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Practical Ministry Skills: Becoming a Great Church Board

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PRACTICAL MINISTRY SKILLS

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Leader's Guide

How to use "Practical Ministry Skills" by BUILDING CHURCH LEADERS in your regularly scheduled meetings.

Welcome to BUILDING CHURCH LEADERS: Your Complete Guide to Leadership Training. You've purchased an innovative resource that will help you develop leaders who can think strategically and biblically about the church. Selected by the editors of Leadership Resources and Christianity Today International, the material comes from respected thinkers and church leaders.

"Practical Ministry Skills" is completely flexible and designed to be easy to use. Each theme focuses on a practical area of church ministry and comprises brief handouts on specific aspects of that ministry. The handouts give a succinct and practical overview of the issues most relevant to your goals. You may use them at the beginning of a meeting to help launch a discussion, or you may hand them out as brief primers for someone new to a particular ministry.

This special theme on how to become a great church board is designed to help pastors, church board chairpersons, and board members as you work together in leadership. You may use it either for your own instruction or to give to members of the church board. Simply print the handouts you need and use them as necessary.

On the right border of each page is a suggestion for who may benefit from that handout. For example, a pastor could develop leadership skills from reading "Vitalize Board Meetings" (p. 6) and "Build Better Relationships with Your Board" (p. 4). A board could benefit from discussing "Overseeing Ministry from the Board Room" (p. 10) or "Turn Vision into Reality" (p. 11). And you could hand a new board member "How to Serve as a Board Member" (p. 12).

We hope you enjoy this theme as you equip your church board for leadership.

Need more material, or something on a specific topic? See our website at www.BuildingChurchLeaders.com.

To contact the editors:

E-mail BCL@christianitytoday.com

Mail BUILDING CHURCH LEADERS, Christianity Today International
465 Gundersen Drive, Carol Stream, IL 60188

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How to Build a Great Board

Growing godly decision-makers takes intentional effort.

Titus 2:2

A leader who develops a good board enables the entire organization to minister effectively. Here are four steps to building a good board.

Select Good Members

In prospective board members, look for people who already believe in your organization. Never use the board as a way of getting people's interest. Look for loyalty, for someone who has already started to serve.

Second, discover how a person uses power. Try to find out how someone behaves when he or she loses. Knowing how to lose gracefully and maintain loyalty when your peers have out-voted you is an essential element of Christian maturity.

Third, look for process people instead of Lone Rangers. Persons who work where they largely have full authority (Lone Rangers) need to be checked out to make sure they know when they should lead and when they should follow.

Define Roles

Board membership means more than being at the meetings. Members need to know that they fill basic roles. First, board members are governors. This means making decisions in a proper, orderly manner. Second, board members are consultants. Each board member will have areas of expertise that may be called upon. Third, board members are ambassadors, which means representing both the leadership before the church and the church's wishes before the leadership. The fourth role is sponsor. Board members must give of themselves and encourage others to give.

Build Caring Relationships

Start by improving the spiritual and intellectual relationship among board members. Make Bible study, personal sharing, and prayer times with the board a high priority. Seek times when they can be weak, honest, and vulnerable with one another, and make sure you model that as well. Each member should say it has been good to be with these people. A spirit of love, honesty, and integrity while handling issues can feed joy even when the news itself is not as bright as we would like.

Disciple the Board

Get to know board members well. Become familiar with their families, businesses, pains, and trials. Let them know what you are struggling with. Pastors have an opportunity for personal influence on board members unlike any other group in the church. Although you pastor the board with an intensity you can't give the rest of the congregation, it builds into the congregation a nurturing pattern that spreads to others. Pastors can encourage board members to do what they didn't think they could, enabling them to take steps toward maturity in Christ. Board members are then equipped so others will follow them in the steps of our Lord.

—DAVID HUBBARD

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Build Better Relationships with Your Board

To get along inside the boardroom, you have to start outside.
Romans 12:18

I was playing racquetball with another minister. The score was close. Suddenly, as if propelled by adrenaline, the guy blew me away. Soundly defeated, I asked, "What's with you? How did you pull that off?"

"It started when I began to think about last night's board meeting," he said. "I got madder and madder and smashed that deacon's face all over this court!"

While there's a lot to say for diffusing hostility in a game of racquetball or a round of golf, pastors and boards need to find ways to cultivate amicable relationships. Here are four ways pastors and boards can learn to get along:

- 1. Schedule time together between official meetings, whether one-on-one or with a few.** It can be in the pastor's or a member's home for an evening (with spouses), or over lunch. Tomorrow morning, for example, I have initiated a breakfast meeting with five key board members as we work through a matter for our congregational business meeting next Sunday. But sometimes the get-together may simply be for social purposes. I've found I must plan these times well in advance, or they won't happen.
- 2. Get away for overnight retreats.** One of the best decisions we made several years ago at our church was to have pastor-elder retreats at least twice a year. These are great times for getting beneath the surface of one another's lives as well as evaluating our ministry. We eat together, enjoy some needed laughter, and have extended times of prayer with each other. Sharing rooms overnight also helps break down barriers among one another. We always come back closer and in better harmony. Start doing this, perhaps once a year, shortly after the annual election of new board members. It is imperative that *every* member attends these events.
- 3. Translate attitudes into actions.** You love your spouse, but it sure does help to say so. You enjoy your kids, but a warm embrace communicates your attitude. Pastors and board members need to tell each other how grateful they are for their time, energy, and commitment. Written notes are appreciated. A sincere, firm handshake and an eyeball-to-eyeball look never fail to encourage. A phone call is another way of translating attitudes into action.
- 4. Support each team member.** We all have enough enemies. Each of us wrestles with sufficient self-deprecating thoughts. Let's become loyal in our support of one another, especially in each other's absence. If we have areas of disagreement—and we will—let's work them out face-to-face, courteously, and confidentially. Pastors, let's not use the pulpit as a hammer to settle arguments. Board members, let's seal our lips when damage could be done to the ministry by an uncontrolled tongue. And whenever push comes to shove, play racquetball. Nobody needs to know why you suddenly start playing better.

—CHUCK SWINDOLL

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Disciple Your Board

Focus on personal relationships to foster spiritual growth.

Mark 3:13–14

Three years of an intimate, almost unbroken relationship with Jesus prepared 12 men to turn the world upside down. Whether you are starting a new church or beginning ministry in an established one, you will find this fundamental strategy of Jesus to be the key to growing strong, healthy board members.

The Discipling Pastor

When Jesus spent time with the Twelve, the disciples learned from what Jesus did as well as from what he said. His attitude under pressure and his response to those who came to him were constant demonstrations of how to care for those in need. Time with Jesus was an ideal “School of the Spirit.” The pastor needs to seek that ideal with the board.

First, spend time with your board members and motivate the board to do the same. A monthly meeting is not adequate in time or atmosphere, but it can be helped greatly by making time for social fellowship over a meal together or a time of relaxation with families.

At least one annual spiritual retreat with the board is essential. This is not a business retreat, but a time for spiritual renewal. The retreat allows you and your board to learn together, grow together, and get to know one another at deeper levels. It should be a time of corporate, inductive Bible study, a time for praying together, a time to seek the mind of Christ together. Each person should have the opportunity to open his heart, reveal where he is hurting, share his concerns, and allow others to minister to him.

A wise pastor gives priority to the nurture of loving, caring, supportive relationships between himself and those with whom he serves. This takes time—much time—but you cannot afford to do less.

The Discipling Pastor in the Boardroom

In the board meetings, a pastor demonstrates whether he is a dictator or friend and servant, whether he thinks of himself as the head of an organization or a member of a team of disciples. Understand that you are a servant to the servants of Jesus Christ, who is head and Lord of the church. It is a team ministry in which the head of the church guides and directs not only the pastor but also every member of the board.

Listen much more than you talk, and avoid manipulative practices designed to influence decisions, trusting the Spirit of God to guide the body according to the will of God. Never intimidate the board or communicate the idea that they must decide as you wish. Your influence should come through the friendships you have been nurturing as you disciple the board at times other than official meetings.

—RICHARD C. HALVERSON

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Vitalize Board Meetings

Put life and vigor back into the boardroom.

Hebrews 10:24

Most church board meetings are filled with business items. Yet the primary focus of the church should be people and seeing their lives changed by the gospel. Here are five ideas that will keep the focus on people and encourage board members:

1. Invite someone to come and share his or her story of how life is different because of Jesus Christ. Perhaps there is a couple whose marriage has been restored, or a person who recently came to faith in Christ. Have them come and share their story with the board members. Everyone will be encouraged, Christ will be honored, and the meeting will take on a new tone.

2. Do a ministry project together. Do something to help your church board members get to know each other in a whole new setting. Repair a parishioner's home, do a car wash fundraiser with the teenagers, do a church property improvement project. Being together outside of the normal business meetings will create informal conversations, enabling board members to relate to each other on a different level. Plus, a ministry project will bless the congregation as they see their leaders working together.

3. Invest in your board members. You may have had some initial training for your board members, but what are you doing regarding their ongoing education? You can budget annual training opportunities or invite guest speakers to share their experience in varying fields. An effective church board continues to learn and grow.

4. Use small-group discussion techniques. You may have heard that in a group, 20 percent of the people talk 80 percent of the time. My observation of church boards is that 20 percent of the people talk all the time and 80 percent of the people don't say a thing. Yet, people in the silent 80 percent often have some of the best input.

Break your board into small groups of three or four members to discuss an issue. This way everyone can share ideas and offer opinions. The key is to have every group report back to the whole what conclusions, ideas, or suggestions came out of the group. Everyone then feels they contributed and were heard.

5. Do self-evaluations. While we often do performance evaluations with paid staff, volunteer staff seem off-limits. So have board members do self-evaluations. The keys to self-evaluation, patterned after the forms used at NextLevel Leadership workshops, are:

1. Establish performance standards.
2. Have members score themselves on a five-point scale for each standard.
3. Personally review each member's evaluation with him or her. Without this step the process has no real significance. If they are doing well, then a phone call may be enough. If the board members do not rate themselves high, then maybe it would be good to meet face-to-face to discuss their evaluation.

—BRUCE R. JOHNSON. Adapted from "How to Vitalize Church Board Meetings" (Power Trade Media, 2004). Used with permission.

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Three Key Traits of Effective Boards

Does your board exhibit these traits of church board health?

1 Timothy 1:3–6

When a board is healthy and effective, these three traits dominate the decision-making process.

Teamwork

The best players don't always win the championship—the best team does. What's true on the field is also true in the boardroom. When everyone knows, accepts, and fulfills his or her role on the leadership team, the odds for success escalate.

First, every team needs a clearly defined leader: someone to keep the group headed in the same direction and to provide solidified leadership when crises or opportunities come along.

Second, church boards need to accept that initiating and designing ministry are individual skills, while evaluating and critiquing are group skills. There are good reasons why people joke about planning by committee. When an entire board tries to design, create, or generate new programs, it's headed for failure and frustration. Allow the leader, staff, or a small group to propose strategy. Then the board can evaluate, fine-tune, and modify the plans—things larger groups do well.

Courage

Why do some boards lack courage? One, groups tend to be more conservative than individuals, more cautious and oriented toward the past. Two, most boards are hesitant to take unnecessary chances, alienate members, or make a mistake. Taken to an extreme, these factors paralyze the decision-making process.

Timid boards that rely on opinion rather than wisdom often use surveys and congregational meetings to pass leadership responsibility back to the congregation. But there is no way an entire congregation can work through a complex issue as carefully as a small board. The result will almost always be more heat than light.

Healthy boards, however, realize this and lead. While the congregation needs opportunity to offer input and ask questions, it's the board's job as leaders to dig through the facts, compare the consequences of various options, and come up with a plan. Then it's the congregation's prerogative to accept or reject that plan.

Trust

Every board has a basic bent toward either trust or suspicion. Dysfunctional boards ask "Why?" Healthy boards ask "Why not?"

How can you develop trust on your board? Begin with helping the board avoid micromanagement. A consuming attention to detail reveals a lack of trust in the competence and judgment of others. A board develops trust as it keeps its focus on the big picture—setting direction, making policy. Trusting boards don't argue over what kind of tires to put on the church van. They leave that decision to the people who maintain and drive the van.

—LARRY OSBORNE

Comment [LQ1]: If a pastor hands this to his board, they might think he's suggesting they're dysfunctional. Better be cautious and delete anything that may give a negative impression.

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Make Good Board Decisions

Check your motives and your methods with these 10 questions.

Proverbs 4:6

- 1. What are our options?** Do your thinking early. If you wait until the last minute, you don't have time to make the best decision. My son gave me an engraved sign that reads: "Increased options increase our chances of being right."
- 2. Is this mutually beneficial?** Harvard University commissioned a 30-year study of successful CEOs. One common trait among them: altruism. I define altruism as this: "I give before I receive." That attitude makes for mutually beneficial and better decisions.
- 3. What's the risk?** The principle of calculating risk is seen in the verse, "What good will it be for a man if he gains the whole world, yet forfeits his soul?" The benefits of temporary gain are offset by permanent loss.
- 4. Is it timely?** You can develop your sense of timing by cultivating what a friend calls "disciplined imagination." That means taking the present facts and extending them: what will be their relationship in the future?
- 5. Do we have staying power?** When you make a decision, you need to follow it through the valleys until it gets to high ground. Make sure you have the emotional resolve to carry out decisions, especially when they prove harder than expected.
- 6. What are the long-term ramifications?** Every action has a reaction. Consider the consequences of your decision.
- 7. Have we built in escape hatches?** Not all decisions can include escape hatches, but often we can build correction points into our decisions. In contracts, for example, I like to stipulate an evaluation of the agreement at a specific future date.
- 8. Have we asked for advice—after doing our homework?** Pride often prevents people from asking for advice. I once told a friend, however, "Ignorance is my greatest asset." Do your homework first, then seek advice from people with expertise.
- 9. Have we validated the decision in prayer?** We need more than facts: we need the truth. The Pharisees were experts in facts but missed the truth. Christians, on the other hand, have the advantage of making decisions with the Holy Spirit. I talk to the Lord exactly as I would to a business partner about all the details. I pray to see if my mood, motives, and method are correct. I ask the Lord to let me remain in neutral—willing to go any way—until after I've talked with him and been honest about what I should do.
- 10. Are we afraid to pull the trigger?** One person who gave the Lyman Beecher lectures at Yale remarked, "Some people, if they saw a sign, 'This way to heaven,' and another sign, 'This way to a discussion on heaven,' would take the discussion." To shoot a rifle, you have to pull the trigger. To make a decision, you have to act.

—FRED SMITH

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What's Behind Your Decisions?

Values determine decisions. But which values?

Matthew 6:21

Church boards use criteria for decision making that range from "what we did last year" to "what change should our new board make first?" Before your next decision, ask these questions: Which criteria does our board use? Which criteria would improve the governance system in our congregation?

The Past Versus the Future

The most frequent and influential reference point is precedent. What did we do last year? Did anyone complain about that?

For example, a pastor may request two weeks of vacation in August. When a new board member questions that, the pastor replies, "That's the schedule I've followed for seven years." Everyone appears satisfied.

But perhaps someone should ask, "July through early September are peak church-shopping months for newcomers to this community. Is it wise for our minister to be gone then? Could we move those two weeks to June?"

As a board, you need to choose whether your governing criteria will be questions like "What are our traditions?" and "What will our members think?" or questions like "What do we want to do better?" and "What will visitors think?"

Reality Versus Dreams

Consider the example of a pastor who proposed adding a second service: "I believe if we revised the schedule, we could average more than 200 in each service a year from now."

"I admire your optimism," began a veteran leader, "but this building was designed to seat 500. When we had fewer than a hundred, we rattled around like peas in a bushel basket. We've finally got decent-sized crowds now. I don't think we should go to two services until we average 400 in church."

"My hope would be to broaden our appeal," explained the pastor. "We could build one service around our pipe organ and the other around contemporary Christian music."

Which priorities should control this scheduling decision? As a board, you need to choose whether to ask "How will it affect our ministry?" or "How will it expand our ministry?"

Practical Versus Spiritual

When the committee chair recommended hiring the Smith & Brown firm to help raise \$800,000 for the building fund, Harold said, "I have one question. What proportion of the churches they have worked with have met or exceeded their goal?"

"I have two different questions," added Tracy. "First, which firm does the best job of enhancing the congregation's spiritual life? Second, which one leaves a satisfied group of parishioners, and which one causes people to feel they have been pressured?"

What are the criteria to use in selecting a fundraising agency? Its effectiveness in meeting financial goals or the atmosphere the agency creates?

As a board, you need to choose whether your governing criteria will be questions like "What does it cost?" and "Will this ask too much of our people?" or questions like "How will this glorify God?" and "How will this challenge our people to grow?"

—LYLE E. SCHALLER

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Overseeing Ministry from the Boardroom

Learning to see the big picture begins with learning to trust.

1 Peter 5:2–3

As a church grows, the board needs to move away from managing details to overseeing the big picture. This transition depends on the board's willingness to trust others. These three governing principles can help boards to exhibit trust and serve well:

1. The mission's objective and any constraints must be made explicit by the board in advance. In other words, everyone has to know the rules ahead of time—both the goal and the limits of their freedom. For instance, our youth associates need to know how we're going to judge the success of their program. Will it be by attendance, number of new Christians, sign of spiritual growth, or the percentage of church kids that come? And what are their constraints? Do they have a budget? How much? Are there any programs or ministries they must provide (Sunday school, camps, or a set number of socials)? Any good job description will do. What's important is that both staff and key volunteers know explicitly what the board expects them to accomplish.

2. Individuals are to be given the freedom to pursue the objective as they think best. No one knows better than those on the front line what will and won't work. Don't force someone to do something in a way that he or she knows is less than best. This principle is particularly important when dealing with staff. Why hire an expert if we aren't going to let him do his thing? When our board hires someone, we look for the wisest and most gifted person we can find. For us to control the details of the ministry would waste his or her gifts and indict our judgment in hiring.

3. The freedom of ministry leaders is to be limited only when it's essential to coordinate their actions. Keeping everyone moving in the same direction is one of the board's primary jobs. Sometimes that calls for reining in a particular ministry. I know of one church where the music program became so large that the splashy programs and travel tours left few volunteers for anything else. When the director asked for another bus and still more sound equipment, the board had to say no.

Occasionally, a special emphasis or program will mandate that freedom be temporarily set aside. During a missions emphasis we can't have the youth group off on a ski trip, or the women's ministry hosting a weekend retreat. But other than times like these, it's hands off. Even if we doubt an idea will work, we try to give people the freedom to give it a shot. That's what trust is all about.

—LARRY OSBORNE

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Turn Vision into Reality

Vision happens only when you understand the process.

2 Timothy 2:2

Leadership demands that we have the ability to realize our goals—to turn vision into reality. Those who have given themselves to leadership know how difficult this is. But effective leaders follow these three steps in bringing vision to life:

Clarity

When you are in the process of developing a vision, the first secret is to decide what you want and be clear about it. What's your vision of perfection? Every great organization I know has somebody at the top who has a clear vision of perfection and is willing to put it to work. If reporters came to your church because of the excitement there, what would they see? What would the youth see? What would the members see? What would the staff see? What would this church be like?

As you set the vision, it's important to find out what the congregation wants—but notice that this is second. After you create a vision, the people will probably want to tweak it, but they're not going to change it significantly. Think things through, accept input, then create a strategy and stick with it.

Communication

Organizations resist change because people prefer what's familiar. Adding to the problem is that most leaders of change don't understand the concerns people have when they go through transition. Their first concern is for information: "Tell me what you've got in mind; let me ask questions about it." The second concern is personal: "Will I be able to survive? Where am I going to fit in?" The third concern is implementation: "Okay, now I know what you are talking about, and I think maybe I can live with it. How is it going to be done?" The fourth concern is impact: "What's the result? What's the benefit?"

Notice that not until the first three concerns are answered do people care about the benefits. That means a leader cannot announce a change and explain its benefits, then expect people to support the change. When you ask people to do something different, they focus on what they have to give up, not on what they are going to gain.

Implementation

Managing the journey of change is more important than announcing the destination. Often we announce, "Here's a vision; here's what I want to do." Then we use a delegating leadership style and don't roll up our sleeves and get in there.

Follow-through is so important. I asked Max De Pree, former chairman of the board of Herman Miller, "What is your role in the vision of your company?" He said, "The top manager should be like a third grade teacher: You repeat yourself over and over until people get it right." Managing the journey means coming up with the vision and the direction, and then implementing the vision: coaching, supporting, giving directions, praising progress, and redirecting.

—KEN BLANCHARD

PRACTICAL MINISTRY SKILLS**How to Serve as a Board Member**

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Take to heart the responsibilities of church leadership.

1 Timothy 3:8–13

This board has been charged by the members of the congregation with the operation of the church. With such an important responsibility, persons selected must portray in their personal and corporate life qualities of spirituality, integrity, and good judgment. You have been chosen because your church believes you exemplify these qualities.

Know Your Basic Responsibilities

As a functioning member of the board, you assume the following responsibilities:

1. To be a faithful member of the local church.
2. To be a faithful steward of time, talent, and financial means.
3. To seek the Lord for divine guidance and courage to make decisions.
4. To be both ethical and professional in handling the information and decisions you will confront.
5. To put the interests of the church above personal interests.
6. To always remember the church's mission in making decisions.

Plan for Effectiveness

The following guidelines will enable you to be effective in your role:

Don't be afraid to speak your conviction or disagree with others, including the pastor. We are only as strong as our willingness to express opinions and convictions. Don't hold back an idea or motion because you are afraid you will be voted down.

Maintain an attitude of mutual respect and trust. Unless we respect and trust one another, there will not be the free and open exchange that is necessary to good decision making. If you have doubts and questions about the integrity or sincerity of any member of the board, express it to that individual privately. Ask questions to gain understanding. We are not adversaries, but teammates.

Insist on adequate information before you vote. It is much better to postpone a decision than to rush into something with only partial, incomplete facts.

Vote with wisdom, not emotion. Make decisions based on facts, needs, and careful thinking, rather than on reactions or past experience. Avoid assumptions based on a bad experience or accumulated problems through the years.

Maintain confidentiality and proper communication. Statements made by the board should not come back on the telephone, street, or anywhere. Various viewpoints may be reported, but it is unethical to mention names. Furthermore, when a decision is reached, do not assume you are free to communicate that information. The board has the responsibility of establishing proper channels for disseminating information.

Support the board's decisions. In his book, *Guidelines for Committee and Board Members*, Robert Firth states, "Once a committee has given its group judgment to a problem and decided on a solution...the dissenting individuals no longer have the right of dissent." Loyalty involves support even though it may not have been our first choice for the board to vote the way it did.

—CHURCH RESOURCES CONSORTIUM. Adapted from *Responsibilities in the Local Church* (North American Division of Seventh-day Adventist Church, 2002). Used with permission.

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Further Exploration

Resources for church boards.

The 17 Indisputable Laws of Teamwork, by *John Maxwell*. Like his book *The 21 Irrefutable Laws of Leadership*, this book from Maxwell offers simple, straightforward lessons on leadership, this time focusing on working together (Nelson Books, 2001; ISBN 0785274340).

Building Effective Boards for Religious Organizations: A Handbook for Trustees, Presidents, and Church Leaders, edited by *Thomas P. Holland and David C. Hester*. This book, based on extensive research, focuses on the role and responsibilities of non-profit organization boards and offers practical advice on increasing communication and effectiveness (Jossey-Bass, 1999; ISBN 0787945633).

Church Administration Handbook, by *Bruce P. Powers*. This book serves as an extensive resource for answers to your questions about administration, personnel, and procedure (Broadman & Holman, 1997; ISBN 0805410619).

Growing Your Church Through Training and Motivation, edited by *Marshall Shelley*. Compiled by the editors of LEADERSHIP journal, this book contains 30 different perspectives from the nation's most-respected pastors and church leaders on building leaders within your church (Bethany House, 1997; ISBN 1556619677).

LeadershipJournal.net. This website offers practical advice and articles for church leaders.

The Purpose-Driven Church, by *Rick Warren*. Warren's fantastically popular "Purpose-Driven" series includes this book, which urges church leaders to stop thinking about programs and shift to a people-building process of cultivating church health through fellowship, discipleship, worship, service, and evangelism (Zondervan, 1995; ISBN 0310201063).

Renewing Your Church Through Vision and Planning, edited by *Marshall Shelley*. Compiled by the editors of LEADERSHIP journal, this book contains 30 different perspectives from the nation's most-respected pastors and church leaders on leading your church into the future (Bethany House, 1997; ISBN 1556619650).

Simply Strategic Stuff: Help for Leaders Drowning in the Details of Running a Church, by *Tim Stevens and Tony Morgan*. This light-hearted book offers a practical, funny guide to church management, and may be particularly helpful to churches managing growth or transition (Group Publishing, 2003; ISBN 0764426257).

Spiritual Leadership: Principles of Excellence for Every Believer, by *J. Oswald Sanders*. This book, written 40 years ago, has passed the test of time as a classic guide for growing godly leaders (Moody Publishers, 1994; ISBN 0802467997).

Transforming Church Boards into Communities of Spiritual Leaders, by *Charles M. Olsen*. This book, based on extensive research from many faith traditions, offers practical ways to make board meetings opportunities for spiritual growth (Alban Institute, 1995; ISBN 156699148X).

Visioning: God's Blueprint for Developing and Maintaining Vision, by *Andy Stanley*. Based on the life of Nehemiah, this book describes how to differentiate between a good idea and a God-given vision, and how to implement that vision in your church (Multnomah, 2001; ISBN 157673787X).