other ministries and other leaders. Being clear about expectations of each ministry and leaders, about the roles and responsibilities of each, will help ensure that ministries and leaders can work together effectively toward the same end of helping the congregation to answer God’s call and live into its mission and purpose.

**These are the primary Roles of the Board:**

1. *Understand and support the church’s mission, purpose and values.* This is undoubtedly the single most important role of the Board and all congregational leaders. Each congregation has a mission from God to which they are uniquely called; and values that they live by. Board members must be able to articulate, believe in, and do all they can to help the church live into those mission and values.

2. *Ensure adequate resources.* The Board is not just about managing what comes in, but ensuring there are enough resources available to fulfill the congregation’s mission and call from God. The Board will often have a subcommittee or work with a team or staff member on development, but they are the ones who are accountable for this function.

3. *Ensure effective management of the church’s funds and other assets.* The Board also is accountable for the oversight of fiscal operations, as well as acquisition, management, and maintenance of all property and assets. To ensure this is done effectively, the Board will often contract with an accountant and other contractors or even have a person on staff to work on one or more of these issues.
4. **Ensure sound risk management policies.** In order to minimize risk of legal or other damage, the Board ensures there are policies in place regarding handling of money and assets, conflicts of interest, and personnel management, and that those policies are adhered to. The Board sets a tone for transparency to help ensure trust from the congregation.

5. **Participate with the Pastor and other church leadership in discerning and planning for the future.** The call and mission of a congregation will change over time and the Board has a visionary role to play in helping the congregation not only discern, but to make progress toward the future that God has for the congregation.

6. **Support the Pastor and provide constructive feedback.** The Board and Pastor have distinct roles and responsibilities and for maximum effectiveness, there should be a collegial relationship of trust between the Board and Pastor.

7. **Consult with the Pastor on personnel appointments.** The Pastor is head of staff of the church, but the Board supports the Pastor with providing the resources to hire staff, as well giving feedback on hiring and on staff performance.

8. **Participate in selecting the candidate to be elected by the congregation as Pastor as needed.** When there is a pastoral vacancy, in the time of transition, the Board plays a key role as a steadying influence, as well as having input, per whatever the congregation’s bylaws indicate, in the pastoral search process.

9. **Assess the performance of the Board of Directors.** At least annually, the Board needs to set aside time to assess how they are or are not functioning in helping the congregation to live into its mission and purpose.

10. **Ensure the church has Bylaws that are approved by MCC.** Bylaws are not very fun, but they are necessary; and the Board must assure adherence to them. They can be changed if needed to help with effectiveness and efficiency, but any changes must be approved by the Office of Church and Ministry Development. Links to MCC Sample Bylaws are on this page.

    ➢ Take some time to look these over and understand them. Note any questions you might have and want to explore further.
These are the primary Roles of the Pastor:
Serving as teacher, preacher, and spiritual leader;
Ordering all worship services of the local church;
Usually serving as Moderator of the Board of Directors and Congregational Meetings and a voting member of the Board of Directors;
Acting as the church’s principal “convener” and serving as personnel director for the church.

Accountability of the Pastor:
Called by and accountable to the congregation.
Between Congregational Meetings, is accountable to the Board acting on behalf of the congregation.
Annual evaluation of the Pastor and ministry of the church:
- Evaluate against pre-stated agreed-upon goals!
- Determine when and how evaluation will occur on a regular basis

<table>
<thead>
<tr>
<th>Role of the Pastor</th>
<th>Role of the Board</th>
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<tbody>
<tr>
<td>Moderator of the Board of Directors</td>
<td>Other Church Officers (Vice Moderator, Clerk, Treasurer, BOD Member)</td>
</tr>
<tr>
<td>Personnel decisions regarding hiring, firing, and daily supervision of employees</td>
<td>Establish HR policies and procedures around salary, benefits, non-discrimination statements, etc.</td>
</tr>
<tr>
<td>Responsible for overseeing and planning all ministries of the church</td>
<td>Responsible for awareness and support of church ministries</td>
</tr>
<tr>
<td>Leads strategic planning (may delegate leadership to a BOD member or hire an outside consultant)</td>
<td>Actively participates in strategic planning</td>
</tr>
<tr>
<td>Elected by the congregation after applying to the BOD/Search Team</td>
<td>Manages the Pastoral Search process to select and present a candidate for election.</td>
</tr>
<tr>
<td>Participates in budget development and in day to day budget oversight and management</td>
<td>Leads budget development process, presents budget to congregation for approval and adoption</td>
</tr>
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The Partner Relationship between the Pastor and the Board of Directors:

- The Pastor and the Board are authorized to provide spiritual and administrative leadership in the local church. (MCC Bylaws)
- The Pastor and the Board are full partners.
- These complementary skills and abilities are combined so that the end result is more effective than if either partners was out there alone.
The Pastor needs a job description and a contract to clarify who is to do what!
As MCC churches, we have a dynamic most other denominations miss out on in that our people come from many varied religious traditions. Our culture, if you will, has not yet arrived at a common definition of what the term Pastor means. Each person brings the cultural baggage of their previous traditions to us, and often the expectation is our Pastors will look, act, and be just like the Pastoral model they knew.

So, intentionally establish what the Pastor’s role is in your church, allowing for individual style. Make sure it is clear that the Pastor does that job, not the Board. The Board has oversight responsibility for the life of corporation, but does not do the day-to-day work of the church. That is the responsibility of the Pastor and the staff, be it volunteer or paid.

Compensate the Pastor properly. That compensation is about more than just money/benefits; it also includes mutual respect; and appreciation. A Pastor can’t survive without all three.

Mutual respect is one of those intangibles where you recognize its presence or absence, but can’t easily define in concrete, get-your-teeth-around terms. Its absence will kill the partnership. It has something to do with boundaries, and a lot to do with treating each other like adults. Mutual respect entails speaking the truth to each other in supportive ways.

Appreciation is remembering birthdays, anniversaries, saying thank you, a love offering at Christmas, providing a nice office if there is a church building, and telling the Pastor occasionally when the sermon or something really was well done.

Evaluations and good feedback – Give constructive feedback about issues that have been brought to your attention. Helping the Pastor to clarify the prioritizing of goals and the fine-tuning of the timing of the problem-solving will be of immeasurable value. The proper time for this type of give-and-take is probably during the Pastor’s report at the Board of Directors’ meeting. Raising issues and helping the Pastor be aware of how it is playing "out there" is what this process is all about. Naming who is upset and being very careful to accurately reflect what is being said or felt is important.

➢ Take time to make sure everyone understands the responsibilities of the Pastor and the responsibilities of the Board to and for the Pastor. Discuss any questions that arise.
➢ This is a good opportunity for real life examples, “What would you do if…” questions, or a brief case study.
If the Pastor is not facilitating the training, it might be useful to hear a few words from them about their hopes for their relationship with the Board.

**Responsibilities of the Entire Board:**

- Know, support, and live out the church’s mission, purposes, values, bylaws, goals, policies, programs, and vision.
- Represent and serve the church as a whole rather than any special interest group or constituency.
- Work toward consensus as often as possible. Once a decision has been made, the Board speaks with one voice.
- Avoid prejudiced judgments based on information received from individuals; urge those with grievances to follow established policies and procedures.
- Consult with other Board members or the Pastor about difficult or conflictive issues instead of surprising them.
- Prepare for and participate in Board meetings.
- Carefully review the church’s financial statements.
- Maintain confidentiality of closed sessions.
- Avoid even the appearance of a conflict of interest.
- Support the Pastor with timely information or feedback on matters and issues of importance to the well-being of the church.
- Counsel with the Pastor to offer support in the event of their difficult relationships with groups or individuals.
- Participate in the life of the congregation, including being a giver of record.

Take time to make sure everyone understands the responsibilities of the entire Board and clarify as needed. Discuss any questions that arise.

- Some possible questions to pursue:
  - What does it mean to speak with one voice?
  - Do you know the policies for those with grievances?
  - What would prompt a closed session?
  - What does confidentiality entail exactly?
  - What constitutes a conflict of interest?
  - Why is it important that Board members be givers of record?

**Specific Responsibilities of Board Positions**

Before diving into specific responsibilities of Board positions, one possible activity is to pair everyone off and have them work together to make lists of what they know about the responsibilities of each of the officer positions: Moderator, Vice-Moderator,
Clerk, Treasurer, Member-at-Large. Have everyone come back together and share. Then, add or clarify for each position based on the following.

**Responsibilities of the Moderator:**
- Moderator of the Board of Directors and of the Congregational Meeting.
- President of the Board and CEO of the corporation.
- Creates a sense of structure for the Board.
- Helps Board members to determine the officers.
- Facilitates discussion/dialogue with intent of reaching consensus on an issue in an unhurried fashion.
- Ensures that all MCC, local, state, and federal reports are completed in a timely fashion.
- Moderates Congregational Meetings and Congregational Forumss.

**Responsibilities of the Vice-Moderator:**
- Moderate Board meetings, as needed and/or requested.
- Moderate Congregational Meetings, as needed and/or requested.
- In absence of the Pastor, is in charge of day-to-day operations of the church/corporation.
- When it is necessary to make an immediate decision, advise the Board at the next meeting or sooner.
- Conduct Board polls between meetings.
- Make sure the Pastor’s review is completed.
- Prepare the Board of Directors Report for the Congregational Meetings.
- Receive concerns from other Board members that might lead to disciplinary action.
- Maintain mutual respect, openness, trust, and honesty with the Moderator, other Board members, and congregationn.

**Responsibilities of the Clerk:**
- Moderate Board meetings in the absence of Moderator and Vice-Moderator.
- Moderate Congregational Meetings in the absence of Moderator and Vice-Moderator.
- Prepare agenda for Board meetings.
- Prepare agenda for Congregational Meetings.
- Official signatory for the Corporation.
- Record Minutes of each Board meeting.
- Maintain official documents of the corporation.
- Prepare Board correspondence.
- Historian/Memory of the Board.
- Manage meeting follow-up.

**Responsibilities of the Treasurer** (for more, see [MCC Church Treasurer’s Manual](#)):

- Maintain up-to-date analysis of the current financial position of the church for review at each Board meeting.
- Bank account balances, fund balances, and detailed actual versus budgeted income/expense analysis of the Operating Fund.
- Prepare monthly tithe report to MCC.
- Prepare quarterly Pension Fund report.
- Review and sign off on each check request.
- Sign weekly checks.
- Reconcile accounts to monthly bank statements.
- Conduct business with the bank.
- Oversee, but NOT supervise the bookkeeper!
- Prepare financial reports for Congregational Meetings.
- Assist in the budget process.
- Make recommendation to the Board for cash management.
- If payroll managed by outside sourcing, make sure a system is in place for payroll info to be submitted each pay cycle.
- If payroll handled within the church, make sure all documentation is as it should be, including W-4s, quarterly withholding taxes and 941s to IRS, yearly W-2s and 1099s
- Be familiar with the church’s financial operation procedures.
- Provide tax information to members of the congregation on their giving.
- Coordinate and schedule other Board members to make sure all services have a designated Board member to count the offerings.

**Responsibilities of the Members-at-Large:**

- Be prepared; be familiar with Bylaws, Standard Operating Procedures, and Policies.
- Participate and be committed.
- Cooperate and support.
- Accept responsibility.

➢ Take time to understand your particular role and how it fits into the Board.
As part of its responsibility, the Board should have an annual calendar which includes a specific time set aside for:

- a review of the Board itself,
- an evaluation of ministry outcomes,
- an evaluation of the Pastor (based on the agreed-upon goals),
- preparation for, and, holding of, Annual Congregational Meeting,
- a thorough bylaw/policy review,
- a risk management and financial audit,
- year-round stewardship plans, and
- other significant activities and events.

This could be completed at an annual Board retreat or work session and reviewed at each Board meeting.

➢ Does your congregation’s Board have such a calendar?
➢ What do you think should be on the calendar?
“The easiest, the most tempting, and the least creative response to conflict within an organization is to pretend it does not exist.” - Lyle E. Schaller

Prior to this, participants should complete

**What’s Your Conflict Management Style**

Myths we have about conflict

- It happens due to poor leadership
- Unity means we don’t have conflict
- If we were just spiritual enough, we wouldn’t have it

Conflict is, however, universal, normal, and inevitable in human and congregational affairs: it can be helpful and positive; may be destructive; and cannot always be avoided.

Conflict in its simplest expression is a situation in which two or more human beings desire and struggle over goals perceived to be mutually exclusive.

Conflict exists at some level or stage of intensity at all times in every congregation or any group of people. Conflict, within reasonable bounds, is inevitable, routine, and not intrinsically bad.

- Healthy conflict is a positive, creative force that can propel us to better solutions and ways of being
- Unhealthy conflict is a symptom that points us to something going on deeper within.
In dealing with conflict, there are at least five different conflict management techniques or styles. Most of us have predominant style of managing conflict, but may choose or may need to choose another option based on differing circumstances. Understanding the styles will help in making a more effective choice. There is not one best style, nor is there a wrong style; any or all of these may be needed.

➢ According to the survey you took, what is your conflict management style?

Based on Thomas-Kilman Conflict Mode Instrument (TKI)5, the five Conflict Management Techniques are:
- Collaborating: I win, you win
- Compromising: You bend, I bend
- Accommodating: I lose, you win
- Competing: I win, you lose
- Avoiding: No winners, no losers

**DESCRIPTIONS OF CONFLICT MANAGEMENT TECHNIQUES**

**Collaborating Owl**

**Collaborating: I win, you win**

*Fundamental premise:* Teamwork and cooperation help everyone achieve their goals while also maintaining relationships

*Strategic philosophy:* The process of working through differences will lead to creative solutions that will satisfy both parties' concerns.

*When to use:*
- When there is a high level of trust.
- When you want others to also have "ownership" of solutions.
- When the people involved are willing to change their thinking as more information is found and new options are suggested.
- When you need to work through animosity and hard feelings.

*Drawbacks:*
- The process takes lots of time and energy.
- Some may take advantage of other people's trust and openness.
Compromising Fox

**Compromising: You bend, I bend**

*Fundamental premise:* Winning something while losing a little is OK

*Strategic philosophy:* Both ends are placed against the middle in an attempt to serve the "common good" while ensuring each can maintain something of their original position

*When to use:*
- When people of equal status are equally committed to goals.
- When time can be saved by reaching intermediate settlements on individual parts of complex issues.
- When goals are moderately important.

*Drawbacks:*
- Important values and long-term objectives can be derailed in the process.
- May not work if initial demands are too great.
- Can spawn cynicism, especially if there's no commitment to honor the compromise solutions.

Accommodating Teddy Bear

**Accommodating: I lose, you win**

*Fundamental premise:* Working toward a common purpose is more important than any of the peripheral concerns; the trauma of confronting differences may damage fragile relationships.

*Strategic philosophy:* Appease others by downplaying conflict, thus protecting the relationship or oneself.

*When to use:*
- When an issue is not as important to you as it is to the other person.
- When you realize you are wrong.
- When you are willing to let others learn by mistake.
- When you know you cannot win.
- When it is not the right time and you would prefer to simply build credit for the future.
Competing Shark

**Competing: I win, you lose**

*Fundamental premise:* Associates "winning" a conflict with competition

*Strategic philosophy:* When goals are extremely important, one must sometimes use power, confrontation and influence to win.

*When to use:*
  - When you know you are right.
  - When time is short and a quick decision is needed.
  - When a strong personality is trying to steamroller you and you don't want to be taken advantage of.
  - When you need to stand up for your rights.

*Drawbacks:*
  - Can escalate conflict quickly.
  - Losers may retaliate if 'face' has been lost.
  - Losers may lose trust for dealing openly in future conflicts.

Avoiding Turtle

**Avoiding: No winners, no losers**

*Fundamental premise:* This isn't the right time or place to address this issue.

*Strategic philosophy:* Avoids conflict by withdrawing, sidestepping, or postponing.

*When to use:*
  - When the conflict is small and relationships are at stake.
  - When you're counting to ten to cool off.
  - When more important issues are pressing and you feel you don't have time to deal with this particular one.
  - When you have no power and you see no chance of getting your concerns met.
  - When you are too emotionally involved and others around you can solve the conflict more successfully.
  - When more information is needed.
  - When a situation seems unsafe.

*Drawbacks:*
  - Important decisions may be made by default.
  - Postponing may make matters worse.
  - A climate of chronic latent conflict can take hold characterized by misdirected anger.

➢ Some questions to consider
  - Can you see how each style might be appropriate for different situations?
Can you describe a time you have seen conflict handled in a healthy way?

ESCALATING STAGES OF CHURCH CONFLICT

1. (Sometimes) An Uncomfortable Feeling
Something doesn't feel right. You can't quite put your finger on it. Nothing explicit has been mentioned. The conflict is still latent. That is, the conflict potentially exists but needs the right conditions for it to appear.

Proactive Responses: Assessment, Investigation, Training, Communication, Relationship and trust building (overall culture), Systems Theory

2. A Problem Emerges
An identifiable problem has emerged and dealing with it is the focus. The participants are civil and respectful to one another as they each share their perspective. Solutions are proposed and, in most instances, issues are resolved in a calm and collaborative fashion to everyone's satisfaction.

Proactive Responses: Coaching, Education, Conversation Facilitation, Appreciative Inquiry, Dewey Sequence of Problem Solving, Direct Dealing, Systems Theory, Collaboration

3. A Person To Differ With
The focus of conversation changes from what should be done and what is the best solution, to a debate of who is right and who is wrong. Frustration sets in because the attempt to achieve one's goals is undermined by another. Parties may become more cautious in dealing with each other. The dispute can still be constructive if the parties make a greater effort to see the other person's point of view. On the other hand, if the matter is not resolved, the situation can easily deteriorate into destructive conflict.

Proactive Responses: Education, Conversation Facilitation, Collaboration, Appreciative Inquiry, Dewey Sequence of Problem Solving

4. A Dispute To Win
Collaboration wanes. Other problematic issues often appear confusing matters. Disputing parties communicate less to each other and more about each other with those who take their respective side, increasing polarization in the congregation. And while there may not be any intent to hurt one's opponent, it often results. Because the overriding goal is for one's needs to be met or interests to prevail, there appears to be less concern about how that affects others, further exacerbating the conflict. One side comes to believe that the other cares little about them. As one side seeks to achieve its goals, the other side feels like their interests are being all-too-readily dismissed or sacrificed. Action then begets counteraction.

Proactive Responses: Intervention, Guided Self-Mediation, Rehabilitation
5. **A Person To Verbally Attack**

A power struggle emerges. Parties now see themselves as adversaries. An invisible line is crossed that does not bode well for that relationship or for the church.

*Now is the time to contact a mediator.*

Original issues and context now become secondary. At this stage, the problem is identified as a person. "You are / he is / she is / they are / the problem." An “us against them” mentality sets in. Emotions adversely affect objective thinking. Selective perception confirms and fuels negative stereotyping. Once stereotyped, the other side can be “written-off.” Parties avoid each other and assume the worst of the other. In the absence of direct communication, each faction views the other through an increasingly distorted filter of suspicion, false assumptions, exaggeration, and misinformation. Each side justifies its own hostile behavior as reactions to its opponent and to external circumstances. By contrast, the actions of one's adversaries are attributed to internal deficiencies, such as their character, competency, or spirituality. Public admission of having exercised poor judgment or of having made a mistake becomes increasingly unlikely. In this negatively charged environment, such an acknowledgment would likely open oneself to embarrassment, further criticism, and reprisal. The disputing parties protect themselves, their vulnerabilities and insecurities, by attacking. Negotiations are hard to sustain and frequently break down. Resistance intensifies against an adversary's ideas often because it is one's adversary who proposed them. Unilateral acts become the next logical step which inevitably leads to an escalation of the conflict.

*Proactive Responses: Third party – Mediation, rehabilitation, reconciliation*

6. **My "Face" To Save**

The term "face" refers to how a person is viewed by others. As long as someone is viewed as a respectable member of the community, all is well. But when one's public image is seriously challenged, expect the intensity of the conflict to escalate further, as it hits on a very personal level. The attacker seeks to "unmask" the other person's true and despicable identity. To the extent that this “insight” is believed, the prior course of the conflict is reinterpreted. With these new lenses, words or actions that may have been originally perceived in a positive light are now viewed as part of a larger, deceitful strategy. False motives are attributed throughout. The conflict is no longer understood in terms of shades of gray. It is perceived in terms of black and white and an ideological battle between the forces of good versus evil. To “save face” against such an attack on one's identity, people will respond with an equally ferocious assault of their own. Disputants will unleash a torrent of negative descriptions against those who have attacked and maligned them, attempting in turn, to undercut and discredit them. They will label those on the other side as unreasonable, immoral, untrustworthy, mentally unbalanced, and/or sub-human. This conclusion justifies almost any action against the other side, exacerbating the cycle of conflict to dangerous levels.
Proactive Responses: Decisive Intervention, Arbitration, Rehabilitation, Reconciliation

7. A Person To Expel, Withdraw From, or Ruin
The parties are locked in an all-or-nothing battle. The church is no longer big enough for everyone. The solution is either to drive out the problem person or people or leave. Or, the conflict may be so personalized, intractable, or irrational that the adversaries would rather suffer private loss or the church's ruin to see their opponent defeated. “Together into the abyss” they go, as one individual soberly described it.

Proactive Responses: Decisive Intervention, Parting Arbitration

8. The Aftermath
When the dust settles, the worship, fellowship, and the work of the church, as well as individual lives, are adversely affected, often for years to come. For some, winning the battle or driving a person from the church is still not enough. The ruination of a person's reputation may continue long after the battle is over. Another faction will express shame and bewilderment for what they have said or done. They may lose confidence in themselves for having lost control of themselves. Others will deny the depth or severity of their actions. Still others, acknowledging their embarrassing actions, will blame those who led them. One Pastor, referring to her church that had split five ways in the two years prior to his accepting the call to pastor that congregation, said, “I was especially careful during my first four or five years here. We spent a lot of time addressing the issues of guilt and disappointment. Many felt guilty for their actions. The rest were disappointed - in their friends, their pastors, themselves, even God.”

Proactive Responses: Rehabilitation, Reparation.

Summary: The more intense the conflict, the more irrational it becomes. Two intensifying processes take place throughout: (1) an increasing frustration / anger over the unresolved issue(s), and (2) an increasing negative perception of the character of the other side. 

Primary Source: Dr. Ken Newberger. Institute for Reconciliation and Peacemaker Training. www.ResolveChurchConflict.com

The more we are able to understand the dynamics of conflict and our options for responding, the more confident communities and leaders can become in transforming conflict healthily.

One great resource for learning this more in-depth is the webinar, Becoming Conflict Wise, available through Sacred Space Online Learning Center. It includes tried and tested resources and tools to assist in overcoming helplessness and the downward spiral of negativity, that many congregations experience when conflicts surface, including how to work steps to through to resolution of conflict.
“Indeed, if we raise funds for the creation of a community of love, we are helping build the kingdom. We are doing exactly what we are supposed to do as Christians. Paul is clear about this: ‘Make love your aim’ (I Corinthians 14:1, NJB).” Father Henri Nouwen, a Dutch Catholic priest, professor, writer, and theologian, *A Spirituality of Fundraising*

Quite often, the role of the Board is seen as focused on managing the congregation’s current assets, particularly the funds. While that is important, in reality, one of the most significant roles for the Board of Directors is to ensure resources, including financial resources, are secured for the fulfilling of the congregation’s mission, its purpose, its call from God.

In order to fulfill this role, the Board will often create a team or teams, such a Stewardship Team and/or a Fundraising Team, or even a staff person - paid or unpaid - to focus on financial development, or at least part of it. Ultimately, though, the Board is accountable for this function.

Money is often an anxiety-producing subject, especially in the church. Not only are there mixed attitudes towards money in many culture, there are many instances where church leaders and congregations have misused or misappropriated funds or simply embodied bad theology about money, giving, and generosity.

Additionally, there are an increased number of giving opportunities for those who wish to do good with their financial resources; there is more competition for resources that could go to the church. The number of nonprofits and NGOs are increasing in the US and globally.

People, then, are often anxious about talking about money and giving money. Boards and other leaders are often anxious about securing resources to fund ministry.

If, however, we can focus on the generosity of God and how we can be generous like God, the focus moves from our fear and anxiety to God’s action in the world and how we can be part of it. In reality, when we are generous like God, we grow spiritually and experience more fulfillment. If the Board will model, embody, and teach generosity in the service of the love of God, then the anxiety level is likely to go down and the giving to ministry go up.
It is absolutely key to understand research shows that people choose where to give based primarily on three factors:

1) They believe in the *mission* and feel like their giving makes a difference in the world.
2) They have a high regard for the work and *integrity of staff and leaders*.
3) They see their gifts being used wisely, with *accountability*, and not just to meet a budget.

The Board has considerable influence on all three of these factors. They, along with the Pastor and other leaders, are the ones to lift up the mission and keep the congregation on mission. They have a consultative role with the Pastor on staff and leadership issues. And, the Board, more than any person or body, is charged with being wise and accountable with gifts. In order to help Boards more fully understand and live into developing financially, following are practices proven to help congregations grow in their generosity.

*Have a clear mission & purpose, concretely connecting gifts to ministries’ impact*
People give to mission and ministry, not to institutions; to make a difference, not to pay bills. Tell the stories of the congregation, its ministries and positive impact, in many formats: in worship, on social media, in newsletters.

*Provide multiple opportunities to give financially and through service and social justice*
Ensure people can give financially through regular giving, special offerings, and legacies. Offer various avenues for giving financially, including electronic giving onsite and online. *Online giving is an absolute necessity; most people no longer carry checks or a lot of cash.* [Here](#) is a resource for possible online giving platforms.
Foster involvement in community social outreach through active engagement. *People want to actively participate in the mission and make a positive impact.*

*Sound operational management of congregational resources*
Be transparent as much as possible in budgeting and other fiduciary decisions. Have policies and procedures in place to guide managing risks of church resources. Show appreciation for gifts given, including thank you letters, with regular giving reports. *All givers should be thanked in writing regularly, and special gifts when given.*
Stewardship integrated into worship and congregational life year-round
Be intentional about including stewardship in sermons and in other activities for all ages. Make the offering time an act of worship that connects giving to ministry.

Offering time is a time to share how the ministry is making a difference.
Provide opportunities to learn about stewardship of personal resources
Offer financial workshops and classes.

Create and nurture a culture of generosity and gratitude
Use the church’s resources generously with and for the community and world.
Set an expectation that congregation leaders will be good examples of giving.
Provide stewardship formation in developing new members and congregation leaders.
Find multiple ways to thank people for sharing their gifts.

Fundraising is ministry
Fundraising should also be ‘friend’raising, providing for wider community involvement.
There are people who may never attend, but want to support the ministry.
Call everyone into a new, more spiritual relationship with their needs and their resources.

The fiduciary responsibility of the Board is summed up in three basic responsibilities:
  o Setting the financial direction - that is, approving the budget, reviewing and approving financial guidelines, policies, and procedures, in accordance with the church’s mission
  o Delegate budget implementation to appropriate leader(s) - that is, once resources are set aside, empowering ministries; the Board should not approve every expenditure
  o Monitor financial status - that is, ensuring the congregation is on target with planned expenses and revenues, is financially solvent, and planning for future expenses

One way in which some congregations and Boards have found have helped them to live more fully into their mission and to be oriented toward the future mission is to develop a narrative budget.

A narrative budget goes beyond spreadsheets and numbers to tell a story of the congregation’s mission and service and how the parts of the budget support the mission. All expenses and gifts are linked to the ministries they support, and how the ministries are the way the congregation lives into its mission, its call, from God.
How to create a narrative budget

Step # 1 Develop or Review the Congregation Vision and Mission Statement
Leaders should review the purpose and direction of ministry each year, discerning together with the congregation the call of God for the congregation.

Step # 2 Define ongoing activities and new activities for coming year
Each committee or team reviews their purpose and determines activities and outcomes for the year ahead. Areas of focus are defined for the coming year(s).

Step # 3 Connect activities to Vision and Mission of Congregation
Communicate planned activities with leadership group and other teams, committees, task groups and committees who may partner or be affected.

Step # 4 Determine the investment of ministry dollars for each activity
Estimate the cost of the specific activities planned for the coming year.

Step # 5 Determine the investment in staff support for each activity
Estimate the time necessary by support staff to administer, facilitate, lead or equip people for each ministry. It may be helpful to estimate the volunteer hours.

Step # 6 Determine other investments made in each activity
Estimate the cost of materials, supplies and other items necessary to carry out the activities. This includes space in the facility, printing, postage, etc.

Step # 7 Determine cost factors for spaces used in building
Develop a cost factor for hourly use of each room of the church property. This should include allocation of mortgage, utilities, maintenance and other building expenses.

Step # 8 Determine cost allocation of overhead and shared expenses
The Finance Committee can develop a cost factor to reflect administrative and miscellaneous expenses. This would include secretarial and custodial services.

Step # 9 Summarize dollar cost for each committee, task group or team
The Finance Committee can add together the allocation of staff time, investments in activities, space costs and administrative costs together for each committee, task group or team.
Step #10 Allocate costs to areas of ministry focus or goals
Allocate the investment dollars and costs to the primary goals and focus for the coming year. This may be specific ministries such as worship, education and outreach or functional areas such as faith formation, service or spiritual growth. Then look for stories that illustrate how each of these ministries is changing lives and answering God’s call.

A very rough example of Sample Narrative Budget:

➤ **Income = $45,000**
  - *Pledges and Loose Offering* = $40,500 - Congregational giving makes up 90% of the income. The congregation does not have an endowment to fall back on and relies heavily on the generosity of congregants to make mission and ministry possible
  - *Church Use Income* = $4,500 - Each month, the congregation takes in $375 in donations for building use. More than 10 groups use the building for support groups, activities, and education and they are asked to make a donation for use of the space.

➤ **Expenses = $45,000**
  - *Fellowship* - *We are called to radical fellowship.* Fellowship includes the building being used by many community groups, as well as times the congregation gathers for social fun activities.
  - *Worship* - *We are called to passionate worship.* Worship is a celebration of God’s presence, giving our attention to God together. Worship occurs on Sunday and special services and includes much of the pastor’s salary and the music director stipend, as well as supplies and building use.
  - *Discipleship* - *We are called to intentional discipleship.* Discipleship is how our faith is developed, individually and communally, through study, support, spiritual direction, special services, and includes part of the pastor’s salary, supplies, and building use.
  - *Serviceship* - *We are called to daring serviceship.* Serviceship is reaching out and serving neighbors, community, and world in compassion and for justice. The congregation provides space and volunteers for a food bank, supports a GLBT teen group, funds neighborhood service groups and includes building use and funds.
  - *Relationship* - *We are called to transforming relationship.* Relationships within the congregation and with the denomination, community, and world help to transform individuals and the world. The congregation provides pastoral care and support with hospital visits, grief support, and a prayer chain. To stay
connected, there is a newsletter and Facebook group. Giving to MCC helps to fund MCC’s mission around the globe. Expenses include supplies, stipend to admin assistant, internet and phone service, and funds sent to MCC.

This may be specific ministries such as worship, education and outreach or functional areas such as faith formation, service or spiritual growth. Then look for stories to illustrate how each of these ministries is changing lives and answering God’s call.

Some additional recommended resources for financial development:

- **Not Your Parents’ Offering Plate** - A short book from one of the top authorities on church financial development, providing practical steps to help congregational leaders.

- **Beyond the Offering Plate** - An anthology of essays with different perspectives on stewardship.

- **A Spirituality of Fundraising** - A classic essay from Father Henri Nouwen that manages to be both spiritually grounding and practically minded. Available for free as PDF.

- **Center for Stewardship Leaders** - A website sponsored by Luther Seminary, with blogs from various authors approaching stewardship and finances.

- **Ecumenical Stewardship Center** - A website with resources on varied aspects of stewardship
“If one of you wanted to build a tower, wouldn’t you first sit down and calculate the cost, to determine whether you have enough money to complete it?” Luke 14:28

We live in a litigious society and to be unaware of the potential risks is dangerous. One lawsuit can effectively close a church, damage the reputation of the Pastor, or put a Board member in personal financial jeopardy. It might also leave someone injured without coverage.

In considering risk, legal, and insurance issues, there are different laws and standards in different countries and states, and with no way to comprehensively cover all situations, it cannot be emphasized enough that the Board of each congregation should consult with insurance agents, lawyers, CPAs, and/or other professionals with expertise in managing assets and risks.

One website that provides great resources in managing resources responsibly is http://www.churchlawandtax.com/. It is US-based, but much of the information will pertain to other parts of the world as well. Much of what follows is based on resources from that site.

A Board of Directors is entrusted with certain responsibilities for which individual members can be held legally accountable. Everything you do as a Board member should be guided by the standards of Duty of Care and a Duty of Loyalty.

**Duty of Care**

**The Duty of Care:** This means you are supposed to actively participate in meeting, come prepared to discuss and make decisions, and make sure you are acting in the best interests of the church. You also are considering the issues with the care a reasonably prudent person would exhibit.

- **You attend Board meetings.** Non-attendance at Board meetings is not acceptable behavior. Emergencies arise, sure, but if you can't attend Board meetings regularly, you should resign or the Board should remove you.
- **You need to be informed.** Read information ahead of time. Ask persons you trust their opinions on subjects before the Board for discussion and decision making. Ask for more information if you don't feel you have enough to make an informed decision.
o **You need to be able to rely on the information you are furnished.** Those that by position or relationship to the Board are relied upon to give accurate and needed information to the Board are obligated to do so in order for the Board to be fully informed.

o **You need to make independent judgments.** You represent the interests of the entire body, not a specific constituency. On the board, you act in the best interest of everyone.

o **The Board does not manage day-to-day operations, but has oversight responsibility and the establishment of policy.**

o **Helping Board members properly carry out the duty of care is up to the Board collectively.** Start meetings on time. Maintain a timeline. Learn how to redirect those who talk too much, or go down tangents. Recognize that visitors are visitors, not participants in the Board's deliberations unless invited to do so for specific issues. Get materials out on a regularly scheduled basis, as in minutes of the previous meeting being out ahead of the next Board meeting, and distribute financial reports regularly before the next scheduled meeting. Agendas should be ready ahead of time, as should be any written material to be considered for Board action.

**Duty of Loyalty**

**The Duty of Loyalty:** Loyalty in the legal sense means don't look for personal profit from Board service; don't take advantage of your board membership to utilize inside information; and don't violate our confidentiality requirements which are designed to protect both the dignity and privacy rights of individuals and the need for sensitive matters to be dealt with appropriately.

**Recognize conflict of interest issues**

➢ Be aware that they exist.
➢ Disclose them.
➢ Other Board members have the right to make decisions about your participation in any decision-making around issues where you have a conflict of interest.

o Become sensitive to this issue. Think about the issues before the Board, and what conflicts of interest you may have with them, or what perceived conflicts might exist.

o Think about your "dotted line" relationships, such as your former lover coming before the board for confirmation as a Clergy Candidate. If there is any doubt, disclose it.

o Clerks need to make sure the minutes reflect these disclosures, and the action taken.

o Corporate Opportunity issues require you to disclose when you are planning to do something separately that might well be something the congregation might do.
Confidentiality is to be respected by Board members. Since all other business is discussed and accomplished in open session, confidentiality issues cannot arise around the normal business of the church. Personnel issues, and sensitive issues such as lawsuits or other legal actions clearly are dealt with in closed session and confidentiality rules apply. Practice discretion with a capital D.

Other Legal Responsibilities. Beyond the issues of the Duties of Care and Loyalty, Board members also have certain other legal responsibilities.

- Make sure church bylaws do not violate any state or local laws. Have them reviewed by an attorney, especially after making significant changes.
- These include reporting illegal activities appropriately. Such suspected activities should be reported to the Pastor or, to the Vice-Moderator in cases where it is the Pastor who is engaged in these activities. Failure to respond appropriately means the issue should go to the full Board, and then appropriate action taken to safeguard the corporation. This is a very murky area, as certain violations require immediate reporting to the appropriate authorities, and in many cases, the actions are probably in violation of the Code of Conduct as well. Get competent legal counsel as quickly as possible when such possible situations exist and it feels like the facts are being hidden.
- Board members also have a responsibility to make sure that designated funds are spent as directed by the giver, or the terms of the trust instrument. Don’t spend money given for an organ to pay the light bill. It will not only make the donor mad, it is illegal.

COMMON LEGAL ISSUES

1. Incorporation of local churches
Although it is not legally required that local churches are incorporated, it is legally advisable and is required by MCC Bylaws, except where prohibited by local or state laws. In the U.S., churches are incorporated under a state’s non-profit corporation laws. Such incorporation should not be confused with "federal tax-exempt status," a designation based upon section 501 (c) (3) of the IRS code. To incorporate, your church must file the necessary application to the Secretary of State’s office in your state. You should seek the services of an attorney for this process. You also must submit annual reports for non-profit corporations required by most states. Check with the office of the Secretary of State in your state.

2. Tax exempt status with the IRS
All Metropolitan Community Churches in the U.S. are exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue Code as subordinate organizations of the UFMCC
under its group exemption number (GEN) 2401 issued on February 17, 1976. Each year the UFMCC files a current list of subordinate organizations with the Internal Revenue Service. This status is distinct from and unrelated to non-profit incorporation as described above. A copy of IRS documents which verify this status are available from MCC. It is not necessary for a local MCC to apply for federal tax exempt status; and, it is not necessary for a local MCC to file an annual 990 form with the IRS. It is necessary for a local MCC to file an annual congregational report form with MCC as this provides information which the UFMCC must report to the IRS. It is also important to note the group exemption number (GEN) is different from an employee identification number (EIN). Each church must obtain its own employee identification number (EIN). Do not use MCC’s employee identification number for a local MCC!

3. Political activities by churches
Political activities by churches in the U.S. are restricted by the IRS Code. Two areas of restriction should be noted: 1.) Churches are limited in the extent to which they may attempt to influence legislation. Basically, a church may not spend more than 20% of the first $500,000 of its annual budget for activities which attempt to influence legislation. 2.) Churches cannot participate in the political campaign on behalf of any candidate for public office. Among others, this publication from Pew Research Center may be helpful: Preaching Politics From the Pulpit

4. Copyright issues for local churches
Many churches in the U.S. follow the illegal practice of reprinting or photocopying material under copyright without permission. This usually involves printing of hymns or chorus booklets, photocopies of choir music, or reprinting of pamphlets. To do so is a violation of copyright laws and can involve substantial actual or statutory damages being recovered by the copyright holder from your church. A single infringement could result in damages of up to $20,000; or more in certain cases. For more information on U.S. copyright issues, Copyright Guidelines for Churches

LIABILITY ISSUES

a. Misconduct of personnel
A church may be exposed to legal liability on the basis of vicarious liability for the negligence of its employees (or volunteers), negligent selection of personnel, or negligent supervision of personnel. Two of the most frequent problem areas are negligence of church workers associated with use of a car for church business and sexual misconduct such as molestation of a minor or seduction of a counselee committed by a church worker. Negligence is conduct
that creates an unreasonable risk of foreseeable harm to another's person or property, and in fact results in the foreseeable harm.

b. Discipline of members
The discipline of church members is a constitutionally protected right of churches and the first amendment guaranty of religious freedom insulates the church from legal liability in most cases. Because other church members have a right to know about matters in which they have a "common interest," disclosures to church members only are permissible concerning the discipline or misconduct of current members. Such disclosures cannot be made, however, to non-members.

c. Securities laws
If a local church engages in the issue of church bonds for financing, members of the Board of Directors will be subject to various state and federal laws. Because state securities laws vary, any church considering sale of bonds should have appropriate legal counsel. Both federal and state securities laws carry criminal as well as civil penalties.

d. Employment laws
As churches begin to hire employees, employment issues become increasingly important and complex. The church should assure that personnel policies and procedures are in place to satisfy both legal and ethical criteria. A complete guide on important employment issues for churches has been written by Julie L. Bloss, J.D., The Church Guide to Employment Law. For some quick answers to questions, see Best Employment Practices.

e. Liability of officers
Most states have enacted laws immunizing uncompensated officers of nonprofit organizations from personal liability for their ordinary negligence. In some cases however, lawsuits have attempted to impose personal liability on such officers. Specific liability insurance is available.

f. Contracts
Contracts entered into by the church should be reviewed by an attorney prior to signatures. In some cases a contractual relationship may exist even though a written contract has not been signed. When signing contracts, church officers should be careful to disclose their representative capacity with their signature. This may protect them from possible individual personal liability for terms of the contract.

g. Insurance
Each local church should be covered by a well-developed, comprehensive insurance program.

**REPORTING TO GOVERNMENTS**

- Make sure to know and follow all applicable county/parish, state/province, and federal laws - for reports, taxes, and other forms.

**RISK MANAGEMENT**

In addressing the church’s overall risks, some key risk management areas in addition to

- Corporate structure;
- Governing documents;
- Tax-exempt status and compliance;

include, but are not limited to:

- Policies and policy manuals;
- Financial condition and financial controls;
- Adequacy of insurance coverage;
- Human resources (personnel);
- Sexual harassment and assault;
- Key operational areas;
- Public relations;
- Physical safety; and
- Leadership succession.

An effective risk management plan is a holistic one—one that addresses risk in all aspects of the church's activities. The risk management plan should also be proactive rather than reactive, identifying risks before they become liabilities and taking appropriate steps to mitigate them.

David Pollack, in his book *Business Management in the Local Church*, speaks to the issue of risk, he writes, “There are four ways a church can cope with the possibility of claims arising from injury or other forms of liability”:

1. **Eliminate the Risk:** It is possible to totally eliminate certain, specific risks. These could be related to employees using inferior materials or unsafe equipment. Moreover, perhaps your buildings are designed with hazardous walkways, low clearance, slippery surfaces, or broken stairs and other areas demonstrating clear negligence. A church, like any other organization,
risks the possibility of injuries and liability by not identifying and eliminating these problems. If leaders don’t take these potential hazards seriously, they could be exposed to lawsuits and, in some instances, could be criminally liable and may be sufficient cause for an insurance carrier to cancel your policy.

2. **Lower the Risks:** From a practical standpoint, it would be impossible to eliminate every risk, even if you knew where they were. So, short of total removal, the next best thing is to reduce the risks. Take a close, critical look at your church buildings and grounds to determine what, if anything can be done to lessen possible hazards. What precautionary steps can be taken to reduce your exposure in these areas? For instance, the danger of falling off a ladder cannot be eliminated; but the use of a safety ladder can reduce the risk. Hallways need to be free of obstacles; walkways should be clear of electrical cords. Having a good policy regarding the issuing of keys to buildings and protecting computers and office equipment from being carried away are examples of ways to reduce risks.

3. **Accept the Risks:** Accepting the risk can be appropriate when the risk cannot be totally eliminated or the cost of insurance is prohibitive. As any insurance agent will tell you, it is possible to buy insurance for almost every conceivable risk. But that simply isn't practical for most churches. Furthermore, there are situations where, even though the church carries coverage for a specific risk, it may be advisable to go ahead and pay the damages. This applies when there is a likelihood your premiums will increase significantly as a result of the incident or when the costs of the claims are within the policy’s deductible portion.

4. **Shift the Risk:** Purchasing insurance coverage enables the church to transfer its risks. In effect, when you buy insurance, you agree to absorb some of the smaller, periodic losses in the form of premiums and deductible in exchange for avoiding the larger, uncertain claims.

**It is highly recommended as part of this module or at another time, all Board Members/leaders view the webinar Digital Fraud Prevention**

Also, check Sacred Space Online Learning Center for other videos on related topics.

A resource from MCC website: Sample Policy Manual
“...the purpose of a pastor and the purpose of a congregation is to make a difference. Because of the presence of that pastor or that congregation, over time something is to have changed - and how can we have any indication of this change if we do not, in some way, measure?”
- Gil Rendle, *Doing the Math of Mission: Fruits, Faithfulness, and Metrics*

➢ How do you know if your congregation is making a difference?
➢ What results are flowing from the work you are doing?
➢ What are the outcomes of the ministry in which you are engaged?

To answer these questions requires not just counting numbers, but also measuring change. Measuring outcomes is about the mission of your congregation. Your congregation will only know it is indeed living into its God-given mission if it is evaluating its performance.

Congregational leaders need to be able to describe the intended change that they believe they are called to produce, so they can talk about whether or not they are moving toward fulfilling their call from God.

It is often quite tempting to simply count, as it is easier:
- ‘How many people attend worship?’ is easier than ‘How are people’s spiritual lives impacted?’
- ‘How much money is being given?’ is easier than ‘How are we impacting the community?’

We can count our resources, we can count our activities, but we also need to make sure to measure our outcomes, that is, the difference we are called to. Gil Rendle says “The best questions of measure ask both about change and about time. ‘Over the last six months or a year, how far have we progressed toward the difference that we believe God intends us to make?’”

We need to learn to measure in a more focused and concrete way, not simply a wish. The outcome the church needs is what God dreams about for our lives and for our communities. Measuring is not worrying about what we don’t have. It isn’t waiting for what might happen if we just keep doing what we do. The outcomes we need are those descriptions of what will be different if we follow God’s call.
An outcome, according to Gil Rendle in *Doing the Math of Mission*, is:

1. **The measurable/describable difference:** The fundamental and obvious proposition of the Christian faith is that because Christ is in our lives, something should be different. We should be different. Our relationships with others should be different. What we give ourselves to should create a difference. We are not here to preserve and protect but to challenge and change.

2. **You believe God has called you to make, the product of the purpose God has given you:** What is to be different is not about our preferences but about God’s purpose. The outcome of a congregation is not about what we can think of to do next but about what God calls us to make different. A *faithful outcome of healthy ministry requires more discernment of God’s will than decision-making about our own future*.

3. **In this next chapter of your life, i.e., to be accomplished in a clearly defined, and relatively brief, period of time:** An outcome is not for all time but is the necessary next step of development toward the larger dream that God has but which we cannot yet fulfill. Outcomes are time limited. They are about what we need to learn how to do, how to live, next.

**What is the specific difference that God asks you to address in this next chapter of your lives and work?** You can then ask the same question again in three to five years about what God calls you to do next. It is easy to focus on process - what you do, who you serve, how many attendees - instead of focusing on outcomes - what is God calling us to accomplish, what kinds of change are we working toward, what level of results we’d like to see this year.

We have to learn how to turn our intentions into outcomes. Specificity in describing the outcomes brings clarity in how we go about our ministry. Without the specifics, it remains a fuzzy intention. For example, we can say we want to be a welcoming congregation. If we don’t describe what a welcoming congregation looks like, how will we know if we truly are becoming a more welcoming congregation?

We need to:
- be clear on the why - how it fits in our mission,
- focus on the specific who, and then
- name the clearly defined outcome
  - the measurable/describable difference
  - We are called to by God
  - For what period of time
➢ Practice writing an outcome together:

Once you have an articulated outcome, the task will be to work backward in order to determine the resources and activities necessary to realize the outcome.

![Flow chart diagram]

➢ Using your practice outcome, fill in the flow chart. Approach this in a spirit of openness and adventure, with much prayer and communication.

Understand this is one model and although it is presented in a linear fashion, the process occurs in a circular fashion with feedback and evaluation given so adjustments can be made. What is important is that plans and strategies are being created and developed as a way of tracking progress toward outcomes. Otherwise, how will you know if your actions or activities have made a difference and your congregation is achieving its mission?

It is best to measure progress toward your outcome as you go along, in order to make sure your outputs are being achieved. Ways of measuring are highly contextual based on the outcome. It is important to gather data as a way of measuring progress toward fulfilling God’s specific mission for your congregation. Don’t count just for the sake of having numbers.
Whatever methods you use, be sure to articulate them when you are creating your plan -- otherwise, measurement will become an afterthought most likely to be forgotten amidst your activities. It is important to be intentional in taking time to reflect and evaluate actions to measure and adjust progress toward outcomes. Action/reflection is actually one of the best tools for adult learning, and if you can make it an essential part of your congregation’s culture, the congregation can learn to adapt to the many challenges it faces.

In developing the outcomes and planning strategies for implementation, it is also important to clarify who is responsible for which specific tasks. For both paid staff and volunteers, make sure the task or role is clearly defined, as well as parameters and resources.

**Increasing Accountability**

In congregations, sometimes we hesitate to hold volunteers to expectations because they are not getting paid. However, the volunteers have agreed to the task or the role and are therefore choosing to be responsible and accountable. This applies to all volunteer roles in the congregation, including Board service. All volunteers should be expected to provide the highest quality service they are able to provide.

Some tips to increase accountability:
- When recruiting, be realistic about time and commitment.
- Be clear on expectations of the task or role.
- If deadlines are missed, acknowledge and discuss them promptly.
- Provide support and feedback as needed.

The truth is, people want feedback. They want to be the best they can be and feedback can help them to know if they are doing well or if there is anything they need to change. When giving feedback of any kind, do so:
- At regular, agreed-upon interval.
- Based on accurate and full information.
- Directed toward future actions.
- Providing specifics rather than generalities.
- Upholding the dignity and respect of all.
- When giving praise, it is important to:
  - Be timely - immediately is not too soon.
  - Be very specific - tell how and what was good.
  - Be genuine - mean what you say.
  - Look for opportunities to encourage
At times, there may be specific negative performance or attitude issues that need to be addressed. Remember that people usually really do want to do good work and to be effective in their roles. Without constructive criticism, they will not have an opportunity to make corrections and perform up to their ability.

Constructive criticism is not personal, and is not demeaning or discrediting. To be constructive, criticism stays focused on specific actions and is given with good intentions and thoughtfully. It is also given at a time and place that allow it to be heard, without distraction.

One way to give constructive criticism is the “sandwich” technique.

- Begin with positive comments about the situation and the person’s abilities.
- Communicate how improvements could be made, focusing on the behavior and with specifics.
- Offer support in making improvements, and express confidence in their abilities.

Sometimes, despite coaching and constructive criticism, issues are not resolved. Sometimes, issues arise that clearly break expectations of appropriateness and must be addressed. These kinds of conversations can be challenging but, the goal is to help people in their growth and development. It will actually impede growth and development to leave issues unaddressed.

To address and confront an ongoing issue or inappropriate behaviors:
- Make sure it is actually an issue or behavior that can be improved.
- Stay focused on the behavior or issue.
- Be very thoughtful in responding.
- Do so at a time and place when there is enough time and where you can be heard.
- Start by describing the issue or behavior.
- Ask the person how they view this.
- Ask about their intent versus the impact of their actions.
- If need be, remind them of your agreements.
- Be clear about expectations.
- Ask them for solutions to align intent and impact and to meet expectations.
- Provide resources and support as needed and appropriate.
- Review with them what the plan is to improve.
- Agree on a time to follow up.
If it is an issue that cannot be improved, or there are persistent or egregious issues, it is probably time to discuss relieving the person of their duties. Ensure that you follow any bylaws or policies in place and do so with sensitivity and prayer.

Ultimately, the work of the congregation is work for the mission of God, so we honor the gifts of all and are good stewards by putting our best before God for God’s use.
POWERPOINT RESOURCES

The following PowerPoint presentations will complement each module.

MODULE 1
MODULE 2
MODULE 3
MODULE 4
MODULE 5
MODULE 6
MODULE 7
MODULE 8