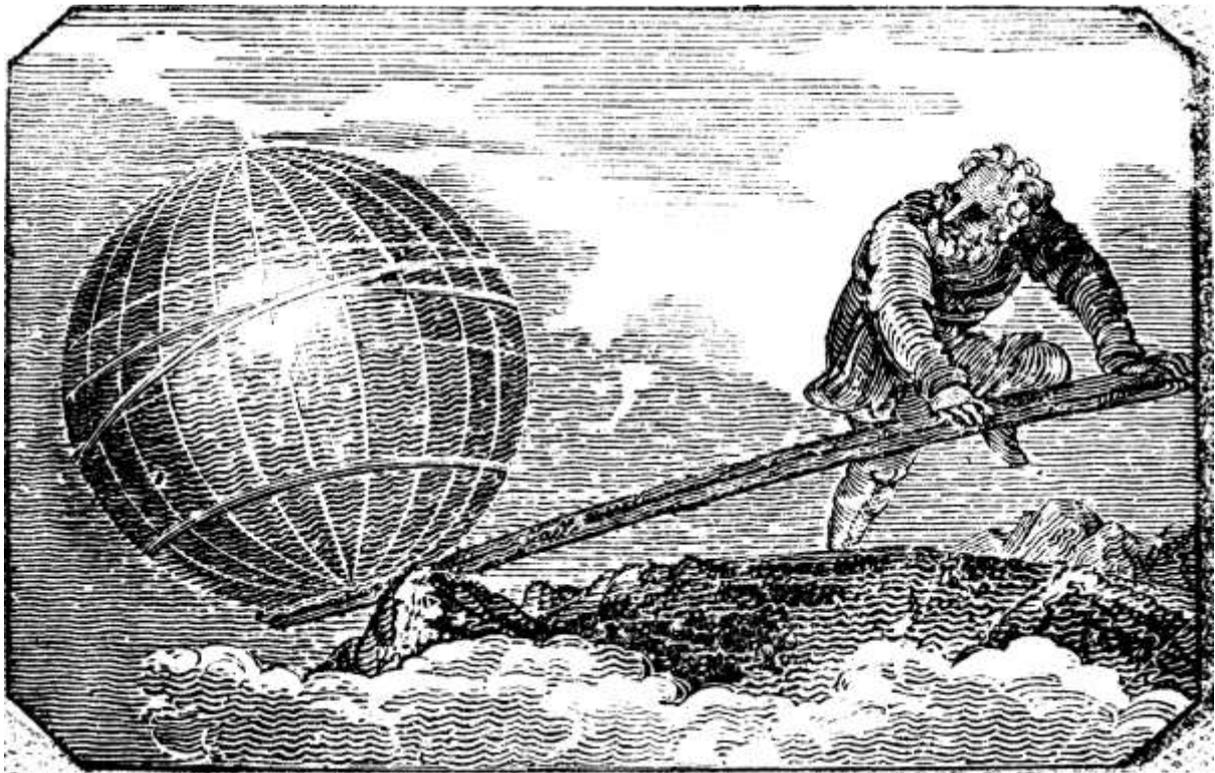# *H.E.L.P.S.*

High End Leverage Point Strategies (H.E.L.P.S.) for Ministry

'God has not given us the spirit of fear; but of power, and of love, and of a sound mind.'
2 Timothy 1:7

Rob Steed

Introduction

Pastoral leadership is a demanding role that is characterized by multiple agendas, unexpected happenings, and often unrealistic expectations. Effective pastors learn to give priority to those activities that make a difference in the life of the church and people's lives.

This manual will help you identify high-end level point strategies for your church and personal leadership skills that will leverage your impact. The principle of leverage - 'that small strategic changes are usually better than large radical ones' - guides the strategies outlined here.

Over many years of ministry in various capacities, I have observed that often leaders in the pursuit of innovation make the mistake of selecting strategies that involve radical change for little gain. "Change for change's sake" is not a wise place for leaders to be. The idea that the bigger the change the greater the success will be is fraught with danger.

Change is a necessary part of all organisations, including the church. However, there is a limit as to how much 'change energy' a church has. The greater the 'change' energy drained the more resistance will grow to future change. Small changes that have a significant impact are preferable.

Peter Senge, of 5th Discipline fame, said, "The bottom line of systems thinking is leverage - seeing where actions and changes in structure can lead to significant, enduring improvements. Often, leverage follows the principle of economy of means: where the best results come not from large-scale efforts but small well-focused actions." 1

A small change like arriving at church ten minutes earl each week and welcoming people in the foyer will dramatically increase the amount of interaction you have with attendees over a year. Such a minor change can increase significantly your pastoral connection with the congregation.

A well-chosen small change can unleash a 'mustard seed' result. Christ taught that *"The kingdom of heaven (God) is like a mustard seed, which a man took and planted in his field. Though it is the smallest of all seeds, yet when it grows, it is the largest of garden plants and becomes a tree, so that the birds come and perch in its branches"* (Matthew 13:31–32). The parable of the mustard seed tells us there is amazing growth potential in small things.

The challenge for pastoral leaders is learning how to identify high leverage points strategies. Typically, they are highly non-obvious. As a consultant, I have observed many brilliant High-End Leverage Point Strategies (HELPS) that have not been recognized by leaders. Failure to recognize what has led to success can mean that the innovation is eventually lost or not maximized, resulting in poorer outcomes.

References

1. Peter Senge The Fifth Discipline: The Art & Practice of The Learning Organization, Random House Australia page 114

2. Leverage Point www.Thwink.org

Content

HELPS for Church Leaders: High End Leverage Point Strategies to Maximise Your Ministry

"Give me a place to stand and with a lever I will move the whole world." - Archimedes (Father of the lever, 287-212 BC)

Welcome to HELPS for pastoral leaders.
This collection of strategies I have learned during my forty years plus of pastoral ministry, with a significant part of that time as a trainer and coach of pastors.

I have ministered in small and large churches. I have worked at various levels of my denomination and have had a particular focus on the importance of leadership, coaching/mentoring, team building, group-based church, church health, church planning and relational evangelism.

I love to learn from others and love to shine the spotlight on their success.
I am excited that you have joined this network. I look forward to seeing what we can discover together.

Regards Rob Steed
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1. Adult Communication

Pastors on occasion must work with team members whose behaviour is habitually dysfunctional. How the pastor responds to such people not only affects his ability to work with them but also models to others what is an appropriate Christian response.

One of the simplest and most effective models in dealing with relationship dysfunction was developed by Eric Berne, known as Transactional Analysis (TA). Transactional Analysis became a method of examining the transactions and relationships between people. Berne said that each person functions in three basic alter ego states: 'Parent, Adult and Child'.

From these states he then said there are five positions one can take in interactions:

1. Nurturing parent: Support and concern.
2. Critical parent: Judgemental and controlling.
3. Adult: Sensitive, thinking, open and data gathering.
4. Natural child: Aroused feeling, playful and spontaneous.
5. Adapted child: Complaining or withdrawing.
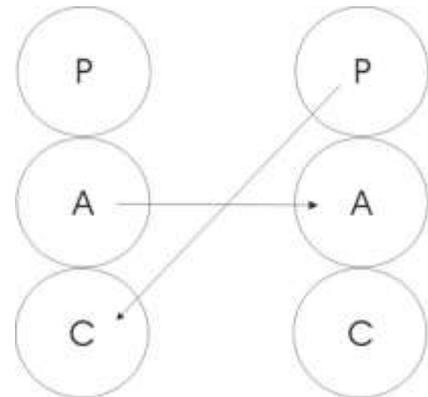
Throughout a day a person can be in and out of each of these ego states many times.

Central to TA theory is the principle that transactions must be matching. Those responses should go back to the ego state from which they were sent. Effective communications are complementary (response echoing the path of the stimulus), preferably adult to adult and from positive quadrants – NP, A, NC

Crossed Transaction

Transactions that cause trouble are those that are 'crossed'. Berne's classical example is the transaction between husband and wife where the husband asks:

"Dear, where are my cuff links?" (An adult stimulus, seeking information).

A complimentary response by the wife would be, "In your top left dresser drawer", or "I haven't seen them, but I'll help you look."

However, if 'Dear' has had a rough day and has saved up a quantity of 'hurts' and 'mads' and she bellows, "Where you left them!" the result is a crossed transaction. The stimulus was 'Adult' but the wife turned the response over to 'Critical Parent'.

A crossed transaction leads to ineffective communication and if repeated often leads to a breakdown of the relationship.

Games People Play

There are many ways to stop a game, including the use of different options than the one automatically used. Berne suggests:

1. Cross the transaction by responding from a different ego state than the one the stimulus is designed to hook.
2. Pick up the ulterior rather than the social message e.g. When a person says "I can't do this, I'm useless". Rather than saying "let me do this for you" instead says "It sounds like you have a problem. What do you want me to do about it?" (Said from the Adult ego state)
3. The opening message to the game always entails a 'discount'. There are further 'discounts' at each stage of the game. By detecting 'discounts' we can identify game invitations and defuse them with options. A 'discount' is when we minimise, maximise or ignore some aspect of a problem that would assist us in resolving it. Such as saying in a whiny voice "This is too difficult for me to do", so we automatically help them.
4. Replace the game strokes. Loss of strokes to the 'Child' ego state means a threat to survival. We get a great many strokes from games, even if they are negative. However, if we do not obtain sufficient positive strokes, or give ourselves positive strokes, we will go for quantity rather than quality of strokes and play games to get them. This loss of strokes is also a loss of excitement that the game has generated.

Another way to think about this is to consider the game role we or the other person is likely to take. One way to discover this is to ask the following questions (John James, 1973):

- What keeps happening over and over again?
- How does it start?
- What happens next?
- And then what happens?
- How does it end?
- How do you feel after it ends?

The more we stay in the 'Adult' position the fewer games are played and the more effective our communication.

2. Advertising Events to the Public

There are numerous events and activities that churches do that can be easily opened to the public. It requires minimal effort and cost while increasing your churches footprint in the community.

Advertising can occur through a variety of means:

- Billboards
- Mail drops
- Local news paper stories or paid advertising.
- Your website
- Community Radio

The best form of advertising in a personal invitation. Print up enough flyers for members to share with their friends.

Here are some event examples:

1. Fundraising projects
2. Special worship services
3. Children's Bible School
4. Playgroup
5. Youth activities
6. Social Events
7. Concerts
8. Seminars
9. Kids Club
10. Kids Church

It is important that guests are greeted appropriately and where possible their contact details obtained. Registering for a gift or booking tickets for an event is an effective way to obtain people's details.

A bonus of advertising to the public is that it has the effect of reminding church members that inviting people to church activities and into our lives is an important spiritual discipline.

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3. After Service Surveillance

Each week in most church worship services there will be found newcomers who are checking out your church.

One of the most important times to connect with newcomers is following the worship service. Unlike the greeting when they first arrive the after-service conversation is free of time pressure and may include several interactions with a variety of people.

It is good practice to develop a culture where following the worship service elders and/or greeters methodically survey the congregation and find any newcomers and persons who are on their own. The conversation aims to introduce yourself and find out a little about the person. Where possible try and introduce them to other members. The more contacts they make the easier it will be for them on their next visit.

People are drawn to friendly places. "Twenty-nine per cent of American church members say they joined a church for friendship" and amongst younger adults, that figure is even higher. (D. Michael Lindsay) All first-time visitors or guests experience a level of apprehension or nervous excitement. What happens during their first visit is crucial as to whether they will come back.

Newcomers should be provided with a welcome pack that explains the activities of the church etc.

A refreshment bar and/or a meal will add immensely to the hospitality provided.

4. Answering machine & Call Forwarding

Playing 'phone tag' is not a game that pastors or church secretaries should play. From a caller's viewpoint it is frustrating and diminishes your reputation.

Research tells us that 82% of customers rate an immediate response (30 minutes or less) as important or very important when they have marketing or sales questions, and that percentage rises to 90% with support questions. (HubSpot Research)

A quick reply to a phone inquiry will have a positive impact; a slow response will convey a lack of interest.

If your church has a phone, then man it 24 hours with an answering machine and preferably set 'call forwarding' on. Often the simplest approach is to use the answering service that is often freely provided by your phone company. This service may also provide call forwarding.

5. Apprentice All Leaders

Appointing an apprentice to every key leader strengthens your leaders and grows more leaders. By extending your leadership base, you will be able to increase the amount of ministry in your church.

Apprentices should be assigned to keys leaders where possible. It is important that the apprentice has the potential to take over.

There are many benefits in having apprentices.

1. Leadership is usually much easier to carry when shared with another person.
2. Leaders are more likely to implement their plans when they are working with an apprentice.
3. If the aim is to grow the ministry, then more leaders will be needed in the future.
4. Leaders do not lead forever; a replacement will need to be found eventually.
5. Putting an apprentice leader in place encourages groups to grow and multiply.
6. An apprentice system is an effective method by which to train new leaders.

It is not always easy to find suitable people for apprentice leadership. Usually, the best people to involve are those that have good people skills, are available and dependable. Leaders should always be on the lookout for potential apprentices. It is okay to have more than one apprentice leader.

The single act of appointing an apprentice to a leader lifts the leader's ministry horizons and accountability.

Here are some guidelines for setting up apprentice leaders:

1. Provide training to leaders on how to mentor an apprentice.
2. Negotiate with leaders a development plan for the apprentice.
3. Identify the core competencies that each apprentice should develop.
4. Assess their progress against the agreed competencies.
5. Send leaders on a 'holiday' so apprentices can lead.
6. Celebrate when apprentices become full-fledged leaders.

6. Children Will Lead Them

Children have an amazing ability to take parents places they would not necessarily choose to go. Parents will stretch themselves for the benefit of their children. By involving children in your church events, you will often increase church attendance.

The worship service is one of the best activities to involve children in. The following are common worship service opportunities that bring non-attending parents to church:

- School choir
- Worship drama
- Musical items
- Children's club camps and investitures
- Other awards
- Children's Church
- Kids Club Service

It is important that following the worship service that visiting parents are invited to lunch or refreshments. Ensure there are an adequate number of well-chosen hosts to engage with the guests.

There are many children's ministry activities in a church that are suitable to invite non-attending families to. These regular church activities can easily be opened to the community.

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7. Church Audit

Good leaders take time out to review and evaluate their own performance and that of their leadership team.

Pastors are often so close to their situation that they sometimes lose objectivity and fail to identify factors that if addressed could make a significant difference. A simple way to increase your objectivity is by inviting an outsider who understands church dynamics and have them do an audit. This can be an extremely helpful way of identifying issues and possible improvements.
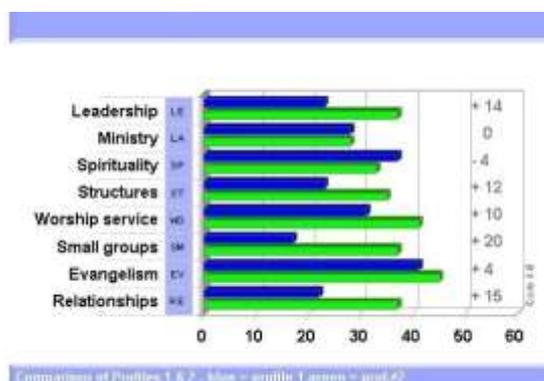
Such an audit can be as simple as a two-hour sit-down chat with an outside person to a full '360' leader review or a complete church health assessment. Instruments like *Natural Church Development* (NCD) can aid in such a review.

A church auditor could be a neighbouring church pastor, a church consultant or a person from your regional administrative office.

The process of reflection can be a significant activity that lifts the vision and increases the synergies of leaders.

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8. Church Monthly Planner

Churches are usually busy places where activities and events can sometimes conflict with each other.

Producing a monthly planner for your church will increase the coordination and collaboration of the various ministries (departments) of your church. A monthly planner allows for a quick overview of what is happening. A monthly planner should be circulated to leaders and even members.

A monthly planner to be functional needs to be easily accessible to the leaders of the church. Planners can be shared at leaders' meetings and located on the church notice board or church website. An electronic version can be easily updated.

One of the challenges for the producer of the planner is to obtain the information to enter. It is preferable if members can enter items directly to the web page. A web-based entry system allows for quick entry that is easier to keep up to date.

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9. Church Sign and Bill Board

Having a large sign on your church property is a permanent, low-cost, year-round, marketing campaign for your church.

Signage conveys an important message to your community and congregation that your church welcomes newcomers. It also communicates to the community that you are serious about your reason for being.

Use a sign outside your church to invite the public to your church activities. It is amazing how many people over a year will just walk into a church off the street.

Placing sandwich board signs or flags on the footpath is an amazingly effective and cheap way to advertise special events.

A billboard type sign that carries new announcements is even better than a static sign. There are many options for having live information.

Appropriate signage at your church is important for newcomers to find their way around. Below is a checklist to audit your church:

Signage Checklist:
1. Street sign(s).
2. A welcome sign that is easy to read and visible at night with services times, contact phone number, web address.
3. Car park entrance and exit signs.
4. Drop off area sign.
5. Car park speed limit and safety signs.
6. Visitor/guest car park signs.
7. Building signs e.g., children Bible school, teen ministry, church office.
8. Church ministries sign e.g., library, cry room, etc.
9. Church Director in foyer – Pastors, elders and other key leaders etc.
10. Guest/visitor welcome area sign.
11. Signs to mothers' room and toilets.
12. Emergency exit signs and Fire evacuation meeting area signs.

10. Coaching Continuum

Pastoral leaders are constantly changing their coaching style as they collaborate and support their leaders. Knowing which style to use for which situation is important.

There are three coaching positions that pastors play:

1. Coaching Leader: There are times when pastors coach from a 'leaders' position. This supervisory role holds the leader (coachee) accountable to the corporate goals and norms. This coaching position is all about achieving the task and hence is very directive. This position even though necessary on some occasions is the least empowering of the three.

2. Coaching Mentor: The relationship in this role is one of superior knowledge and experience. The pastor frequently plays a mentoring role to new leaders. New leaders need clear guidance on how to carry out their responsibility. In this position the pastor's role is to hold the leader (mentee) accountable to the 'role' they have signed onto. It is important in mentoring to be clear from the beginning as to what the job description is.

3. Personal Coach: As the name suggests this role is all about supporting the leader (coachee) emotionally and strategically. The relationship is co-equal, non-expert like. As a personal coach the pastor helps the leader problem solve to achieve their goals and work through personal and leadership issues. This position is the most empowering of the three as the leader (coachee) sets the agenda and chooses the solutions. A coaching pastors will spend the largest amount of their help time in this position.

The wrong choice of coaching style by the pastor can be frustrating and demotivating to the coachee. For example, there are situations where the leaders wants a clear concise direction, not a long drawn out discussion. There are other occasions where the coachee wants to explore and develop their own solutions, not be dumped on.

Ultimately the pastor needs to work out what will be the best most empowering form of help that best achieves the goals of the leader and the church.

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11. Commissioning Ministry Leaders

Commissioning new leaders and new teams can help consolidate their commitment to their ministry. Such a public recognition can also be a very spiritual and affirming experience.

A commissioning service typically would occur in the worship service as this is the time when most members are present. It would involve a summary statement of the ministry role of the individual(s) and a time of prayer.

Some possible commissioning occasions:

1. *New leadership appointments*. Traditionally many churches ordain elders and deacons. Why not do the same or something similar for all new leaders?
2. *The multiplication of new class-groups*. Bring the new class-groups up front and pray over them. Such affirmation of group members will strengthen their participation and help profile the group to potential new members.
3. *The beginning of a new ministry in the church.* Whenever a new ministry is started a commissioning service will help focus the church on the new ministry and help gain support.
4. *The beginning of a new ministry by a church member.* There are many individuals within the church that have ministry opportunities in their workplace or outside of the churches program.
5. *Special Personal Milestones*: There are times in members' lives that are highly significant where recognition from the church can be very affirming. e.g., baptism, year twelve, new baby, retirement, etc.

To make this even more special, you may include a gift (e.g., book, DVD, resource manual) and where appropriate a dinner after church.

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12. Committee Stalemate

There are occasion in church life where committees become polarized and hence unworkable. These situations, if not manage appropriately, can be detrimental to the unity of your church. The principle is simple, the more cohesive a group (committee) is the greater the ability it has for discussing and resolving issues.

Controversial issues should be managed by small groups of mature members e.g., Elders, Church Board or a specially selected committee. A large group like a business meeting can be very destructive.

It is not wise on important issues to allow a small majority to determine the decision. The early church modelled, good decision making is characterised by Spirit lead consensus.

Here are a number of guidelines to achieve consensus:

1. *Brainstorming Session*: Enter into a 'Brain-storming Session' which will increase the creativeness of the committee. Make sure you apply 'brain-storming' rules – all ideas are written-up without discussion; no judgement is allowed; people can piggyback ideas (add to other's ideas). Follow this by selecting through consensus the 3-5 best ideas. After discussing the pros and cons of the best ideas take a vote.
2. *Delay Decision:* If progress is difficult, delay the vote and provide additional information for members to study.
3. *Enlarge Committee:* Another solution is to enlarge the committee. You can officially add new members or simply invite guests to present various views. Be careful as to who it is that you add to the committee. Preferably it should be someone that has good people skills and is respected.
4. *Refer:* If it is just not working refer the issue off to the church board or to a new subcommittee.

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13. Dealing With Pew

Seating people in circles, squares or where necessary in half circles will improve committee work and interaction in study groups.

Sitting in rows for committee meetings or group Bible study is bad practice. Row seating inhibits good interaction and prevents eye contact. Your eye contact is only with the person teaching and the people either side of you. Seeing each other's body language is an important part of the communication process.

In many traditional churches rows of pews are the seating system. If you are using the worship area for adult Bible study groups, you will need some creative thinking to deal with the seating. A simple half circle in front of a pew or even better a full circle will create the best interaction.

Creating circles or at least squares in traditional 'pewed' churches can require some creative movement of pews and the adding of single chairs. The diagram shows how by removing two rows in the centre of the church and replacing them with single chairs one can create additional group areas.

In those sections where pews are behind the class, it is important for the teacher to sit in the pew (green square) so that late comers don't fill up the back pews.
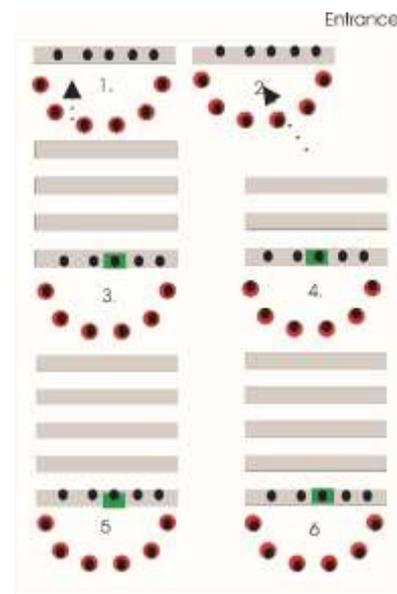
14. Decision Making Appropriately

One of the most difficult skills to learn as a leader is appropriate decision-making process. Autocratic leaders will fail to build team and laisse-faire leadership will frustrate team members. Inappropriate decision making can be frustrating for followers, time wasting and polarizing with severe consequences.

Situational decision making is one of those leadership skills that new leaders need to understand. The following outline and diagram will help pastoral leaders to choose appropriate decision-making process. (Adapted from A Continuum of Leadership Behaviour, Tannenbaum, Wechsler and Massarik)

Situational Leadership

1. Leader's own decision: There are many times in decision making when leaders need to accept their leadership responsibility and take the initiative. Some leaders frustrate their committees by bringing every decision to them. This leads to an inefficient decision-making process that consumes a lot of time.

2.Leader sells: On some occasions leaders make decisions that then need to be explained and sold to the team. These decisions are usually ones where there is urgency and a number of options with only marginal differences in outcomes.

3. Leader presents idea and invites questions: There are many situations where timing does not allow for a committee decision. The leader seeks input and then makes the final decision.

4. Leader presents tentative decision subject to change: Leaders often find themselves, particularly when representing their team, needing to take a decision even though it may not be final. The more important the issue the more open to challenge and change leaders should be.

5. Leader presents problem, gets suggestions, makes the decision: There are occasions when leaders use the group as a resource for input on an issue but need to make the decision themselves. This is particularly applicable in issues of confidentially.

6. Leader defines limits, ask group to make decision: On key issues leaders usually are wise to involve the whole team. There is an attempt to gain as much unanimity as possible. Research has shown that the consensus decision making method produces the best quality decision. Consensus also promotes equal participation and power among members. It develops cohesion and commitment. The only drawback with the consensus method is that it is time consuming. One must set aside enough time to properly deal with issues.

7. Leader permits individual team members to act within limits: Often there are issues to be managed that are best dealt with by an individual or subgroup.

Choosing Best Decision Making Process

Individual versus group problem solving questionnaire (adapted from Managing Group Creativity, Arthur B Van Gundy AMACOM)

1. How much time do you have to solve this problem?

2. How likely is it that you could obtain more time to solve this problem?

3. How likely is it that your team members will accept the solution if you try to solve this problem yourself?

4. How important to your team is acceptance of the solution to this problem?

5. How reluctant would your team be to implement a solution to this problem if they did not participate in solving it?

6. How much do the advantages of solving the problem by yourself outweigh the need to obtain acceptance of the solution by your team?

7. How likely is it that solution uniqueness and originality would be decreased if you tried to solve this problem by yourself?

8. How much do the advantages of solving the problem by yourself outweigh the need for unique and original solutions?

9. How important is it for your team to interact with one another while solving this problem?

10. How much do the advantages of solving this problem by yourself outweigh your team members' need to interact with one another in solving this problem?

11. How much information do you have about this problem?

12. How useful is the information you have about this problem (with respect to its ability to help you solve this problem alone?)

13. How important is it that your team become more cohesive?

14. How much do the advantages of solving this problem by yourself outweigh the need for your subordinates to become more cohesive?

15. How important is it for your team to develop their creative problem-solving skills?

16. How much do the advantages of solving this problem by yourself outweigh the need for your team to develop their creative problem solving skills?

17. How likely is it that interpersonal conflict will develop among your team if your attempt to solve this problem as a group?

18. How much do the advantages of solving this problem by yourself outweigh taking a chance on interpersonal conflict developing among your team?

We see in the early church that when serious issues arose, that the apostles used a Spirit-lead consensus decision-making approach. They would come together to discuss and prayer about issues. When a sense of harmony was arrived at, they believed this was an indicator of the Spirit's leading. Paul wrote: "Let the peace of Christ rule (referee) in your hearts, since as members of one body you were called to peace" (Colossians 3:15). Leaders need to wait for the gift of peace from Christ to mark their arrival at His will. For such a gift, Paul suggests that the right conditions must prevail - high quality relationships in the leadership team and submission to the word of God.

Situational Leadership
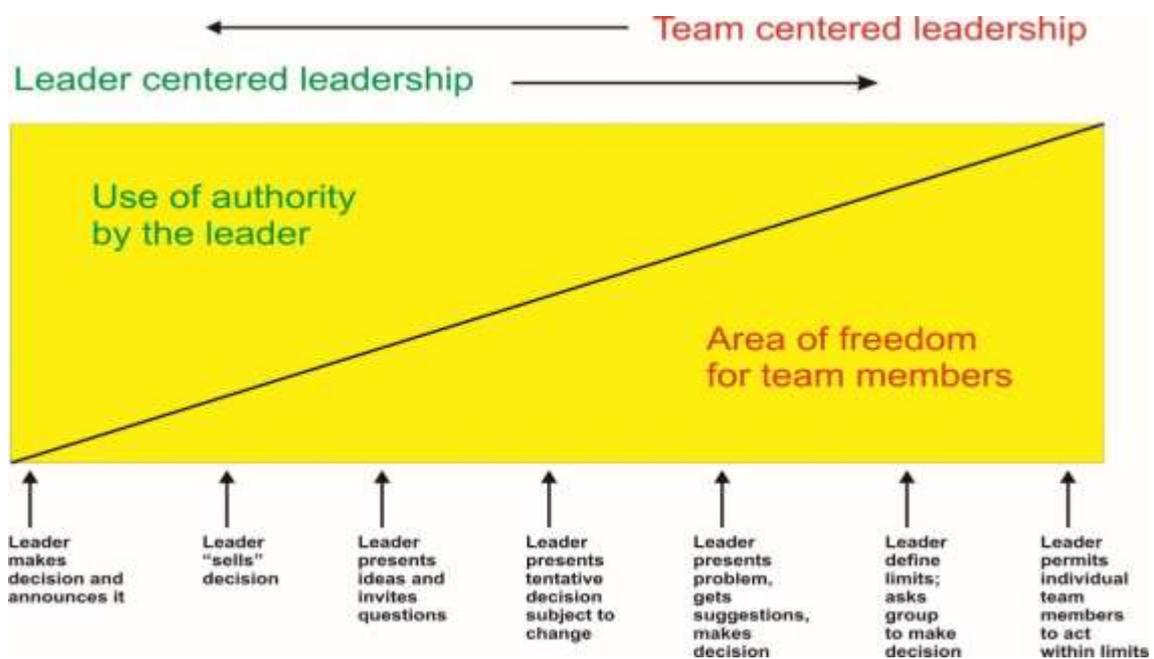
15. Drive through Florist

A simple way of building good community relationship is to provide free flowers to passing traffic on Mother's Day. Particularly works well if your church is located on a busy road and you have members who are into growing flowers.

Include with the flowers an information flyer about your church and what it has on offer to the community.

Have a donation box to cover some of your costs.

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16. Encouraging Participation

In all groups there will be a mixture of extroverts and introverts. High-quality discussion and decision-making in groups is dependent on drawing information out of all group members. When a few do all the talking the full resources of the group are not drawn on in making decisions. Not only is this a loss of resource but also lessens the sense of ownership of these group members.

Group facilitators need to create space for all group members to contribute to the discussion. Here are some techniques for encouraging the introverts of your group:

1. *Go around the circle:* A simple but highly effective technique for getting people sharing in a group discussion is to ask a question or two and go around the circle for answers.
2. *Specific Questions:* Look for opportunities to ask specific questions on areas of a person's expertise or experience.
3. *Read Body Language:* Look for clues via people's body language that they wish to contribute to the discussion. Often introverts take longer to enter the conversation and are overrun by extroverts.
4. *New Contributions:* Ask a question to only those who have not contributed yet to the discussion.
5. *Work Sheet:* The use of a discussion worksheet where participants choose answers (serendipity) means everyone has an answer to share.
6. *Subgroups*: Break the group down into smaller groups for sharing.

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17. Extend Foyers Outside

Newcomers form much of their opinion about your church from their first impressions. The church foyer is a critical place where newcomers and congregation members are welcomed to your church.

The extending of the foyer welcome to outside the building is a small thing that adds significantly to the welcome experience. The walk from the car park to the front door of a church is for many newcomers an anxious experience. Being greeted in the car park will help reduce the anxiety and lead to a more relax formal greeting.

The providing of umbrellas on wet days can add a nice touch to the welcome.

18. Find a Coach

Having regular dialogue with a trusted friend, acquaintance or professional coach/mentor can make a significant difference in your ministry as a pastor. Christian Swartz of Natural Church Development fame found that a lack of regular dialogue with a trusted person, can have a detrimental affect not only on a pastor's emotional wellbeing but also on the quality of leadership they provide to their church(s). Christian Schwarz wrote "…one of the distinguishing characteristics between pastors of healthy growing churches and non-growing is whether they have an outside support person." Of the fifteen questions that related to leadership this had the strongest correlation to overall health and growth in a church.

Finding a coach needs to be done carefully. What does a good coach look like?:

1. Is spiritually mature.
2. A good listener.
3. Has strong problem-solving skills.
4. Is highly analytical.
5. Has a collaborative approach.
6. Does not force or direct.
7. Inspires and encourages.
8. Is someone you could be friends with.

19. Food Magnet

The simple practice of adding food to a meeting, committee or social occasion will enhance the event.

Food can increase the significance of the event and thus attracts greater attendance. Food also creates a social aspect to committee meetings that improves relationships of team members.

A quick meal before meetings can also be very convenient for participants who come from work. Including a meal with your committee can mean an earlier start and earlier finish.

A special meal provided by a leader can be a simple but powerful way to show appreciation to team members. A meal can be conducted at the leader's home or a restaurant. Going to a restaurant at the leader's expense may be costly but could be a very worthwhile investment.

Some possible activities to add food too – Church board, elders meeting, youth functions, cell group, visitor's day, evangelism program, etc.

It is important when adding a meal to a committee or event to do so appropriately. If the meeting is a task focused committee, then a quick no fuss meal e.g. soup and buns. If the gathering is more for social interaction or affirmation, then a more substantial meal is appropriate.

Food preparation should not become such a burden that you have no time for doing the other things that are needed e.g. calling people to remind them of the meeting. Frozen food or takeaway keeps it simple. Here are some suggestions: soup & buns, pizzas, lasagnes, spring rolls, samosa, sausage, hamburgers, pasties, pies. And there is the classic 'Hay-stack (corn chips beans and salad.

20. Free Car Wash

Build connection with your community by conducting a free car wash. Include a place for car owners to sit and chat. Provide drinks and snacks for drivers. A real winner is to occupy the children with some activities like face painting.

Target your non-church friends and contacts. Social media like Facebook is an amazingly effective way of promoting the event to your network.

Provide customers with an information pack about your church.

Alternative

An additional strategy is to offer car washing as a fundraiser for some current community need. E.g., Bush Fire victims, local school project, Oversea aid etc.

Car washing is a fun way to connect with our community.

21. Frequent Meetings Get Things Done

Whether you are talking about committees or individuals that you are coaching, frequent meetings will produce greater outcomes.

Committee members often need the accountability of the group to help them get their act together. Every time the committee meets it applies a pressure on members to fulfil their responsibility. The longer the gap between meetings the greater the likelihood of things not being done.

The principle applies just the same with one-on-one coaching'. People typically leave implementation to the last day before their next meeting. Frequent meetings will mean more implementation and success.

Suggested Frequency:

- Elders - Fortnightly
- Departments - monthly
- Coachees/Mentees - at least monthly.
- Church Board - every six weeks. *

If your elders committee meets frequently then they will be the initiators of change and will deal with issues more effectively than a church board. Church board meetings should be primarily a coordinating and accountability function. Elders have a overview responsibility for the church including pastoral care.

The more frequent you meet the shorter the meetings should be.

* Small churches the Church Board and elders meeting may be combined at least some of the time.

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22. Fund Raising Community Involvement

Fundraising for a worthy community cause provides many opportunities to involve non-church attending friends and contacts.

Some fundraisers do this more easily than others. For example, 'flood relief' is going to elicit more support than a church project. The 'true value' of the project will determine the support given.

Fundraisers also create opportunities for church members to invite non attenders to church events. By adding a worthy fundraising component to a social event, you make it easier for church members to invite their friends.

Some possible fundraising projects:

- Overseas Aid
- Overseas Fly & Builds
- Overseas Orphanages
- Community Refuges
- Rotary, Apex projects
- Youth Camping Equipment
- Camporee
- School projects
- Country Fire Authority (CFA) fundraising
- Support groups e.g., Beyond Blue

Fundraising events:

- Banquets
- Concerts
- Movie Night and Supper
- Cook-A-Thongs
- Fetes
- Work Groups e.g., Yellow Pages delivery
- Home Parties
- Trivia Night

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23. Furniture that Builds Relationships

The Christian church is not a building but a spiritual community. The church building should be set up in a way that facilitates the building of friendships.

A simple way that can have a significant impact is to have appropriate furniture in areas where people gather. The placing of lounges or seats in areas like the foyer, hall or outside can encourage mixing before and after services.

A 'coffee shop' area can create added mixing opportunities as well as providing a location for a deeper level of mixing. Supplying drinks can add to the attractiveness of these areas.

It is important that greeters and elders are rostered to be in these areas to facilitate conversation. An inviting lounge with a friendly staff member can help ease the anxiety of newcomers. Do not leave newcomers in "no-mans-land" waiting for the start of the next service.

Using decent quality furniture is a small cost for making a big statement to visitors and members week after week that your church welcomes them and values their participation.

Buying furniture does not have to be costly. Often you can buy good quality furniture at auctions for a minimal cost. Alternatively, Opportunity Shops or garage sales can be another source.

Check List:

1. Do visitors have a place to sit in the foyer or entrance?
2. Is there a space where people can sit and talk?
3. Can the elderly, person with disability or nursing mothers find comfortable areas to rest?
4. Are there any private areas for conversations?

24. Give Away Day

A *Give Away Day* is a fantastic way to bring your local community to your church. You can give away anything that may be useful to others.

Such a day is a huge statement to your community about the graciousness of God. Such a day will break down barriers and build a stronger relationship with your community.

Giving is not only good for the recipient but also the giver. Some scientific studies show that '*Acts of Kindness'* result in significant health benefits, both physical and mental, for those who perform them. One of the most famous studies conducted by Luks (2001) concluded, "Helping contributes to the maintenance of good health, and it can diminish the effect of diseases and disorders both serious and minor, psychological and physical."

Advertising Your Day

Here are some options for promoting your Give Away Day.

- Letter box drop
- Banner
- Sandwich Board
- Local Newspaper (as a news story)
- Special invitation given by members.
- Posters in local shops.

Giveaway days not only build stronger relationships with your community but also within the church itself. Such an activity produces a lot of positive energy in a church.

Possible giveaway items:

- Furniture
- Clothing
- Fruit & Vegetables
- Plants and trees
- Books
- Garden equipment
- Children's toys

Have food available to encourage interaction between staff and customers. Make sure you follow proper food handling practices.

25. Go Around the Circle:

It is very common in committee work or group discussion that a few people do all the talking. High-quality discussion and decision-making in groups is dependent on drawing information out of all group members. When a few do all the talking the full resources of the group are not drawn on.

Group facilitators need to create space for all group members to contribute to the discussion. A simple but very effective technique for getting people sharing in a group discussion is to ask a question or two and go around the circle for answers. This is an effective way to control highly dominant group members.

Guidelines for going around the circle:

1. Inform the group that for the next question you are going to go around the circle for answers. Prefix this with "It is okay to pass if you don't have anything to share".
2. Receive 2-4 answers allowing comments from others or yourself as you go.
3. Following the discussion start the next 'around the circle' with the person next to the last person from before.
4. You do not necessarily go around the full circle for each question. It becomes boring and tedious if you keep getting the same sort of answer.
5. Use this technique two or three times in a meeting. Any more could become too mechanical.

This method is particularly good in getting shy people involved and controlling highly dominant people.

26. Go Home For Deeper Relationships

Many meetings, committees, and outreach events that we conduct at church would be more effective if conducted in a home. The home is a place where relationships deepen more quickly.

The stronger the relationship between group members the more effective they will be as a team. When we sit in each other's homes we learn more about each other, we feel more connected. The more connected we are, the more able we are to manage differences and hold each other accountable to the task. Good teams typically like each other. They spend time hanging out.

Just as a home is a good place for committees to meet it is also an important place for welcoming newcomers to our church. When you invite a newcomer to your home, you are inviting them into your life.

Many churches conduct church lunches each week after their worship services. Lunches are great for connecting with visitors. However, this may prevent members from inviting each other and newcomers into their homes. It is not an issue of either or but more about having various levels of welcome.

There is certainly value in the altogether church lunch once a month. These events will often pickup the visitor/newcomer. However, the monthly small group lunch goes to a deeper level of social interaction. There are many people who will shy away from a large crowd but feel more comfortable in a home.

A transformational goal for your church could be to challenge families to offer hospitality once a month to someone. Imagine what impact this would have on your church and the visitors that come each week.

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27. Google Power

Finding information quickly on the web can save you a lot of work professionally and personally. Google search provides you with the best and most current information and access to the most interesting people in the world.

Learning to use Google is a real bonus for pastors in creating sermons and seminars. Google is a never-ending source of sermon illustration and media graphics.

The challenge with Google is learning how to find the material. You can waist a lot of time searching if you have not developed good search skills.

Here is a list of guidelines to assist you:

1. *Be specific and concise*: If the information you are seeking has unique words, use them in your search. For example – if I am wanting a sermon illustration that explains the process of forgiveness then use the word 'process of forgiveness' or similar words (these can be found by checking your thesaurus on Word) with the word forgiveness.
2. *Narrow your search:* The more words you use in your search the narrower the results.
3. *Key words:* It is important to try and think of the words that would be most used in the subject you wish to explore.
4. *Quotation Marks*: Using quotation marks around a word or phrase is the quicks way to find specific information e.g., "word"
5. *Add a tilde (~)* in front of a word to find synonyms.
6. *Find one result or the other with OR*: If you are looking for results that are about one topic or another, but nothing else, use the OR modifier to get more accurate results.
7. *Bookmark as you go*: Bookmark as you go so you can go back to your previous findings.

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28. Grand Parent Evangelism

Some of the most committed members of any congregation are grandparents who are trying to influence their grandchildren's spiritual development. Supporting grandparents in their cause can significantly add to their success.

It is quite common for seniors to bring their grandchildren to church as their children have left in their youth. The church needs to provide both emotional and practical support to them. Many a child has led their parents back to church over time.

Here are some possible ways to provide support:

1. *Get grandparents together:* Getting grandparents together on a regular basis to support each other and pray for their children and grandchildren.
2. *Develop Strategies:* Develop some combined strategies that will help grandparents nurture their grandchildren's spirituality.
3. *Provide Resources:* Put together resources that can be shared – books, DVDs, music, etc. Include them as part of your church library.
4. *Meet the Parents:* Find ways to invite parents to church to share some of their children's experiences. Some examples are - children's choir performance, worship service item, a drama, or a picnic. Non-attending parents will often attend if their children are performing or receiving some award.

Christian Grandparent Links

[Christian Grandparenting Network](http://www.christiangrandparenting.net) http://www.christiangrandparenting.net

[Focus on the family](#)
www.focusonthefamily.com/lifechallenges/life_transitions/grandparenting.aspx

[Successfully Raising Grandchildren](http://www.successfullyraisinggrandchildren.com/index.html)
http://www.successfullyraisinggrandchildren.com/index.html

29. Well Known Guest Speakers

An effortless way to add a buzz to your church is to invite a well-known guest speaker. Typically, a guest speaker will attract additional people to your church. Special guests also give confidence to members to invite guests.

Two or three high-profiled guest speaker days a year will give your church opportunity to showcase itself.

Some possible guest speakers:

1. Denominational leader
2. Christian media personality
3. Book author
4. Specific topic e.g. Social issue, parenting, relationships, etc.
5. Neighbouring pastor
6. Remembrance Day speaker
7. Evangelist

Live streaming the event can also increase your churches social media footprint.

30. Heating & Cooling For Greater Attendances

Cold churches keep people away in winter. Air-conditioning attracts them in summer. Costly but once installed a good temperature provides a positive weekly experience.

Some people, particularly older folk, have less tolerance for temperature variation. The decision to go to church can come down to what the weather will be.

According to the American Heritage Dictionary, room temperature is defined as "around 20–22 °C (68–72 °F)", while the Oxford English Dictionary defines the temperature as "about 20 °C (68 °F)".

Have room temperature set prior to people attending services. Nothing worse than having worship service that starts cold and finishes hot. A hot room is not conducive to maintaining concentration.

31. Help the Forgetful

The no show of committee members for meetings is not only frustrating but can delay the work of your committee. Effective leaders understand that not all team members will have developed good time management skills. There is not much value in getting upset with such people. Good leaders understand this aspect of human nature and put in place strategies to assist members to remember their commitments.

Here is a list of techniques for helping to get people to meetings and committees:

1. *Elders Phone Call* (High Importance and Urgent)– This approach is good for communicating quickly to a large number of people. Ask each elder to communicate the information to their small group or visitation list. If they have a large number they may share the calling with an apprentice group leader(s).
2. *Letter* (Important but not urgent)- A letter is a statement of significance about an event. The cost and effort in sending a letter will usually get the recipients attention.
3. *Email* - The email is a very convenient and cost effect way to communicate. A series of emails can be sent automatically over a number of weeks to promote an event. Emails are not typically good for urgent matters as there is no guarantee that the recipient will open it immediately.
4. *Text Message* - The SMS is a great last-minute reminder that gets people's attention instantly. These can be generated automatically on a computer. According to Techipedia, 98% of SMS messages sent are opened, and 83% of them are opened within 3 minutes.
5. *Posters* - A well-placed poster placed near the entrance can be a good reminder.
6. *Flyer* – A Flyer to take home can also be a good reminder.
7. *Bulletin* – Church Bulletins are a good place to put reminder notices.

8. *Early Bird Discounts* – Offering an early bird discount for registrations and payments can speed up the process and increase attendance.
9. *Free Offer* – The giving of a special gift to early registrations may increase attendance.

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32. How Are You Feeling?

The simple question of "how are you feeling?" is a powerful question that opens up conversations. Some people are not very forth coming in their sharing. The feeling question will help them process their thoughts and also increase honest sharing.

Keep in mind that when asking the 'feeling question' allow the person time to respond. Depending on the subject of discussion they may take a while to process their thoughts. Often their immediate reply will be 'okay'. If you hesitate they often will expand their response and share a more honest reply.

Sometimes it is helpful to try and label what you think the person is feeling about the situation, *"So you seem rather _____ about this?* Even if you are wrong in your speculation it helps the other person to clarify their feelings with you. They will usually correct you if you have not understood.

Feelings are a barometer on what our thinking is. By helping people get in touch with their feelings you will help them to clarify their thinking. This then enables a more helpful and productive discussion to occur.

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33. Interactions and Icebreakers

Whenever you bring a new group of people together - study group, committee, seminar etc - there may be some anxiety experienced by some people. This is particularly so for newcomers joining an existing group.

The sooner you get newcomers interacting the more relaxed they will feel and the greater their contribution will be. Activities for kick starting interaction between group members at the start of a session are often referred to as 'Ice-breakers'. A good icebreaker will help people to get to know one another, build rapport, and break down barriers to communication.

An icebreaker can be as simple as an introduction question that elicits a simple answer that helps people to learn about each other. An example would be – "Where did you spend most of your childhood?" Or "What did your father do for work?" An icebreaker that is a fun activity will add emotional energy into the group. Example - "Please go to my right if you had breakfast this morning, left if you did not. Please go to my right if you exercised today, left if did not.... Typically, you start with frivolous questions and progress too deeper sharing. The deeper sharing questions help speed up our friendship making.

Guidelines for constructing an Icebreaker:

1. *Relate to Ministry*: Where possible have a component of the icebreaker explore people's experience in their ministry area. E.g. (Children's Ministry) "Share with the group who influenced you most spiritually as a child" - "Who are the key mentors in your ministry team?"
2. *Open honest sharing*: Icebreakers that help people share honestly and openly will lead to higher quality discussion as well as build stronger relationships. e.g., "What is your best contribution to this group and where do you struggle?"
3. *Time Appropriate*: It is important to be clear in how much time you will allow for sharing. Icebreakers can consume a lot of time if not managed well. The length of the icebreaker will depend on situation - committee meetings icebreakers should be short and relate to the meeting agenda. Seminar may have a number of icebreakers throughout the day that lead to deeper sharing.
4. *Enjoyable and encouraging*: Humor is an important part of an icebreaker. When people laugh they relax and let their guard down. Where possible try and include me fun or frivolous component.

Icebreakers done well will speed up the process of team building and increase creative thinking.

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34. Involve department Leaders in Elders meeting

Elders in most churches play a big-picture leadership role as well as overseeing pastoral care. One of the challenges, particularly in larger churches, is building synergies between the different ministries of the church. A simple way to ensure that department leaders feel supported and connected with the whole church is to involve each leader at least once a year in an Elder's meeting.

Have the department leader give a short report and invite elders to ask questions and give feedback. This should be a time of affirmation, not an inquisition.

Here are some benefits:

1. It is an opportunity for the elder team and pastor(s) to affirm the department leaders of the church. Affirmation and praise are one of the greatest workplace motivators.
2. This provides department leaders and elders with the opportunity to explore ways in which their ministers can interface and gain synergies.
3. It becomes another resource for the department leader to clarify their vision and brainstorm issues.

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35. Manage Change
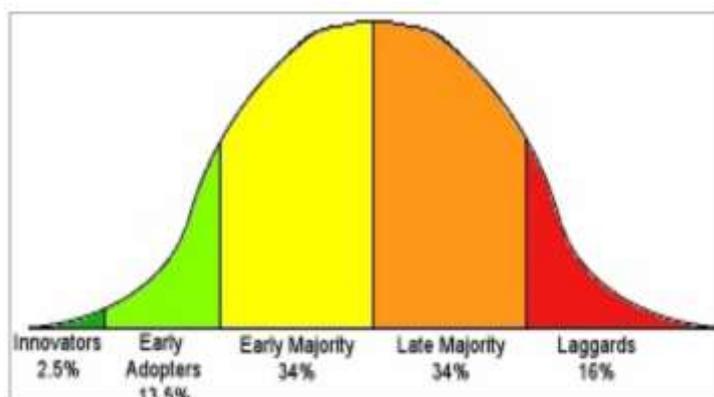
Figure 24 Change Management Theory

All of us individually, as families, organisations and churches are in a process of change. Understanding and effectively managing change is an essential skill for pastoral leaders.

It is a paradox of church life that situations and problems which cry out most strongly for change are often the very ones that churches resist most stubbornly. And often when change occurs it is at the cost of conflict, resentment, and reduced motivation - negatives that may outweigh the benefits of change.

One of the key principles for achieving change in any organisation, including the church, is to involve people in the change process. Change in an existing strategy can be facilitated by involving those people who are responsible for implementing the changes in the processes of fact-finding and problem-solving. This involvement begins the change process by bringing issues to the surface and seeding the organisation for change. The seeding occurs by arousing

interest in what will be done with the results of the fact-finding and by enlightening leaders through questions asked in the process.

It is helpful in monitoring change to understand that there is a predictable process that occurs. Different groups move at different rates in accepting change. First, there are the Innovators who conceive the idea. They are followed by the Early Adopters who support the idea. It is this second group who often make the best advocates as they are converts to the concept. They may be more credible than the innovators who are so committed to their brain-child that they lack objectivity. Next comes the Early Majority who have been convinced by the Early Adopters. It is when you reach this phase that you can be reasonably assured that the idea is going to roll. Following them comes the more cautious Late Majority, who are only prepared to move with the crowd when they are satisfied that they will not be in a minority. Last of all the Laggards who, if they come at all, will only do so with reluctance. They await the first moment of faltering so that they can have the satisfaction of declaring, "I told you so!"

Leaders need to monitor the stages of change and be aware of who the key people are in each group. The perceptive leader can facilitate ways to bring the next group on board. Understanding the predictable process of change encourages leaders to be patient with those who are less able to encompass change.

It is important to diagnose the possible resistance to the proposed change. Four of the most common reasons why people resist change are:

1. Parochial Self Interest: People resist change because they think they will lose something of value as a result.
2. Misunderstanding and Lack of Trust: People also resist change when they do not understand its implications and perceive that it might cost them much more than they will gain. Such situations often occur when trust is lacking between the person initiating the change and the recipients. Misunderstandings need to be addressed rapidly before resistance sets in.
3. Different Assessments: Another common reason people resist change is that they assess the situation differently from those initiating the change. This may be because opposing parties have different information.
4. Low Tolerance for Change: People also resist change because they fear they will not be able to develop the new skills and behaviour that will be required of them. People sometimes resist change to save face; to go along with the change would be, they think, an admission that some of their previous decisions or beliefs were wrong. Or they may resist because of peer group pressure - their friends' negative attitudes.

Resistance to change can be dealt with in several ways:

1. Education and Communication: One of the most common ways to overcome resistance to change is to educate people about it beforehand. Communication of ideas helps people see the need for and the logic of change. The education process can involve one-on-one discussions, presentations to groups or memos and reports. This is important particularly if resistance is based on incorrect information.
2. Participation and Involvement: If the initiators of the change involve the potential resistors in some aspect of the design and implementation, they can often forestall resistance. In collaborative change efforts, the initiators listen to the people the change will affect and uses their advice.

3. Facilitation and Support: Another way that leaders can deal with potential resistance to change is by being supportive. This process might include providing training and assistance to those being affected. This strategy is particularly helpful if fear and anxiety lie at the heart of the resistance.
4. Negotiate and Agreement: Another way to deal with resistance is to offer incentives - new ministry opportunities, additional responsibilities - to active potential resistors. Negotiation is particularly appropriate when someone is going to lose out as a result of a change.
5. Explicit and Implicit Coercion: To force people to accept change by threatening them with a loss of position or membership will produce strong resentment. This would only be appropriate in a crises where speed is essential.

Often change fails to occur because those involved are being asked to cope with too much change. People cannot deal with too much too quickly. They may back off to consider the implications. Sometimes expectations have been raised beyond what is possible. This is followed by frustration, then apathy. Other times change fails because the change was not needed.

When conducting a meeting to cast a vision or facilitate a change strategy, it is best to do so by an "invitation only" approach. This will achieve better buy-in and increase the chance of the right people attending. Often leaders think that to introduce a change that one needs to present it to as many people as possible. Often this approach reduces the chance of change occurring. The everyone is welcome to attend approach may mean that the resistors to change will attend and disrupt.

Change theory is a well-identified process that should be followed.

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36. Managing Large Groups

When a group has grown too large it is important to find ways to include all members in the discussion. This can be done by splitting the group into small sub-groups, 2s and 3s etc. Typically, this will be done for a short discussion (5-7 minutes), 1-3 times in a session. Ask for highlights of sub-groups discussion to be shared with the whole group.

Large committees often struggle to draw on the full resources of members because there is often not enough time for all members to express their thoughts, or a few extroverts dominate the time. By dividing into subgroups, there is more discussion and a greater amount of information shared. By having each group summarise their discussion and feeding it back to the whole group better decisions will be made.

Two things should determine the size of these subgroups:

- Disclosure risk: The more personal the sharing, the smaller the number should be. Personal questions can be too threatening in large groups.
- Creative Thought: For questions that require creative thought a larger number of participants are needed. At least four is preferable.

The dividing of a large group during a discussion session can be an effective method by which to prepare a group for future group division.

37. Managing the Dominant Group Member

It is quite common that in a group or committee a few members like to have a lot to say. Excessively dominant committee or group members can inhibit free-flowing conversations and reduce the input of other members. This has the potential of causing offence and possible withdrawal of group members emotionally, and possibly physically.

Here is a list of techniques that will help control dominant behaviours:

1. Go around the circle for input: This is the simplest method for evening-out participation in a group. By going around the circle, you indicate clearly to the dominant members that other members will be given the opportunity to talk. Very dominant group members may still interrupt or over contribute. If a dominant member has interrupted, it is important that following the completion of their contribution that you return to the next person in line. How many group members you seek input from depends on the question and the variety of responses. You do not necessarily want to go completely around the circle as the answers may be too similar. Too many similar answers could be a boring and ineffective use of time. Use this technique two or three times only in a session.
2. Use your body language: Your eye contact and physically positioning of your body are powerful ways to encourage or discourage participation in group discussion. A dominant group member will find it difficult to contribute if you physically turn away from them when asking questions. Using your hand as a stop gesture can be a strong message not to interrupt the conversation. Overuse of this technique could be offensive.
3. Sit strategically: Avoid sitting opposite dominant or difficult people as this reduces their opportunity to participate in the discussion.

4. Written input: Handing out a worksheet can help in gaining greater input from committee members. Writing things down makes it easier for introverted people to contribute.

5. Subgroup discussion: Breaking the committee into subgroups will increase participation. Appoint a secretary for each sub-group to report back to the whole.

If the dominant group member fails to respond to your leadership, there are some additional strategies to consider:

6. *Group Rules*: Remind the group and the dominant person if necessary about the groups rules - "to allow every one to have a say." Group Rules need to be formed by consensus early in the life of the group. It is easier to remind a person of a previously agreed norm than trying to establish one in the heat of the moment.

7. *Confront the Group*: Address the issue to the group not the individual. For example you might say, "I need to discuss before we start tonight a concern that I have from last weeks meeting. I was somewhat frustrated last week I felt that we as a group failed to allow some of our quieter members to have a say. I would like to know if anyone else felt the same?" This sharing and seeking of feedback should be done in a way to avoid blame but rather lead to a problem solving session on the issue.

8. *Challenge the Person:* On some occasions it may be necessary to confront the person directly about their behaviour. In doing so, one should be very specific. Simply describe their behaviour and its impact on you. Then if necessary invite others to give feedback. Avoid where possible ganging up on the dominant person. Always speak for yourself not the group. Seek to affirm the person.

9. *Terminate Person Participation:* There are times when for the sake of the group a person may need to be asked to leave the group. If this occurs group members and the leader should ensure that ongoing supportive contact is maintained with the person.

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38. Meaningful Motivators

"I'm learning recently, you can't motivate people. You've got to provide the work environment that's going to make them want to do a better job. You just can't make them do a better job by paying them more money." Payscales for Employees

One of the ongoing challenges for leaders is working out how to keep their team motivated. Surveys have shown that most organisations, including churches, do not give enough recognition to their workers' efforts. In one survey, only 51% of workers were satisfied with the recognition they received. (Sirota, David; Mischkind, Louis A.; Meltzer, Michael Irwin. The enthusiastic employee)

A key source of motivation comes from leaders affirming their team members.

Here are some opportunities for affirming team members –

- *Emails*: Using email to affirm people's actions is a quick and personal method. You increase the significance of your affirmation when you take the time to put it in writing.
- *Sermons*: Mentioning a member's name or even bringing them up to the front to interview them during your sermon can be a very significant public way to affirm.
- *Worship service*: The worship service is a great way to affirm people. Celebrating members' successes; giving gifts of appreciation; commissioning new leaders or new groups; praying for ministry projects.
- *Bulletin*: Announce major achievements, congratulations, etc.
- *Newsletter*: Profile different ministries; report on a ministry's progress; cast the vision; report on decisions.
- *Phone contact*: Contact personally leaders to affirm their success.
- *Thank You board*: Place an appreciation board in the foyer of the church. Have a monthly award.
- *Home meal*: Have leaders over to your home for an appreciation meal.
- *Annual awards*: Conduct an annual banquet award night where various departments of the church report on their activities. (Glorified business meeting).

Pastoral affirmation is often the highest form of motivation.

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39. Minutes Increase Accountability

Small committees often make the mistake of thinking that they do not need to take minutes as they are only a "small" team. Research suggests that most organisation only implement about sixty percent of what they plan for. The same can be true with many ministry teams in a church. Keeping minutes increases follow through.

Minutes do not necessarily need to be all that formal. They need to record what has been decided, who will carry it out: and by when. Minutes (notes) need to be circulated to all team members including those who may not be at the meeting.

Minutes should not be taken by the chair of the committee. The chair should review the minutes before they are circulated.

Review the minutes at the start of the next meeting.

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40. Mix-up Your Church Program

Church life is no different from our personal life in that it needs variety. You cannot just do church the same way each week and expect different results. By varying the program, you will maintain interest and create opportunities for members to invite friends.

Having major events to promote has a positive psychological effect on church members. Planning creates momentum. Human beings like to have things to look forward to.

Here are seven suggestions for key events to build into your church calendar:

1. Have 3-4 Visitor Days each year
2. Conduct a church-wide social each quarter.
3. Have class/small groups conduct monthly socials.
4. Annual 'Week of Prayer'
5. Seasons of celebrations e.g. Easter, Christmas
6. Special church services – musicals, testimonials, religious liberty, family, etc.
7. Conduct seminars - parenting, courting, retirement, health living, stress management seminars etc.

Such a variety of events requires good planning, communication and marketing.

The important principle is that you choose activities that match the resources and needs of your congregation and community.

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41. Mix Your Learning Style

It is a rule that if followed will guarantee success in communicating to your audience no matter what age they are – mix up your learning style.

Learning style theory teaches that each of us has a preferred learning style and that when we are in that preferred learning style, our learning is more effective and enjoyable. It is wise to vary one's learning style in a presentation so that you are connecting with everyone for some of the time.

In the diagram below we see how each person's learning preference is a combination of the four learning modes. Kolb's inventory indicates the extent to which a person emphasises

abstractness over concreteness and the extent to which they emphasise active experimentation over reflection in their learning. From these combinations, he classifies people's learning into four combinations - Accommodators (feel/do); Divergers (Feel/Watch); Convergers (Think/Do); and Assimilators (Think/Watch).

In constructing a lesson or presentation focus some of the time on each of the four areas - Thinking, Doing. Feeling, Watching. Below is an example of a lesson for children aged 10-12:

Outline of the lesson –'The Story Of Zacchaeus.'

Think – Tell the story of Zacchaeus and Jesus. Give some background regarding the role of the tax collector in Roman times and the corruption that often occurred.

Doing – Have two children role-play the dialogue between Jesus and Zacchaeus. Place Jesus on the ground and Zacchaeus in a tree (stool) above.

Feeling – Explore the feelings that Zacchaeus may have experienced up in the tree. Ask Zacchaeus (child on a chair) and the other children.

Watching – Have children reflect on a past experience when they were treated differently from what they expected or deserved.

In preparing a sermon or group discussion there is real value in making sure you include each of the four aspects of learning. The end result will be a more interesting and effective learning experience.

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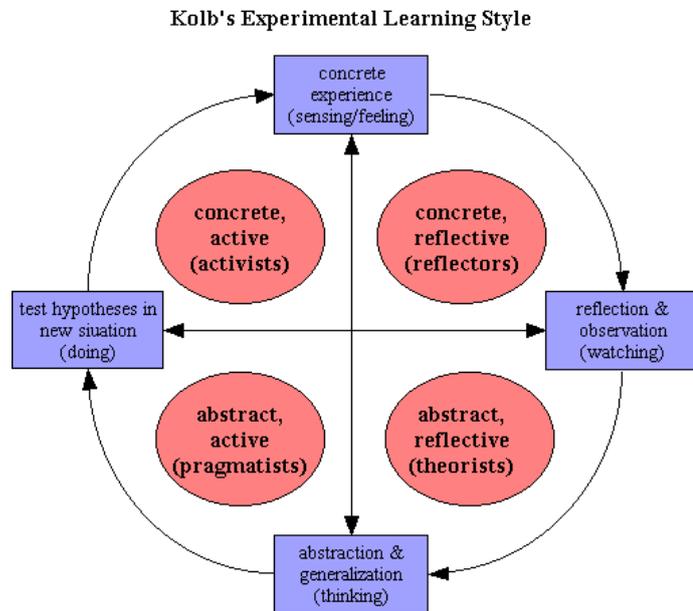
42. Mood Music

"81% of consumers say that business background music lifts their mood, while 71% say it creates a better atmosphere overall… simply playing music that consumers enjoy makes them 24% more likely to buy a product." Ambie

Background music is a mood changer. Churches can create a welcoming, happy, worshipful atmosphere with background music.

Different types of music have different effects. Rollin McCraty found, "With grunge rock music, significant increases were found in hostility, sadness, tension, and fatigue, and significant reductions were observed in caring, relaxation, mental clarity, and vigour. In contrast, after listening to the designer music (music designed to have specific effects on the listener), significant increases in caring, relaxation, mental clarity, and vigour were measured: significant decreases were found in hostility, fatigue, sadness, and tension." (The Effects of Different Types of Music on Mood, Tension, and Mental Clarity Rollin McCraty, Ph.D., Bob Barrios-Choplin, Ph.D., Mike Atkinson, and Dana Tomasino, B.A. Alternative Therapies in Health and Medicine. 1998; 4(1): 75-84.)

Play mood background music before and after church events. E.g., Worship, seminars, etc. Have music playing in foyers, cry rooms and the car park, etc.

Determine if you need to purchase a license for the music.

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43. Multiply Groups

The importance of small group ministry in church life is often underestimated. Christian Schwarz in his ground-breaking world study of 'healthy growing churches' found that churches that are group based are healthier and faster growing than other church models. He stated, "If we were to identify any one principle as the most important, then without a doubt it would be the multiplication of small groups." (Christian Schwarz, Natural Church Development p32)

A study comparing the 'Natural Church Development' scores of cell churches and non-cell churches showed that cell churches overall scored significantly higher in all areas than non-cell churches. Combined cell churches' scores averaged 59 while combined non-cell churches' scores averaged 45. Not surprisingly, Inspiring Worship showed the smallest difference (8 points higher for cell churches) and Holistic Small Groups showed the most difference (25 points higher for cell churches). Significantly, even churches that say they would focus on small groups over large group worship still had better scores for large group worship.

This finding indicates that cells do not detract from corporate worship - they add to it. Additionally, the rate of church planting - even though the cell church movement has seemed

to focus on getting larger rather than on planting more churches - would seem to indicate that multiplication is in fact in the genetic code. Cell churches averaged 2.5 churches planted compared to 1.9 churches planted for non-cell churches. Finally, the study showed that cell churches demonstrated an average growth rate almost double that of non-cell churches

Why are small groups (cells) so powerful?

1. This power comes as members enter into the presence of God through Christ in group meetings.
2. It comes from the study and application of the Word.
3. It comes as group members share their stories and prayer life.
4. The group releases the power of the individual as members are encouraged to develop and exercise their giftedness within and outside of the group.
5. Every time you multiply a group you grow a new leader.
6. Newcomers find it easier to join a new group rather than an existing one.

A key to multiplying groups is to ensure that they are holistic in their function. Is there a good balance of nurture and outreach? Is there an apprentice in place?

Well-run groups typically enjoy being together and will need a little help to decide to multiply. Here are some guidelines on how to encourage multiplication:

1. Speak the Vision.
2. Use the analogy of a family. Families have a life cycle.
3. Have as many apprentice cell leaders as possible.
4. Pour your time into future leaders.
5. Have apprentice leaders receive regular training.
6. When the time is right start a new group.
7. Have a commissioning service.

Importance of dividing the Core members.

1. The first task is to obtain a commitment from two or three members for each group. One leader and apprentice are needed.
2. Divide the core when multiplying.
3. Allow other group members to choose which group they join.
4. In the initial stage have some social interaction between the two groups.

Most churches do not multiply their small groups quickly enough. Here is a link to one example of how effective multiplying groups can be for the growth of a church. (click)

44. Network Your Church

A large percentage of church members today are connected socially on the internet. With a social network for your church, you can include links to your church's Web site or e-mail address, upload videos of sermons, share upcoming events and enlist others in causes sponsored by your church.

Your church network can be set up for internal use as well as having a public presence. Newcomers and seekers often use church websites when exploring church options. A good functioning website not only gives newcomers a window into your church life but also is a statement of how welcoming you are.

A mobile phone app for your church can bring all your social media together in one convenient place.

45. Night Visibility

Here is a bright idea to gain more visibility for your church. Leave some of the lights on in your church every night. Particularly light up your promotion board, directory etc. Buildings that are not so noticeable during the day stand out at night if good lighting is in place.

It is free advertising and also adds to your security. According to "Peace of Mind Technologies', "Making sure your building is lit properly means that all potential entrances and exits can be fully seen at night. Criminals will often observe a building and look for dark or dimly lit entrances to reduce the chance that they are detected breaking into a building."

You may want to install timers to control just when they go on and off.

Solar power lighting may be worth considering to reduce the cost.

"Let your light shine."

46. No Leader - Share the Leadership

There are times when you may find it difficult to find a leader for a ministry team. One simple approach is to rotate the leadership role amongst team members.

For this to work there needs to be a very clear job description and good mentoring. The job description needs to clearly outline tasks and responsibilities. The Pastor will need to induct each new leader and work closely with them.

There are some challenges in this approach to leadership. However, there are many benefits:

1. It is a simple way to fill the gap as most people will be willing to lead for a short period.
2. It is a wonderful way to train and build confidence in potential leaders.
3. The sharing of leadership can also build a higher level of commitment amongst team members.
4. This approach reduces power and status issues.
5. As people's confidence builds new leaders will rise up.

47. Pacing Skills For Engagement

A key part of any pastoral leadership role is providing support to your ministry leaders.

To provide support one has to develop a good working relationship. Unfortunately, sometimes pastors struggle to establish such a relationship. This often is because the person has a very different 'work style' from the pastor.

Recognizing that not all people communicate the same way and that one needs to alter one's helping style to suit the person's preferred working style can make all the difference.

You can identify a person's 'work preference' by having them complete a 'Team Management Profile' or by asking a series of questions and more subtly by observing them. (For a summary of working styles go to Team Management System website (TMS).

Once you have identified a person's 'work preference' you become aware of what you need to do to develop and maintain a good working relationship. If you try and impose your style on them the relationship will probably struggle.

Those persons who have a preference in Report/Adviser, Creator/Innovator and Explorer/Promoter need to be given plenty of talk time, and room to explore a variety of ideas. They love enthusiastic support. They dislike being rushed to make decisions. It is important that once you arrive at an agreed position that you put it in writing.

Moving further around the Team Management Wheel we find the Assessor/Developer, Thruster/Organiser, and Concluder/Producer. All three preferences like to be analytical, logical, and factual. They are business-like, goal-oriented and do not like to waste time.

The final two preferences, Controller/Inspector and Upholder/Maintainer like to develop a good relationship with plenty of dialogue. Spending time understanding them is important. They don't like to be rushed or concentrate on the future at the expense of the past. They appreciate written information prior to the meeting.

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48. Parking For Newcomers & Guests

First impressions are important. Clear signage and adequate parking are important statements to the newcomer that the church not only welcomes newcomers but values their attendance.

The providing of designated special parking areas for visitors and guests helps to create a welcoming experience. Not only does this provide a special welcome to newcomers but also helps to remind church members of the importance of inviting newcomers to church. A designated parking area for visitors also assists car park greeters in quickly identifying newcomers.

The visitor/guest parking area should be nearest to the facilities and clearly marked with signs

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49. Piggy-back Events for Group Socials

Social activities are an essential component of the life of any small group. Social activities help to build group cohesion and the opportunity to connect with potential newcomers.

The challenge for group leaders is to come up with new social activities that are attractive but relatively easy to put on. Group leaders are too busy to invest large amounts of time in planning socials throughout the year.

A simple formula for creating such events is to use existing public events and piggyback on them. Here is a list of possible events:

1. Sports Best Player Banquet: Hold a table dinner and watch on a large screen the best player count.
2. Exhibitions: Organise an outing around an exhibition at your local library, art gallery or museum, etc.
3. Sport Events: There are many sporting events that can be a good reason to get together and watch the telecast.
4. Free Outdoor Concerts: Many cities have concerts in outdoor areas that you can take a picnic to and enjoy for free.
5. Master Chef Grand Final: Some television programs like 'Master Chef' gain high interest and can be used to build an event around. Have your own cook-off before the telecast.
6. Grand Finals: Any sporting grand final that has broad appeal can be a reason for a dinner.
7. Festivals: Most cities and even some country towns will have festivals throughout the year. Plan an outing or a weekend away.

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50. Phone Calls Not To Answer

Throughout a lifetime, a pastor will receive many thousands of phone calls. Some calls will be important, most are not.

The phone can be an interuppter of conversations. Answering or rejecting a call when you are in conversation sends two powerful messages:

1. *Answering the Call:* You devalue the conversation you were having by answering an incoming call. This devaluing is even greater when it is obvious to the other person

that you were not expecting the call. It does not make sense that a random phone caller can interrupt an existing conversation.

2. *Rejecting the Call:* This response conveys a strong message that the person you are with is important and that they have your full attention.

Allowing incoming calls to interrupt conversation is a very inefficient way to operate for you and the person who is left hanging while you have your phone conversation.

If you are expecting a call notify the person at the start of your conversation. The exception to this rule is if your wife or children call. People understand that family do take priority.

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51. Power Handouts

Training sessions are an important way to train new leaders and upskill existing leaders. Handouts are an important part of any training event. A high-quality handout increases the impact of your event. It might seem good economics but a black and white photocopied pile of papers with a staple in the corner discounts the importance of your training event.

Bindings, plastic covers and thicker paper fronts and backs lift the quality of the handout. A good contemporary graphic on the cover conveys that your material is cutting edge and that this training is important.

Handouts should:

1. Summaries the key learning of the training event.
2. Provide additional references for further personal study.
3. The handout should be concise with some practical examples of the principles being taught. The longer the handout the less chance of people reading it and remembering the key points.
4. Handouts can be used as implementation documents. Following the seminar, the concepts can be discussed and applied over a number of subsequent committee meetings. Theory without application is of little value. Handouts are a tool for ongoing implementation.

52. Power Locations

In conducting a planning meeting or training event you can raise the significance of the event by holding your event in a special place. The back room of the church is not special and does not set an atmosphere for change.

A low-cost option is to use the local school, library, businessman's board room or even the Regional Administration office. An area that is neat and business-like conveys to your team that you regard them and your work as a serious endeavour.

Training and committee work in homes, particularly the pastors or head elders, can be a very positive option. When you invite people into your home there are a number of benefits:

1. You convey a desire for a deeper level of friendship.
2. You add a social aspect to your meeting.
3. The home has a relaxed atmosphere.
4. Free of interruptions.

The meeting location must have adequate space and seating.

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53. The Power of Listening

Without a doubt, the single most important interpersonal skill for building relationships and managing conflict is the ability to listen. Most of us do more talking than listening. Listening not only helps us understand another person but also reduces defensiveness and creates a sense of partnership in dealing with issues.

Even though we spend a lot of time listening to others it is a skill that we have little training in. The challenge with listening is that we think faster than someone else can speak. The average person speaks at around 125 words per minute while we can understand someone speaking at 400 words per minute. What this means is that there is a tendency for our minds to wander when we are listening.

Good active listening involves listening to not only the message (content), tone of voice, and body language but also the emotion. Active listening involves feeding back to the person a summary of the content and their feelings. You cannot feedback 'feelings' unless you understand what is being said.

'Active' or 'Reflective' listening is non-judgemental and hence it builds relationships and lowers defensiveness. Good counsellors, coaches and mediators spend a lot of their communicating active listening.

Once the person believes that you understand their position they are more open to your feedback and the exploration of alternative solutions.

The best way to develop your listening skills is to attend a training program in communication skills or basic helping (counselling).

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54. Power of Presence

Leadership presence is the ability to connect authentically on both an intellectual and emotional level to motivate and inspire others toward a desired outcome.

Leaders affirm their workers simply by their presence. Affirmation is an especially important part of the pastoral leader's role. Members and leaders like having their pastor around.

The more the key leader models 'presence leadership' the more your lay leaders will do the same for their team.

Sometimes it is not possible to be physically present at an event. The next best thing is a phone call or text message wishing them the best. A follow-up call to debrief can also be a powerful way to convey your interest.

Presence Opportunities for Pastors:

1. Start and end of worship services.
2. Funerals even when you are not conducting the service.
3. Church social occasions.
4. Youth and children's ministry events.
5. Department committee meetings.
6. When all church members gather it is an opportunity for the pastor to support through their presence.

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55. Power Words

A word changes the meaning, the mood and the motivation.

Research reveals how a single word makes all the difference in gaining people's attention.

You click on a headline because a single word strikes you. You click a signup button because a word creates an emotion. Neurologically, we have an instinctual reaction to words and language.

'Power words' increase your marketing effectiveness by stirring up emotions. People connect to emotion, not words.

Curiosity is one of the most powerful triggers to arouse people's interest.

Here are some lists of power words that you may use in your Church newsletter, advertising programs and even in your sermon titles:

The 20 most influential words (David Ogilvy)

- Suddenly
- Now
- Announcing
- Introducing
- Improvement
- Amazing
- Sensational
- Remarkable
- Revolutionary
- Startling
- Miracle
- Magic
- Offer
- Quick
- Easy
- Wanted
- Challenge
- Compare
- Bargain
- Hurry

Resource Material:

[189 Powerful Words That Convert: Write Copy That Gets Your Customer's Attention Every Time Kevan Lee](#)

[401+ Ridiculously Useful Power Words To Increase Conversions Sarah Peterson](#)

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56. Seeker Evangelism

For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, [36] I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me.' Matthew 25: 35,36

There is a principle in evangelism that makes all the difference between success and failure. This principle we refer to as 'receptivity' - these are times in people's lives when they are more receptive to explore spiritual things. These times occur when people undergo major change or crisis - births, deaths, loss of work, relocation, poor health, broken relationships etc.

'Seeker' evangelism is about being aware of who in your network is in a 'seeker' stage and would appreciate support. This awareness can only occur if we are already in a meaningful relationship beforehand. Of course this added support is given unconditionally.

This increased support will deepen the relationship and often result in opportunities to share faith. Many studies have found that eighty percent of people are lead to the Lord by a friend or family members.

Pastors can develop a culture of 'seeker evangelism' by:

1. Providing training to members in how to identify 'seekers' and minister to their needs.
2. Make the reviewing and praying for small group member's 'seeker' contacts a regular house keeping item.
3. Small groups should organise social events that seekers can attend.
4. Conduct church social events suitable for 'seekers' to be invited to.

By increasing your congregations 'seeker' contacts you will reap a greater harvest.

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57. Sharing Personal Stories

"And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another— and all the more as you see the Day approaching." Hebrew 10: 24,25

Scripture teaches that the church should be a place where members find encouragement and inspiration through sharing their personal stories. As we share our stories we become aware

of each other's needs and can provide support. The sharing of our personal story also deepens our relationships.

The sharing of people's stories can occur one-on-one, in small groups and in corporate worship.

The traditional 'testimony' in a worship service should be carefully set up. An interview of the person is often the best way to help them tell their story and avoid waffling.

Interviewing newcomers or even members of long-standing during the worship services can help to increase a sense of community and understanding.

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58. Stand by the front door Pastor

Standing by the front door before worship service begins is a powerful symbolic statement to the congregation that the leader of the church is interested in them. It is also a great way to meet newcomers.

The front door time is also a great opportunity for pastors to make appointments for visits during the week. Have your diary, preferably electronic, with you so you can enter appointments immediately. Remember to send the appointment to the person's email immediately.

A greeting from the pastor at the beginning of the day can help establish a good positive start for the day for members.

It is often best for the pastor to stand after the greeters allowing them to greet members first. The greeter can direct newcomers to the pastor for a deeper conversation.

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59. Streaming Worship

Worship services happen every week at church why not share them with your neighbourhood via live streaming on the internet? This simple strategy increases your footprint in your community and across the world.

Promote your streaming service by creating a flyer that promotes your service and distribute it to the local neighbourhood. Don't forget to share the flyer with your local school. Many church schools will have many families who are not churchgoers and may be reached this way.

Special music programs or events can help promote your site. E.g., Christmas carols, Remembrance Day, Easter service.

Make sure your worship leaders and congregation are aware that the service is going live to the World Wide Web and that their language needs to be appropriate. It is helpful to have a sign that lights up to inform people as they enter the worship area.

60. Support New Leaders

Support comes from listening to another person's story. Good supporters convey a genuine interest in the other person's agenda and may offer solutions when invited. Supporters are experts at finding ways to affirm.

Always provide a coach/mentor to support leaders of new ministry initiatives. Such support will increase the likelihood of success.

New initiatives often fail because they require extra effort and change management skills. Leaders can run into barriers and become easily discouraged. Having a support person can make the difference between success and failure.

The support person (coach) needs to have good people and problem-solving skills. Such a person may be found within your church or a neighbouring church. If the new ministry is a high priority, you might consider using a coach from a consulting ministry or your regional administrative office.

61. Team Balance

A key part of the life of the pastor is working with various committees and teams. On occasions, pastors find themselves with teams that just struggle to achieve good outcomes.

A most common cause is a lack of balance in the giftedness of team members. This lack of balance means that the team often gets stuck at certain points of the problem-solving process. For example, a team of creative people will often have plenty of interesting discussions but struggle to come to any conclusion. Hence little happens. The opposite can also occur when you have a team of 'doers' where action is abundant, but it is the same action they have been doing for decades, producing the same ineffective results.

Research by McCann and Magerison found that inexperienced leaders tend to surround themselves with people like themselves. This results in an imbalance in their team.

Here are some questions to help you evaluate how balanced your teams are:

How well does your committee work together?

As you look at the problem-solving cycle or team wheel where do you think the team comes unstuck?

If you could add another person to your team, what sort of work would you have them do?

How would you describe the balance of your team, are they visionaries or doers?

Creating Balance

If you conclude that your team is not balanced there are three options to consider:

1. Add another person to the team who has the 'work preference' that is missing in your team.
2. Invite special guests/consultants to assist your team. This may be necessary for dealing with some issues where the missing aspect of the team is particularly critical for successful progress.
3. Teach your teams about team balance. And in your planning process focus intently on the missing 'work area' that is not represented in your team. E.g., If you are needing

to promote a new strategy to the congregation and you lack a explorer/promoter person, spend additional time looking at alternative 'promoting' ideas.

Ensuring that you have 'team balance' can make a significant difference to the health of your church and its success in fulfilling its mission.

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62. Time Management

A skill deficit that sets pastors up for failure is poor time management.

Most of us work from the belief that if we put more time in, we will have more chance of succeeding. The truth is that successful people are not always busy, and busy people are not always successful. But people who spend time reflecting, planning, clarifying values and spiritually renewing, know the difference between success and busyness.

It was Stephen Covey of "7 Habits of Highly Effective People" fame who made famous the concept of Quadrant II behaviour. He taught that Quadrant II activities are those important, but not urgent things - like planning, relationship building, values clarification, personal recreation, professional development, spiritual renewal etc.- that lead to success in life. Successful leaders typically spend more time in Quadrant II activities than other leaders.

We see the Quadrant II principle at work in the prayer life of great spiritual leaders of history. Martin Luther once said, "I have so much to do that I cannot possibly get by on less than three hours of prayer a day." Mother Teresa ordered her nuns to pray for several hours every day — otherwise, she said, "…they wouldn't have the strength to do their work." Spending good amounts of time in Quadrant II enables us to work more effectively and with greater purpose.

1. Urgent & Important	2. Not Urgent but Important
3. Urgent Not Important	Not Urgent Not Important

Unlike Quadrant 1 - the urgent and important, Quadrant II requires a choice. Quadrant II does not act on us as Quadrant 1 does; we must act on it. It requires discipline and planning if one is going to preserve this important activity of their life.

How easy it is for our work to overwhelm us, consume us and exhaust us! Too much Quadrant I and III can burn us out. Often, we deceive ourselves into thinking that Quadrant

III, urgent-not important, is quadrant I activity. This deception can lead to ineffectiveness and burnout. Quadrant II activity helps to sort out Quadrant III confusion.

Committing to a coaching relationship is one of the most effective ways pastors can increase the amount of 'Quadrant II' time in their life. Every time they meet with their coach they will spend some time discussing Quadrant II issues no matter how busy they may be. The discipline of meeting regularly with a coach helps maintain or increase Quadrant II activity.

As a pastor, there are certain tasks that you need to do e.g., preach, chair meetings, pastoral visits etc. There are also many ministry areas that you hand off to others and areas that you might specialize in. These areas of specialty are usually where you find much of your job satisfaction. It is important to ensure you spend time in these areas as they keep you motivated.

A very helpful exercise to review your time management is to conduct a time usage log followed by a time wish list. Most people who are feeling stressed typically have logs where there is not much relationship between how they would like to spend their time and what they actually do with their time. This review of your ministry satisfaction is an important quadrant two activity.

Principles of Time Management

The following is a list of user-friendly principles that pastors can use to take greater control of their time at work:

1. *Schedule regular reflection & planning times*: Spend time each day connecting with God, in His word and prayer. Meditation and exercise are important in sorting out one's priorities as well as simply recharging the batteries. At the start of your working day look at and modify if necessary, your to-do list. Extra time should be spent each Monday morning planning the week and reviewing the next few.

2. *Identify your ideal time usage profile:* Each year at the start or end review your ideal time profile. List all your daily activities and then categorize them into 7-9 groups and determine a percentage of time use. Then decide what you would like your pie graph to look like. Identify those areas you wish to increase and what areas you will need to reduce. A pie graph is a good visual way to do this. This is best done with a coach.

3. *Use an effective diary system:* The best type of diary is electronic. Synchronizing your computer with your phone will make a huge difference in promptness and diary entry. Most people carry their mobile phones with them everywhere. They can enter an appointment or to-do list item immediately, avoiding memory failures. The carrying of your diary on your phone means that you can set alarms to remind you of appointments thus avoiding the embarrassment of forgotten appointments. And on top of those benefits is the ability to prioritize due-by-dates.

With all these benefits one still has to switch the phone or computer on for all this to work. However, that would seem more likely to happen for most of us than opening our hard copy diary each day.

It is important of course to make sure you synchronize your diary in case your computer crashes or or your phone is lost. You can always print off your diary if you need a hard copy.

4. *Make a to-do list part of your routine:* To-do lists allow you to prioritize, set due dates and even allocate work to other people. To-do lists, like diary entries, will also remind you automatically with an alarm when the due date arrives. However, to-do lists only work if they become a routine activity.

5. *Allocate time periods for tasks:* Procrastination can eat up time like nothing else. Determine how much time you think you need to complete the task and add a safety buffer of 25%. Allocating a certain amount of time provides enough pressure, without being too stressful, and helps to avoid procrastination.

6. *Deal with items once:* Where possible deal with items immediately to avoid double handling. Receiving bills, replying to emails, anything that you are going to read, deal with it immediately where possible.

7. *Avoid distractions:* You don't have to answer the phone if you are busy. If you must know who called switch on the answering machine. The same principle applies to emails.

8. *Take into consideration your work preference:* Be mindful of your work preference. You can pretty much work out where you will struggle in time management based on the Teamwork Wheel. Creator/Innovators procrastinate while Concluder/Producers tend to work without evaluating direction.

9. *Plan less:* Most of us plan too much in a day and get frustrated in not achieving our goals. Planning less forces you to set priorities more clearly and to eliminate the trivia.

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63. 20/80 Principle

Pastoral leaders typically are time-poor. Making good choices about how you use your time is important for success. It is very easy for a pastor to find his day filled up with activities that do not make a significant difference in achieving the mission of the church.

The Pareto principle was developed by an Italian economist Vilfredo Pareto in 1896. Pareto observed that 80% of the land in Italy was owned by only 20% of the population. He also witnessed this happening with plants in his garden—20% of his plants were bearing 80% of the fruit. Time: 20 per cent of our time produces 80 per cent of the results.

The Pareto principle can help pastors to prioritize their work and identify what should be given priority in the church.

Some have suggested that Jesus spent 80% of His time developing leaders: 12 Apostles, 70 disciples, and after 3 ½ years, 120 were in the upper room. From there the church exploded. Jesus knew that spending time growing disciples was the highest priority for establishing his church.

The more time a pastor dedicates to the '20%' the greater success.

What are some of the likely '20%' activities for churches?

- Training leaders
- Training members in sharing their faith.
- Creating supportive welcoming group life.
- Develop strong bridges to the community.
- Teach members how to live a spirit-filled biblical life.
- Identifying your personal and corporate 20% activities is an ongoing task for pastors.

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64. Visuals Help Presentations

Presentations are enhanced by using visuals. Images, special text effects and videos can increase the impact of your presentation.

According to the Visual Teaching Alliance, visuals transmit information faster than spoken or written words; we can get the sense of a visual scene in less than 1/10 of a second, and visuals are processed 60,000 times faster in the brain than text. With people processing images at lightning speed, it is a mistake to miss out on visuals in your presentation.

Today, the internet provides an exhaustive source of historical facts, stories and videos that can be used for illustrating your sermons.

One or two video clips can help introduce your topic and in making a challenging conclusion. It can be difficult to follow a lengthy video. Short clips are preferable.

There are many video clips freely available on the internet. YouTube is one of the best. You will need to use a YouTube download site or software.

Be careful not to overuse visuals as they can be a distraction from your message.

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65. Voice Mail

Today people expect that they can access their pastors either by phone or at a minimum by leaving a voice message. If you do not have voice mail set up on your mobile phone it will convey a negative message. Voicemail demonstrates that you value the caller's time. By having voice mail setup callers can avoid the frustrating game of phone tag.

By having voice mail, you will be more efficient in your follow-up of calls as you will know what the person's issue is and you can do any necessary preparation work before returning the call. Also, voice messages sometimes do not require a return phone call saving you time.

Voice mail also enables you to prioritise your return calls. High-priority calls get immediate attention and non-urgent matters are acted upon at a later time.

It is important to provide all the vital information in a voicemail. It helps the caller to immediately confirm that they are leaving their message on the right number. This information should include:

1. Your name, and job title if you think it would be relevant.
2. Your church name.
3. Your office hours.
4. Provide an expected time to call back.
5. Ask them to leave a message as to the subject of their call.
6. Make sure you ask for their identity and take a contact number.
7. Never forget to thank them for leaving a message.
8. An emergency alternative contact number might be included.

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66. Welcome Centre

No matter the size of your church an information area will convey a welcome to newcomers as well as provide important information about the church. A Welcome Centre gives newcomers a comfortable place to ask questions about the church, read information and a place to wait before the service begins.

The Welcome Centre is the place where information about the church is displayed. A welcome kit with printed material and a USB stick with video clips etc. about the church should be included.

The Welcome Centre can also provide a place for departments and small group leaders to promote their activities.

Where possible staff should avoid being stuck behind a desk when greeting newcomers. The barrier that a welcome desk creates can be overcome by moving around to the front of it.

Welcome Desk Location:

1. Locate the desk or stand in a place that is visible and clearly identified. However, it does need to be off to the side of the major entrance thoroughfare as newcomers will not want to be the centre of attention.

2. Staff the desk or stand with a person who has good people skills and knowledge of the church.

3. Have written information available for the different ministries of the church.

4. Have a registration form available for membership, church newsletter, etc.

5. Record information about newcomers for follow-up.

Follow-Up of Visitors:

Without follow-up, we ignore the single most promising source of potential members.

•When the contact is made within 24 hours, 85% of them return the following week.

•Make the contact within 72 hours and 60% will return.

•Make the contact seven days later and 15 % will return.

•"The pastor making the call, rather than a lay-person, cuts each result in half." (Herb Miller)

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67. White Boarding

The whiteboard is one of the most underutilized tools in helping to facilitate collaborative teamwork and an effective problem-solving process. Using the whiteboard to write notes, draw diagrams and conduct brainstorming sessions is amazingly effective.

Whiteboards provide extra memory for us. Ideas shared are kept before us on the board rather than prematurely being argued away. Ideas that are placed on a whiteboard often sit there and mature into better ideas.

Brainstorming

Putting ideas up on a whiteboard encourages the participation of all group members. One idea, no matter how good or bad, stimulates other ideas. Whiteboarding helps committees to be more creative in their problem-solving. Brainstorming requires the collecting of ideas on a board without discussion or judgement. Often the best solutions come after a significant amount of sharing.

Following a whiteboard session record what goes on the board. A simple approach is to take a photo with your phone or use an electronic board that can capture your work to a computer.

⚓

68. Worship Enhancers

There are many small additions that can be easily added to a worship service that can increase its impact on attendees. These additions may seem minor but when put together have a cumulative positive effect.

Congregations know when little effort has gone into planning a worship service. Some obvious clues are - one elder does all the upfront announcements with their partner and few people are involved etc.

A simple principle is that the more people involved the more impact it will have on the congregation.

Additions that make a difference:

1. Background music before the start of services helps build a positive atmosphere and helps relax newcomers.

2. In larger churches where there is a crowd ushers should be in place to assist people to find a seat.
3. Two or more people doing the welcome, prayer or scripture reading will have more impact than one. The more people up front the more people in the audience are connected with what is happening.
4. Visuals to illustrate the message, songs and announcements increase the impact.
5. Acknowledging guests, without embarrassing them, helps convey a message of welcome.
6. The sharing of personal stories by worship hosts and preachers will increase the level of inspiration.
7. Saying thank you to members and acknowledging major events in people's lives helps build a sense of community.
8. Choosing familiar songs will increase congregation participation. New songs need to be introduced by your best song leaders. Your priority is not the musician's performance but the congregation's worship experience.
9. Be thematic in all you do to reinforce the preacher's goal.
10. Have a feedback learning loop for worship leaders. Reflect on what worked well, what struggled and what could have improved the worship experience.

69. Worship Service Seminar Series

Conducting outreach seminars during your normal worship service is a highly effective strategy for bringing strangers to your church as well as an efficient use of time.

The seminar simply replaces the sermon. Other normal worship components can continue. It may be necessary to modify the seminar material to fit within a shorter time frame. Other modifications that help create a learning environment could be:

- *Short Discussion:* During your presentation have two or three occasions when you invite the congregation to discuss in twos and threes a question. This will help apply principles, build relationships and maintain interest.
- *Panels*: Using a panel of people for discussion can be an interesting addition to your presentation.
- *Video:* Using a video clip to introduce the topic again increases the quality of learning.
- *Handouts*: Handout notes should be made available.

It is important to understand that a seminar has two purposes – it conveys Biblical knowledge and creates opportunities for seekers to get to know us.

Building meals and other events around the service can speed up relationship building.

Seminars that run in a church may (but not necessarily) attract fewer people but these people will be genuine seekers who are more likely to continue their attendance.

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70. X-Y-Z Formula in Dealing With Conflict

Throughout one's ministry life there will be occasions when you have to deal with difficult people situations. How to raise an issue without elevating the defensiveness of the receiver is a critical skill. The more defensive a person is the less likely they are to enter a problem-solving relationship.

The X-Y-Z formula helps construct a non-attacking statement when raising or responding to issues.

> 'X' = When you do 'X'
>
> Y= The effect on me is 'Y'
>
> 'Z'= and I feel 'Z'.

Example: "Peter, the repeated cancellations of your team meetings (X) are slowing up the progress of the project you are working on and causing team members to lose interest. (Y) I am concerned (Z) with how things are tracking. What can I do to help?"

Even though this statement is challenging it is far more palatable than what could be said:

"Peter you are not delivering as a leader you need to consider whether you are in or out." OR

"Peter what is going on with all these cancelled meetings, last Monday night we all waited wondering what was happening before Bob told us you were out of town."

The principle for good confrontation is keeping the 'X' brief and concise. The 'Y' is all about how their behaviour is impacting you and 'Z' is how you feel about that. The person may debate the 'X' of the statement or even the 'Y' but they can't argue with how you feel.

The X-Y-Z formula is particularly helpful when you need to raise the issue in writing.

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