

LEADING FOR TRANSFORMATION...

Session Three

Five Non-Negotiables for Local Church Board Health


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FIVE NON-NEGOTIABLES
for Local Church Board Health



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



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

The local church “Board” refers to the *Manual* defined official decision-making leadership team of the church (para.127):

- * *elected* from a nominating committee ballot at an *annual* meeting of the church *membership*,
- * no more than 25 members (including the pastor, NMI, NYI and SDMI elected leaders),
- * who are spiritually mature, and
- * who are engaged in the mission and ministry of the local church.
(See also *Manual* paragraphs 107 – 160 for additional details)

This official board works with the pastor and represents the church membership in Board decision-making between annual meetings in:

- * DEVELOPING MISSION AND MINISTRY STRATEGY,
- * INSURING INTEGRITY IN BUSINESS AND LEGAL ISSUES,
- * SHAPING POLICIES AND PROGRAMS FOR THE CHURCH,
- * PRAYING FOR AND PLANNING WITH THE PASTOR.

We Believe in Boards...

***Manual* required.**

Biblically supported.

Practically applied.

Ministry focused.

Mission driven.

We need Healthy Boards!



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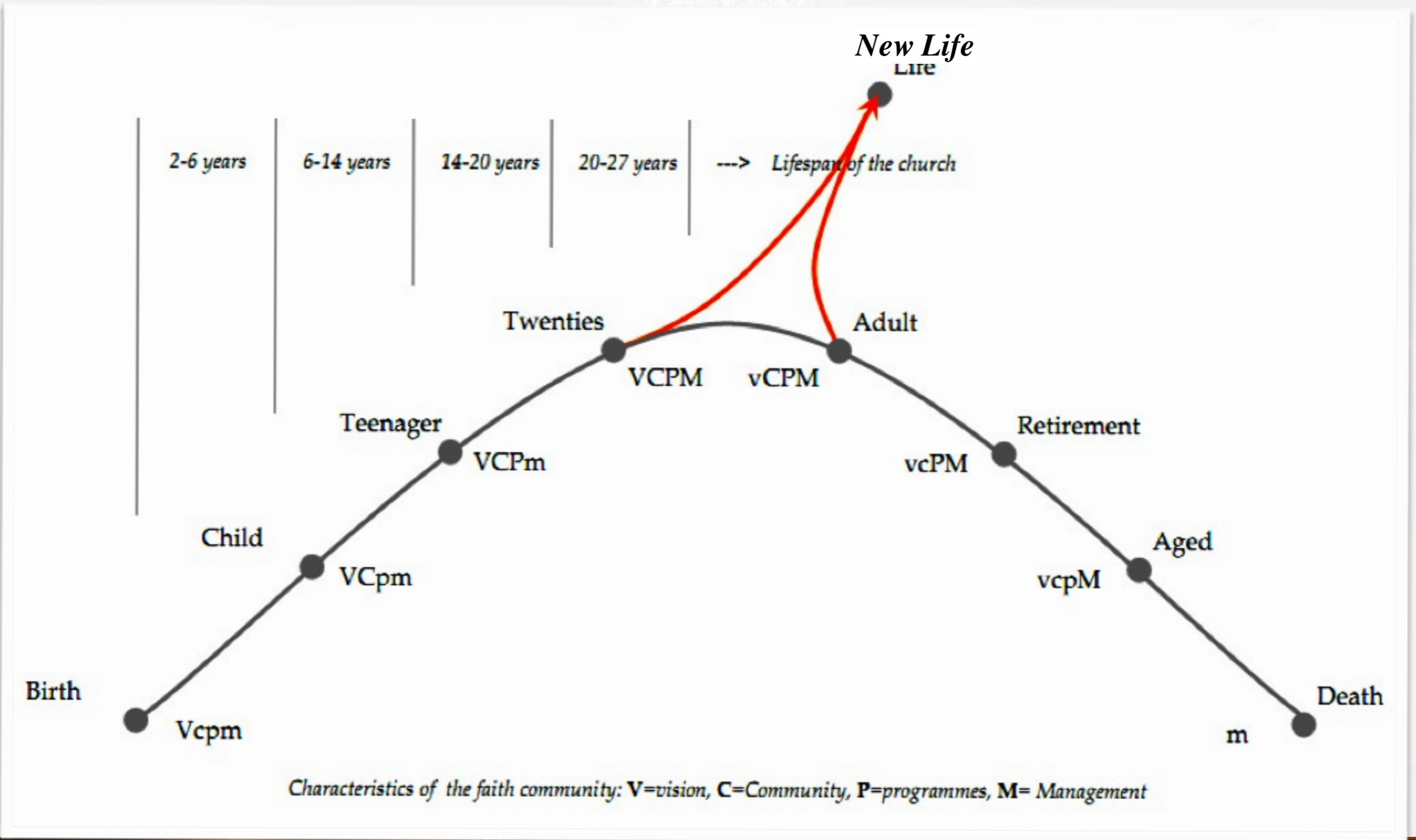


FIVE NON-NEGOTIABLES

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

An official local church 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 church membership,

and for the leader(s).



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To Review: The Local Church Board...

- *elected from a nominating committee ballot at an *annual* meeting of the church *membership*,**
 - *no more than 25 members (including the pastor, NMI, NYI and SDMI elected leaders),**
 - *who are spiritually mature, and**
 - *who are engaged in the mission and ministry of the local church.**
- (See also *Manual* paragraphs 107 – 160 for additional details)

They may be elected as **Trustees**, for *responsible for property and fundraising*; as **Stewards** for responsible for church growth, evangelism; and as the **Education Committee** for Discipleship Training.

Or, the Church Board may also be elected by the church membership as the Official Board, then organized into committees of the Board at the first meeting of the Board, for the purpose of:

- *DEVELOPING MISSION AND MINISTRY STRATEGY,**
- *INSURING INTEGRITY IN BUSINESS AND LEGAL ISSUES,**
- *SHAPING POLICIES AND PROGRAMS FOR THE CHURCH,**
- *PRAYING FOR AND PLANNING WITH THE PASTOR.**

Alternative board and committee structure may be used by a local church board in organizing itself for ministry and missional action....” See Manual para. 111.12



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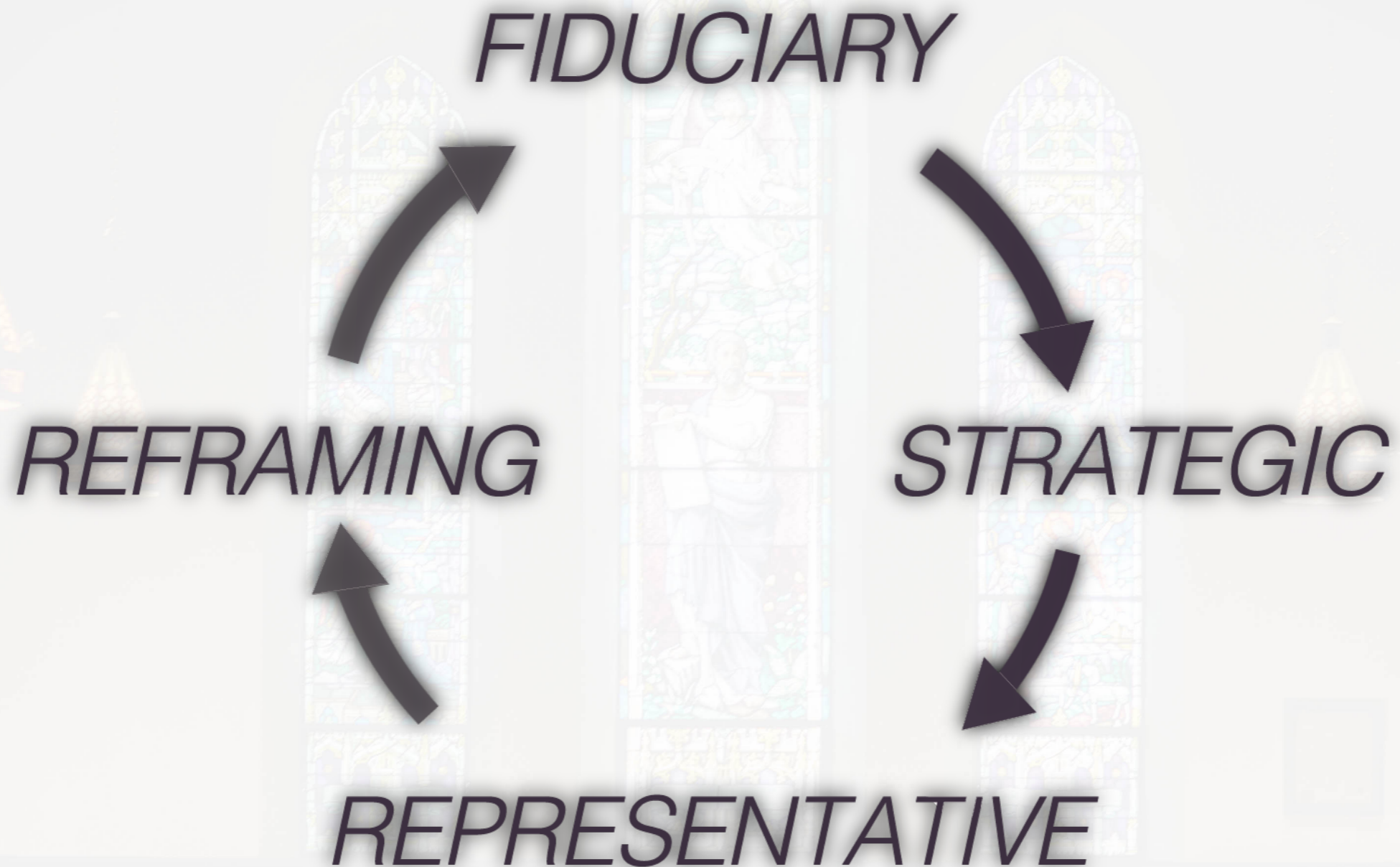
Four modes of thinking: FIDUCIARY STRATEGIC REPRESENTATIVE REFRAMING

Think of these modes of thinking as a continuous circle



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Four Modes of Thinking about Governance



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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 REVIEW

PRIORITY #3:

See www.BoardServe.org. Click Blog. See February 24, 2015 blogpost.

See *Leading Decisively! Leading Faithfully!* Appendix D,



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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

*See **Leading Decisively! Leading Faithfully! Appendix E***



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To Review (again) 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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NON-NEGOTIABLE

2

ASK THE “RIGHT” QUESTIONS.

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



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?



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



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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3

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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4

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 local church's **Ministry and Mission!**



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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

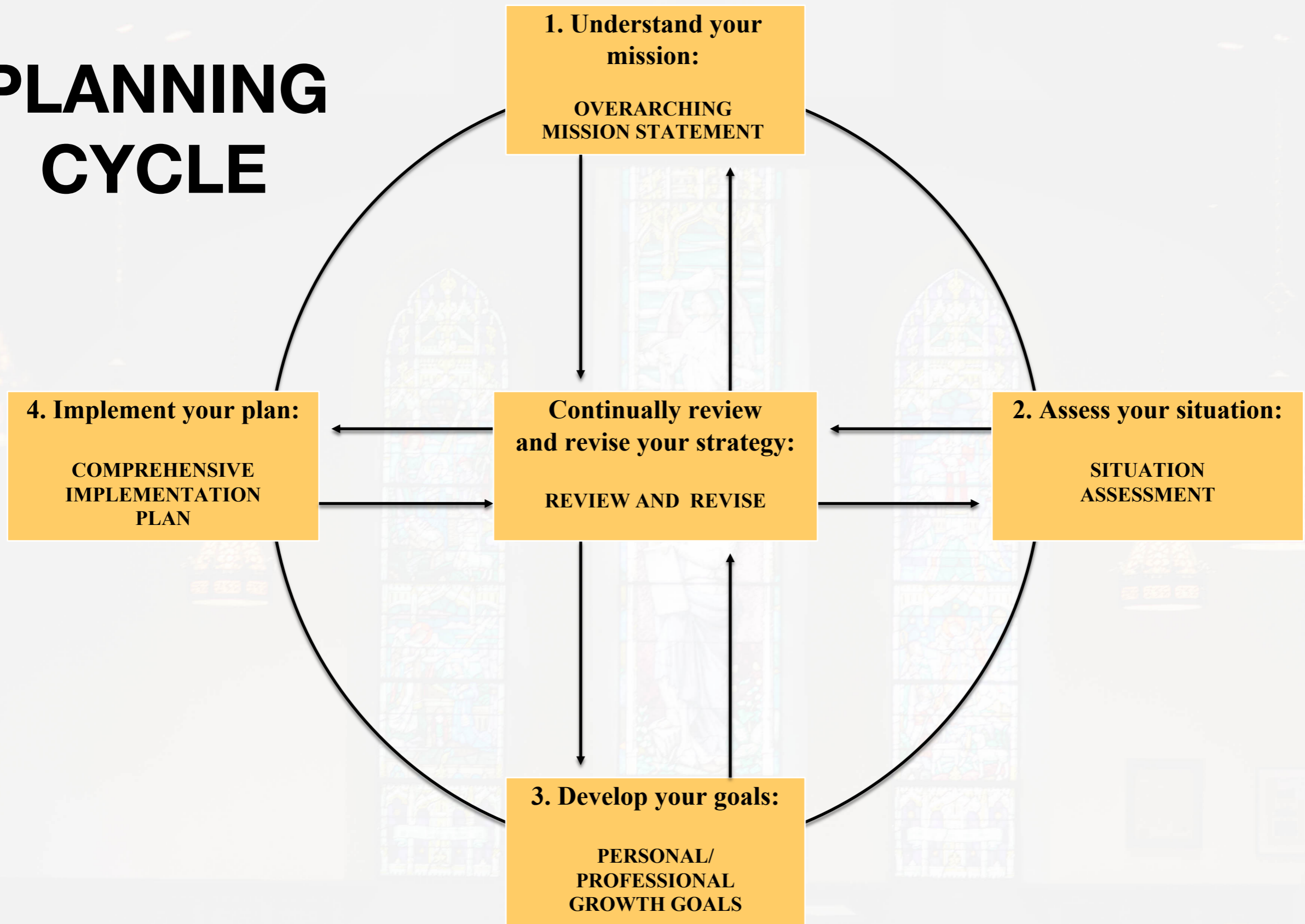
<http://www.boardserve.org/writings/>

Look for the Local Church Board Diagnostic PDF



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PLANNING CYCLE



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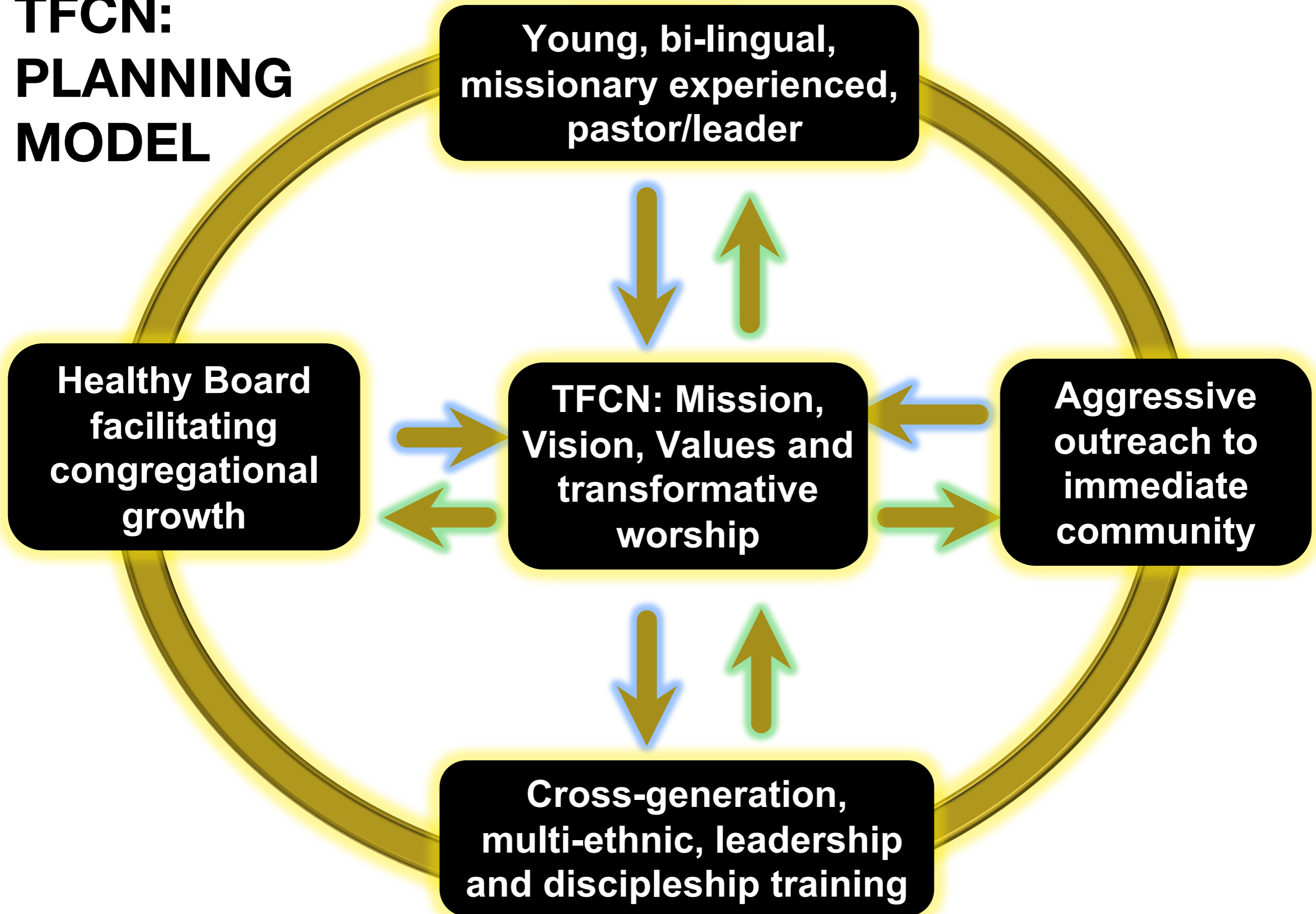
Ministry Connections must be intentional...

- 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





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5

**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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- 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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