



**5**

# **NON-NEGOTIABLES**

*for Local Church  
Board Health*






**"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; ...who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."**


*– Theodore Roosevelt, April 23, 1910*



The background of the slide features a blurred image of a stack of white papers on the left and a maroon-colored folder or binder on the right. A semi-transparent maroon rectangle is overlaid on the right side, containing the text.

Strong boards **empower**  
missional and visionary  
leaders, and strong leaders  
**embrace** passionate and  
engaged boards.



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Board development is  
an on-going, **intentional**  
**process**;  
not a one time event.



# Two Initial Questions...

**What one “big” (very big) board-related question would you like to hear addressed during this Forum?**

**What is the most critical issue facing the board?**



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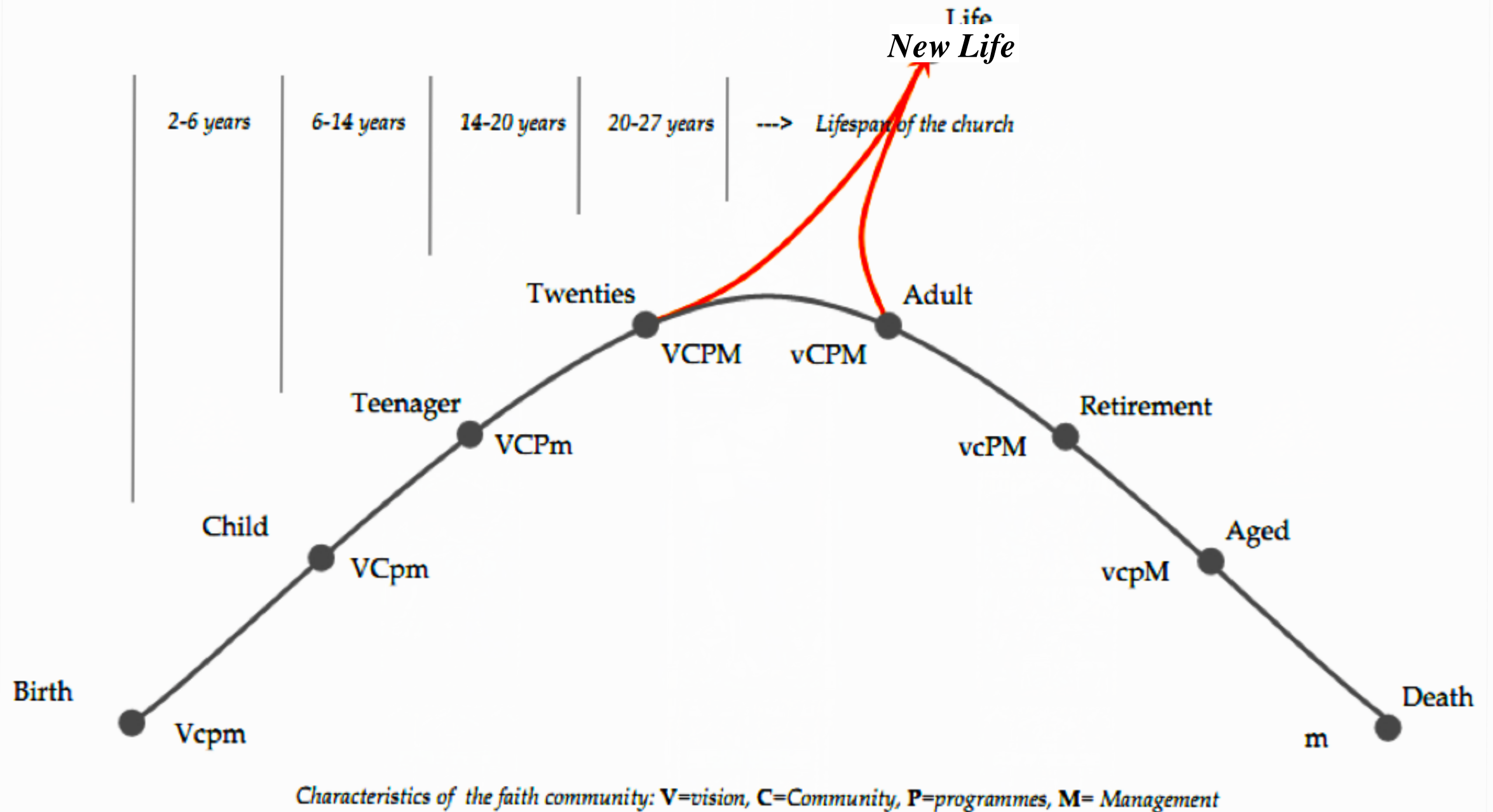
# **FIVE NON-NEGOTIABLES**

*for Local Church Board Health*

- 1. Know the Basics:**
- 2. Ask the 'Right' questions:**
- 3. Communicate in conflict situations with civility:**
- 4. Embrace assessment and development in planning:**
- 5. Nurture emerging leaders for the church board:**



# Lifespan and Stages of a faith community



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**Organizations evolve and  
change. So must their  
governing boards.**







**NON-NEGOTIABLE**

**1**

# **KNOW THE BASICS:**

**UNDERSTAND THE ESSENTIALS OF THE  
BOARD'S ROLE, PURPOSE, AND FUNCTION**

**"HEADS IN; FINGERS OUT!"**



# ***Healthy Boards remember...***

## **“HEADS IN – FINGERS OUT”**

The board focuses on policy formulation and mission strategy;

Not on daily operations and policy implementation.



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# A governing board ...

1. **Oversees** the mission,
2. **Develops** a shared vision,
3. **Shapes** the future of the organization, and
4. **Ensures** Accountability...

*to the government;*

*to moral owners or membership,*

*and for the leader(s).*



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# ***The Local Church Board...***

Nominees selected by Nominating Committee

Elected by the congregation at an annual meeting,  
within 90 days of District Assembly

## **Election of Trustees**

*responsible for property and fundraising*

## **Election of Stewards**

responsible for church growth, evangelism

**Education Committee-** can be part of board



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# Four modes of thinking: FIDUCIARY STRATEGIC REPRESENTATIVE REFRAMING

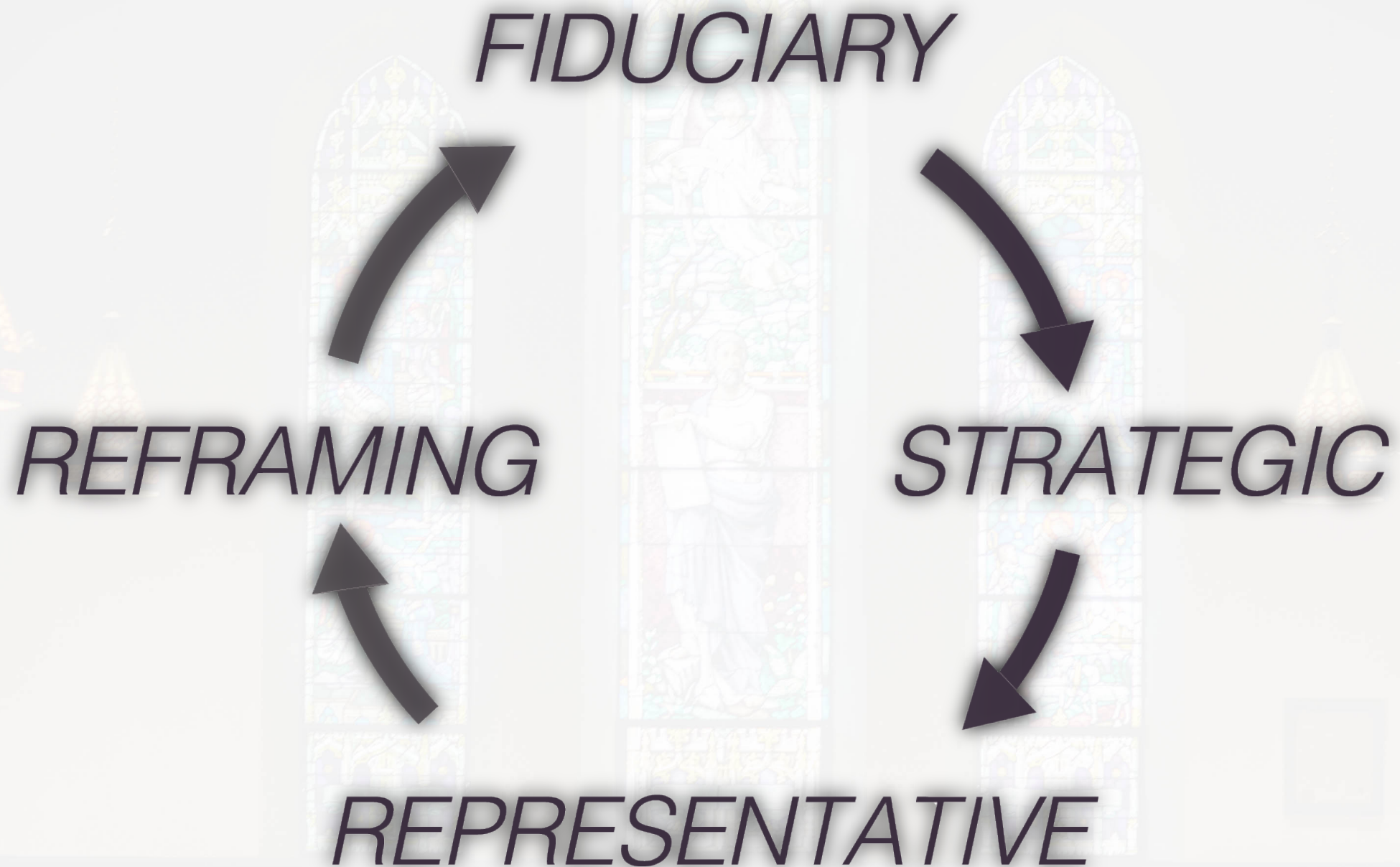
Think of these modes of thinking as a continuous circle



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# Four Modes of Thinking about Governance



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“The first responsibility  
of a leader is  
to define reality”

*– Max DePree –*



### ORGANIZATIONAL CAPACITY

Identify the top three questions that most clearly reflects the needed priorities for the board on which you serve or lead. Why these three? What immediate steps can be taken to address these three issues?

PRIORITY #1:

## A LEGAL AND PROGRAM AUDIT

PRIORITY #3:

See [www.BoardServe.org](http://www.BoardServe.org). Click Blog. See February 24, 2015 blogpost



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# Church Board Survey

Please rate each statement as (1) strongly agree, (2) agree, (3) disagree, (4) strongly disagree.

**A. Board and Mission:**

**B. Board/Pastor Relations:**

**C. Member to Member Relations:**

**D. The Board Agenda:**

**E. The Organization of the Board:**

**F. The Functioning of the Board:**

**G. Nuts and Bolts Issues**

**H. Summary**



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# Board Responsibilities

The board has fiduciary, strategic and representative governance and reframing responsibilities for the organization in at least the areas of:

1. Mission and vision clarity
2. Strategic thinking and planning
3. Financial health, oversight and budget approval
4. Major gifts and capital development
5. Mission implementation, strategy and review
6. Problem-framing or “sense-making”
7. Organizational connectivity and networking
8. Property oversight, expansion, and legal standing



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# ***A VISION STATEMENT for boards***

**“The leadership ministry of  
*our* church board  
enables the *church attendees*  
to fulfill *their* ministry to each other  
in the congregation, and *their* mission  
in the neighborhood and beyond!”**



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# ASK THE “RIGHT” QUESTIONS.

*Nurture a culture of asking mission-driven  
and sustainability QUESTIONS*



A vertical stained glass window with a gothic arch is on the left side of the slide. It features various colorful panels depicting religious or historical scenes. Overlaid on the lower part of the window is a large, semi-transparent grey circle containing a bright yellow question mark.

**Questions** such as:

What is the **most critical** issue or major concern facing the board?

What legal documents need to **reviewed** at least annually?

What three **big ideas** should the Board focus on for the next three years?





**Who are we?**

(What is our mission, vision, values?)

**Where are we?**

(Not a location on a map, but in the  
'lifespan' of the organization)

**Where are we going**

(if we continue to do as we have  
done?)






**Where could we go**  
(with a Spirit-inspired vision and a unified board?)

**Why are we going "there?"**  
(What is our motivation for growth?)

**How long will it take to get there?**  
(Spiritual, human, financial resources needed?)


**How will we know when we get there?**



A vertical stained glass window on the left side of the slide, featuring a colorful scene with figures and architectural elements. Overlaid on the lower part of the window is a large, dark gray circle containing a bright yellow question mark.

What has **changed**  
**significantly** in the  
**community** to which the  
board must **adjust**, and  
make appropriate  
**transitions?**



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What **one thing**,  
if we do not attend  
to this issue soon,  
**could create serious problems**  
for us in the near future?

What **fresh**  
revenue-generating **options**  
are available to us to  
significantly **increase revenue**?



# ***Guard The Agenda!***

***Items for Information***

***Items for Discussion***

***Items for Decision***



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# COMMUNICATE IN CONFLICT SITUATIONS WITH CIVILITY.

*Collisions occur over vision, values, traditions,  
plans and ....!*

*“Anchors are needed...!”*



**1. Speak Gracefully.** Watch the words you speak.

**2. Listen Intently.** Seek first to understand.

**3. Forgive Freely.** Be proactive in extending forgiveness.



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**4. Care deeply.** Value people, not power.

**5. Plan Decisively.** Combine clear vision and deep humility with intense resolve.

**Focus on change in yourself...**  
**even as you seek for change in others.**



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- **Vigorously discuss policy options and make decisions within board meetings!**
- **Communicate board action outside of board meetings with unified support!**
- **Keep confidential conversations, CONFIDENTIAL!**
- **Accept board decisions...!**
- **Fiercely guard a reliable word!**



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These values  
**CHARACTERIZE**  
*us at our best,* and they  
**CONVICT**  
*us at our worst.*



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# EMBRACE ASSESSMENT AND DEVELOPMENT IN BOARD PLANNING.

*Review and Revise, as needed,  
decision-making in shaping financial and  
organizational development strategies*



**Assess and revise, as needed,**

The Mission...

The Vision...

The Values...

The Priorities...

The Strategic Initiatives...

The Timelines...

The Personnel...

The Budget...

The Desired Outcomes...

The more attention **here**,  
the more compelling the **CASE**



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# A Local Church Board Diagnostic

## SAMPLE LOCAL CHURCH BOARD DIAGNOSTIC

### Appendix D

#### LOCAL CHURCH BOARD DIAGNOSTIC

developed by

Germany

June 6-7, 2014

Please rate each statement as (1) strongly agree; (2) agree; (3) disagree; (4) strongly disagree

1. The following church legal documents are up to date and filed in an appropriate place where board members or government agencies can quickly locate and review them, if necessary:

Constitution or Articles of Incorporation,

By-Laws,

NGO or not-for-profit status (in USA: 501(c)(3)),

Payroll documentation,

1 2 3 4

1 2 3 4

1 2 3 4

1 2 3 4

[www.boardserve.org/writings/](http://www.boardserve.org/writings/)

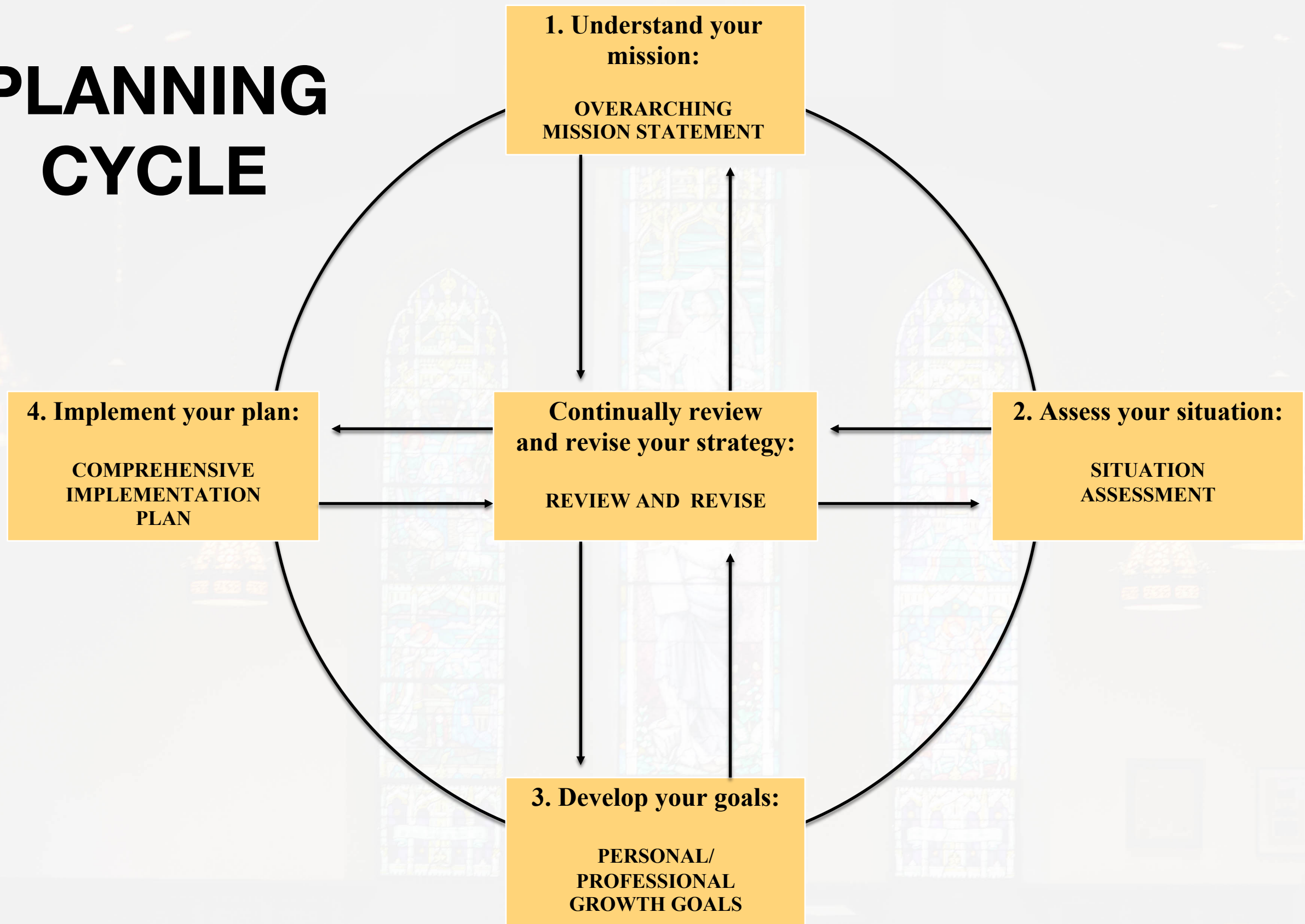
Look for the Local Church Board Diagnostic PDF



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# PLANNING CYCLE



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# The Dots must be Strengthened and Connected...

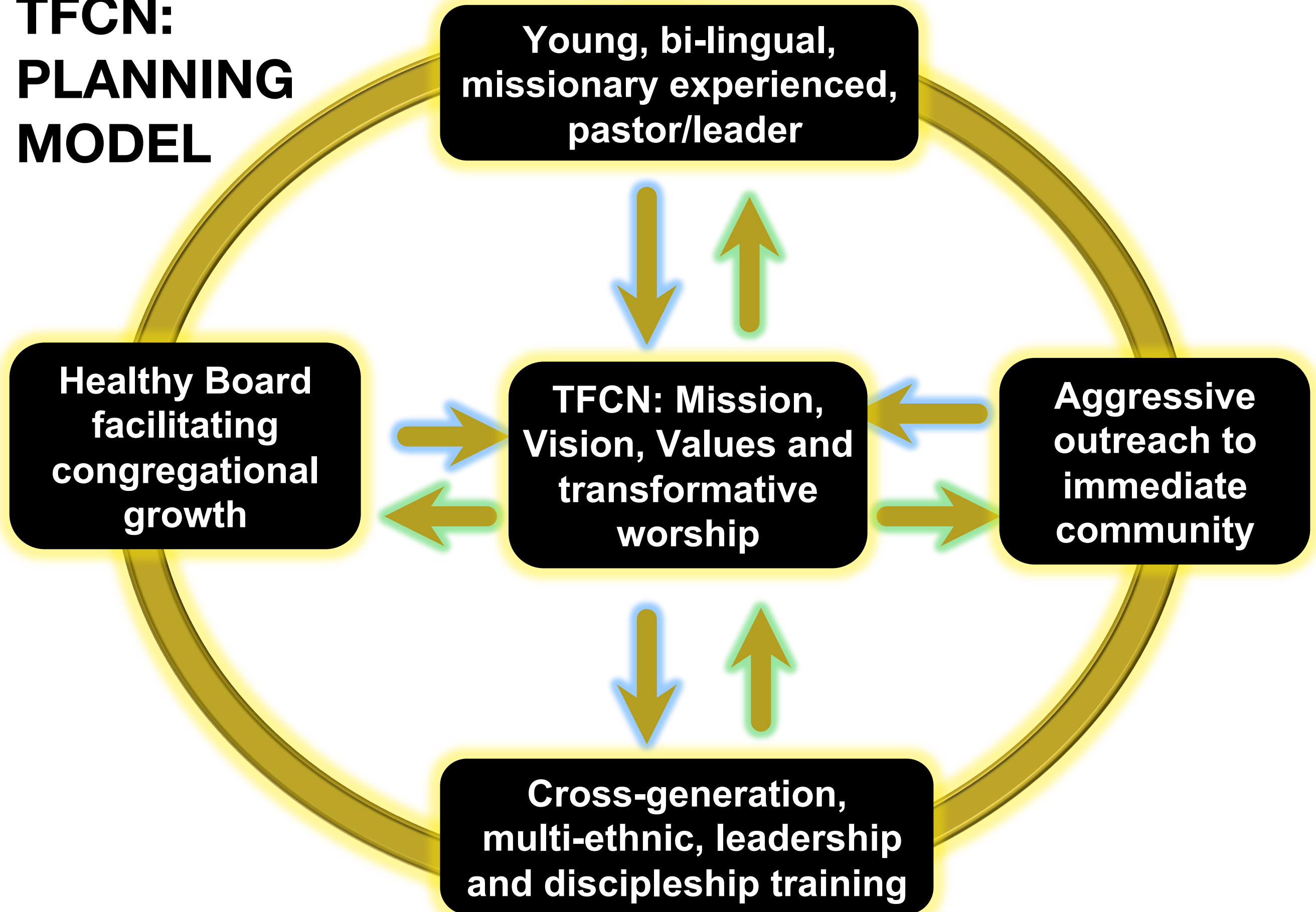
- From inward to outward focus.
- From programs for “us” to people around us.
- From ministry in the church building to ministry outside the church.
- From a ministry by a few to ministry to the many.
- From program development to people development.



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# TFCN: PLANNING MODEL





# **Connect Board Decision-making to Capacity Building and Organizational Sustainability**

**Map a compelling  
CASE FOR SUPPORT  
through forward-looking board  
policies**



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Board members take the lead in both **giving** and **shaping** the strategy to successfully **complete** a major gifts fund raising initiative.



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# Nonprofit organizations are in two businesses:

1. Providing services,
2. Generating revenue  
*necessary* to provide  
the services.



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**NURTURE  
EMERGING LEADERS  
FOR THE CHURCH BOARD.**

***Intentionally!***





**“Reproduce** yourself  
as a passionate advocate...  
for the church and its mission.”



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Use committees or  
“Ministry Teams” as a way to  
**provide opportunities**  
for emerging leaders  
to take on more responsibility.



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# A Lay-leadership Paradigm

## “Self-Directed Ministry Teams”

**Definition:** *A group of people committed to a specific ministry, or ministry area, that supports the purposes and mission.*

**Self Directed** – They must own the task.

**Work** – Focus on ministry, not maintenance.

**Team** – There is more strength in a group.

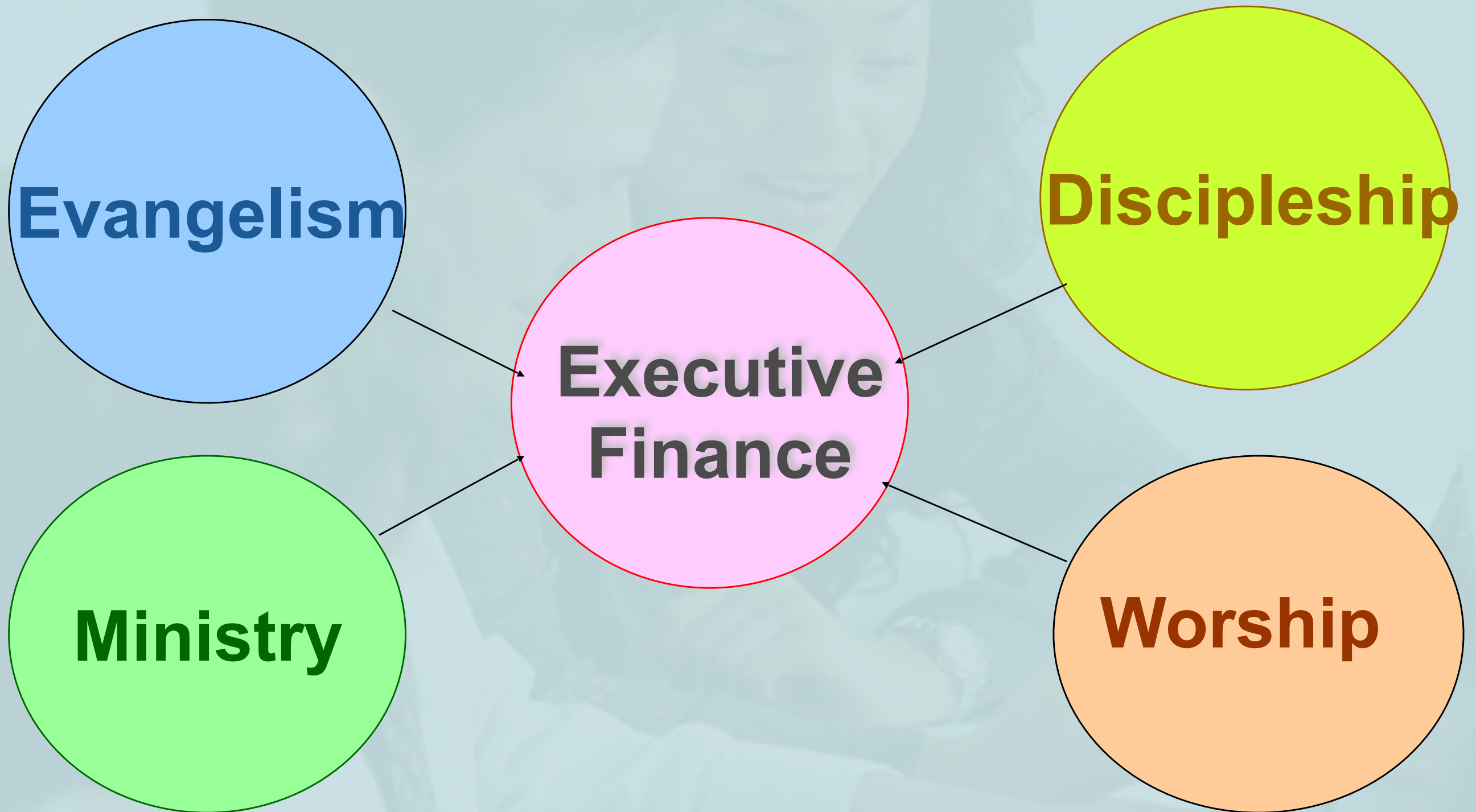
They need the **authority** to respond with flexibility to changing events and demands.



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# SDWT Board Structure





- Board leaders should
  - ***INTENTIONALLY***  
**mentor** and **nurture**
  - the next generation
  - of board leadership.



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*Both are needed:*  
**STRONG BOARDS who  
EMPOWER MISSIONAL AND  
VISIONARY LEADERS;**

**STRONG LEADERS who  
EMBRACE PASSIONATE AND  
ENGAGED BOARDS!**



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# BEST PRACTICES FOR EFFECTIVE BOARDS



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**TOGETHER, WE MOVE  
FROM VISION,  
TO ACTION,  
TO RESULTS!**





# **SUMMARY:**

**Processes to be clarified?**

**Policies needed?**

**Questions to be asked?**

**Plans to be developed?**

**Projects to be initiated?**

**Next steps?**



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Presentation prepared in conjunction with

**World Mission Communication-Asia Pacific**

Manila, Philippines

[wmc-ap.org](http://wmc-ap.org)





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