

EFFECTIVE GOVERNANCE

MICHIGAN DISTRICT LCMS WEBINAR

March 27, 2013

I. SOME QUESTIONS TO GET US THINKING...

- A. At your church, to whom do staff members report and who supervises them...
- ... Boards?
 - ... Council?
 - ... Other staff?
 - ... All of the above?
 - ... None of the above?
- B. Who is responsible for establishing vision and goals and monitoring progress in keeping them?
- C. Do you have an inclusive written policy manual available to be accessed by anyone?
- D. Do you have written job descriptions for each ministry position?
- E. Which matters must go to the Voters' Assembly for approval and which matters can the Council approve without Voters' approval?
- F. The basic question is...

How effectively is it working?

II. EFFECTIVE STRUCTURES...

- A. organize the _____ of the congregation
- B. organize the flow of _____ into the congregation
- C. influence the making of _____ (major and minor)
- D. provide for the _____ and _____ of _____ and the training and equipping of ministry _____

- E. are the _____ of vision, goals, and planning
- F. encourages _____ to be more easily dealt with
- G. provides a positive framework to _____ creative _____ for ministry opportunities

III. SYMPTOMS OF GOVERNANCE ISSUES

- A. _____ of what to take to Voter's Assembly
- B. Use of _____ to "get my way" when other ways don't work
- C. Spending of money without consideration of what is _____ in meeting the church's _____
- D. _____ ministry of the church taking too large a share of _____
- E. Lack of proper staff _____
- F. Playing of boards & staff _____ each other
- G. Staff not knowing what _____ they have without _____
- H. "Kingdoms" of ministry independent of the church's total _____ and _____
- I. Little accountability of the _____ of ministries in achieving the church's mission
- J. Ministries in the church operating without _____ to the total mission and ministry of the church
- K. Improper _____ accountability (for example, spending designated funds for non-designated purposes)
- L. Budgeting according to _____ or _____ rather than according to _____.
- M. A non-working set of _____.
- N. _____ problem solving.
- O. There is a _____ of reports and documents to be _____.
- P. Staff are _____ what to do and _____ to do it.

IV. GOVERNANCE DOES NOT EQUAL MANAGEMENT

A. Roles to consider...

B. Board / Council Governance (Abdon; Pragmatic) _____

C. Policy-based Governance (Carver) _____

V. SIX CORE PRINCIPLES OF EFFECTIVE GOVERNANCE

- A. Don't invite people to participate on a work crew and trap them into a deliberate body, or vice versa.
- B. When delegating responsibility, clearly state the goals to be achieved and the scope of the authority granted.
- C. Boards speak as a body, not as individuals.

- D. Boards speak through written policies.
- E. Staff and volunteers need clear direction, clear limits and maximum flexibility in choosing means
- F. The staff and volunteers should be responsible for managing their own work.

VI. CONSIDER TAKING THIS TEST...

A. Evaluate how time is spent in meetings...

1. Obtain copies of the minutes from January-March, 2012 and January-March, 2013
2. Divide into three groups with each group taking one month's minutes
3. Each group is to identify from their minutes the major issues discussed, the approximate time spent and the action or other outcome produced.
4. Gather the results of each group and list the items on whiteboard or newsprint

B. Answer the following questions:

1. How much of the time was spent helping the staff (paid and volunteer) to select "means" – things that answer the "how" question? (*Include all discussions of individual budget items, approvals of proposed programs and discussions about particular events.*)
2. How much of the time was spent establishing limits for the staff ahead of time?
3. How much time was spent criticizing staff for violating limits not articulated ahead of time?
4. How much of the time was spent refining and improving its own process, including the process for communicating and evaluating effectiveness and impact (rather than action and efficiency)?
5. How much of the time was spent stating whose lives the ministry is intended to change and in what way – things that answer the "why" question?

VII. THE BASIC QUESTION IS: HOW EFFECTIVELY IS OUR STRUCTURE OF GOVERNANCE WORKING?