

Organization and Administration

I. Introduction

Please **PAUSE** the recording and complete the following **Activity** (9.1).

Reflect on the following quote from *Introducing Christian Education* by Michael Anthony.

“The goal of any organization should be to effectively accomplish its purpose with the smallest amount of organizational structure possible.” (Mark Cannister, Ch. 16)

Take a few moments to briefly jot down answers to the following questions:

1. What is being said? (Focus on observations only.)
2. What do you affirm and challenge about this quote?
3. Why do you believe this response: scriptural evidence, theological reflection?
4. Where do you see organizational issues, like the ones raised by reflecting on this quotation, in your current church ministry?

A. Class Exercise

1. agree
2. disagree

II. Interests:

A. Philippians 2:19-21

I hope in the Lord to send Timothy to you soon that I also may be cheered when I receive news about you. I have no one else like him who takes a genuine interest in your welfare. For everyone looks out for his own interests, not those of Jesus Christ.

1. What are the interests of Jesus Christ?
2. Are we in alignment with those interests? Why and why not?

III. Systems:

A. Developing Process Leadership Skills: Key Concepts (Class Handout)

1. Systems – Our congregations and ministries are living systems. All of us have histories, families of origin, experiences, perspectives, and preferred processes. We are wired together.

a. Emotional maturity involves Differentiation: The effort to define oneself, to control oneself, to become a more responsible person, and to permit others to be themselves. The emotionally mature person connects with others but is not determined by others.

b. Anxiety – All systems have two types of anxiety: acute and chronic. Acute anxiety is our reaction to a real and time-limited threat. Chronic anxiety is an imagined or distorted threat.

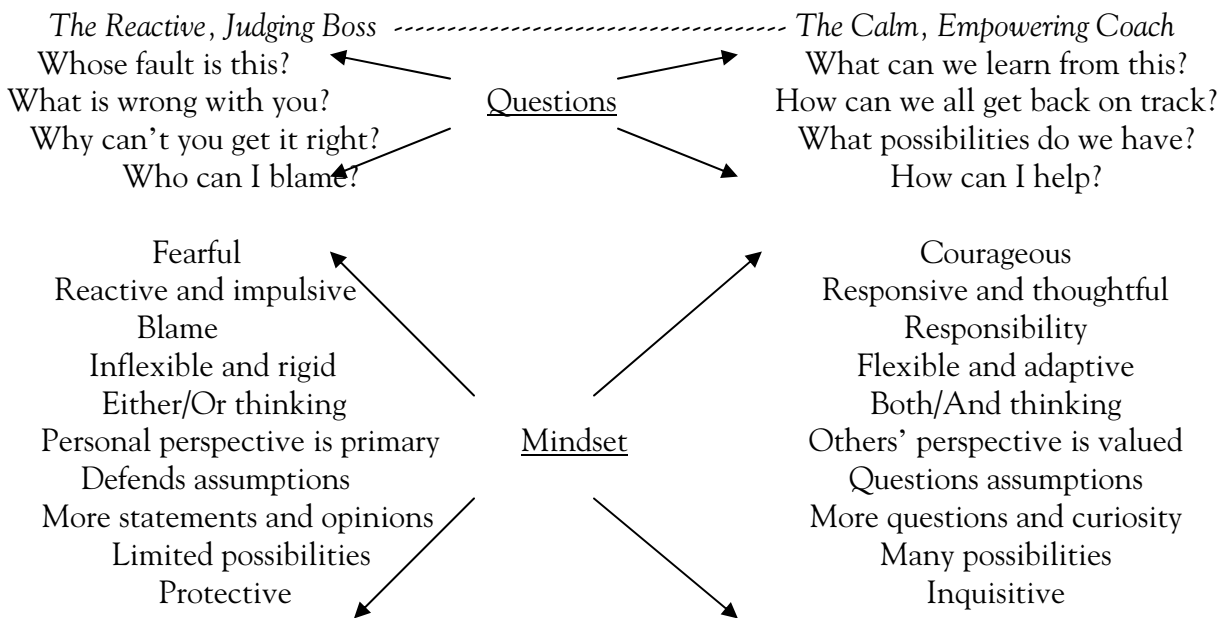
2. Think Systems, Watch Process – Seeing what is happening with clarity through the Holy Spirit by addressing the system not just the symptoms.

a. Four symptoms of chronic anxiety to address in the system: Conflict, Distancing, Overfunctioning/Underfunctioning, and Projection

b. Ask process questions to address the system:

- 1) What is my role in keeping the problem in place? How can I change so that I do not add chronic anxiety into the system but rather build gospel health into system?
- 2) How can I cooperate with the Holy Spirit's sanctifying work in my life and the lives of the people in our ministry and community?
- 3) What patterns do I set up/maintain in my family and in organizations? Do these patterns promote safety and open communication?
- 4) Am I allowing people to be whom God has made them when they are around me?
- 5) How do/could I commend the gifts and contributions of others?
- 6) Do I speak as one who is still learning? Am I encouraging this trait in others also?

3. Calm leaders – Effective leadership comes from someone with enough emotional maturity to call a congregation or ministry to discern and pursue a shared vision, to remain connected with those who differ with the leader or the majority, and to remain a calm presence when the anxiety rises.



B. Think Systems, Watch Process

All congregations/ministries are systems. Compare two types of systems:

<u>Calm System</u>	versus	<u>Anxious System</u>
Grace-based		Blame-based
Process leadership		Reactive leadership
Empowerment of people		Alienation
Good questions asked regularly		Defensive statements
Courage to try new things		Fear of failure

C. Adaptive Leadership

1. “There are three possibilities to a system change at a societal level” (Heifetz)

Ignore it

Reactionary partial solution

“The current response cannot solve the problem but the social system may mobilize to produce a new adaptation sufficient to meet the challenge [adaptive change]” (Heifetz)

D. Final Comments on Systems

Please complete the following **Activity** (9.2).

Think about your family, ministry, or church in terms of systems. Prayerfully ask yourself this sampling of questions about the system and your role in it:

1. Do people feel safe to openly communicate in the system? Do people feel safe to openly communicate around me?
2. Do I feel safe to be who God has made me to be as I am in the system? Do I allow people to be who God has made them to be when they are around me?
3. Do I speak as someone who is still learning? Am I encouraging this trait in others also?
4. How do I perceive failure? Do I see it as an opportunity to learn or as a reason to feel or give shame?
5. In light of the answers to the above questions, how can I cooperate with the Holy Spirit's sanctifying work in my life and the lives of others?

IV. Recommended Reading:

1. Angelo, Thomas A. and K. Patricia Cross. 1993. *Classroom assessment techniques : A handbook for college teachers*. The jossey-bass higher and adult education series. San Francisco: Jossey-Bass.
2. Barkley, Elizabeth F., K. Patricia Cross, and Claire Howell Major. *Collaborative Learning Techniques: A Handbook for College Faculty*. San Francisco: Jossey-Bass, 2005.
3. Wlodkowski, Raymond J. 1999. *Enhancing adult motivation to learn : A comprehensive guide for teaching all adults*. Rev. Jossey-Bass Publishers.
4. *The Leader's Journey* by Herrington, Creech, and Taylor
5. *Leading with Questions: How Leaders Find the Right Solutions by Knowing What to Ask* by Michael Marquardt
6. *Leadership on the Line: Staying Alive through the Dangers of Leading* by R. Heifetz
7. *Leadership without Easy Answers* by R. Heifetz
8. *Leadership Can Be Taught* by Sharon Parks
9. *Emotionally Healthy Church* by Pete Scazzero
10. *Emotionally Healthy Spirituality* by Pete Scazzero
11. *Leading with a Limp* by Dan Allender