

STAFF MANUAL

FOR

**NORTH VALLEY BAPTIST CHURCH
3530 DE LA CRUZ BOULEVARD
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**NORTH VALLEY BAPTIST SCHOOLS
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**GOLDEN STATE BAPTIST COLLEGE
3520 DE LA CRUZ BOULEVARD
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BY

DR. JACK TRIEBER

Dear Fellow Co-laborers,

The ministry of North Valley Baptist Church is moving ahead with

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Dear Fellow Co-laborers,
The ministry of North Valley
Baptist Church is moving
ahead with greater vigor
than might have been
imagined even a few years
ago. In every way, it is

becoming clearer that the Lord is moving among our people to build something that is unique.

This new edition of the Staff Manual presents our philosophies and procedures more clearly, and endeavors to share my vision of our staff as a team, a family, and a unit that is being used by our Lord to shape the lives of our church members and students.

I have placed a great deal of prayerful effort into this manual, and I expect every staff member to know and follow these instructions. In addition, I expect every staff member to agree with its underlying philosophy. If we are to continue establishing a strong, independent, fundamental, Baptist church, we must move together with a unified system of thought and action. Each time a staff

member ignores a procedure, it weakens the entire organization and disappoints me personally.

I am looking forward to the challenges that lie ahead. With God's help, let us band together to create a team that can accomplish all God has for us to do.

Your friend,
Dr. Jack Trieber
Pastor

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Work Conditions and Benefits

I. Definitions

A full-time employee is one who works a minimum of thirty-two hours per week on a regular basis as office staff, or one who works for the duration of the school year as a teacher. In the

college, a full-time teacher would be considered one who teaches 14 credit hours per semester; for NVBS, a full-time employee is one who works a minimum of thirty-two hours per week on a regular basis or teaches a minimum of six classes per day.

A part-time employee is one who does not work on a regular basis as outlined above. Part-time employees must fill out time cards and turn them in to the

bookkeeper according to the specified schedule. Failure to turn in time cards by the deadline could result in the employee not receiving a paycheck until the next scheduled pay period.

The term per year covers the school year for teachers and the full calendar year for other employees.

II. Sick Leave/Personal Days

Sick Leave and Personal Days are covered in the chapter entitled “Holidays, Vacations, & Sick Days” in

this section of the manual.

III. Holidays and Vacations

Holidays and vacations are covered in the chapter entitled “Holidays, Vacations, & Sick Days” in this section of the manual.

IV. Absence of Teachers and Staff

All employees shall forfeit their pay for non-allowable days of absence as set forth in the following paragraph:

A. An employee must notify his employer of a

forthcoming absence in sufficient time to allow that employer to find a substitute should such action be necessary.

B. Call before 10:00 P.M. the day before the absence or no later than 6:00 A.M. on the day of the absence.

C. Failure to follow these guidelines will result in the loss of half a day's pay in addition to the time absent from work.

V. Substitute Teachers

Substitute teachers will be obtained by the school administration as needed. Under no circumstances should a teacher schedule substitutes for an absence.

VI. Tutors

A. All tutors of North Valley Baptist Schools/Golden State Baptist College must be approved by the school administration as needed.

B. Any employee who agrees to tutor should not do so on company time.

- C. No tutoring will be done without permission from the administration.**

VII. Salary

- A. Pastor determines salaries for full-time employees.**
- B. Pastor or the immediate supervisor determines the hourly wage for part-time employees.**
- C. Substitute teachers are paid at an hourly rate determined by the school administration.**

VIII. Benefits

A. Health insurance benefits are provided for all full-time employees. Once employees or spouses are eligible for Medicaid benefits (when they turn 65), the church will no longer provide medical insurance. Employees may still choose to participate in the dental insurance programs for themselves or their spouses if they so desire.

B. Dental plans are available. The church

pays half the cost.

C . There is a tuition discount for the children of full-time employees. Registration fees are not discounted.

D. All full-time employees as defined on the previous page are provided with life insurance coverage with a \$25,000 death benefit. All questions regarding this should be referred to the Business Manager.

E. Disability insurance is

available. In the event of physical illness or disability that results in an employee being off work for an extended period of time, the employee will receive full salary for a maximum of seven days. Therefore, you are strongly encouraged to have some type of disability insurance.

IX. Health-related Appointments

Medical appointments should not be scheduled

during regular work hours.

X. Birthday Celebrations

A. The staff will celebrate the birthdays of staff members at the Monday morning staff meeting the week of the birthday.

B. Full-time staff members receive a \$100 bonus as a birthday gift; part-time staff members receive \$50. (Appropriate taxes are deducted from the bonus.)

XI. Staff Parties and Activities

Staff parties and activities are scheduled periodically throughout the year. Your attendance is not mandatory, but it is strongly recommended.

XII. Jury Duty

A. Full-time employees will be paid for work time missed while serving on jury duty. Part-time employees will not.

B. Full-time staff members should sign over to the church any payment received from the court

system for serving on jury duty since normal salary is paid for any work time missed.

XIII. Mandatory Breaks

According to California labor law, hourly employees who work more than a six-hour shift per day must take at least a half hour lunch break after no more than five hours of work. This break should be indicated on the employee timecard and not counted in the total hours worked for the day.

Holidays, Vacation, & Sick Days

I. Holidays

Only full-time employees receive holiday pay. Eight legal holidays are observed annually: New Year's Day, Presidents' Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day, the Friday after Thanksgiving and Christmas Day..

II. Vacation Time

A. Full-time staff members

who have been employed one year receive one week of vacation. Effective January 1, 2002, a week of vacation will be equivalent to the number of days a staff member typically works each week. For example, a staff member who works a three-day week will receive three days of paid vacation time.

B. Full-time staff members who have been employed two years or more

receive two weeks of vacation.

C. Full-time staff members who have been employed ten years or more receive three weeks of vacation.

D. At Pastor's discretion, full-time employees who transfer to our ministry after working in another ministry will transfer in their seniority. Thus, a person who worked ten years for XYZ Baptist Church before coming to North Valley Baptist

Church may be eligible to receive three weeks of vacation during his first year of employment here.

E. In recognition of the fact that not all days are of the same value, employees who are asked to work on special holidays (such as Christmas Day) will receive a replacement day for each holiday worked, and they may be given additional days off

as compensation. These situations will be dealt with directly by Pastor Trieber.

F. Staff members are expected to request vacation days or ministry-related absences at least two weeks in advance, and they should be sure to have all responsibilities covered during any absence. Vacation and ministry-related absence requests should be

**submitted to the
Business Manager for
approval.**

**G. Please remember that,
from an administrative
point of view, vacations
fragment a staff and the
work we are trying to
accomplish. Therefore,
you should take your
vacation time
predominantly at one
time. For example,
splitting two weeks
between the summer and
winter is fine, but taking**

vacation time one day at a time frustrates the purpose of what we are trying to accomplish. Please do not ask to do so. I realize that this policy might not be typical of secular companies; but we are not a secular company, and our policies reflect our needs.

H. While you are on vacation, do not travel during church service times.

I. As indicated in Chapter 19 of Pastor's book *Lessons in Leadership*, an employer may choose to reward an employee, and additional time off may be given as a reward. If it is determined to do this for an employee, it is not counted as part of his vacation days.

J . Special Notes for GSBC Employees

- 1. In general, twelve-month GSBC faculty members who have**

three weeks of vacation will take seven vacation days during the Christmas holidays, and they will take their remaining vacation days during the summer. In conjunction with the GSBC office holidays, this will seem like a vacation of approximately two work weeks during the Christmas holidays. Vacation

times for twelve-month GSBC faculty members who have one or two weeks of vacation will be determined on a case-by-case basis.

- 2. The Business Manager of the church keeps records of all employees' time. Attendance records for GSBC will be forwarded to the Business Manager on the first work day of**

each month.

- 3. Nine-month faculty and all part-time faculty of Golden State Baptist College teach each day their classes are scheduled to meet, and they do not receive paid vacation days.**
- 4. Full-time nine-month college staff members will receive five vacation days during each academic year. They are also entitled**

**to the GSBC office
holidays which occur
during their
employment.**

- 5. In general, no
vacations may be
taken the two weeks
before the opening
day of the fall
semester, the two
weeks immediately
following the opening
day of the fall
semester, the last
week of any semester,
or the first week of**

the second semester. Please refer to the vacation request form for any additional blackout dates.

- 6. Vacation and sick days for GSBC employees follow a calendar which begins on Labor Day and ends on the day before Labor Day.**
- 7. GSBC employees who are asked to work on Labor Day will receive the day of**

**New Year's Eve as a
substitution holiday.**

**K . North Valley Baptist
Schools**

- 1. NVBS teachers are
employed nine
months per year.
Their vacation days
are the same as the
student vacation
days, except where
noted in the NVBS
teacher policies.
Their salary is
designed with this
vacation schedule in**

mind.

- 2. If the NVBS administration approves a teacher to take time off on a day that is not a school holiday, the approval can only be granted if the employee's pay is reduced for being absent on a school day.**

L. Hourly Employees

Hourly employees do not receive paid vacation

days.

III. SICK DAYS/PERSONAL DAYS

- A. For a full-time employee, full salary will be paid for seven days per year in the event of personal illness and/or death in the immediate family (spouse, parent, child). For a part-time employee, full salary will be paid for four days per year in the event of personal illness and/or death in the immediate**

**family. Please note:
These seven days may
not be used for the
illness of a family
member.**

**B. If an employee is still ill
after his allotted sick
days have been used,
additional days will
count against his
vacation. After an
employee has used all of
his sick days and
vacation days, his salary
will be reduced for
additional absences.**

- C. Sick days may not be accumulated from year to year.**
- D. Unused vacation days may not be accumulated from year to year as either vacation or sick days.**
- E. For a full-time employee, full salary will be paid for five days per year in the event of the illness of a child, a life-threatening illness of a relative (immediate family or extended family), or the**

death of a relative besides a spouse, parent or child. Absences of this nature above five days per year will either count as vacation days or be unpaid. Absences to visit relatives with a life-threatening illness or attend the funerals of extended family should be approved in advance by the employee's supervisor and/or by Pastor.

The Business Manager will

*keep attendance records for
all employees.*

Office Policies and Procedures

This is a church with many related ministries; however, I expect this organization to operate like an efficient, dignified business. Therefore, the following policies must be adhered to at all times.

I. Finances/Purchase Orders

A. Everything purchased must be done through the purchase order

system. When you wish to purchase an item, properly fill out a purchase order or check request. You should include the following:

- 1. Name of company or individual to whom the check is to be written**
- 2. Date you are submitting the purchase order**
- 3. NVBC's account number when applicable**

- 4. A note on the purchase order telling the terms of the purchase**
- 5. The date you need the check (If the date needed is not given, the check request will be put at the bottom of the stack for checks to be written in the future. Do not put ASAP; this indicates poor planning on your part. Allow ample**

time to have check requests signed and the check written.)

6. Your signature on the purchase order or check request

B. Give it to your supervisor for his approval and signature, then submit it to the Business Manager for Pastor's approval. All purchase orders must have Pastor's signature. Purchase orders for the school must have the signature of the school

principal in addition to Pastor's signature. To try to circumvent these policies will only mean a delay for you.

C. Once Pastor signs the purchase order, it will be returned to the Finance Office and disbursed from there.

D. As much as possible, purchase orders should be submitted to the Business Manager for Pastor's signature at the Monday morning staff

meeting. Unless there is an emergency, any purchase order submitted after this deadline will be held until the following Monday, so plan ahead. If there is an emergency, the signature policies must still be followed. Emergencies will be considered on an individual basis. Please submit them to the Business Manager as usual.

E. Some purchase orders

require cash. It is unreasonable to expect someone from the Finance Office to make a trip to the bank on your behalf on a moment's notice. Generally, banking trips are made once each week. Please plan properly to avoid last-minute confusion. The Finance Office has only a limited amount of petty cash on hand, but it is not there for the purpose of cashing purchase orders. Don't

**expect this to be done
for you.**

**F. Never cash a check with
church funds.**

**G. Never enter the room
where the deacons are
counting money.**

II. Office Equipment/Work Room

**A. You may not use another
staff member's computer
without first obtaining
permission.**

**B. Only staff members are
allowed to use the copier.**

Do not give the copier's access code to anyone who is not a staff member.

C. If you use any paper in the copier other than the regular white paper, please remove it when you are finished and replace the regular paper.

D. The copier is not to be used on Sundays.

E. Please use scrap paper under your materials when you are using the

paper cutter. Never use good paper as padding under the blade on the paper cutter! This is a waste of God's money.

F. Do not rip open the packages of paper. Open them neatly at the end so the package can be folded and closed when you are finished. If this is not done, the paper will warp from the exposure to moisture in the air. Once it is warped, it is difficult if

not impossible to use in the machines.

G. When you have paper left over from what you are copying, please reinsert it in the paper package. When it is left on top of the package, it warps and jams the copier. The paper must be stored perfectly flat on the shelf.

H. As a general rule, it is best to use Tray 3 on the upstairs copier for white paper only. Use Tray 1 &

2 for colored paper and card stock. If Tray 2 is not working properly and you must use Tray 1 for colored paper, please don't forget to remove it when you are finished. Those who come after you may wind up frustrated with their color copies, not to mention the waste of God's money.

- I. Please keep the Copy & Supply Rooms clean. A job is not complete**

unless the clean up is finished. If you take items from the shelves and something falls down, please put it back. Clean up when you finish punching or cutting.

- J. Remember that the Copy & Supply Rooms are not general storage areas. Please check with Pastor if you feel something needs to be stored there.**

III. Telephone Etiquette

A. Use of the telephone

- 1. Faculty and staff are**

not permitted to use the paging system during school hours.

- 2. Never program another staff member's telephone.**
- 3. Never call the church collect.**
- 4. When placing long-distance calls on the church's behalf, please consider the time difference in the place you are calling.**

B. Answering the telephone

- 1. Answer all calls by the**

second ring.

- 2. The receptionist should always transfer calls as quickly as possible.**
- 3. Answer cheerfully and helpfully: “Good morning, North Valley Baptist Church; may I help you?” Speak distinctly and be courteous.**
- 4. If a staff member is not available, try to discover the reason**

for the call. It could be that the individual doesn't need to speak with the person for whom he called. "Perhaps I can help you. What was it you wanted to discuss with (staff member's name) ?"

5. Find out the name and title of the caller. Verify spelling. "May I ask who's calling, please?"

6. Keep a notepad and

pen near your phone at all times. It should be readily available, and you should exercise great care in taking good notes. During the call, confirm all information by repeating it and by spelling names to check for accuracy. Verify all numbers. As soon as the caller hangs up, review any notes to be sure they are correctly written.

Use the pink notepads provided by the church, and fill in all requested information on the pre-printed form. Never rely on your memory.

- 7. Never answer questions for another staff member or about his ministry. Always offer to let the caller leave a message on the staff member's voice mail.**

- 8. Don't be breathy or too soft-spoken or quiet on the phone.**
- 9. When you must put someone on hold, never say, "Hold on." Instead, say, "One moment, please."**
- 10. When a caller is angry, please remember the following:**
 - a. Don't take it personally.**
 - b. Do not hang up on the caller.**

c. Apologize (even if you don't believe we are at fault) and indicate that you want to help resolve the problem.

11. Pastor will give the assignments through the Assistant to the Pastor for who will answer the phones and in what order.

12. Do not make or accept personal calls while working. To do

so is thievery.

13. Keep phone conversations short.

14. By virtue of being in the church office, we take in a lot of information that shouldn't be discussed even among ourselves. Do not discuss every call with other staff members.

15. When on the phone, your voice is your only tool for

**communicating
effectively.**

**Remember the
following:**

- a. Make it easy for
the caller to talk
to you. Never show
irritation or
impatience in your
voice when you are
interrupted.**
- b. Respond
enthusiastically to
requests.**
- c. Be flexible.**
- d. Display a sense of**

humor.

e. Project a positive attitude.

f. Show a willingness to learn.

IV. General Office Procedures

A. If you need the secretarial services of a staff member who is not your personal secretary, contact Pastor first for permission.

B. Each church staff member should inform his personal secretary or

the church receptionist when he will be out of the office during office hours.

C. Incoming mail for church staff members will be placed on their desks. School staff will receive mail in their boxes.

D. Check your voice mail frequently and respond to messages in a timely fashion. If you will be out of town, you should create an alternate greeting that tells callers

when you will be back in the office. E-mail should also be set to respond to incoming mail with a message giving the date you return.

Membership & Visitor Follow-up

For Pastoral Staff & Adult Sunday School Teachers

- 1. Absentees from Sunday are to be submitted to the Pastor's secretary by Monday morning.**
- 2. All absentees/visitors will be**

assigned to a pastor at the Monday morning staff meeting.

- 3. Written reports of the previous week's contacts are to be submitted at the Monday morning staff meeting. (See the Visitor Follow-up Log below.)**
- 4. A phone call will be placed to all visitors on Monday.**
- 5. A visit will be made on Tuesday evening.**
- 6. A visitor/absentee letter and a bulletin will be received in the mail by Friday.**

**7. Tuesday through Saturday –
Pastoral visit in the home.**

Visitor Follow-Up **Log**

**Visitor Follow-Up Log for Week
of:**

**Submitted by (Name of Staff
Member/Teacher:**

1. Absentee / Visitor Name:

Phone Number:

Address (Street, City, Zip):

Telephone Response:

Personal Visit Response:

2. Absentee / Visitor Name:

...

Hosting NVBC Guests

- 1. Your automobile must be cleaned inside and out the same day you pick up our guest.**
- 2. Make sure your automobile has gasoline. Never stop along the way and gas your car while the visitor waits for you.**
- 3. Your trunk should be clean and empty.**

4. Most speakers prefer to be picked up at the baggage claim area. Make sure you have the cell phone number of the guest in order to communicate with him in case there are any complications. North Valley News

5. Do not leave the airport if our guest is not on the flight you expected him to be on. Call the church office and have someone there locate our guest.

6. Be very warm and friendly as

you greet our guest. Shake hands warmly.

7. Have and use breath mints.

8. Carry his bags or any carry-on luggage. Do not allow him to carry anything.

9. Ask whether he needs to call anyone or pick up some item he may have forgotten.

10. If the flight was long, he may need to use the restroom. Locate the one nearest the gate before he arrives.

11. Express to him that Brother Trieber is so happy he has

come and that our church is excited about his coming.

12. Be sure that you have cash for the parking fee. Never put yourself in a situation of needing to borrow money from a guest.

13. On the way to the hotel, ask if there is anything he needs. Offer to get clothes cleaned, get food for him, pick up anything he has forgotten, etc. If there is something he needs you to do, take him to his room first. Run the errand

without him unless he specifically expresses a desire to go along with you for some reason.

14. Inquire as to whether our guest has been fed and whether or not he would like to eat before going to his hotel. Be prepared to stop anywhere he chooses, either fast food or a sit down restaurant. You should have at least \$20 in cash and a credit card with you at all times.

15. Ask him questions about

himself. Never talk about yourself. Ask about his work, his ministry, his family, his salvation, how long he has been saved and serving the Lord, and how his work is going at the present time. If he is a missionary, ask how his support is coming in. Show tremendous interest in him, not in yourself.

16. If possible, get the hotel key ahead of time. If not, pick up the key at the front desk. Except under rare circumstances, the hotel

check-in will already be completed; it is simply a matter of getting the key and a room number from the desk. If the guest is staying in the ministry guest rooms, be sure to have the key ahead of time.

17. Escort the guest to his room and carry his luggage all the way there. Other than carrying the bags inside the room, do not go into guests' room for any reason.

18. Once he is in the room, be sure he is aware of the

agenda for the day. In most cases, there is a letter from Pastor with this information.

19. Do not offer to unpack or remove suits, etc. from guests' luggage.

20. After the service, have a cup of water for the guest and stay with him until time to leave.

21. Check to see whether Pastor has any further plans for the guest after the service.

22. If Pastor is not able to go out with the guest after the

service, be available to take him out yourself.

23. If the guest is alone, you should go out with him alone. If he has his wife along, your wife should go with you.

24. Always arrive five to ten minutes early when you are picking up a guest for a meal or a service or to go to the airport.

25. Let our guest determine when he wants to go back to the airport. If the guest wants to be at the airport at

9:00 when his flight leaves at 10:00, take him at 9:00.

26. Give our guest the church phone number, your home phone number, and your cell phone number so he can reach you at any time. If he calls you, answer immediately. You should be aware that a card is in the hotel room which tells guests how to contact the church host should the need arise.

27. It is your job to see to it that our guest feels

**completely at home here
and never feels a moment of
concern about anything.**

The ABC's of a Good Staff Member

ATTITUDE

**Keep it sweet toward
everyone. Be spiritual.
Never express a negative
attitude, and don't be
moody.**

BEAR

**Bear one another's
burdens.**

CHRISTLIKE

Imitate God. Follow His steps. Christ should be revealed in us.

(Philippians 2:3)

DETERMINATION

Be determined to do right and finish the job.

EXAMPLE

According to I Timothy 4, you set an example in everything you do.

FAITH

Whatsoever is not of faith is sin.

GIVING

We should give to others.

Make it a point to give a kind word every day—to students, parents, fellow-believers, missionaries, college students and the lost.

HEAVEN

Set your affection on things above.

INVOLVEMENT

Involve yourself in the activities and program of the church.

JOY

Always be cheerful. Remember the famous

**acrostic for this trait:
Jesus first, Others
second, Yourself last.**

KINDNESS

Be kind to everyone.

LOVE

**Love everybody—even,
and perhaps especially,
those who seem
unlovely.**

MONEY

**Never make money the
object. The love of
money is the root of all
evil.**

NEVER

Neverwrite in private what you would not want read in public. Never say in private what you would not want repeated in public.

OTHERS

Philippians 2:4, 7 and 8 admonishes us to forget ourselves and think of others.

PRAYER

Know how to pray, and spend time doing it.

QUENCH

Quench not the Spirit of

God.

REPUTATION

**Be absolutely certain
that yours is above
reproach.**

SOUL WINNING

**Have a weekly, set time
to go.**

TRUST

**Trust the pastor's
judgment. Almost
without exception, he
will be privy to details
about which you know
nothing.**

UNITY

Work together as a team.

VALUE

**Value your testimony,
your friends, your
ministry and your
church.**

WORK

**Have a good work ethic.
Be self-disciplined. If you
are given a job you don't
know how to do, always
make an attempt to find
out how to do the job.**

eXTRA

**Go the extra mile in
every situation.**

YIELD

**Yield to the Holy Spirit.
It is a sin not to be filled
with the Spirit.**

ZEAL

**Maintain a fervent zeal
to do right and to do
your job.**

What to Bring to Staff Meeting

Energy & Enthusiasm

- I must have the staff
come excited and ready
to:give positive input**

- **receive input positively**

Staring, frowning, or acting disinterested does not lend energy to a meeting.

(Feel free not to attend if you are bored, tired, upset, offended, etc.)

Tools

- **Smartphone, iPad, notebook, Day Timer, etc. to take notes.**

Ears

- **Bring an open ear to the**

speaker and to your peers. Listen when they speak.

Punctuality

- **Be on time (early).**

Completed Projects

- **Get your assigned duties completed.**

A “Can Do” Spirit

- **Do not bring an “It can’t be done” attitude.**

Answers

- To duties that have been assigned

Questions

- These will generate a team spirit.
- These are an opportunity to allow the leader to express his direction.

North Valley News

**The North Valley News
articles are due from**

contributors to pastor's secretary on the 1st of each month. The graphic design department will design the layout and be responsible for mailing the newsletter or outsourcing that task. Staff members may be asked to submit various statistics and information that can be used for the church newsletter.

Pastor has specific goals about timeliness and brevity for the paper; thus, staff members are asked to keep

these points in mind:

- 1. When you are asked to provide information, you are expected to meet requested deadlines.**
- 2. Information about special events may be limited. Please do not be offended if all your announcements and advertisements are not included.**
- 3. Create newsworthy articles.**
- 4. Be intelligent.**

The Lord's Day

Pastor gave these 20 suggestions to the couples at one of our Couples' Retreat. Please remember that Saturday should be a work day of visitation for all staff members who have a day off during the week.

Saturdays should be a day of preparing yourself and your family for the first day of the week, which is the Lord's Day. Thus, I have several suggestions for you:

1. Be involved in seeking to

bring someone to God's house on Sunday. Do this through your bus route, Sunday school visitation, soul winning, etc. Note: I do not believe families should be involved in this activity all day on Saturday.

- 2. Get groceries for the week so there can be a good meal on Sunday and a great snack with your family after the Sunday night service.**
- 3. Check your Sunday school room, your bus, or your area of service on Saturday. You**

might even want to take some time to pray over that area.

4. Mow the lawn.

5. Clean the garage.

6. Wash the car.

7. Fill your car with gasoline.

8. Clean the house: dust, vacuum, clean the floors and bathrooms, etc.

9. Wash all the laundry.

10. Shine all the shoes.

11. Lay out all the Sunday clothes on Saturday night.

12. Don't be involved in parties,

activities, etc. on Saturday evening.

13. Try to keep the television off on Saturday night.

14. Begin to focus on Sunday after supper on Saturday night. Personally prepare your heart with the Word of God on Saturday evening. Spend time in prayer and meditation and confession of sin.

15. Pray together on Saturday evening as a family for your church, your Sunday school teachers, souls, offering,

and your pastor.

16. Play good Christian music in your home Saturday evening and Sunday morning.

17. Set the table for Sunday breakfast on Saturday night. Make Sunday morning breakfast easy—cold cereal, Danish, toast, orange juice, etc.

18. Men, if at all possible, attend men's prayer meeting.

19. Try to be in bed no later than 10:00 p.m. and earlier if possible. Young children

should be in bed earlier than 10:00 p.m.

20. Walk with God on Sunday morning. Get up early—not late—and prepare to meet your God.

Note that your children should take part in as many of these activities as possible.

Presenting GSBC on the Road

- 1. Don't arrive late to the meeting.**
- 2. Don't arrive so early that you are in the way of the pastor.**

3. Don't talk a lot about yourself or, for that matter, about the college. Instead, talk a lot about the pastor and his church. This would include both in and out of the pulpit. Have the pastor tell you how he started the church, what he did to cause the church to grow, how he got ideas for the paint and the colors and the ministries and the soul winning, etc.

4. Your car must be clean when you arrive at the church.

This includes both inside and outside. You should have Armor All applied to the tires.

- 5. Never put up a display without first getting permission from the pastor.**
- 6. Never place the pastor in an embarrassing situation by offering to preach, sing, etc.**
- 7. If he asks you to preach, ask him how long you should preach. If he does not give you a time limit, ask him what time he normally finishes. If he usually**

finishes by 8:30, you should be done no later than 8:20.

8. Be friendly. Be personable. Shake hands with people, sign Bibles, and talk to folks—whether it is a mentally handicapped person in the church, a poor bus rider or the one who apparently is intelligent and perhaps has some money.

9. Your shoes must be shined.

10. Your suit should look very dignified.

11. Your tie should complement your suit; it should look

classy.

- 12. Your shirt collar and sleeves and shirtfront ought to be well starched and sharp looking.**
- 13. If you use a handkerchief, it should never be wadded up and gray. Instead, it should be pure white and neatly pressed.**
- 14. Every strand of your hair should be neatly in place. Be sure it is washed and never oily looking.**
- 15. Don't be too wordy or lengthy.**

16. Listen.

17. Do not preach to try to correct something in the church. Do not preach standards and convictions—that is the pastor's area. Preach something motivational and encouraging that would build the church and the pastor and their relationship with one another. Perhaps preach on the love of Christ, prayer, victory or the Scriptures.

18. Never tell anything negative

about our college. For example, don't give an illustration if it involves expelling a student.

19. Only be positive about the school—the enthusiastic spirit, the beautiful campus, the beautiful area, the soul winning, the church, the pastor, etc.

20. Represent Brother Trieber. Use his name in greeting the people, the pastor, and in thanking the pastor and people for their students if they have sent us students,

for their support if they have sent support, or for being our friends.

21. If you take a music group with you, remember that the spirit of their singing will reflect your spirit. If you have been haranguing them all day long, they will not be able to stand up and be a blessing to others nor will they enjoy you. That certainly doesn't mean we can't have discipline when we travel with students. There must be discipline;

however, it must also be a very enjoyable time. It must be a spiritual time. It ought to be a time of soul winning and praying, asking God to do something special in the services. It is your responsibility to watch our students carefully and judge whether they are being too loud and boisterous or giddy or shy and backward. Very lovingly show them where they can improve and compliment them throughout each day.

22. Be sure to compliment the group from the pulpit, telling what a blessing they have been and what an inspiration they are and what wonderful young people they are.

23. Do not refer to our students as “kids,” or as “boys” or “girls.” In this situation, they are young men and young ladies.

24. Any group that goes with us should always sit down toward the front. They should sit up straight, smile,

be alert, and be very responsive in the services.

25. The group should be very expressive to the pastor—both publicly and privately—thanking him for letting them be in the church. They should certainly get to know the pastor and his wife and children. The same would be true of any of our men who are out on the road representing the college.

26. The display table should be sharp. The tablecloth should not be wrinkled or put up in

a haphazard manner.

27. A personal letter of thanks should be written to every pastor and perhaps even to the church family for allowing you to come and present the college.

28. Never walk into a church and just sit down. Certainly you do not want to come in and take over the service, but there ought to be a smile and a handshake and a welcome to people. We never want to appear to be aloof.

29. The students should be willing to do anything around the church if they arrive early—vacuum, wash windows, clean anything. Of course, if we are there for a day's time, we ought to get some tracts and go out visiting to help the pastor bring some folks to church.

30. It is wise to take a gift to the pastor if at all possible. Something representing our college would be suitable. You could also take a box of candy, a container of nuts,

or perhaps a Bible or New Testament with his name imprinted on it.

31. Always say thank you for everything. If a pastor takes you out for a meal, be sure to thank him for taking the time to be with you and for providing the meal.

32. Always let the pastor order first. In this way, you will know how much money you should spend. You should never order a meal that costs more than what your host orders. Additionally,

never order appetizers or dessert unless the pastor does.

33. If you take your wife to a meeting, be sure she is very personable to the wives of the pastor and associate pastor as well as to the ladies of the church.

34. Realize that everyone is a prospect, especially children. A young child in the fifth grade today may make a decision to attend our college in the future. That future is going to be

here before you know it. Never discount the value of a child or younger teen when thinking of college recruitment. Let them know we want them in the future.

Staff Out-of-Town Preaching Request

These are submitted to the Business Manager.

Men, please note:

- 1. You may take one Sunday meeting a year.**
- 2. You may take two Wednesday evening meetings a year.**

3. I am open to consider one week for a camp, etc.

4. I may approve other meetings for:

a. Youth Director (school chapels, camps, etc.)

b. Our music faculty

c. Various staff for pulpit supply when pastors contact me who need assistance

The rest of us should plan on being here on Sundays and Wednesdays.

Also, men, please read the

previous section in this manual entitled, “Presenting GSBC on the Road.”

How to Save Ministry Money

- 1. Before you buy anything, you must have an approved purchase order.**
- 2. Get three quotes on every major project.**
- 3. Treat the money and the project as if it were coming from your own pocket.**
- 4. Budget your expenses.**

- 5. Pray about major purchases for a minimum of twenty-four hours before purchasing.**
- 6. Get counsel about major purchases.**
- 7. Consider how many tithing families will have to tithe \$50 each to pay for your project.**
- 8. Turn off electricity when it's not in use. (For example, the auditorium lights should never be left on when you leave the auditorium.) I'm**

**confident we could save
\$100 a month if
everyone worked on this.**

**9. Learn to conserve. This
applies to things like
lighting, heating,
cooling and print shop
supplies.**

10. Use the copier sparingly.

**11. Use coffee mugs instead
of Styrofoam cups.**

**12. Be ever conscious of the
fact that you are
spending the Lord's
money.**

How to Accept and Complete Projects

Accepting Responsibility

- I must share the load of this ministry with you. If I don't, it will wear me down.**
- However, before I give you a responsibility, you must be willing to bear the burden. Be willing to carry the burden without always having to be told to do so. Have a "choose me" attitude. In this way, you**

can expand the ministry I have given you.

- I know how I would accomplish any task I assign to you. I am willing to give it to you only if you will accomplish it to that degree or better.**
- If you are assigned a job at the Monday staff meeting, you should block out several hours later that same day to plan that project or immediately finish it. I would never go to bed on a Monday night without**

having at least set the wheels in motion toward getting that job completed.

- Staff members who cannot meet promised deadlines are a detriment to our ministry. I should never have to check up on your work; if I do check on it, I should never find it undone.**

**Commitment to That
Responsibility**

To commit means to turn over to someone for safekeeping; to perform or do; pledge. Therefore, if you accept a task,

you must commit yourself to that job. Here are some guidelines that will solidify your commitment to your work.

- Give the pastor a date when the project will be completed. He should have complete confidence that the job will be completed in a timely fashion. Don't make him wonder.**
- Set a personal deadline that is always earlier than the promised or requested deadline. I believe you would be wise to make it a habit to**

always complete projects early.

- Ask any necessary questions, but don't burden him down with the project you have accepted.**
- Set a personal schedule for completion of the work. For example, if the job is due for completion in thirty days, don't wait until the 29th day to work on it. Review your schedule daily to be certain you are meeting the necessary deadlines that will ensure completion before**

the due date.

- **No excuses—just completion! Never turn in a project that isn't completely finished. Don't sleep if it means an incomplete task! Go beyond what is assigned. Do not simply accomplish the minimum.**
- **You owe the timely completion of your work to your own self-worth, the pastor, the ministry and the church. If you cannot get your work completed on time, you are wasting God's**

money. Get another job.

How to Have a Special Meeting

Invite the proper speaker.

Invite a man you know will help you, your family and your church. Do your homework before you put someone in the position of speaking to the people you have worked long and hard to develop. I have learned by experience that many do not help. If you want to deal with church growth, don't

invite an evangelist who has never pastored a growing church.

Correspond with the speaker prior to the meeting.

Your correspondence should convey to him your purpose for the meeting; you should let him know any goals you have and what you want to see accomplished. It is not uncommon for me to exchange three or four letters and six to eight phone calls with a man for whom I am going to speak.

This correspondence is vital if the speaker is to help you accomplish what you desire to see accomplished.

Raise the expense money before the meeting.

A good avenue for doing this is the Wednesday evening offerings.

Use the money from the offerings taken during the meeting for the love offering to the speaker.

Promote the meeting to your people.

Do some promotion months in advance. During the last month before the meeting, the promotion should be continual. Use every avenue you have at your disposal. A few ideas would be the church bulletin, the church newspaper, bulletin boards, public announcements at every meeting that month (deacons' meeting, chapel services, teachers' meetings, etc.), a letter from the pastor and prayer meetings specifically for that event.

Publish the schedule for the meeting well in advance.

They should know the service times as well as the schedule for any meals or question-and-answer sessions. This gives your people plenty of time to plan.

Get your people to pray for the meeting well in advance.

Prepare the speaker's room.

Remember that Elisha had a room specially prepared for him. (II Kings 4:8-10) A fruit

basket, a box of good candy, fresh flowers and a letter of welcome would be appropriate.

During the meeting, the preliminaries should take no longer than twenty minutes.

If your meeting begins at 7:00 P.M., your speaker should be in the pulpit no later than 7:20 P.M.

Have a cue card prepared in advance for each service.

Yours might include the following:

- **Choir opener**
- **Congregational song**
- **Opening prayer**
- **Choir special**
- **Visitor welcome (shake hands/choir down)**
- **Chorus/song**
- **Offering**
- **Special music**
- **Introduction of speaker**

Introduce your speaker.

Plan your introduction in advance. Know what you are going to say before you step

up to the microphone.

Let the speaker take the invitation.

When you close out the service, don't "re-preach" his message!

Don't make the guest speaker stay at the church until all the doors are locked.

Make prior arrangements to get him back to his hotel room after a reasonable period of time for greeting the crowd and signing Bibles.

Ask the speaker for suggestions

if you trust his judgment.

Do this privately rather than publicly.

Dismissal of a Staff Member

Why I Would Fire a Staff Member By Dr. Jack Trieber

- 1. If you exhibit a *lack of loyalty*—If you don't agree with the program here or with me, no one else should be aware of it.**
- 2. If you have a problem with *lust* (immorality)—This type**

of living will absolutely not be tolerated. As previously stated, this is cause for immediate dismissal.

3. If you are known for *loose living*—Don't be too friendly with the opposite sex. You are expected to be circumspect and proper in your behavior at all times.

4. If you are *lazy*—Laziness is detrimental to the work. It is dishonest for you to accept a paycheck if you are not diligently performing your assigned tasks. If you

are not a hard worker, you need to find different employment.

5. If you have a *lukewarm attitude*—You should not be unenthusiastic about me, the ministry in general or the philosophy of this ministry in particular.

6. If you are *lacking in the area of self-motivation*—You need to be a self-starter. Maintain your own spirit of drive so that you are not dependent upon me or anyone else to motivate you

to work hard and do your best.

7. If you are a *liability*—The work you do should be valuable to the ministry here in some way. Though we are a ministry, we are also a business; businesses don't need liabilities. They need assets.

8. If you are *lethargic*—This attitude is contagious and deadly. You need to be upbeat and excited about what you are doing for the Lord.

9. If you are a *loner*—Teamwork is an absolute must. Failure to be a part of the team indicates that you should no longer be employed by this ministry.

10. If you are a *liar*—I must be able to rely on my staff members to be completely truthful, candid and forthright. I must be able to rely on receiving the entire story when I ask for it, not a cleverly edited version that uses true statements to create a false impression.

How to Leave the Staff

- 1. Leave with honesty. Don't take things with you that belong to the church or school. Return all keys and all church or school materials and equipment when you resign. These items should be given to the Business Manager or the school administration, depending upon where you work.**
- 2. Leave with dignity.**

- 3. Leave with loyalty.**
- 4. Leave with integrity and church ethics.**
- 5. Break off contact or correspondence with church members as you leave. You will hurt the cause of Christ here if you don't.**
- 6. Leave quickly. Once you have accepted a position elsewhere, it is always best to leave quickly. It is recommended that you leave within two weeks. If you are dismissed, leave immediately (within a day or**

two.) Farewell parties are out of line. This protects the sheep.

- 7. Do not ask deacons, staff members or church members to help you get your job back once you have left.**
- 8. Think and pray before you resign. Don't make a hasty decision.**
- 9. Please be aware that a full explanation will be given to the deacon/school board regarding the circumstances surrounding your**

resignation. Additionally, but not exclusively, attitude, ethics, and problems of a legal or moral nature will be covered.

- 10. Any problem involving morals will result in immediate termination of employment. Pastor will advise any employee in such a situation regarding how and when to leave town.**
- 11. Don't take church members with you when you leave.**
- 12. Leave with a closed mouth and a sweet spirit. Don't**

**answer the phone calls;
don't discuss anything with
the members.**

**13. Pack up your office and
move out after hours when
students and members are
not around.**

**14. Turn in your cell phone,
disconnect your phone, and
don't give out your new
address and phone number
except to the pastor.**

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My _____ Program Defined

My program is...

- 1. no homework on
Wednesdays and on
weekends.**
- 2. basically, no homework**

during the week.

3. no seat work going home.

We are living in a different society. We are living in a society in this fast-paced Silicon Valley when both parents are working and the home is dysfunctional. I do not want to add to that problem.

I believe parents should be able to send their child to a Christian school and, after seven hours of training, have enough education put before that child for the day.

I am not interested in...

- 1. teachers having their own discipline program in their classrooms.**
- 2. teachers coming to class unprepared and unable to give their students something then placing demands on the students.**

I am interested in...

teachers having parent/teacher meetings on a regular basis. If a child is not getting his seat work done, we need to have an

appointment with the parents and figure out what the problem is and then get the child to do the seat work.

Note: Many teachers do not want to have parent/teacher meetings because it would mean meeting after normal school hours, and many don't believe they should stay after hours. However, if you teach in a Christian school, parent/teacher meetings should be a regular occurrence. These should

not be held after church or on Sunday or Wednesday. Instead, they should be a specific appointment time during the week that you schedule with parents to discuss their child's progress.

Men of God— Ambassadors of Christ

We are to be men of God. The Bible calls us ambassadors. Ambassadors are representatives. Of course, we

are all aware that we are representatives of the King of kings and Lord of lords. We do not represent a government or some temporal organization; instead, we represent Christ.

Consequently, because we are His representatives, we must set our houses in order. As I travel our country, the problems I will mention here are evident in the majority of the churches I see. At least seventy-five percent of the churches I am in are failing in these areas. If we are to reach the Silicon Valley for

Christ and if this nation is to be reached for Christ, these percentages must change for the better.

- The pastor's car and/or the church vehicles are usually horribly messy. All too often, I am driven around in vehicles that contain popcorn, used baby diapers, McDonald's wrappers and assorted clutter. These vehicles are usually filthy both inside and out. This should never be true of your vehicle.**

- **The majority of churches where I preach begin their services about ten minutes late. If there are 100 people in a service that begins even one minute late, the person in charge has just wasted 100 minutes of collective time. It's a shame that we can count on the world to be more precise (movie times, television schedules, etc.) about their starting times than we are as Christians. God's representatives act as though they can begin**

whenever they feel like it. Make it a point to always begin on time.

- As representatives of Christ, we must pay attention to our clothes. I don't believe it is usual that a man of God will have a lot of money to spend on clothes. However, I do believe it is mandatory that he care for his clothes properly. They simply must be pressed, hung up, neat and well cared for at all times.**
- As God's ambassadors, we**

need to control our weight. As citizens of the United States of America, we would not want to see our President as an overweight, sloppy man. We should not impose a more rigid standard on secular leaders than we are willing to impose on ourselves as leaders of God's people. If anything, it should be the other way around.

- As God's representatives, we must set and keep our buildings in order. It is a**

crying shame that many of our buildings look like pigsties. The windows are filthy, the grounds are unkempt, the grass is too long, the sidewalks are unswept, and the interior of the building is a filthy, dusty mess.

- As representatives, we need to be faithful, loyal, dedicated, tender, compassionate and respectful to our wives and children. All too often I watch a pastor work harder**

to care for me than he does to care for his own wife. Men of God must treat their wives as befits the spouse of an ambassador.

Characteristics of Great Staff Members

- Great staff members portray excitement whenever the pastor is conducting a meeting:**
- Staff meetings**

- **Staff devotions**
- **Staff orientation**
- **Staff parties and gatherings**
- **Church services and functions**
- **Great staff members portray that excitement in several ways:**
 - **Arrive early**
 - **Sit up front**
 - **Listen attentively**
 - **Respond positively**
 - **Avoid preoccupation with**

your ministry, personal difficulties, etc.

- Great staff members accept responsibility.**
- Great staff members desire more responsibility in order to be a help to the pastor.**
- Great staff members encourage the pastor, his wife, his family and the church. (I Thessalonians 5:12, 13)**
- Great staff members respect the pastor. I am aware that respect must be earned. If**

your pastor hasn't earned your respect, find a pastor you can respect and go to work for him.

- Great staff members get their work completed on time or ahead of time.**
- Great staff members constantly express contentment.**
- Great staff members get involved in the entire ministry.**
- Great staff members are diligent; they are hard workers.**

- **Great staff members don't work on personal projects at work.**
- **Great staff members are punctual. They show up early.**
- **Great staff members work after hours if necessary.**
- **Great staff members are moral.**
- **Great staff members pay their bills on time.**
- **Great staff members are trustworthy.**
- **Great staff members are**

spiritual. They maintain a personal walk with God. Bible reading, prayer, soul winning, tithing, and having a servant's heart are characteristic of them.

- Great staff members endear the hearts of the people to the pastor and the church.**
- Great staff members are thrifty. Too many staff members in America like to spend money.**
- Great staff members want to do everything the way the pastor wants it done.**

- **Great staff members are loyal.**
- **Great staff members are friendly; they are not moody toward other staff or church members.**
- **Great staff members are organized.**
- **Great staff members are positive people. They don't make it a habit to find fault with everything.**
- **Great staff members are flexible. They are willing to do any job, no matter how big or small. They are**

willing to do whatever is needed to get the job done.

- **Great staff members have a good family life.**

Are you a great staff member?

Clean Up After Yourself

Staff members across America are notorious for making messes and leaving them for the next person to clean up. Then, to make matters worse, when a

subject like this is brought up, they are the first ones to agree with you about everyone else's mess.

Here are my suggestions:

1. When you use a room, leave it cleaner after the activity than it was before you arrived.

- Vacuum.**
- Wipe down and dry counters.**
- Wash and dry all dishes and put them away.**
- Return chairs to their**

proper location.

- Set up the room like it was when you began.**
- Empty the garbage. Be very careful not to drip garbage throughout the building and on the carpet as you take out the garbage.**

2. When there is a food or liquid spill, clean it up immediately.

- Use a clean cloth. On carpet, blot up as much of the liquid as**

possible with a dry cloth before you begin washing the spot with a wet cloth.

- Wash the area more than once, especially on carpet. Rinse the cloth often.**
- Attempt to dry the area with a dry cloth. On carpet, blot up as much moisture as you possibly can once you have finished washing the spot.**

Cleanliness affects more

than just the physical condition of the building. Working in messy, dirty areas adversely affects everyone's morale. Keeping things sparkling clean helps maintain an energetic, positive spirit.

Don't Drop the Ball

Responsibilities that are assigned are not suggestions. It is essential for every staff member to realize the importance of fulfilling a task.

- 1. You have been employed**

to assist the pastor. Help him; don't hinder him. Complete him; don't compete with him.

2. A project can be discussed for clarification; however, it cannot be debated.

3. Write down the assignment when it is given to you. The shortest pen is usually more powerful than the longest memory.

4. Seek to complete an assignment immediately,

the same hour, or the same day—unless, of course, it is a major project.

- 5. Major projects should be time activated, and written progress reports should be given to the pastor each week.**
- 6. Do not discuss the assignment with others.**
- 7. Do not complain about the assignment to others. Complaining about your load discourages your co-**

workers and your supervisor. Bragging about your heavy load and long hours is immature and in bad taste.

- 8. Sometimes, an assignment is best put on a calendar so you will be reminded to do the task on its appropriate day. Employees with computers may benefit from calendar programs which have the ability to remind you of projects in**

a timely fashion.

If I give you an area of responsibility or an assignment, I will leave you alone. I will be available for discussion, clarification or suggestions. However, if you drop the ball, I will place my hand back on the project and see to it that it gets accomplished in another fashion.

Don't Add a Weight to the Pastor

A staff member should never

**add a weight to the pastor.
Instead, he should take weights
off his shoulders.**

**The following can be weights to
the pastor:**

- 1. Not getting the job done
when it's needed or the
way it should be done**
- 2. Staff not getting along**
 - Over software**
 - Over telephones**
- 3. Talking**
- 4. Negative spirit**
- 5. Disagreements with
members and parents**

6. Wasting money

7. Non-team member

8. Personal calls, work or appointments on company time

9. Late—I don't believe in late!

Don't Kill Me

And his servants conspired against him, and slew him in his own house.

II Chronicles 33:24

Though Amon was a wicked king who refused to humble himself (II Chronicles

33:23), it is an unspeakably bad commentary on his followers that they would receive a position in his kingdom, enjoy the king's food, receive a salary, and enjoy the privileges of their position—then kill the man who gave them all these benefits.

It is possible to enjoy a salary, a pleasant work environment, health insurance, and the many other benefits of employment and then kill

the man who created your position. Please remember that you did not create your position; I did.

Though no staff member would kill me physically (I hope), a staff member could kill my ministry or me.

Biblically

The King James Bible is the only Bible that will be used at this church and in all her ministries. In addition, biblically we believe the virgin birth, the deity of Christ, the blood atonement,

salvation by grace, the pre-tribulation rapture, and the other historic fundamental doctrines of the Bible.

Positionally:

Your pastor is a separatist, not a new evangelical. Your pastor is not contemporary in thought or action. Do not introduce anything that would be contrary to this position.

Musically:

Musically, I stand on Ephesians 5:19. I do not

want a new sound in our bilingual ministries, youth group, choirs, Sunday school classes, etc. I want us to individually enjoy soft, soothing, meditative, quiet music in our homes and cars; however, our services must have old-fashioned gospel songs that are inspirational, motivational and challenging.

Personality:

You can kill me with your words and actions if you attack my wife, my family,

my ministry, or me. Do not attack! Leave quickly and quietly if you come to a place where you cannot support my ministry or me.

Accepting **Correction**

It is quite easy for a staff member to take the leadership out of the hands of a pastor.

As the church grows, no longer will the pastor be the youth pastor, music director, associate pastor,

janitor, or school principal. He will now give those duties over to others. However, he still desires the work to be accomplished with his philosophies, ideas, and direction.

The problem I am discovering is that when I observe that something is being done differently than I would have it done, I am having a hard time having the staff accept correction. It appears to me that some of our staff members have

become so temperamental that it is easier for me to leave the correction undone and just put up with whatever is not being done the way I want it done rather than suffer with a pouting, upset staff member.

Please let me pastor my church!

One of the best ways for me to do this is to discover problems throughout a week which are simply opportunities, bring them to a public staff meeting, and then correct those things

publicly. If it is something of great embarrassment, I would never publicly humiliate you. I give correction publicly not to embarrass people but so that I don't have to repeat myself fifteen times or more to get my point across to all the other staff members. To me, correction is a learning curve.

The future of my ministry depends upon the acceptance of correction.

I Am Looking for Servants

Matthew 20:26-28 says, “But it shall not be so among you: but whosoever will be great among you, let him be your minister; And whosoever will be chief among you, let him be your servant: Even as the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.”

Obviously, God believes

servants have an important position. When a person becomes a servant, he is emulating the Lord Jesus Christ. The ministry needs more servants.

1. I am looking for *servants*. A servant is one who labors for another.

- The goal is not to delegate; though this is necessary at times.**
- The goal is not to govern.**
- The goal is to serve.**

2. I am looking for *obedient*

***servants*—servants that are not interested in delegating, challenging and questioning.**

- You should know right up front that I will build my ministry around you.**
- I probably won't fire you, but you are going to be left behind.**

3. I am looking for *cheerful servants*—servants who are happy about serving. Attitude is so important.

4. I am looking for *observant servants*—those who are always looking for ways to serve.

5. I am looking for *working servants*. Don't simply talk about serving—do it!

On Time, Punctuality

From Onward to Fame and Fortune or Climbing Life's Ladder by William M. Thayer. (New York: The Christian Herald, 1897)

In 1788, Washington, the father of his country, visited Boston, and he decided to leave for Salem at eight o'clock on the morning of a certain day. A company of cavalry volunteered to escort him to Salem. While the clock of the Old South Church was striking eight, Washington mounted his horse and started, though his escort had not put in an appearance. A few minutes later, however, they arrived, and were greatly mortified to find that Washington was

gone. Putting spurs to their horses, they galloped forward, and overtook him at Charles River bridge. When they came up, Washington said, "Major, I thought you had been in my family too long not to know when it was eight o'clock." The major made a poor apology, and learned a lesson he never forgot.

Another incident from the life of Washington confirms the foregoing. He wanted to purchase a pair of horses,

and arranged with the owner of a span to be at his office at five o'clock in the morning. Washington was prompt, but the owner of the horses was fifteen minutes late. He found Washington engaged with other parties when he reached his office, and he was obliged to wait a whole week before he could have another interview. Being behindhand fifteen minutes upset his plans for a week. He never recovered that quarter of an hour. It was lost forever.

The youth who is always punctual at school, store, or shop, becomes the man who shares the confidence of the public, because he is on time in meeting his engagements, paying his debts, fulfilling his promises, discharging official duties, and doing the multitudinous other things which are expected of a reliable citizen. . . The sun itself is not more exact in its rising and setting than is he. Nature is always on time, and so is he. Were a

planet to get behindhand in the movement of the great system of worlds, there would be such a smash-up as would remind us of “chaos and old night.” But planets never lag. A minute of time never drops from their orbits. The seasons come and go on the mark. Night and morning always observe the nick of time. . . To be on time as nature is, should be the rule of every young aspirant for success.

Our Walk with God

The most important ingredient for each of us as staff members is to have a walk with God. We are not prepared to minister to others until God has ministered to us. As a pastor cannot walk into the pulpit without having met with God, so a schoolteacher cannot walk to her classroom on a daily basis without having a walk with God.

I am convinced that an overwhelming majority of

people in the Lord's work worldwide are working in the energy of the flesh. The average staff member has 1) no Bible time, and 2) no prayer time.

If I were to ask you to produce your prayer list right now, what would it look like?

If I were to ask you for a testimony regarding what the Lord gave you in His Word this morning, what would you say?

How tragic it is that we have

become full-time employees of religious organizations, speaking about religious matters, and yet not knowing the One Who is the creator of our work.

When people walk with God.

- 1. You can hear it when they pray.**

All too often, it is very discouraging for me to hear people pray, knowing that they are not touching the throne of grace.

- 2. You can hear it in their**

speech.

Of course, I am not indicating that full-time people are swearing or blaspheming. When a person has a walk with God, it automatically comes out. Scripture will be in the conversation. The goodness and grace of God will be very prevalent.

3. A walk with God is revealed through submission.

Can you take correction or

do you bristle? Godly people who walk with God are seeking correction and instruction.

4. Our response to preaching indicates a walk with God.

Let me just ask this, staff member. When was the last time you used the old-fashioned altar?

5. Tears indicate a walk with God.

When has anything moved you to the point of tears

**—souls, the Word of God,
your prayer time, music.**

**6. A walk with God is
revealed in a spirit of
joy.**

**I don't necessarily mean a
spirit of laughter and
hilarity. I mean a joy
welling up inside that is
radiant on the face.**

**7. A walk with God is
revealed through peace.**

**When adversity comes to
those who have a walk
with God, they always
have a peace that**

overcomes them, a trust in the Lord, a confidence that God is in control.

8. When a person has a walk with God, there is always faith.

Faith is, of course, believing God—and believing without seeing.

All too many people, staff members, in full-time work across America and around the world are serving and preaching without a walk with God. This is, of course, extremely dangerous. We

can get away with it for a while, but please remember that it eventually catches up with us. Then we blame and accuse when, in reality, it is our own fault for not walking with our Lord.

Walking with Jesus by C. Harold Lowden (1883-1963)

Walking with Jesus is my soul's delight.

He guides me ever in paths that are right.

Holding communion most wondrous and fair.

**Walking together, what joy
could compare?**

**Walking with Jesus, He's
right at my side,**

**Ready to help me whatever
betide.**

**Giving me comfort, or
courage, or cheer**

**Just when I need Him to
ever be near.**

**Walking with Jesus, not
always in light,**

**Sometimes in shadows or
darkness of night,**

But when I am fearful, I ask

for his hand,

**Then comes assurance that
we understand.**

**Walking with Jesus, earth's
journeys must end,**

**Some are but short-lived
while others extend.**

**When mine is finished, like
Enoch of old,**

**Jesus will take me through
streets paved with gold.**

Chorus:

***I'd rather walk with Jesus
than roam the paths of sin.***

I'd rather have His

*friendship than earth's
best honors win.*

*My one desire to please Him
as daily ways we trod.*

*And so we're walking
onward, upward, bound for
Heaven and God.*

Position **and** **Disposition**

**We are not in camps. Here is
what I am:**

- • **independent**
- • **separated**
- • **Baptist**

Consequently, we have a position. We also must possess a kind disposition.

I don't recommend a Christian college if it is not a ministry of a local church with Sunday morning and night and Wednesday evening services or if that Christian college doesn't support the King James Version of the Bible. However, there are men who work in colleges that are not sponsored by a local church who are great and godly

men; they are fundamentalists. Therefore, it is not our place to sit in judgment or be critical of these schools. We must be kindly dispositioned toward others even when they are not kind to us.

I refuse to have a staff that is:

- • critical**
- • judgmental**
- • cantankerous**
- • mean-spirited**
- • unkind**

I do not want our staff to:

- • demand others to like or love only us**
- • demand others to attend our conferences**
- • gossip about anyone or any ministry**
- • I don't want us to be critical of any fundamental ministry.**
- • I do not want us to print or preach against other colleges, churches, conferences, pastors, etc.**

**Note: II Thessalonians 3:6,
11, 15**

**Certainly we are going to
identify heresies and
doctrine that is unsound.
However, I want us to learn
to “live peaceably with all
men.” Romans 12:18**

**I am not suggesting
ecumenicalism. I am
advocating that we are
Christ-like. We must always
have the spirit of Christ.**

**In addition, I want us to
treat everyone with the
utmost respect:**

- 1. the pastor who pastors 30 people and has done that for 20 years**
- 2. missionaries**
- 3. evangelists**
- 4. pastors**
- 5. staff members from here & other ministries**
- 6. poor people**
- 7. rich people**
- 8. different races**
- 9. enemies**
- 10. those who are unkind**
- 11. backslidden**

12. spiritual

13. unsaved

14. politicians

15. relatives

16. co-laborers

17. guests

18. deacons

19. new Christians

20. seasoned Christians

You should not be on my staff if you are a mean-spirited, critical, judgmental person.

Selecting a Good

Staff Member

Perhaps one of the greatest decisions you will make for your ministry is that of the people you employ on your staff. Hiring the wrong individuals may result in:

Frustration

Sleep deprivation

Anxiety

In addition, the people you employ may discourage your membership, cause members to pull children from the

Christian school, and perhaps even leave the church. Thus, we must approach this decision carefully and prayerfully each time we hire someone.

- 1 . *Christian* – Is there a spiritual life that's real?**
- 2 . *Character* – that is a statement about one's behavior—his reputation**
- 3 . *Competent* – Can he get the job done?**
- 4 . *Chemistry* – Can he get along with others or is he a high-maintenance**

employee?

- 5 . *Clearance* – Perform a background check. Interview and fingerprint.**
- 6 . *Class* – Does this person handle himself with dignity and character?**
- 7 . *Cleanliness* – Check shoes, clothes, breath and hair.**
- 8 . *Cash* – Perform a credit check.**
- 9 . *Compliant* – Will he follow directions and obey instructions?**

10. *Chaste* – holy living

Staff Morals

Immoral individuals will not be permitted to remain on the staff of North Valley Baptist Church, its schools, or its ministries.

Definition of Immorality

Engaging in any of the following activities with someone to whom you are not married:

- Touching**
- Fondling**

- **Kissing**
- **Holding hands**
- **Physical sexual relationship**
- **Emotional involvement**

This last point of emotional involvement is very important. Kindness and courtesy are always in order. At the same time, no man should ever treat a woman who is not his wife with the kind of deference that should be reserved for his wife. As pastor of this church and leader of this

entire organization, I reserve the right to define improper emotional involvement.

No male staff member may be alone in any building with a female staff member at any time. If this situation occurs, one of the staff members should immediately leave the building. You should also never be alone in a vehicle with a member of the opposite sex regardless of the age of the person.

Consequences of Immorality (for all of the above)

- You will be immediately dismissed from your position. There will be no second chances.**
- A written rebuke will be added to your file, which will be passed on to future employers.**
- Your mate and/or parents will be notified.**
- The police will be notified immediately if a minor is touched in any inappropriate manner.**

Please note that I am required morally, ethically and legally to report such behavior.

I will not jeopardize my name or ministry for your godless, immoral behavior.

Also, I cannot ever recommend anyone into any form of paid ministry position, either part-time or full-time, if that person has been immoral.

Please be aware that I will assist the authorities in prosecuting you should such

action be necessary.

Internet Policy

Because it is written, Be ye holy; for I am holy. (I Peter 1:16)

In our days, the information explosion provides unprecedented access to information, both good and evil. In an effort to maintain the longstanding guidelines for holiness that have existed in this ministry, the following Internet policy has been adopted.

1. The Church has the right

to track all Internet activity on its computers.

- 2. Staff members are not allowed to access or to attempt to access Internet pages that are not in alignment with biblical holiness and decency. Specifically, staff members are not allowed to access lewd, lascivious, or indecent Internet pages.**
- 3. The standard for defining lewd, lascivious, or**

indecent Internet pages is determined by the Pastor.

- 4. When it is discovered that staff members have accessed inappropriate Internet pages, the staff member's computer use will be more carefully evaluated.**
- 5. When it is determined that a staff member has been attempting to access inappropriate Internet pages, the Church has grounds for**

**immediately removing
the staff member from
being an employee of the
Church.**

The Great Need of My Ministry

I. Fellowship

**A. See it my way. I don't
want to have to defend
my position to an
employee.**

**As an example, I have on
more than one occasion
had staff members come
to work for me who were**

not even alive when I began my ministry here. They might have been in elementary school when I had already finished college, married and been in the ministry for several years.

When such people come to North Valley, it is their responsibility to determine the direction I want them to follow in their ministry here. There are several ways a staff member can

determine my direction:

- 1. The guidelines I have written down**
- 2. History—what is known about my past actions**
- 3. My preaching**
- 4. What I say in staff meetings**
- 5. By asking for direction**

B. Statements

- 1. Do it as I would have it done.**
- 2. Do not allow your ministry to reflect a**

**direction different
from mine.**

**3. Don't fight my
direction.**

**4. Don't undermine my
direction. That's
what you are doing
when you do things
your own way.**

**5. Analyze your ministry
often to determine
whether the people in
it are following the
pastor.**

**6. I should be able to
visit your ministry**

**and see a reflection
of myself.**

- 7. Your ministry should refer to the pastor and his direction often—"I'll check with Pastor to find out what he wants to do."**
- 8. My direction should not be debated; it should be followed.**
- 9. My direction does not always need an explanation. Don't ask for one or assume**

that I owe you one.

**10. You owe it to me to
learn my direction.**

**11. I'm not interested in
hearing your
direction unless I
specifically ask you
for it.**

II. Spirituality

**I am appalled at the lack of
spirituality among our
churches and God's people.
My greatest concern,
however, is with North
Valley Baptist Church and
her members and Golden**

State Baptist College and her students.

A. You must help me develop an atmosphere of spirituality. There are several ways to do so.

1. Have prayer meetings.

2. Talk about Scripture.

3. Talk about spiritual things.

B. You must be spiritual. You cannot give out if you don't have anything coming in.

C. You must analyze your

**own spiritual walk daily.
“Take heed unto
thyself.” (I Timothy 4:6)
If you find yourself to be
unspiritual, you must
remedy that lack.**

**D. You must analyze the
spiritual lives of those
entrusted to your care. If
you determine that those
under you are
unspiritual, you must
work to remedy that
lack.**

**E. Our speech, activities and
attitudes must be**

spiritual.

III. Leadership

A. I am looking for those who want to lead others.

B. I am looking for those who want to lead others by example.

C. I am looking for those who want to lead others in education.

D. I am looking for those who want to be led.

As we look at our youth and college-age young people and the adults in

our church, I want us to see people whom we have influenced to be godly leaders and godly followers.

IV. Servants

- A. I want a staff that wants to serve.**
- B. I want a staff that enjoys serving.**
- C. I want a staff that doesn't expect to be served.**
- D. I want a staff that lives to serve those in the ministry.**

E. I am not looking for delegators. I am looking for servers.

F. Servants are not temperamental.

G. Servants live to help another fulfill his or her vision.

V. Team Spirit

A. I am not looking for individual players.

B. I am looking for those who want to work with others to achieve a common goal.

C. I am looking for team players that enjoy others receiving the praise and rewards.

D. I am not interested in baby-sitting.

VI. Expressiveness

See the section entitled, "Learn to Be Expressive."

VII. Cleanliness

God's work is a holy work. It is a clean work. Thus, we must be clean in every area of our lives.

A. Your vehicles should be

clean.

- 1. Wash the outside and vacuum the interior at least once a week.**
- 2. Wax your vehicle one to three times each year.**

B. Your office should be clean. Don't stockpile papers, boxes and decorations all over your office.

C. Your house and yard should be clean. Your lawn should be mowed and trimmed weekly. We

should impact our members and neighbors by example.

- D. Your body should be clean. It is a must that you practice good hygiene.**

Refer specifically to the appearance section under “A Staff Member’s Personal Life,” and follow those guidelines carefully.

The Philosophy of Our Ministry

Someone's philosophy is a sum of ideas or beliefs. The philosophy for the employees of North Valley Baptist Church is based on the following principles.

Work

God's Word says, "Six days shalt thou labour." The word labour deals with toil, sweat and pain. We are living in a day and age when people like to collect the benefits of work without work. You do not come to the office to sit around and drink coffee, eat

donuts, take or make personal phone calls, write personal letters or pay your bills. Instead, it is an opportunity to go to work.

Production

There is no sense in employing an individual who will not produce. The purpose of hiring employees is not to provide a secure income for an individual; it is to give that individual an opportunity to produce something for the company and indirectly for himself.

Every employee should review his or her daily, weekly, monthly, quarterly and annual production. If nothing has been produced, he should probably consider some other profession.

Honesty

There is no excuse for a person to be dishonest. Employees of this ministry must always tell the truth. Sometimes the truth hurts; however, a lying employee will have an adverse effect on the entire organization.

Any violation of honesty and integrity, however small, dilutes your ethical strength, leaving you weaker for the challenges you are bound to face.

Service

The employee is hired to service the customer before, during and after the transaction. In fact, the real service begins after the transaction. When a customer is serviced properly, you will have a repeat customer who will

also recommend you to others. In the book, In Search of Excellence, an example is given of Joe Gerard, the man who sold more automobiles than any other individual for many consecutive years. He mentioned that the real sale always begins after the sale and that it is done in the area of servicing the customer. Every single day he writes hundred of letters and cards and notes. He sends birthday cards to his customers, calls them,

writes them notes of congratulations and constantly stays in touch with them. Please remember that it sometimes takes years to get a customer but only a moment to lose one. Service the customer.

Commitment

If you are not committed to the task that is before you and to the organization and its success, you ought to consider another type of employment. That commitment will be revealed

in each one of the attributes discussed in this section on philosophy.

Attitude

We cannot afford to have people on our staff who have negative attitudes or who believe the job just can't be done. Instead, we need a staff that has this attitude: "I can do all things through Christ which strengtheneth me."(Philippians 4:13)

Teamwork

As the members of an athletic team are dependent

**upon one another for
success, so are the staff
members of this
organization. We must work
as a team. We cannot invade
another's area of work, but
we must support one
another in that area.**

Humility

**Once again, God “resisteth
the proud but giveth grace
to the humble.”**

Responsibility

**The word responsibility
means obligation,
accountability or**

dependability. It also means to be answerable. A staff member is accountable and answerable for his or her failure to embody all the different attributes that make up our philosophy.

Gratitude

As a staff member, you are responsible to be grateful for what the church and the leadership provide for you—a place of employment, an office, a desk, a phone, pleasant working conditions, etc.

Loyalty

There must be loyalty to the leadership of this church and to its philosophy, direction, goals and ambitions.

Professionalism

Professionalism is demonstrated in our appearance, the condition of our automobiles, the orderliness of our desks, our clothing and our paperwork. Excellence is never achieved by accident.

Optimism

An optimist understands that there will be disappointments along the pathway of life, but he always formulates a plan of conquering or dealing with those disappointments. A pessimist generally assumes that nothing can be done to change the circumstances. Someone once said that a pessimist sees difficulty in every opportunity and an optimist sees opportunity in every difficulty.

A Happy Spirit

I do not want to surround myself with dull people. This ministry must be built around a spirit of joy and happiness. Grouchy, moody people are a liability.

Character

I am referring to good character. The people on our staff must have unimpeachable character. People with good character sweat the small things as well as the big ones.

The Valuable Staff

Member

To succeed in life is paramount for fulfillment. You will never be satisfied in life until you have successfully built something—a Sunday school class, a bus route, etc. In order to succeed as a staff member, a person must also be successful...

- As a mate**
- As a parent**
- As a servant in the work of the Lord**

It is important to remember that, as we juggle our various responsibilities, we won't succeed equally in all areas at the same time. However, we must succeed in order to experience fulfillment.

No one goes into the ministry with the goal of failure. However, most fail. Many of my college peers have failed. In fact, just recently, a man I know who used to be in the ministry married an acknowledged

lesbian.

Most of the people who were on staff at a Baptist church I used to attend here in this area are no longer even in the ministry. Success is not a given.

If you are going to succeed, you must...

Be organized. Use a Day Timer and a computer; get things done.

Be a worker. Enjoy work.

Be spiritual. Walk with

God.

Be punctual. Late is never acceptable.

Be enthusiastic. You can't be dull. You must possess life energy.

Be personable. Weird people don't make it.

Be responsible. Fulfill responsibilities on time.

Be a communicator. Convey information clearly.

Be flexible. Be willing to "roll with the punches."

Be a follower/leader. Be willing to be a follower. Be aggressive as a leader.

Things I Don't Like —In Fact, I Hate Them

Staff members who pick up paychecks they really didn't earn

Paychecks are earned only when we work—work hard.

Portraying an attitude that

implies you are overworked

Don't talk about how busy you are. Don't walk around sighing and moaning about how overwhelmed you are.

Laziness

Proverbs 24:30-34
specifically addresses this issue: "I went by the field of the slothful, and by the vineyard of the man void of understanding; And, lo, it was all grown over with thorns, and nettles had covered the face thereof, and the stone wall thereof

was broken down. Then I saw, and considered it well: I looked upon it, and received instruction. Yet a little sleep, a little slumber, a little folding of the hands to sleep: So shall thy poverty come as one that travelleth; and thy want as an armed man.”

Personal telephone calls at the office

These should not occur except in rare emergencies.

Talking about work instead of working

If you are disorganized, it will become apparent in your work. Disorganization is a time waster and a money waster. When you realize you are disorganized, do something about it. Organization skills can be learned.

Unfulfilled promises

When you give your word that a project will be completed at a certain time, get it done by or before that time.

A non-servant attitude

Matthew 20:28 says, “Even as the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.”

Staff members who run their own agenda

The success of any ministry will depend upon the ability of the staff to implement and follow the philosophy of the leader. If you cannot or will not do that, you are harming the work.

Staff members who make me

feel as though I am putting them out

When a pastor asks a staff member for help, he should not be made to feel as though his request is an imposition.

An unenthusiastic spirit

If you aren't excited about the ministry, get out of it!

A loner—someone who isn't a team player

Everyone needs to be part of the team for the good of the work as a whole. Those who

run their own show hurt the rest of us.

Negative individuals

Be positive! Look at the bright side, and tell everyone else about it.

Complaining

Gripping has no place in the ministry. Learn to avoid it like the plague.

Staff members who show up late and leave exactly on time

If the workday begins at 7:30 A.M., you should be ready to work by (and

preferably a few minutes before) that time. When you are pulling in the parking lot at 7:30, you are a thief, especially when you are packed up and pulling out at 4:30 P.M. on the dot.

Being late

A pastor needs to be able to depend on his staff to be where they say they will be when they say they will be there. This is also important for the testimony of our church and the ministry as a whole.

Forgetfulness

“Oh, I forgot!” is not an acceptable excuse. Write it down! Use your calendar or whatever it takes to help you remember.

An undisciplined life

Live by schedule. A disciplined life will aid your performance in every endeavor. Don't let life just happen to you!

What Bothers Me Among Staff

- 1. Daily homework**
- 2. Teaching in business casual**
- 3. Parking in the lot at Clyde Ave. during school days**
- 4. Use of the shuttles**
- 5. Facial hair on men**
- 6. No exceptions for non soul winning involvement**
- 7. Staff members should not be going to Blockbuster**
- 8. We ought to watch the things we say:**
 - a. "I could have a beer right now."**

b. Talking about personal things that involve our students and discipline measures or other members

- 1. Sleeping in church**
- 2. Missing events that are not required events (Illustration: men's BBQ)**
- 3. Like people; love people.**
- 4. Don't expect from others what you do not expect from yourself.**
- 5. We're not prepared to give to others if God has not**

given to us. Walk with God.

6. Poor mouthing it—I hate it when staff talk about money. Money should never be a question.

7. Ladies—wear nylons.

8. The same rules that apply to students do not apply to us. Greater rules apply to us.

9. Enjoy what you do—students, ministry, church, etc.

10. Don't be moody.

11. Enjoy this journey.

- 12. Staff having an opinion about another staff member's area of ministry.**
- 13. Get along.**
- 14. Leaving on the lights and A/C and leaving doors unlocked**
- 15. Dismissing classes late—parents are waiting and jobs are waiting.**
- 16. Not following through**
- 17. "I forgot."**
- 18. "I'm sorry..."**
- 19. Stuffing things in closets, drawers, etc.**

- 20. Returning vehicles dirty—do not eat in vehicles.**
- 21. Complaining and negativism**
- 22. Shorts on men—zero.**
- 23. Joining the choir and not practicing or singing**
- 24. Failing to take ownership**
- 25. What Bothers Me Among Staff**

What Drives Me Crazy

- 1. Staff members who are late**

(Please refer to the chapter on punctuality in this section of the manual.)

- 2. Students being late for school five to ten times**

The school office will be responsible to give me a monthly report of all incidents of tardiness. If students are late (barring an area-wide traffic problem or natural disaster that affects many students), they will receive unexcused tardies. There are no exceptions to this rule, and it includes

**staff children, my children,
and anyone else who is
enrolled as a student.**

1. Disorganization

2. Appearance

- Missed shaving**
- Greasy hair**

3. Attitude—be positive

**1. Inattentive during
preaching (sleepy)**

**2. A dull, inexpressive staff
member—toward anyone
(children, babies, adults).
Also, don't act suspicious of**

everyone.

- 3. Incomplete projects**
- 4. Dirt—carpet with spills all over the place**
- 5. Wasting money**

Your Standards in My Ministry

You can have higher standards than I have. However, I do not want you to impose those standards onto my ministry.

For example, you can believe that a wife must get

up before her husband, have her hair combed, and have her make-up on before she sees her husband, Ralph. However, I don't want you to impose that nutty idea on my ministry. You may believe it, and you may practice it; but don't expect to use my ministry as a platform for your ideas.

Thus, I am saying I don't want you to take my ministry to a position which I don't believe. Don't impose weird ideas on my people.

Here is a list of beliefs that people may have, but which I do not have.

1. You have to attend certain conferences in order to be considered fundamental. This is a new idea filtering around our country, and it is nothing but denominationalism. In fact, you should not promote any conference or ministry without my direct approval.

2. Women's sleepwear

should not have legs. This is ludicrous. I cannot believe preachers are spending time on this subject. Our college rule is that ladies cannot sleep in men's attire or clothing that could be worn outdoors (such as sweats, etc.). However, I am not going to legislate against women's pajamas that have legs in the outfit.

- 3. A woman can never cut her hair.**

- 4. A woman cannot use make-up. (In fact, I believe the opposite.)**
- 5. Children are not permitted to laugh in a classroom.**
- 6. Parents negotiate their children's romances.**
- 7. Christmas and Easter cannot be celebrated, and decorations are not allowed. We do not celebrate Halloween. We do allow harvest time decorations and parties.**
- 8. You cannot own a**

television.

- 9. No children's songs can be sung unless they are spiritual. This would eliminate "Old McDonald Had a Farm."**
- 10. It is a sin to listen to classical music, or any music that is not a psalm, a hymn, or a spiritual song.**
- 11. Acting strange during services is acceptable—being loud, making extra comments, showing how obviously bored you are.**

Be very careful about turning preferences into convictions.

What the Ministry Means

The ministry means long hours.

Eight hours a day cannot get the job done.

- You are a minister of the Word of God. It takes preparation to deliver a message, Sunday school lesson, morning and evening sermons, Wednesday**

Bible study, chapel sermons, staff devotions and outside speaking engagements.

- You are an administrator. You administrate the budget for a corporation. You must administrate the business of the staff, deacons and church.**
- You are a counselor. You face everything: divorce, abuse, adultery, drugs, drink, broken marriages, rebellion,**

gossip, financial problems, discouragement, suicide and bankruptcy. First of all, it takes time just to see people. Secondly, you must spend time on your face before God on their behalf if you are to properly advise them.

- You are a student and a prayer warrior. It is going to take long, hard hours in prayer and Bible study if you are to accomplish God's will in**

your life.

The ministry means loneliness.

There is no one with whom you can share your burdens, heartaches, difficulties, pressures, counseling appointments, etc. Of necessity, you will have to walk alone much of the time. This means that many of your dreams and plans must be kept in your heart just as Nehemiah did.

The ministry means labor.

You cannot be lazy and

succeed in the ministry. You must enjoy work, be a self-starter, and be organized in order to accomplish something as you work.

The ministry means leadership.

The leader is the captain or chief, the head or the commander. You must lead by example and give clear-cut directions.

The ministry means learning.

You must have a willingness to learn from everything and everyone all the time. You

**can learn from the Bible,
preaching, books you read
and cassettes you hear.**

The ministry means loyalty.

**You must be loyal to Christ,
your companion, your
children, your church, your
calling, your community,
your state (California) and
your country.**

**The ministry means having a
lady for a wife.**

**Your wife cannot be a
detriment. She must not
seek or be in the limelight.**

She must be submissive, stable and godly if you are to have a ministry. See Titus 2:3-5, I Timothy 3:5, 11 and 12, and I Peter 3:1-7.

The ministry means legal affairs.

You will face legal battles more than once in your ministry on a city, state and possibly even federal level. You will probably even face lawsuits against your ministry.

The ministry means having sealed lips.

Your lips can be used for preaching, soul winning, giving words of kindness and kisses for your wife.

Your lips cannot be used for criticizing, complaining, gossiping and telling all you know.

The ministry means love.

You must have a genuine love for people. You must love the kind, godly members and the mean, ugly ones too. You must love God's men, but you must love the heathen too. You

must love all of mankind.

The ministry does NOT mean:

- **luxurious, lucrative lifestyles**
- **lavish clothes, cars, houses, etc.**
- **lustful desires**
- **loud, boisterous wives and children**
- **leisurely lifestyles**
- **liberal views**
- **large appetites**
- **language that is ungodly**

Sharpen Up!

I would like our staff to look like we have just stepped out of a bandbox. I am not talking about worldliness, but we certainly must put our best foot forward.

Our hair must be in style.

- Men: That means your hair should be grease-free and combed so that every strand is in place.**
- Ladies: That means you should have a**

**hairstyle that is
current without
becoming worldly.**

**2. We need to have
fashionable clothes.**

- Let's get rid of old
suits, sport coats and
dresses that were in
style ten years ago—
but are now very
much out of style.**
- I am not suggesting
that we have money
to throw around, but
we can begin to work
at looking like a**

**dignified, professional
group.**

- 3. Always wear dignified,
shined shoes.**

**Remember: we are no
longer living in the
1990's!**

Vision

- 1. What is my vision (the
Pastor's)? (Take about 10
minutes to write it down.)**



2. Are you fulfilling your vision or mine?

Your Goal—To
Reflect Me & My

Ministry

I want every staff member to have the opportunity to assume a responsibility as a staff member and build and develop that area to the best of your ability. I will not require that you change your own personality or that you simply clone my personality. However, as you develop an area of the ministry, it must reflect my philosophy and direction.

For example, the staff men

who fill my pulpit from time to time do not have to have the same delivery in preaching that I have, however, we must all have the same direction in preaching.

Your goal in your ministry should be to reflect the direction and philosophy of mine.

Part III:

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A Winning Mindset

For as he thinketh in his

heart, so is he.

Proverbs 23:7

**It is of utmost importance
that we learn to possess and
control our minds.**

**A mind that is negative will
produce:**

**Negative words Matthew
12:34**

**Negative actions I Samuel
27:1 - 30:6a**

**Consequently, someone with
this mindset will be negative
and discouraging to his
family, peers, membership,**

and community.

Recently, a seasoned pastor called. During the conversation he said, “Why is it, Bro. Trieber, that preachers do not want to come to California?” I immediately led the conversation to a positive note concerning his question by saying, “Many across the country believe negative things about California, don’t they? However, you and I know that the hottest place in the

country right now for strong, solid fundamental churches is California.” By the way, that is true! Many states are dying. Their churches, in general, are as dead as last year’s Christmas tree. However, California is on the move!

Pastors and staff members must control their thoughts.

Isaiah 26:3

Philippians 4:8 “Think on GOOD things.”

I am not going to think about negative things.

Therefore, in my day-to-day living and in my pulpit ministry, I am going to be upbeat, positive, and enthusiastic. Why? My motivation is coming from within, not from without.

I'm on the WINNING side!

My winning mindset is going to be reflected in these items:

1. My music

I refuse to listen to music that is whining. That reflects a negative spirit.

2. My schedule

I refuse to talk about how busy I am.

3. My offering

I refuse to present the needs of the church within the backdrop of, “Our church is in a desperate condition,” or “The whole economy is getting bad.”

I refuse to give my offering with the attitude of, “I’ll sure be poor forever now.”

4. My voice

I refuse to present the grand

opportunities of our time with a voice that conveys a struggling, desperate attitude. Instead, I want a buoyant voice that conveys my attitude that we are in the heyday of my ministry.

5. My spirit

I refuse to see apparent limitations as the end of our growth. It is exciting to see all we will have to accomplish to house the people that are bursting

the seams of our buildings.

6. My personal finances

I refuse to poor mouth it about how hard it is to live here. It is no harder to live here than anywhere else in the country. The real estate market is unbelievably expensive, but part-time workers get paid wages considered outlandish in other locations. Homes in the Midwest are less expensive, but their

**winter heating bills soar
far above ours!**

7. My love for this area

**I refuse to forget that our
average temperature is
72 degrees. I refuse to
see traffic jams; I see
opportunities to reach
thousands of people. I
am enchanted with all
the high-tech
opportunities available in
the Silicon Valley, and
the geographical beauty
of our state is
unparalleled.**

8. My love for my work

I refuse to forget that I am fulfilling the purpose for which I was created.

9. My awareness of the eternal value of my ministry

I refuse to forget that secular workers only receive a paycheck, while I get a paycheck as a down payment on my eternal rewards.

10. My body language

I refuse to let my physical limitations convey a

loser's heart. When I can't stand as tall as I used to stand, I'll make up for it with an attitude that is more positive than ever.

We should not slouch or walk with stooped shoulders. Energize your posture.

A Staff Member's Personal Life

I. Personal Appearance

All staff members are

expected to keep themselves neat and clean.

A. Ladies should observe the following guidelines:

- 1. Hair should be neatly styled. Do not wear fuzzy hairstyles.**
- 2. Casual shoes should not be worn to work.**
- 3. Don't wear silky fabrics that cling.**
- 4. Avoid gaudy clothing. Be fashionable, not faddish.**
- 5. Walking pleats are**

permitted; slits are not. Pleats should not be open higher than the length rule for the schools; that is, hemlines must touch the floor when you are in an upright, kneeling position.

- 6. Women may not wear pants under any circumstances.**
- 7. Necklines should not be any lower than four fingers from the indentation at the**

base of the throat.

8. Avoid tight or sheer clothing.

9. Hosiery should be worn.

10. Culottes should be within school and college guidelines.

B. Men should observe the following guidelines:

1. Beards and mustaches should not be worn.

2. Hair should not be long. Men should get professional haircuts

regularly. Every three weeks would be the maximum amount of time that should elapse between cuts.

- 3. Do not wear pink or other soft colors. No effeminate apparel will be tolerated.**
- 4. Suspenders may not show if they are worn.**
- 5. Wrap-around string ties (sissy ties) should not be worn.**
- 6. Socks, shoes and belt**

should match.

C. Both men and women should observe these guidelines:

- 1. Casual shoes should not be worn to work as a general rule. There are occasions when nice casual dress will be required.**
- 2. Dress like educators and professional business people.**
- 3. Always wear dressy clothes to church on Sundays.**

- 4. Control your weight. Take charge of your diet. Don't let it control you.**
- 5. Hands and fingernails should always be clean.**
- 6. Teeth must be clean and breath odor-free. Brush teeth several times each day.**
- 7. Shower or bathe at least once a day. Use deodorant; change brands periodically to maximize**

effectiveness.

- 8. Hair should be washed regularly and should never appear greasy.**
- 9. Be certain your clothes are clean and fresh smelling or it won't matter how clean your body is.**

II. Social Life

A. Etiquette

- 1. A man should always stand as a sign of respect when a lady (parent, adult, pastor,**

**etc.) enters the room.
A man should stand
when a lady comes
onto a public
platform.**

**2. A man should seat his
wife at the table (in
restaurants, at
banquets, etc.) and
open and close the
car door for her.**

**3. A lady should always
allow a man to treat
you like a lady. Allow
him to hold the door,
etc.**

- 4. Never use a toothpick in public.**
- 5. Never wipe off the silverware when you are a guest—unless you wish to insult your hostess!**
- 6. When eating, never put your elbows on the table. One hand should always be in your lap (along with your napkin) while eating.**
- 7. Sit up straight while eating. Correct**

posture should be used.

B. Courtesy

- 1. Always be polite. Make sure you do not irritate others. This applies to business and church dealings both personally and for the company.**
- 2. Don't do all the talking! Be a good listener. This is an art; develop it!**

C. Punctuality

- 1. The Lord Jesus always**

**kept His
appointments.**

- 2. Always be prompt.
Don't make people
wait on you.**
- 3. If you organize any
activity, you must
begin at the time you
have announced.**
- 4. Be an example in your
punctual arrival for
the public services.**

III. Professional Life

- A. Always make an
appointment with Pastor**

or a department head. Do not walk in unannounced and ask to see someone.

B. Have integrity. If you promise to do something, fulfill your promise.

C. Have dignity. Be careful to have good posture. Never chew gum.

D. When visiting pastors are here, never call them by their first names. Never question a visiting pastor.

E. Respect others' privacy

(desk, drawers, files, offices, etc.) Never open another staff member's file cabinet or desk drawers without prior permission.

F. Clean your office daily. Don't allow drawers, desk and closets to become messy.

G. Don't abuse equipment.

IV. Financial Life

A. Live within your means. It has been said that the two things that destroy more men in the

ministry than anything else are debts and women. Pay as you go. Live on a cash-and-carry basis.

B. Don't create unnecessary bills.

C. Your credit should always be above reproach. Don't charge what you cannot pay for immediately.

D. Don't poor-mouth. Too many people think and talk constantly about money and their lack of it. Be content with your

wages. (See Luke 3:14.)
“Not that I speak in
respect of want: for I
have learned, in
whatsoever state I am,
therewith to be content.”
(Philippians 4:11) “But
godliness with
contentment is great
gain.” (I Timothy 6:6)
“And having food and
raiment let us be
therewith content.” (I
Timothy 6:8) “And be
content with such things
as ye have.” (Hebrews
13:5)

E. Tithe weekly.

F. Don't compare your finances with other people's finances.

G. Live conservatively on a disciplined budget.

H. Pray about purchases.

I. Plan a retirement account.

J. Open a savings account.

V. Relationships

A. You have a relationship to the lost.

1. You have been hired on my staff to

**produce—to produce
souls. Everything else
is secondary.**

**a. Every staff
member should
call a minimum of
three hours a
week. Male staff
members should
definitely consider
this a bare
minimum.**

**b. Every staff
member should
endeavor to win at
least one soul a**

week. This is especially true of the male staff member.

c. Every staff member should bring at least one person forward each week for baptism.

d. Every staff member must attend a weekly, public, organized soul winning ministry of this

church.

- 2. The pastoral staff should note that you are a liability until you have reached twelve new, tithing families.**
- 3. No matter how nice your bulletin boards or how organized your ministry, you don't belong at North Valley if you don't win souls.**
- 4. Motivate yourself to go soul winning.**

Don't wait for me to prod you along. Have a set time when you go soul winning each week.

B. You have a relationship to the church members.

1. You are here to serve these people. We are in the people business. We should never be too busy for people. Always make everyone feel welcome. Remember that we are servants

or slaves for the cause of Christ.

- 2. Don't form cliques with any group of individuals. Love everyone. Be kind to everyone. Sit with different individuals in the services. Watch out for close friendships. Don't be as interested in having friends as you are in being a friend.**
- 3. Don't share your problems with church**

members. This is a definite weakness that will hurt the ministry.

4. Allow our church members to be proud of your automobile.

a. Wash your vehicle at least once a week.

b. Keep hubcaps on the wheels.

c. Use *Armor All* on the tires and a special cleaner for the whitewalls.

d. Vacuum the inside and keep it free of clutter and trash.

e. NOTE: Never allow a student to wash your auto on the school property.

5. Become involved in all the programs of the church.

a. Ladies should attend Ladies' Night Out and showers.

b. Men should attend Men's Prayer.

c. Everyone should attend weddings, 25th anniversaries, etc.

d. Attendance in every service is required.

6. Don't poor-mouth to the membership.

7. Remember that we encourage our people to be in church except for two or three Sundays a year. In light of that fact, you should be gone

only two Sundays a year, three at the very most. We must set the example if we expect our members to be faithful to God's house.

C. You have a relationship to the staff.

1. Never touch one another or any member of the opposite gender.

2. Don't be flirtatious with the staff or any member of the

opposite gender.

- 3. Be loyal to one another. Don't gossip about one another.**
- 4. Be cautious about forming cliques.**
- 5. Show respect for one another.**
 - a. When someone is speaking, pay attention.**
 - b. Never answer with words like yeah, huh, turkey, dummy or stupid.**

D. You have a relationship to the students.

- 1. Never threaten a child. Never touch a child. This is as much for your relationship to the child as for your responsibility to this ministry. Any disciplinary incidents as well as all accidents of any type must be thoroughly documented and turned in to the**

**Office Manager for
your protection and
the protection of our
church.**

- 2. Don't have buddies
among the students.
These children (K-12)
are your students,
not your buddies.
Keep a professional
distance in your
relationship to them.**
- 3. Love these children
(K-12). Take time to
meet individual
needs.**

- 4. Don't encourage students to date.**
- 5. There is to be no counseling done during school hours in the offices.**
- 6. In accordance with I Timothy 5, girls should receive counsel from the women and boys from the men.**
- 7. Faculty members are not allowed to date students.**
- 8. Faculty members are**

not allowed to attend student parties under any circumstances unless they are church-sponsored.

9. Every teacher should keep a record on every student regarding birthdays, visits made, home conditions, parents' anniversaries, etc.

10. You owe your students a neat, homey classroom.

11. Sing songs that are

biblically sound.

- 12. Be conscious of the temperature in your classroom. Don't allow students to wear winter coats in the classroom.**
- 13. Don't make the school a glorified Sunday school.**
- 14. Praise and tell. (This is like show and tell.) Learn to praise.**
- 15. Faculty may not assign homework on Wednesday nights.**

16. Do not use abbreviations for words that are spiritual in nature. Don't use H.S. for Holy Spirit, O.T. for Old Testament, J.C. for Jesus Christ or any other abbreviations of that nature.

17. Learn creative discipline methods that will help you avoid sending students to the office

at the drop of a hat. The principal is not a babysitter. However, if the student refuses to obey verbal commands, the teacher should use the intercom system to contact the school office and send the student there immediately. Under no circumstances should a faculty or staff member touch a student.

18. Prepare your lessons.
Parents are paying
good money to have
you instruct their
students.

E. You have a relationship
to the pastor.

1. Pastor Trieber is your
pastor. There are five
words from the Greek
New Testament
which describe this
position. As poimen,
Dr. Trieber is your
shepherd. As kerux,
he is your preacher.

As didaskolas, he is your teacher. As episkopos, he is your overseer. As presbuteros, he is your president.

- 2. Pastor is your employer. Each staff member works for the pastor, not the deacons or the church members.**
- 3. Pastor is your friend; however, you should not expect him to be your buddy.**

- 4. Pastor is the one who sets your philosophy. Always ask yourself these questions: “Is this what Pastor wants done?” “Am I doing this task the way Pastor wants it done?”**
- 5. Pastor deserves your loyalty. You should never criticize another staff member, a parent, the church or your pastor.**

F. You have a relationship with the parents. Do not presume to counsel with children when you know their parents are already working with them in a certain area.

G. You have a relationship to your family. It is vital that your family not feel that they are at the end of the line when it comes to your time

and attention. Staff members must spend time with their families. Make it a point to have family meal times and family devotions. Be involved in sports with your family. Take picnics to the park and go on bike rides and family walks. Watch family videos and eat popcorn. Church attendance, prayer and soul winning

**should be family
activities. Play
games. Take
vacations and day
trips. Work together
on the yards or
washing the car.**

A Staff Member's Purpose

1. Serve the Lord.

**What we have the privilege
of doing is for eternity and
we get paid for serving Him.**

- Serve Him with gladness.**

Psalm 100:2

Acts 20:24 — “with joy”

- **Serve Him with patience.**
- **Serve Him with gratitude.**
“Thank you.”

2. Serve Your Pastor.

The goal is to allow me to run my program.

**Staff members who want their own agendas should start their own churches.
(male/female)**

Your goal is to discover my goal.

3. Serve Our People.

The staff should serve the people of this church and ministry. Don't expect it to be vice versa.

A Staff Member and His Church

I realize that a staff member must have the privilege of enjoying church services as any other member. However, with our privilege also comes some responsibility.

- 1. Park at the shuttle lot 100 percent of the time.**

- 2. Never come to church late. Always arrive early.**
- 3. Participate in the church service. Sing, say “Amen,” and laugh.**
- 4. Greet everyone with a smile and/or a handshake.**
- 5. Stay awake during the services.**
- 6. Sit as close to the front as possible.**
- 7. Serve the Lord in your church. Teach a Sunday school class, work on a bus route, sing in the**

choir, or work in the church nursery.

- 8. Bring a good spirit to church.**
- 9. Always carry a Bible to church. Never put your Bible on the floor. When your Bible is in a stack with other books, never put other books on top of the Bible.**
- 10. Stay after the services to greet visitors and members.**

A Staff Member and

His Walk With God

How easy it is for a staff member to put work before worship. We are so busy being involved in the Lord's work that, if we are not careful, we substitute our work in the ministry for a walk with God in His Word and prayer on a day-to-day basis. However, I must caution you that no staff member is prepared to counsel and deal with others until he has first allowed God to deal with his own

heart.

The Secret

***I met God in
the
morning,***

***When my day
was at its
best.***

***His presence
came like
sunrise,***

***Like a glory
in my
breast.***

***All day long
His***

*presence
lingered;
All day long
He stayed
with me,
And we sailed
in perfect
calmness
O'er a very
troubled
sea.*

*Other ships
were blown
and
battered,
Other ships*

*were sore
distressed.*

*But the winds
that
seemed to
drive them
Brought to me
a peace
and rest.*

*Then I
thought of
other
mornings,
With a keen
remorse of
mind,*

***When I too
had loosed
the
moorings***

***With His
presence
left
behind.***

***So I think I
know the
secret***

***Learned from
many a
troubled
way:***

You must seek

*Him in the
morning
If you want
Him
through
the day.*
—Ralph S.
Cushman

A Suggested Plan for Your Walk With God

A Beginning

You should have a definite place and a definite time to meet God each day. You can begin by doing the following:

- 1. Offer yourself to the Lord.**
- 2. Confess any sin the Lord has already brought to mind.**
- 3. Yield yourself to the Lord.**
- 4. Ask God to give you insight into His Word.**
- 5. Ask for God's direction for the day.**

Scripture Reading

After you have done this, read the chapter in Proverbs that corresponds with the day of the month and read a portion of Scripture from

the Bible. I want every staff member to read the Bible through each year at the very least. I would not encourage you to use this time for studying the Bible; instead, simply read from the Word of God.

Prayer Time

You should have a prayer notebook that you use every day. When a request is answered, I think it very profitable to indicate the date when it was answered. Obviously your prayer

notebook would include many different sections: personal/family requests, the church prayer page, the needs of the ministry here, our missionaries, the needs of other ministries, the lost and backslidden, etc.

In my book, *Men Ought Always to Pray*, I give specific illustrations of the outlines I use for prayer based on John 17. If you have never developed a plan or outline for your prayer life, I strongly recommend

doing so. I believe it causes a person to be more faithful and consistent in prayer and to be more encouraged when God answers prayer.

The Balanced Staff Member

Good staff members do not allow these three areas to conflict with one another. To illustrate, let me make the following points:

- When you are at work, you should give yourself entirely to your work—**

not to your family. You owe this church and me every single minute for which I pay you. Your attention should be on my work and the ministry when you are at work.

- When you are at church, you should be involved in the service as a member. You should not be analyzing how badly the church family needs the message. You should be considering your own**

spiritual needs.

- When you are at home, you should not be preoccupied with church or your staff position—especially while your family is up and at it. When you are home, give yourself to your family.**

Anticipation—The Key to Being Prepared

When I took driver's training in 1966, the instructor taught us to

always anticipate what the other drivers around us were going to do. He believed that to be the key to being a good driver who was prepared for any eventuality on the highway.

When you are anticipating what will happen, you are planning ahead. To plan ahead, you need to ask yourself two questions:

- What is going to happen?**
- What needs to happen?**

To plan ahead, you must anticipate the future. As a

music director, I used to actually lead the songs ahead of time. I would think through exactly how I was going to lead each song.

- Tempo**
- Volume**
- Holds**
- The timing for cutting off the last note**
- Which verses I would sing**
- What I would say before beginning and in between verses**

Charles Vance is the son-in-

law to our former president, Gerald Ford. He is a former secret service agent who is now president of Vance International, Inc., a bodyguard protection company. He has the following to say about anticipation:

- Most security is eliminating the opportunity for problems to arise.**
- Confrontation always means a botched job. Doing a good job means**

**you won't ever have to
wrestle with someone.**

- Advance work is the meat
of the whole job.**
- Expecting the unexpected
is the key factor in
averting catastrophe.**

**Webster says anticipation is
being prepared for what's
ahead. As staff members, we
must anticipate. Think
ahead!**

Be a Blessing

***...for I have learned by
experience that the LORD hath***

blessed me for thy sake.

Genesis 30:27

Laban (Jacob's father-in-law) had discovered that the blessing upon his life was a result of Jacob. It is my prayer that I will live my life in such a manner that will bring blessing upon your life.

Can the same be said about you in your position of leadership? Can it be said that the people under your tutelage and direction are being blessed because of

you?

- **A spiritual life will bring blessing to those around him.**
- **A servant's life will bring blessing to those under him.**
- **A disciplined life will bring blessing to those who rub shoulders with him.**
- **A separated life will bring purity to an organization and blessing to those within**

that organization.

- **A work ethic is contagious.**

All of these and many more are ingredients that cause others around us to be blessed. My question is this: Are you blessing the lives of others, or are you complicating their lives? Do you create chaos or division? Do people get upset with you? Are you causing people to lose their vision, focus, and excitement about the things

of Christ?

Our responsibility is to see that others are blessed because of our lives.

Blessed Are the Poor in Spirit

***Blessed are the poor in spirit:
for their's is the kingdom of
heaven. Matthew 5:3***

Jesus, the worker of miracles and the healer of the sick, was followed by “great multitudes of people from Galilee, and from Decapolis, and from

Jerusalem, and from Judæa, and from beyond Jordan.” (Matthew 4:25) Just after this, He needed to get away with His disciples. James and John had just been called, and it was time for Jesus to conduct His first staff meeting.

In this first meeting, Christ’s first words were, “Blessed are the poor in spirit: for their’s is the kingdom of heaven.” (Matthew 5:3) The term poor in spirit does not mean that

God's people are supposed to look gloomy, wear dowdy clothes, and generally look miserable in an effort to convey humility. What it means is that God's people are to have a proper evaluation of themselves.

- 1. Realize God created you with special abilities. (See Psalm 139:14-16.)**
- 2. Realize God designed the human race to be interdependent, so no one was given every ability. (See Ephesians**

4:11.)

- 3. We may ask ourselves, “What do I think I do well?” Another very penetrating question is, “What do others think I do well?” Sometimes, our own bias prevents us from seeing the truth about ourselves.**
- 4. “What has my employer asked me to do?” and “What has my employer asked me not to do?” A godly employer can help direct us so we spend**

more time in our area of strength and little or no time in our areas of weakness.

- 5. To have a proper evaluation of ourselves, we should ask, "Would I be willing to add something if I were needed to do so?" Additionally, we should ask, "Would I be willing to give up something if I were needed to do so?" Often, people who may appear to be easygoing**

and pliable have deep-rooted willfulness and stubbornness that prevents them from doing all that God has for them to do.

Be a People Person

“People who like people are people who people like!”

The ministry is all about people.

- Kind people**
- Mean people**
- Easy-to-love people**
- Difficult-to-love people**

- **Rude people**
- **Thoughtful people**
- **Intelligent people**
- **Unintelligent people**
- **USA people**
- **Non-USA people**
- **Old people**
- **Young people**

The spiritual servant of the Lord will love and work with all people.

Be careful...

- 1. that you do not try to conform everyone to**

your wishes.

- 2. that you are not judgmental.**
- 3. that you are not opinionated.**
- 4. that you do not develop favorites.**
- 5. that you do not hurt someone's spirit.**
- 6. that you don't take time only for those who agree with you.**
- 7. that you do not fail to listen to their plight.**
- 8. that you do not refuse to**

ever budge.

9. that you don't adopt the attitude of "It's my way or the highway."

10. that you do not drive away those that are different from you.

Therefore, guard...

1. your mouth.

2. your attitude (spirit).

3. your behavior.

The Scripture says,

And be ye kind one to another, tender-hearted,

*forgiving one another, even
as God for Christ's sake
hath forgiven you.*
Ephesians 4:32

Questions to ask yourself:

- 1. Do people like you?**
- 2. Do people enjoy you?**
- 3. Do people respect you?**
- 4. Do people admire you?**
- 5. Do people have a love in
their hearts for you?**

**Be Energetic—Have
Enthusiasm**

Dull people will destroy what we are trying to accomplish in this ministry. No one wants to be a part of something that is lifeless, listless, and as dead as last year's Christmas tree!

- 1. Lift your head up.**
- 2. Walk quickly.**
- 3. Move your hands and arms like they still have blood flowing to them.**
- 4. Tell your face to be alert and enthusiastic.**
- 5. Make sure your voice is**

**happy, positive, upbeat—
not stammering,
rambling, negative.
Dropping your voice at
the end of each sentence
is depressing.**

6. Smile; laugh.

7. Be expressive.

**8. Do things with energy—
wave, shake hands,
stand, walk, etc.**

Becoming Debt- Free

**The leadership of this
church must do its very best**

to get out of debt. I am speaking about the pastors, staff, deacons, Sunday school and bus workers, and others who are involved in the work. In addition to the leadership, the entire church membership must work at becoming debt free. In order to support the building projects that face us, we will need to face them as a relatively debt-free people. I realize that most of us will have a house payment; most of us will also have an automobile

payment. However, other than these two payments, we ought to do our very best to see to it that we are completely debt free.

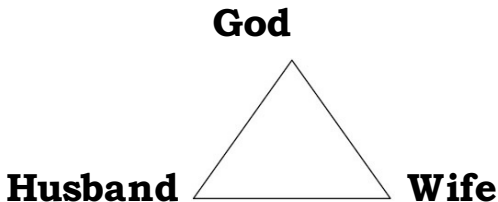
1. I would encourage you not to charge. I encourage you to pay for your purchases with cash. Instead of charging items, wait until you have the cash to pay for them.

2. May I encourage all of our membership, and especially those in

**leadership positions, to
accumulate all bills and
assess how to pay off
everything.**

**Please do not consolidate.
Consolidation is not the
answer to becoming debt
free.**

Building Good Marriages



As we two individuals—husbands and wives—strive to get closer to God, we will get closer to one another. Let us set the example as staff members of couples who have good marriages. Work on your marriages consistently.

- 1. Talk to God individually.**
- 2. Talk to God together.**
- 3. Talk to one another.**
- 4. Ask forgiveness quickly.**
- 5. Be kind to one another.**
- 6. Treat one another with**

respect.

7. Spend time together.

8. Serve God together.

9. Have fun times together.

10. Be honest with one another.

Developing the Skill of Listening

The listening skills of people in this day in which we live are very poor. For example, I can make an announcement in church that an event will be taking place at a certain

time, and at least half the crowd will not get it straight. They will get either the wrong date or the wrong time—and, sometimes, even the wrong event. The reason is that they come to church without the purpose of listening.

The same is true of staff. Perhaps the greatest frustration that I have is not the lack of money, lack of building space, etc. Perhaps my greatest frustration is paying people to not listen.

Granted, there are many times when I am not very clear in my instructions.

However, ON A DAILY BASIS I distinctly remember having asked someone to do some task that is not done—yet I hear, “I didn’t hear you ask me to do that,” “I didn’t know you meant that,” or “You asked someone else to do it.”

I am asking the staff, when you come to staff meetings and receive an assignment or receive a memo in which

I tell you to do something, to please give me results—not excuses. If you do not understand what I am asking, please take the time to ask me to clarify it. Please write down what you are asked to do and then fulfill those tasks. Thus,

- 1. Listen.**
- 2. Write things down.**
- 3. Get clarification if needed.**
- 4. Fulfill the responsibility - IMMEDIATELY.**

At times, having people fail

to listen to instructions becomes so frustrating that you almost want to throw up your hands in disgust and say, “Forget it all!” Thus, we must listen!

It is amazing how many times we as teachers expect our students to listen, yet we come to staff meetings with our eyes at half mast and our minds very obviously not in the meeting.

When you come to a meeting, leave your other

issues at home and come with the purpose of listening.

Developing Your Skills

- 1. You do not have all the skills you need just because you are a college graduate.**
- 2. You do not have all the skills you need just because you have been hired on our staff.**
- 3. You do not have all the skills you need just**

because you have been doing your job for five, ten, or fifteen years.

4. Professional occupations require constant growth.

5. Do not overlook commonly available methods of growth.

a. Thoughtful attention to preaching

b. Reading

c. Seeking the advice of people who have skills you lack

d. When appropriate,

counseling

6. Develop personal skills.

a. Responsibility

b. Punctuality

**c. Ability to maintain
classroom discipline**

**d. Enthusiastic attitude
of wanting to be here**

**e. Ability to carry on an
enjoyable conversation**

**f. Ability to meet and
entertain guests**

**g. Writing good letters
and thank-you notes**

h. Brevity in dealing

with colleagues

- 7. Develop professional skills. I have listed below several ideas simply to provoke the thinking of all our staff members.**
- The college president might want to attend a seminar on management.**
 - Those whose job involves or who teach graphic design might want to attend a seminar.**
 - Pastoral staff members might want to attend a**

leadership conference.

- The Business Manager might want to attend a seminar on the latest tax laws and/or accounting.**
 - Music instructors are enrolled in private music lessons to further their skills.**
 - Church and school secretaries might want to view computer-training videos.**
- 8. Think of books, classes, seminars, and**

conferences that might give you specific skills.

9. Turn in your requests for training expenses on a purchase order in advance so we can plan for covering the expense. In most cases, this should be turned in at least two months in advance.

10. Engage in conversations with your colleagues here and around the nation to learn about new training

**opportunities of which
they are aware.**

Gratitude

**Gratitude means to be
appreciative, to be thankful.**

**As staff members, we must live
our lives on Gratitude Lane.**

- grateful that Christ saved
us as wretched sinners**
- grateful for the Holy Spirit**
- grateful for the precious
Bible**
- grateful for our families**
- grateful for the New**

Testament church

- **grateful we're Baptists**
- **grateful we're independent, fundamental, separated, KJV, missionary-minded, soul winning, shouting Baptists**
- **grateful for North Valley Baptist Church**
- **grateful for Golden State Baptist College**
- **grateful for North Valley Baptist Schools**
- **grateful for the ministry**

Gratitude is revealed:

- 1. on the face**
- 2. on paper**
- 3. with words**
- 4. with our attitude**

Goals

It is important to have goals:

- Daily goals**
- Weekly goals**
- Monthly goals**
- Quarterly goals**
- Semi-annual goals**
- Annual goals**

It is important to have

specific, measurable goals that are written down.

It is important to keep your list of goals constantly before you in order to provide direction and motivation for your moment-by-moment living.

Reaching goals helps me and you.

- 1. Goals keep me focused.**
- 2. Goals keep me inspired.**
- 3. Goals keep me positive.**
- 4. Goals keep me happy.**
- 5. Goals keep me fulfilled.**

- 6. Goals stretch our limits.**
- 7. Goals keep us from accepting the status quo.**
- 8. Goals keep us from stagnating.**
- 9. Goals keep us challenged.**
- 10. Goals help us be creative.**
- 11. Goals keep us organized.**
- 12. Goals keep us committed.**
- 13. Goals keep us responsible.**
- 14. Goals allow us to succeed.**
- 15. Goals transform your life.**

If you have ever witnessed a leader without goals, you

will see a disorganized, negative, constantly tardy ministry that is going nowhere fast. When you allow the energy of goals to permeate your mind and life, you can begin to experience the abundant life that is your heritage as one of God's children and an heir to the rich promises of the Bible.

Identify and Deal with Your Weaknesses

Please identify your weakness:

- **Disorganization**
- **Procrastination**
- **Frustration**
- **Communication (lack thereof)**
- **Worldliness**
- **Discontentment**
- **Discouragement**

Source of your weakness:

These weaknesses can be traced back to our failure with and independence from our God.

God's Word says, "I can do all things through Christ which strengtheneth me." (Philippians 4:13) God's Word also says that I was created in His image. "So God created man in his own image, in the image of God created he him; male and female created he them." (Genesis 1:27)

Deal with your weakness:

Let us say that our weakness is disorganization, which has nothing to do with a gift or the lack of a gift. It has

nothing to do with God's failure to endow us with something. It is always a character flaw! God is a God of order; therefore, if we choose to get close to our orderly God, our disorderly life will become orderly.

We must have prayer time to identify our problem and to ask God for victory over that problem, not only in the morning but also throughout the day.

We must confess that

the problem is sin.

**At the end of each hour
and every day, we must
consider if we have lived
our lives in
disorganization.**

**Disorganized people will
seek to talk and bluff their
way through life; but
eventually, that weakness
will surface. The wheels will
come spinning off their
lives. It will be reflected not
only in their ministry but
also in their marriages, in
their children, and, of**

**course, in their leadership.
Their weakness will damage
other people's lives.**

Everyone has a weakness:

**As I study the lives of men
and women in the Bible, I
find that they all had
weaknesses.**

- Moses could not
accomplish the task,
because he stuttered.**
- Gideon felt as if he
could not accomplish
the task, because he
was the youngest in his**

family and was from a small tribe.

- Jeremiah could not accomplish the task, because he said, “...I am a child...” (Jeremiah 1:7)**
- Isaiah felt as if he could not accomplish the task, because he realized that he was “a man of unclean lips...” (Isaiah 6:5) However, he surrendered and said, “Here am I; send me.” (Isaiah 6:8)**

Be a Conqueror NOT a Victim:

To accommodate or blame our weakness, to become a victim, to think we are picked on (“It’s not fair!”), and to feel as if we do not have as much talent or ability as others is to announce that we are to lazy to overcome that which we call our weakness. God’s Word says, “Greater is he that is in you, than he that is in the world.” (I John 4:4b)

In I Corinthians 1:25-29,

God's Word says:

Because the foolishness of God is wiser than men; and the weakness of God is stronger than men. For ye see your calling, brethren, how that not many wise men after the flesh, not many mighty, not many noble, are called: But God hath chosen the foolish things of the world to confound the wise; and God hath chosen the weak things

of the world to confound the things which are mighty; And base things of the world, and things which are despised, hath God chosen, yea, and things which are not, to bring to nought things that are: That no flesh should glory in his presence.

A Christian who has total dependency upon God can be a conqueror and more than a conqueror through Christ Jesus. (Romans 8:37)

A Christian who has weak areas (which we all have) can learn what it says in I Corinthians 15:57:

But thanks be to God, which giveth us the victory through our Lord Jesus Christ.

Stop blaming. Stop becoming a victim. Stop this victim mentality. Stop the laziness and lying, and conquer that thing which is destroying your life and those around you.

Identify your strengths with

regard to this ministry:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Identify your weaknesses with regard to this ministry:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Don't Be a Victim

Every Christian fails. Our failure cannot be traced back to God but rather to our own independence and taking our eyes off our Lord.

- “All we like sheep have gone astray; we have turned every one to his**

own way; and the Lord hath laid on him the iniquity of us all.” (Isaiah 53:6)

- “In those days there was no king in Israel, but every man did that which was right in his own eyes.” (Judges 17:6)**
- “So I gave them up unto their own hearts’ lust: and they walked in their own counsels.” (Psalm 81:12)**
- “Trust in the Lord with all thine heart; and lean**

not unto thine own understanding.”

(Proverbs 3:5)

- **“Be not wise in thine own eyes.” (Proverbs 3:7a)**
- **“The way of a fool is right in his own eyes.” (Proverbs 12:15a)**
- **“Cease from thine own wisdom.” (Proverbs 23:4b)**
- **“He that trusteth in his own heart is a fool.” (Proverbs 28:26a)**
- **“Woe unto them that**

are wise in their own eyes, and prudent in their own sight!” (Isaiah 5:21)

- “Be not wise in your own conceits.” (Romans 12:16c)**
- “[Love] Doth not behave itself unseemly, seeketh not her own.” (I Corinthians 13:5a)**
- “For all seek their own, not the things which are Jesus Christ’s.” (Philippians 2:21)**
- “For men shall be lovers**

of their own selves.” (II Timothy 3:2)

- “These are murmurers, complainers, walking after their own lusts.” (Jude 16a)**

D.L. Moody reminded us that Abraham was noted for his faith; yet Abraham failed when he denied his wife.

Moses was noted for his meekness and humility, yet he failed when he became angry.

Elijah was noted for his

power, prayer, and courage; yet he became a coward.

Peter was known for his boldness, yet a little maid scared him nearly out of his wits.

Yes, as Christians, each one of us fails; but we need to recognize that failure is always with us and not with God. We need to confess it, forsake it, and move on with our lives in order to bring honor again to Christ. To continually make excuses for our failure (e.g., to

**blame) is the height of pride.
“For a just man falleth
seven times, and riseth up
again...” (Proverbs 24:16a)**

**I do not find anything in the
Bible to suggest that God
gives us the gift of
organization. Instead, we
must realize that
organization is a revealer of
the heart. God does
everything decently and in
order, for He is an orderly
God. For us to be disorderly
is to announce that we are
walking in the flesh instead**

of in the Spirit.

As we try to make our failure acceptable in the sight of the Lord, we blame our parents, our upbringing, or the lack of having an example. Yet at the same time, we must remember that we have the privilege of the following:

- 1. The Word of God**
- 2. The Holy Spirit**
- 3. Prayer**
- 4. Preaching**
- 5. Confession**

6. Submission

7. Learning

“Study to shew thyself approved unto God, a workman that needeth not to be ashamed, rightly dividing the word of truth.” (II Timothy 2:15)

8. Meditation

9. Godly counsel

“Counsel in the heart of man is like deep water; but a man of understanding will draw it out.” (Proverbs 20:5)

10. Praising and worshipping God

Once again, I come back to our foundation. Our failures are all self. They are neither someone else's fault nor God's fault.

Inspire Yourself

The word inspire means:

- stir to action**
- to motivate**
- to breathe life into**

The Scriptures are inspired. God breathed life into its pages.

A staff member must:

- **Stir himself to action**
- **Motivate himself**
- **Breathe life into himself**

How can we inspire ourselves?

**We can inspire ourselves
by living with a purpose.**

**We can inspire ourselves
by having positive
thoughts.**

**We can inspire ourselves
by thinking of daily
successes**

From victory unto

victory

**We can inspire ourselves
with the right attitude.**

**“I can do all things...”
(Philippians 4:13)**

**We can inspire ourselves
by looking to the future.**

***Note:* That is what
orientation is all about.
During the next nine
months, we need to be
looking forward to...**

Workers' Clinic

**Planning meeting for
the new year**

Upcoming events

**We can inspire ourselves
with our daily
schedules.**

**My schedule inspires me.
It does not discourage
me.**

**We can inspire ourselves
with rest.**

**We can inspire ourselves
by reading the Bible.**

We can inspire ourselves

through prayer.

**We can inspire ourselves
with music.**

**We can inspire ourselves
by spending time with
our families.**

**We can inspire ourselves
by attending church
services.**

**We can inspire ourselves
with building projects.**

**We can inspire ourselves
by having goals.**

**We can inspire ourselves
by dreaming about the**

future.

Learn to Be Expressive

According to Webster's dictionary, expressive means the look on one's face. The looks on our faces must convey to our people a happy, positive, contented and joyful spirit.

There are many different situations where we must learn to express our contentment. When we are

around these people, we should be especially careful that our expressions convey the right thing.

Our visitors

This is true of visiting pastors and visiting parents. If we have a guest speaker, be sure to greet that man and tell him how his sermon was a help to you.

Our church members

Be concerned about their concerns, and let your concern show on your face.

Our students

Our neighbors and the business community

The impression they have of our church could be based on your facial expression.

Our fellow staff members

No one wants to work with a sourpuss!

Our pastor

Nod your head in agreement when he's speaking. Say "Amen" when he preaches.

What does your expression

say about your heart?

Look Upward!

Generally we look at the staff member in these areas:

- his organization**
- his responsibility to pupils, parents**
- his productivity**

This is all very important and will be covered during this orientation. However, let's begin by not looking outward, and by not looking inward.

**Instead, let us look upward.
It is God that giveth the
increase.**

**We can and should do all we
can to enroll students.
However, remember that it
is God Who giveth the
increase. I wonder how
many times this summer we
worked to get a student (K-
college) and failed to trust
God.**

***This kind can come forth
by nothing, but by prayer
and fasting.***

Mark 9:29

As a pastor and staff members, we have become professionals on how to recruit and market our ministry. However, may I remind you—WE NEED GOD.

Therefore, before we are prepared to give to others, we must be sure that God has given to us. It is impossible to fill an empty pitcher with an empty pitcher. You must have something if you plan to give to others. Therefore, a

daily, faithful walk with God is of utmost importance.

Take time every day to get alone with God.

- **prayer**
- **Bible reading**
- **singing**
- **praising**
- **confessing**

Overcoming **Ourselves**

The biggest single obstacle every staff member must

overcome is self.

Too often, a staff member does not have a proper awareness of his responsibility.

A staff member's main objective is that of being a servant.

Your goal in life is to serve:

- God**
- your mate**
- the saved**
- the unsaved**
- one another**
- your pastor**

- **pastors around the country and world**

However, many staff members in America possess an ego problem. They have an exaggerated sense of self-importance that revolves simply around themselves. Instead, possess the following characteristics:

- 1. Be willing to die to self. I Corinthians 15:31**
- 2. Be poor in spirit. Matthew 5:3**
- 3. Be willing to minister. Matthew 20:28**

The biggest obstacle we face will always be ourselves. Identify pride in your life and deal with it on a day-by-day basis.

Personal Evaluation

What Needs to Be Changed About Me?

From the following list, circle the qualities that you feel should be changed in your life. Once you have identified these qualities, consider what specific steps you can take to improve

yourself.

Apathetic	Inconsistent
Appearance	Indiscreet
Arrogant	Irresponsible
Attire	Isolated
Bad manners	Lack of direction
Behind the times	Lack of faith
Boastful	Late

Boisterous	Lazy
Boring	Listless
Brash	Living above your means
Callous	Manipulator
Cheap	Moody
Defeated	Negative
Despondent	Opinionated
Devious	Organization
Discontentment	Over react
Disorganized	Over sensitive

Dull personality	Overly dominating
Egotistical	Overly frivolous
Forgetful	Overly quiet
Gossip	Overly serious
Harsh	Partiality
Impetuous	Pessimistic
Improper	Poor communication
Inappropriate	Poor financial management

Planning Is the Key

If you attend the typical Sunday morning service at the typical Baptist church, this is what you will see.

- When the people are walking in to the auditorium, the instrumentalists might be playing something like “Search Me, O God.”**
- Just before the service begins, she stops playing completely. No one is saying or doing anything.**

- **The song leader finally stands up and mumbles a number without looking at the crowd. He begins to ramble on with some little speech about the song.**
- **When he is finally ready to sing, everything is quiet again while the pianist finds the song.**
- **Once she finds it, she plays an introduction that is ten or fifteen seconds too long. No one has any idea when**

to begin, including the song leader.

- When the song is over, the song leader walks away from the pulpit; no one tells the congregation what to do.**
- When it's finally time for some special music after the offertory, there is suddenly a long silence. No one is talking; nothing is happening. The music finally begins, but**

**something is done
incorrectly so
everything stops and
they start over.**

The whole service continues like this. Basically, what is happening is that a lack of organization is killing the service. Someone has failed to be the overseer of the assembly. If a service is properly organized, this is what should happen.

- The prelude begins ten minutes before the**

service. The music is alive! It is happy, uplifting music—not too soft, but not like a military march either.

- The service begins exactly on time.**
- If the choir begins with an opener, there is absolutely no dead space between the prelude and the opener.**
- Those who come to the pulpit to speak have voices that are pleasant, understandable and**

enthusiastic. They are brief and to the point.

- The music director should never testify before each song. He is there to lead the singing. He should lead with his voice. The music should be evangelistic, not just fast. It should be happy music.**
- The first song should be happy, like “One Day,” not meditative like “Search Me, O God.”**

- **When it is time for announcements and visitor welcome, these should be planned in advance. The person who makes the announcements and welcomes the visitors should know ahead of time what he is going to say.**
- **The entire service should be thought through ahead of time. There should be a cue card, and the pastor**

should study it ahead of time and become very familiar with it.

- Never magnify the negative. If the PA system isn't working properly, do your best to divert the crowd's attention from it once you have done what is possible or necessary to correct it. If someone in the crowd causes a disturbance, point out the positive side.**

The services in our church

ought never to just happen. They should be well planned in advance. There should be prayer and preparation ahead of time for everything that is going to happen. God's business is too important to be done in a slipshod manner, and planning is the key.

Reaching Families

- 1. Having a specific time to go out soul winning will help you reach families.**
- 2. You should also have a**

specific time each week when you follow up on prospects.

- 3. Develop a prospect list and use it.**
- 4. Contact your prospects frequently in one of three ways: by letter, with a personal visit, or by telephone.**
- 5. Invite prospects to your home.**
- 6. Inform all prospects about the church, the pastor and all the opportunities for them and their families.**

- 7. Pray for your prospects.**
- 8. Never drop a prospect unless that person has moved or united with another fundamental, Baptist church.**
- 9. Get material about the church into their hands.**
- 10. Introduce them to deacons, staff and other solid church members.**
- 11. You should personally thank deacons, staff and church members who show an interest in your prospects.**
- 12. Learn their names and the**

names of their children. Use their names frequently during conversation.

13. Acknowledge their birthdays and anniversaries.

14. Remind them of special occasions at the church and college.

15. Thank them often for their friendship.

16. Pray with them—often.

17. Praise any spiritual decision, especially in the areas of attendance and service.

- 18. Express your gratitude for their friendship.**
- 19. Let them talk to you, and learn to listen.**
- 20. Never give up on prospects.**

Resolutions to Live

By

Jonathan Edwards was a brilliant man who had a burning heart for God. He pastored the very famous and historic Northampton Church in Massachusetts. He refused to receive new members who did

not give evidence of salvation. He also did not permit the unconverted people to participate in the Lord's Table. Consequently, two years later, after debate and discussion, he was dismissed.

For several years, the Edwards family lived in Stockbridge, Massachusetts. Jonathan Edwards worked with the American Indians and also wrote books. In 1757, he was named the president of Princeton. His son-in-law Aaron Burr, Sr. had held the same

office. We are told that he was perhaps the greatest thinker that America ever produced; and yet, he had a heart of a child.

His Early Life

On January 12, 1723, Jonathan Edwards made a solemn dedication to Christ. He made a list of resolutions which he read once each week and sought to obey daily.

The Resolutions of Jonathan Edwards (1722- 1723)

Being sensible that I am unable

to do anything without God's help, I do humbly entreat him by his grace to enable me to keep these Resolutions, so far as they are agreeable to his will, for Christ's sake. Remember to read over these Resolutions once a week.

- 1. Resolved, that I will do whatsoever I think to be most to God's glory, and my own good, profit and pleasure, in the whole of my duration, without any consideration of the time, whether now, or never so**

many myriads of ages hence. Resolved to do whatever I think to be my duty and most for the good and advantage of mankind in general. Resolved to do this, whatever difficulties I meet with, how many and how great soever.

2. Resolved, to be continually endeavoring to find out some new invention and contrivance to promote the aforementioned things.
3. Resolved, if ever I shall fall and grow dull, so as to

neglect to keep any part of these Resolutions, to repent of all I can remember, when I come to myself again.

- 4. Resolved, never to do any manner of thing, whether in soul or body, less or more, but what tends to the glory of God; nor be, nor suffer it, if I can avoid it.**
- 5. Resolved, never to lose one moment of time; but improve it the most profitable way I possibly can.**
- 6. Resolved, to live with all my**

might, while I do live.

- 7. Resolved, never to do anything, which I should be afraid to do, if it were the last hour of my life.**
- 8. Resolved, to act, in all respects, both speaking and doing, as if nobody had been so vile as I, and as if I had committed the same sins, or had the same infirmities or failings as others; and that I will let the knowledge of their failings promote nothing but shame in myself, and prove only an**

occasion of my confessing my own sins and misery to God.

- 9. Resolved, to think much on all occasions of my own dying, and of the common circumstances which attend death.**
- 10. Resolved, when I feel pain, to think of the pains of martyrdom, and of hell.**
- 11. Resolved, when I think of any theorem in divinity to be solved, immediately to do what I can towards solving it, if circumstances don't**

hinder.

- 12. Resolved, if I take delight in it as a gratification of pride, or vanity, or on any such account, immediately to throw it by.**
- 13. Resolved, to be endeavoring to find out fit objects of charity and liberality.**
- 14. Resolved, never to do anything out of revenge.**
- 15. Resolved, never to suffer the least motions of anger to irrational beings.**
- 16. Resolved, never to speak evil of anyone, so that it**

**shall tend to his dishonor,
more or less, upon no
account except for some
real good.**

**17. Resolved, that I will live so
as I shall wish I had done
when I come to die.**

**18. Resolved, to live so at all
times, as I think is best in
my devout frames, and
when I have clearest
notions of things of the
gospel, and another world.**

**19. Resolved, never to do
anything, which I should be
afraid to do, if I expected it**

would not be above an hour,
before I should hear the last
trump.

20. Resolved, to maintain the
strictest temperance in
eating and drinking.

21. Resolved, never to do
anything, which if I should
see in another, I should
count a just occasion to
despise him for, or to think
any way the more meanly of
him.

22. (Resolutions 1 through 21
written in on setting in New
Haven in 1722)

23. Resolved, to endeavor to obtain for myself as much happiness, in the other world, as I possibly can, with all the power, might, vigor, and vehemence, yea violence, I am capable of, or can bring myself to exert, in any way that can be thought of.

24. Resolved, frequently to take some deliberate action, which seems most unlikely to be done, for the glory of God, and trace it back to the original intention,

designs and ends of it; and if I find it not to be for God's glory, to repute it as a breach of the 4th Resolution.

25. Resolved, whenever I do any conspicuously evil action, to trace it back, till I come to the original cause; and then both carefully endeavor to do so no more, and to fight and pray with all my might against the original of it.

26. Resolved, to examine carefully, and constantly,

what that one thing in me is, which causes me in the least to doubt the love of God; and to direct all my forces against it.

27. Resolved, to east away such things, as I find do abate my assurance.

28. Resolved, never willfully to omit anything, except the omission be for the glory of God; and frequently to examine my omissions.

29. Resolved, to study the Scriptures so steadily, constantly and frequently,

as that I may find, and plainly perceive myself to grow in the knowledge of the same.

30. Resolved, never to count that a prayer, nor to let that pass as a prayer, nor that as a petition of a prayer, which is so made, that I cannot hope that God will answer it; nor that as a confession, which I cannot hope God will accept.

31. Resolved, to strive to my utmost every week to be brought higher in religion,

and to a higher exercise of grace, than I was the week before.

32. Resolved, never to say anything at all against anybody, but when it is perfectly agreeable to the highest degree of Christian honor, and of love to mankind, agreeable to the lowest humility, and sense of my own faults and failings, and agreeable to the golden rule; often, when I have said anything against anyone, to bring it to, and

try it strictly by the test of this Resolution.

33. Resolved, to be strictly and firmly faithful to my trust, that that in Prov. 20:6, “A faithful man who can find?” may not be partly fulfilled in me.

34. Resolved, always to do what I can towards making, maintaining, establishing and preserving peace, when it can be without overbalancing detriment in other respects. Dec.26, 1722.

- 35. Resolved, in narrations never to speak anything but the pure and simple verity.**
- 36. Resolved, whenever I so much question whether I have done my duty, as that my quiet and calm is thereby disturbed, to set it down, and also how the question was resolved. Dec. 18, 1722.**
- 37. Resolved, never to speak evil of any, except I have some particular good call for it. Dec. 19, 1722.**
- 38. Resolved, to inquire every**

night, as I am going to bed, wherein I have been negligent, what sin I have committed, and wherein I have denied myself: also at the end of every week, month and year. Dec. 22 and 26, 1722.

39. Resolved, never to speak anything that is ridiculous, sportive, or matter of laughter on the Lord's Day. Sabbath evening, Dec. 23, 1722.

40. Resolved, never to do anything that I so much

**question the lawfulness of,
as that I intend, at the
same time, to consider and
examine afterwards,
whether it be lawful or no;
except I as much question
the lawfulness of the
omission.**

**41. Resolved, to inquire every
night, before I go to bed,
whether I have acted in the
best way I possibly could,
with respect to eating and
drinking. Jan. 7, 1723.**

**42. Resolved, to ask myself at
the end of every day, week,**

month and year, wherein I could possibly in any respect have done better. Jan. 11, 1723.

13. Resolved, frequently to renew the dedication of myself to God, which was made at my baptism; which I solemnly renewed, when I was received into the communion of the church; and which I have solemnly re-made this twelfth day of January, 1722-23.

14. Resolved, never henceforward, till I die, to

act as if I were any way my own, but entirely and altogether God's, agreeable to what is to be found in Saturday, January 12, 1723.

45. Resolved, that no other end but religion, shall have any influence at all on any of my actions; and that no action shall be, in the least circumstance, any otherwise than the religious end will carry it. Jan. 12, 1723.

46. Resolved, never to allow any

pleasure or grief, joy or sorrow, nor any affection at all, nor any degree of affection, nor any circumstance relating to it, but what helps religion. Jan. 12 and 13, 1723.

- 47. Resolved, never to allow the least measure of any fretting uneasiness at my father or mother. Resolved to suffer no effects of it, so much as in the least alteration of speech, or motion of my eye: and to be especially careful of it, with**

respect to any of our family.

48. Resolved, to endeavor to my utmost to deny whatever is not most agreeable to a good, and universally sweet and benevolent, quiet, peaceable, contented, easy, compassionate, generous, humble, meek, modest, submissive, obliging, diligent and industrious, charitable, even, patient, moderate, forgiving, sincere temper; and to do at all times what such a temper would lead me to. Examine

strictly every week, whether I have done so. Sabbath morning. May 5, 1723.

49. Resolved, constantly, with the utmost niceness and diligence, and the strictest scrutiny, to be looking into the state of my soul, that I may know whether I have truly an interest in Christ or no; that when I come to die, I may not have any negligence respecting this to repent of. May 26, 1723.

50. Resolved, that this never shall be, if I can help it.

- 51. Resolved, I will act so as I think I shall judge would have been best, and most prudent, when I come into the future world. July 5, 1723.**
- 52. Resolved, that I will act so, in every respect, as I think I shall wish I had done, if I should at last be damned. July 8, 1723.**
- 53. I frequently hear persons in old age say how they would live, if they were to live their lives over again: Resolved, that I will live**

just so as I can think I shall wish I had done, supposing I live to old age. July 8, 1723.

- 54. Resolved, to improve every opportunity, when I am in the best and happiest frame of mind, to cast and venture my soul on the Lord Jesus Christ, to trust and confide in him, and consecrate myself wholly to him; that from this I may have assurance of my safety, knowing that I confide in my Redeemer. July 8, 1723.**

- 55. Whenever I hear anything spoken in conversation of any person, if I think it would be praiseworthy in me, Resolved to endeavor to imitate it. July 8, 1723.**
- 56. Resolved, to endeavor to my utmost to act as I can think I should do, if I had already seen the happiness of heaven, and hell torments. July 8, 1723.**
- 57. Resolved, never to give over, nor in the least to slacken my fight with my corruptions, however**

unsuccessful I may be.

58. Resolved, when I fear misfortunes and adversities, to examine whether I have done my duty, and resolve to do it; and let it be just as providence orders it, I will as far as I can, be concerned about nothing but my duty and my sin. June 9, and July 13, 1723.

59. Resolved, not only to refrain from an air of dislike, fretfulness, and anger in conversation, but to exhibit an air of love,

**cheerfulness and benignity.
May 27, and July 13, 1723.**

**50. Resolved, when I am most
conscious of provocations
to ill nature and anger, that
I will strive most to feel and
act good-naturedly; yea, at
such times, to manifest
good nature, though I think
that in other respects it
would be disadvantageous,
and so as would be
imprudent at other times.
May 12, July 2, and July
13.**

51. Resolved, whenever my

feelings begin to appear in the least out of order, when I am conscious of the least uneasiness within, or the least irregularity without, I will then subject myself to the strictest examination. July 4, and 13, 1723.

52. Resolved, that I will not give way to that listlessness which I find unbends and relaxes my mind from being fully and fixedly set on religion, whatever excuse I may have for it—that what my listlessness inclines me

**to do, is best to be done,
etc. May 21, and July 13,
1723.**

**53. Resolved, never to do
anything but duty; and then
according to Eph. 6:6-8, do
it willingly and cheerfully
as unto the Lord, and not to
man; “knowing that
whatever good thing any
man doth, the same shall
he receive of the Lord.”
June 25, and July 13, 1723.**

**54. On the supposition, that
there never was to be but
one individual in the world,**

at any one time, who was properly a complete Christian, in all respects of a right stamp, having Christianity always shining in its true luster, and appearing excellent and lovely, from whatever part and under whatever character viewed: Resolved, to act just as I would do, if I strove with all my might to be that one, who should live in my time. Jan. 14 and July 3, 1723.

55. Resolved, when I find those

“groanings which cannot be uttered” (Rom. 8:26), of which the Apostle speaks, and those “breakings of soul for the longing it hath,” of which the Psalmist speaks, Psalm 119:20, that I will promote them to the utmost of my power, and that I will not be weary, of earnestly endeavoring to vent my desires, nor of the repetitions of such earnestness. July 23, and August 10, 1723.

56. Resolved, very much to

exercise myself in this all my life long, viz. with the greatest openness I am capable of, to declare my ways to God, and lay open my soul to him: all my sins, temptations, difficulties, sorrows, fears, hopes, desires, and every thing, and every circumstance; according to Dr. Manton's 27th Sermon on Psalm 119. July 26, and Aug. 10, 1723.

57. Resolved, that I will endeavor always to keep a benign aspect, and air of

acting and speaking in all places, and in all companies, except it should so happen that duty requires otherwise.

58. Resolved, after afflictions, to inquire, what I am the better for them, what good I have got by them, and what I might have got by them.

59. Resolved, to confess frankly to myself all that which I find in myself, either infirmity or sin; and, if it be what concerns religion, also to confess the whole case to

God, and implore needed help. July 23, and August 10, 1723.

70. Resolved, always to do that, which I shall wish I had done when I see others do it. Aug. 11, 1723.

71. Let there be something of benevolence, in all that I speak. Aug. 17, 1723.

72. Our homework assignment tonight is to list five resolutions for our lives. These resolutions must be things that will not be debated or compromised but

will be lived on a daily basis.

Five Resolutions for My Life

The Importance of Control

Staff members have no right to blow up at anyone—not

another staff member, not a student, not a parent. The spirit of Christ must absolutely control our lives. I see our Lord displaying anger over sin, but I never see Him displaying anger toward people. May I remind you that though He was God, He was also man. As a man, He was tempted and tried and tested in all points just like you and I are. He was under pressure. He had throngs of people following Him. He had enemies who hated Him. He had a

religious crowd that preached and wrote against Him. Even His own treasurer denied and betrayed Him! But He never retaliated and blew up.

There have been occasions in the past when staff members have felt it appropriate to blow off steam toward fellow workers and even sometimes toward students and/or parents. This is, of course, totally unacceptable behavior.

We cannot lose control with—

- one another
- students
- parents
- church members
- community

The Importance of Encouragement

*Preach the word; be instant
in season,
out of season; reprove,
rebuke,
EXHORT WITH ALL
LONGSUFFERING AND
DOCTRINE.*

II Timothy 4:2

***And, ye fathers, provoke
not your children to wrath:
but bring them up in the
nurture and admonition of
the Lord.***

Ephesians 6:4

The word exhort, in the Greek, is closely related to the word that is used to describe the Holy Spirit when He is called the Comforter. By God's grace, let us bring the power of the Holy Spirit to our human relationships as we strive to

encourage all our church members and students.

1. Cutting remarks are not encouraging.

2. Negative remarks are not encouraging.

3. Suspicious remarks are not encouraging.

4. Rolling your eyes is not encouraging.

5. Cutting someone off is not encouraging.

6. Not listening to the other person's side is not encouraging.

7. Attack is not encouraging.

8. Always following the letter of the law is not encouraging.

Take inventory. You can be negative with your...

- Words**
- Eyes**
- Voice**
- Attitude**

Time Management

I have never yet met a person who desired to fail;

yet most people fail in one way or another. For example, ninety-five percent of all those who open a new business will fail and close the doors within the first year. No one in his right mind invests \$50,000 to \$100,000 while planning to fail and lose that investment, yet ninety-five percent do just that.

The problem is that most people who fail did not count the cost before getting involved in the

venture. They didn't take into account that they would have to work sixteen to eighteen hours a day six days of the week to get the business off the ground. They failed to develop a plan and work that plan. This is what time management is all about—planning, then executing that plan.

$$1 + 1 = 2$$

$$\text{Plan} + \text{Performance} = \text{Achievement}$$

Plan

If you are going to build a

house, you must first plan. An architect will spend hours with the client planning just what is going to happen.

Here are several points to keep in mind regarding planning:

- Planning brings the future into the present.**
- The road to success requires planning.**
- Non-planners are non-achievers.**
- Plan (schedule) the new week at the close of the**

old one.

- **Schedule your most challenging work for your best hours of the day.**

Performance

Performance comes when the contractor takes over and actually works the plan laid out by the client and contractor.

Any ministry can rightfully ask of its employees loyalty and faithfulness, but the bottom line is performance.

**No excuses—just results!
You can faithfully show up
and still be a liability if you
don't perform.**

**Schedule yourself to
success. Schedule the
ingredients that create
success. Our church
building is full. I'm looking
for more room to put the
crowds. However, I still go
out prospecting. Any time
our active membership is
below our church
membership (which is all the
time), I'll be out door**

knocking no matter how busy I am. Schedule time for phone calls and taking care of your mail. If you don't, these two jobs alone will bury you.

If you are going to perform well, customer service is a must. Remember that our church members pay your salary. They are the customers, so to speak. You must schedule time to service these customers. They are your livelihood. We must have them in order to

have a ministry.

If you are going to be successful at work, you must plan time for:

- God**
- Your work**
- Your home life**

Achievement

Achievement comes when the owner actually moves in. Achievement comes when the planning and performance are wrapped up in a purpose. What is your purpose as a Christian, as a

parent, as a spouse, as a staff member? Your purpose should be to be faithful to the finish.

Making Your Schedule Your Friend

Ephesians 5:16 admonishes us to redeem the time. We are to make the most of the time we have. The best way to do this is by having a schedule to follow for most events in your life. In the ministry, you wear many different hats: employee, spouse, parent, church

member, etc. There is absolutely no way you can keep up with everything unless you live your life by a disciplined schedule. Here are some suggestions:

- 1. Get up early.**
- 2. Plan a definite schedule for each day. Carefully study your responsibilities and organize them**
 - hourly**
 - daily**
 - weekly**

- monthly**
- yearly**

- 3. Have a calendar or day planner that you use faithfully.**
- 4. Using your planner, use Friday and Saturday to work on your schedule for the next week.**
- 5. Using your planner, plan the next day's schedule before you go to bed each night.**
- 6. Early each morning, go over your schedule for the day.**

- 7. Use 3 X 5 cards to write down everything. Later you can transfer that information to its appropriate place.**
- 8. Don't procrastinate. The work doesn't go away just because you put it off. For example, when you get mail, answer it immediately. Set aside a block of time each week or several times each week to answer mail.**
- 9. Avoid handling the same project or issue several**

times.

- 10. Allow your schedule to form a fairly predictable pattern. For example, there are many things I do at a fairly predictable time each week. On Monday morning, I dictate articles for the bulletin and answer mail. I usually prepare my sermons for high school chapel, college chapel and the Wednesday night Bible study at the same time each week.**

Thursday is my day off, but I am usually in my office for a few hours early every Thursday morning. I visit throughout the week, but I usually always go calling on Tuesday nights and Saturday mornings. A man without a schedule is destined to fail. Develop a plan for your life and work your plan.

The Spirit of Joy

That I might finish my course

*with joy,
and the ministry, which I have
received of the Lord Jesus...*

Acts 20:24

The Apostle Paul called for a meeting of the elders from the church at Ephesus. During this meeting, he made it clear that he needed to do a certain task in a certain way. It wasn't enough for him to merely get the job done; it had to be done in a certain style. For example, In Acts 20:18, he talks about the importance

of serving the Lord—but it is not enough to get the job done. The job must be done with “all humility of mind.” Paul wanted to finish his course, but he wanted to do it with a spirit of joy.

- 1. Teachers should not dispense information; they should joyfully impart the truth to others.**
- 2. Staff members should not grudgingly meet their deadlines; they should act as “the servants of**

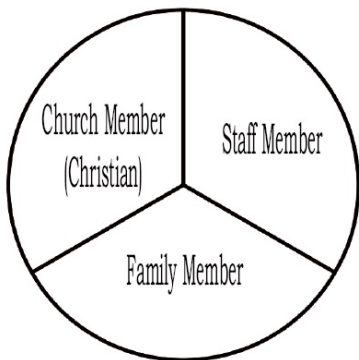
**Christ, doing the will of God from the heart.”
(Ephesians 6:6)**

- 3. Do not let your body language convey the message that the ministry is dull and boring. Sit straight and tall; have a pleasant countenance; get enough rest to feel and look like you are awake.**
- 4. Tell our church members and students how much joy you experience because of your work in**

our ministry.

- 5. Musicians should play and sing with zeal; they shouldn't just "produce tones." During the congregational singing, the entire staff should sing joyfully.**
- 6. Encourage fellow staff members. Take the time to mention the feelings of gratitude you have.**
- 7. Thank the Lord each day for giving you your church, your family and your friends.**

1.



Part IV: Leadership

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Pastor's Leadership Style

Scribes and Innovators

One way of categorizing bright and intelligent people is to place them in one of two categories. They are either scribes or innovators.

A scribe is a person who specializes in knowing what other people have done. If you present them with a

problem, they say, “This is what has been done by others with that kind of problem.”

An innovator is a person who invents new ideas for solving problems. They may be well read, and they may be aware of many great ideas of the past; but they are not bound by these ideas. They create new solutions.

Both scribes and innovators are needed, and many people are a little of both. It is

important to remember that Pastor Trieber is primarily an innovator. While he is well read and widely experienced, he is more apt to think of a new solution than to simply do what everyone else has already done. When Pastor asked me to schedule a certain meeting, I asked him whether or not I needed to research information for him. His response was typical of an innovator. "You don't need to bring any information," he said.

“We’re going to create it.”

The Loneliness of Leadership

When you are an innovative person and live in the world of ideas, you often fight feelings of loneliness. There are more residents of cities than there are city builders. There are more members of churches than there are church planters. More people read books than write them. Most people consume; few people create. Creators, then, are in the minority; and because of that, they

generally deal with feelings of loneliness.

Because of their loneliness and, perhaps, because of their fear of being misunderstood, innovators protect their creativity. Conflict and tension are the enemies of creativity and innovation. Thus, when Pastor meets conflict, he does everything possible to avoid it in order to protect his inner creativity.

When Pastor Agrees With You, He Doesn't Always Agree With

You

When staff members resist his ideas, Pastor will be quick to agree with them. When they offer their own ingenious solutions instead of implementing his, he will often point out the merits of their thought. However, just because Pastor is gracious enough to agree with people who resist his plan, that does not mean he is at all interested in following their plan. His verbal agreement is simply an attempt to

avoid conflict in order to preserve his ability to be innovative.

Our job is to be quick to implement Pastor's idea. When Pastor asks us to do a certain task, we should not say, "I'd like to talk with you about my ideas on that. I was thinking that, instead of the original plan, we might like to consider an alternate." Pastor is very clear about the difference between assigning someone a task and having a

conference with someone about the best approach for a certain task. When he assigns us a task, we should not create even minor resistance for him.

As staff members of North Valley Baptist Church and its related ministries, we should provide Pastor with a supportive atmosphere so we can all benefit from the creative energy of our leader.

Pastoral Staff

Minimums

- 1. A pastoral staff member must be loyal. Be true, faithful, dedicated and supportive of:**
 - The pastor**
 - The church and school**
 - Baptist doctrine**
 - Separation**
 - The philosophy and direction of the church**
- 2. Be a cheerful tither and financial supporter of this church and ministry.**

- 3. Be involved in a weekly, public soul winning time.**
- 4. Attend all services including but not limited to:**
 - Sunday school**
 - Sunday morning**
 - Sunday night**
 - Wednesday night**
 - Revivals**
 - Special meetings**
- 5. Be active in your church. Get involved in at least one ministry such as the bus ministry, the choir,**

the nursery, Saturday Bible Clubs or the Sunday school.

- 6. Perform your assigned duties.**
- 7. Be a part of the team. Teamwork is a key ingredient to a successful ministry!**

A Good Minister

(Pastor, Youth Pastor, Associate or Assistant Pastor, Staff Member)

... be a good minister of Jesus Christ ...

I Timothy 4:6

- 1. A good minister encourages his people.**

Exhort our people. God's people do not need to be torn down. Build them up in the faith (Ephesians 4:11-12). Very few believe in them. Many people don't even believe in themselves. Since those statements are true, you believe in them.

- 1. A good minister teaches his people.**

I Timothy 4:1-6 addresses this thought; verse 6 is particularly applicable. Become a student of the Book! Study I Timothy 2:15. Teach the Bible.

- 1. A good minister prays for his people.**

If you are a youth pastor, pray for your teens. If you teach a Sunday school class, pray for your class members. If you lead the bus ministry, pray for your workers. Be a person of prayer for your

people.

- 1. A good minister listens to his people.**

Most people have no one who truly cares to listen to them. They are hungry for just one person who really wants to hear what they have to say. Develop the art of listening.

- 1. A good minister keeps himself clean for his people.**

Don't tarnish the name of the ministry by your failure

to live a clean life. Morality is certainly an issue, but keep yourself clean from all sin. Confess your sins regularly. A good minister owes his people a clean life.

- 1. A good minister loves his people.**

Love can be demonstrated. Actions show whether or not you truly love. If you don't really love your people, your actions will bear that out. Show your love for your people by faithfully

performing the work of the Lord.

- 1. A good minister works for his people.**

God doesn't have a very high opinion of slothfulness, and neither do I. Most of all, it will be harmful to the people to whom you are supposed to minister. Let your hard work on their behalf be evidence of the fact that you are striving to be a good minister according to I Timothy 4.

Accountability

Men should be accountable to men; women should be accountable to women.

I want us to become totally accountable to one another. This must be done on a weekly basis. Spend about 10 minutes with someone who can ask you direct questions. Those direct questions must be answered honestly. Do not find someone who would be an excuse maker for you or one who can cover up your

faults. Rather, find someone who will be loving, yet very hard on you.

Questions that need to be asked:

- 1. Did you witness this week? To whom did you witness?**
- 2. Did you pray daily this week?**
- 3. Did you read God's Word daily?**
- 4. Would you evaluate your prayer and Bible reading as an honest walk with**

God? Did He walk with you? Did you walk with Him?

5. Did you accomplish something in your ministry this week?

6. Have you lived in holiness this week?

7. Have you been inappropriate this week—with money, your eyes, your ears, your mouth, your hands, your television, etc.?

8. Did you tithe?

9. Did you actually work

**hard enough for a
salary?**

Effectively Managing People

Please remember that each of us is in a position of managing others—whether college students under our leadership; grade school, junior high, or high school students under our care; fellow staff members; student employees whom we supervise; lay people who volunteer in the bus

ministry, Sunday school departments, etc.; or a ball team under our leadership. Until we learn to effectively manage others, we will always be failures; and we will always blame and criticize others for our failures. How can we learn to effectively manage others?

- 1. Manage those you lead. — You cannot expect others to do what you will not do. For example, being on time, parking in**

**the right place, going
soul winning, tithing,
praying, having a happy
spirit, getting the job
done—all of these are
things we must first do
as managers before we
expect others to do what
we are not doing
ourselves. Management
does not give itself a rest
while others do the work;
management is doing
more than your share of
the load by having
others assist you.
Benjamin Franklin said,**

“He who cannot obey cannot effectively command.”

2. Respect those you lead. —

Respect is revealed by the way you treat those under your care and authority. Do you respect them? Are you nice to them? Do you speak politely to them? Do you care for them? Are you considerate of them? Do you try to help and assist them? Are you coming up with new ideas and methods that will benefit

the task they fulfill? Are you proud, brash, unappreciative, temperamental, or easily frustrated? When you get to those points, you have lost the ability to effectively manage and lead others.

3. Inspire those you lead. — The mere presence of the effective manager causes people to be excited rather than defeated and looked down upon.

4. Encourage those you lead.

—There should be notes and deeds of kindness. A teacher can encourage by writing the words Excellent! or Good job! or Great improvement! at the top of a paper and be a great encouragement to a student. A coach can compliment a student's shot or defense or footwork. A Sunday school director can praise a Sunday school class for some achievement. A bus director can praise a bus

route for some goal reached.

- 5. Correct those you lead. — Effective managers discover problems and then deal with them. They are not evasive. They don't give just suggestions. Rather, their method of dealing with a problem is direct and to the point.**
- 6 . Take time to analyze performance—yours and that of those you lead. — A good manager casts a**

vision for his followers.

7. Create an esprit de corps among those you lead. — Strong leaders develop a spirit of camaraderie as well as a family spirit.

8. Be focused.

Endearing the Hearts of Your People

You should always be working hard to endear the hearts of your people to:

- Yourself**

- **Their ministry**
- **The ministry of the church as a whole**
- **The pastor**

Let me share ideas with you that will help you accomplish this.

- 1. Send letters to your people.**
- 2. Visit your people.**
- 3. Give gifts of appreciation out of your own pocket. For example, if you see a bumper sticker you know someone will like, buy it. It will make them love you and**

the work more to know that you thought of them when you were not with them.

4. Be certain that your areas are clean and ready for your people. Don't delegate this responsibility to someone else without being certain that it is done. Your workers shouldn't have to come to work in a dirty nursery or bus garage or Sunday school classroom.

5. Have activities with them.

6. Give public compliments.

7. Identify with them. Make it

apparent that you want to spend time with them. If they are checking out buses early in the morning, be there with them. If they are arriving early to set up the nursery or start coffee for a Sunday school class or prepare choir folders, you show up too. If you teach a Sunday school class, always arrive before your members so you can greet them. They should never be the ones to greet you!

8. Spend time in prayer for

them during your personal prayer time, and let them know you have done so.

9. Turn in ministry requests for the Prayer Page.

10. Put up bulletin boards in the church hallways advertising your ministry. Use the names of your people on the boards.

11. Put announcements in the bulletin and use bulletin inserts.

12. Make it a point to talk about your ministry constantly with your people.

If you see them in the church hallway, don't fail to mention something about your common work.

Getting the Job Done

1. Think in 90-day cycles.

- 3 months = 1 quarter**
- Always be working ahead.**

2. Plan next week in advance (Friday-Saturday-Sunday).

- **Schedule office work:**
- **Study time**
- **How many doors?**
- **Prayer/Bible**
- **How many letters?**

3. Finish your work and clear your desk daily.

4. Spend time daily in reflection.

- **What did I accomplish today?**
- **What did I accomplish for eternity?**

5. Spend some time early each morning with your schedule.

6. Use an evaluation form.

- What did I accomplish today?**
- What did I accomplish this week?**
- What did I accomplish this month?**
- What did I accomplish this quarter?**
- What did I accomplish this year?**

7. Review your

accomplishments next to a top performer.

8. Are you growing in your area of ministry?

- Reading**
- Correction**
- Self examination**
- Honesty – Be honest with yourself.**

9. Are you fulfilling your vision?

Note: What is your written vision for your ministry?

10. Are you maintaining focus?

Inspiring Our Followers

*Whereupon, O king
Agrippa,
I was not disobedient
unto the heavenly
vision.*

Acts 26:19

**As Saul was fervently
carrying out his work of
persecuting Christians,
Jesus interrupted his work
and gave him a vision that
changed his life. Christ said,**

I have appeared unto

thee for this purpose, to make thee a minister and a witness...to open their eyes, and to turn them from darkness to light.

Acts 26:16-18)

- 1. As staff members, we must realize our followers will not have a vision unless we give it to them. Jesus gave Paul a completely new purpose, to turn people from the power of Satan unto God (Acts 26:18),**

and he was not disobedient unto the heavenly vision. Paul did not have this idea until Jesus gave it to him.

- 2. We should pray that God will empower us to stir apathetic minds into minds that see a vision of serving God for a lifetime.**
- 3. We should tell our members and students of the future we can see for them. For example,**

“Mrs. Smith, you’re so faithful to church. I can see a smile on your face someday as your children or even grandchildren say, ‘We never missed church because of mother’s (or grandmother’s) example.’ ”

“Mark, I can tell God has great things in store for you. I believe your ministry will be able to far

**surpass mine, and I
can't wait to see how
the Lord will use
you."**

- 4. We cannot impart a vision for others if we're not allowing God to give us a vision for our own lives.**
- 5. Never underestimate the power of young people. "And your young men shall see visions." (Acts 2:17)**
- 6. As staff members, our job**

is not to be robots who dispense information and perform tasks. Our duty is to stir the hearts and minds of our followers to fervently serve God for a lifetime.

Instruction

It is our responsibility to teach our students, whether they are in a Sunday school class, a school classroom, or a new Christians' class.

- First, the word**

**teach means to
transfer
knowledge from
one to another.
You cannot
transfer what
you do not
possess.**

**Therefore, a
teacher must be
studying always.
Great
instructors are
constantly
reading instead
of relying on
past educational**

experiences. We live in such a changing world that, if we continue to use the teaching tools of yesteryear, we will become very boring.

As an illustration, take the church bookstore. The coats, hats, shirts, and bus jackets that we had there were great in the late 70s and early

80s. But things have changed, and we must constantly update. The same is true of our teaching. A teacher who says, “Well, this is the way I did it in 1980; if it worked then, it should work now,” is a very foolish teacher.

- Secondly, teaching should be enjoyable for everyone—both teacher and student. You will**

**know whether or
not your
students are
enjoying by
watching and
listening. We
can complain
about the day in
which we live—
how young
people and
adults do not
want to listen
and learn—but
that is simply an
excuse for the
fact that we**

**have lost touch
with our
students.**

- **Third, when our
students aren't
learning, we
cannot blame
the area, the
society, the
church, the
school, our
students.**
- **Fourth, we
cannot become
a victim—"I am
the only one**

**standing true to
the Lord,
standing true to
teaching.”**

**That’s just like
the time Elijah
thought he was
the only one
who did not bow
the knee—but
God had
preserved 7,000
who had not
bowed the knee.**

**When it comes to
teaching Sunday school,**

I do not want us to simply take a verse, tell some stories, then yell, scream and shout. Rather, I want us to dissect the Word of God, line upon line, precept upon precept. It is very obvious that, in our fundamental, Baptist churches there is a great ignorance concerning the Scriptures. That is why the cults are succeeding so well within our ranks. There must be a true and

**thorough understanding
of the precious Word as
we teach.**

**Thus, great teachers do the
following:**

1. Study (read).	4. Gain new ideas.	7. Love teach
2. Listen & learn from others.	5. Pray.	8. Get advice
3. Evaluate others' teaching	6. Prepare.	9. Accept criticism

ability.

P.S. I want neither a rigid faculty member nor a goof-off faculty member. I don't want all education and no heart; nor do I want all goof-off and no education.

Leading Your Ministry Forward

Leaders must always be involved in beginning or resurrecting something. As leaders, we must remember that everything is in a perpetual state of dying. Our job is to resurrect and bring

to life. The pastor's job is to resurrect the church. No ministry can run on cruise or idle. Get ideas for giving new life in the following ways:

Spend time in personal prayer for your ministry.

Spend time in collective prayer for your ministry.

Read to generate ideas for new programs.

Guard your reading list, but read all the time for new ideas, new plans and new

programs.

Analyze where you are at the present time.

Think and dream about your goals for your ministry, themes for new programs, and any other ideas that will help you. Consider where you want to go with what you are doing.

Seek counsel about your work. Ask others for their ideas.

Attend conferences.

Many times, hearing the preaching at a conference

can give you many new ideas for your own ministry.

Schedule planning days.

Set goals for each new day, each new week, each new month, each new quarter, each new season, each new campaign and each new year. Work hard to infuse life into every ministry for which you are responsible. Your followers will have a renewed interest in your ministry when it is evident that you have spent time planning what you will

accomplish in the future in that work.

Preach about your vision.

Committing yourself publicly to your vision stirs up your people and motivates you to move toward those goals.

Enlist new laborers.

It is vital that you get others involved in what you are doing. This will help your work, but it will also help the people who get involved.

Managing People— Leading the Right Way

Be sure you are called to lead.

Too many people are trying to be chiefs when they are supposed to be Indians.

Lead by example.

Don't expect your followers to rise higher than their leadership is willing to go.

Be considerate of the people you lead.

You must not deceive your

people. You must lead them.

Don't lead every person the same way.

Some people respond more readily to a whip (figuratively speaking, of course); others would fight the whip while a gentle hand can lead them wherever you want them to go. Know your people well enough to determine which leadership style is best for each individual, and lead them in that fashion.

Meet regularly with those whom

you manage.

- Talk to them.**
- Listen to them.**
- Encourage them.**
- Correct them.**

Rally people to you who show a commitment and devotion to the work similar to your own.

Develop a relationship of trust.

You should work hard to develop this relationship between yourself and your followers, but you should work just as hard to develop this relationship between

the followers themselves.

Identify problems and solve them.

Learn how to communicate.

Be willing to delegate.

Praise and encourage your followers.

To help your people reach their fullest potential, you must look for what they do right and capitalize on that. Make much of it. That is a great encouragement to a follower.

Be real.

The leader who is never willing to admit his faults is a phony.

Be reachable.

Your followers should not feel that you are always inaccessible to them.

Be humble.

A know-it-all attitude never inspired followship in anyone.

Have activities together.

They want and need to spend time with you doing things that are enjoyable.

Platform Protocol

I. DO the following:

A. Say “Amen.”

B. Respond with enthusiasm to everything that goes on during the services.

C. Pay close attention.

D. Participate every time the offering plate is passed.

E. Greet the people, especially during the visitor welcome time and at the door at the close of the services.

F. Get involved in every

service.

G. Look sharp in appearance.

H. Sing.

I. Bring your Bible and turn to the references when requested to do so.

II. DO NOT do the following:

A. Never cross your legs or ankles while on the platform.

B. Never allow yourself to stare off into space.

C. You should not gaze all over the auditorium.

- D. Don't look toward the floor.**
- E. Never act or even appear to be disinterested.**
- F. Never fall asleep or allow your eyes to close (except during prayer) so that you appear to be sleeping.**
- G. Do not talk, pass notes, or do anything else that would make it appear as though you are operating your own agenda during the service.**
- H. Never use gestures to**

**communicate with
people in the auditorium.**

- I. Never allow your attention
to be distracted by
disturbances in the
audience. The
congregation will look in
the same direction you
are looking. Keep your
eyes focused on whatever
is taking place in the
service.**

Our Work IS People + Performance

We are in the people business.

- **Do you like people?**
- **Do people like you?**
- **Do you look forward to working with people?**
- **Do you enjoy small people?**
- **Do you enjoy old people?**
- **Do you enjoy teen people?**

“People who like people are people who people like!”

We are in the performance business.

- **We must complete tasks.**
- **We must seek tasks.**

Staff members are not hired simply to be lunch partners, Starbucks friends, or buddies.

We must be building something—something must be growing as a direct result of our labors.

I'm convinced that the work of God worldwide is paying the majority of

**pastor and staff for
nothing!**

**People + Performance =
Paycheck**

**How can we expect to be
paid by the freewill love
offerings of God's people if
we are not fulfilling step 1
and 2?**

**A paycheck without people and
performance is robbery.**

Professionalism

**In some circles, it is almost
considered a sign of**

spirituality and holding on to the faith of our fathers to be dowdy, unprofessional, second-class losers. To hear the sermons of some, you would think that the only appropriate theme is, “I Are a Fundy-mental-ist.”

However, it is clear that the Lord expects a standard of excellence from all His servants. As employees of North Valley Baptist Church and its ministries, we must be committed to standards of professionalism that are

second to none.

We must realize that we are in the heart of the Silicon Valley, the high-tech capital of the world. Our area is filled with people who are executives and others who are accustomed to seeing executives. We must learn that it is appropriate and expected for us to have standards of professionalism that may seem excessive compared to our pasts.

As you drive through our area, you will notice that

the typical automobile is washed and waxed, and all the details are handled properly. Most people here don't drive junk, and they tend to think ill of people who are comfortable with junk. Though all of us do not need to own a new Mercedes, we must keep high standards of professionalism in mind.

- 1. Our buildings must be immaculate.**
- 2. Our grounds must be manicured. Grass must**

be green; lawns must be mowed and edged; bushes must be trimmed; sidewalks must be cleaned; parking lots must be swept.

- 3. Our clothing must fit, be pressed, be cleaned, be fashionable, and be dignified. Men should not wear comical ties. Even sports ties should not be worn (except on the rare occasion when you want to advertise for your Super Bowl team the day**

before the game).

- 4. Our grooming must be professional. If we have been in the office all day long, we will need to freshen up before our evening responsibilities.**
- 5. Our speech should be appropriate, and we should endeavor to use proper grammar. We all slip with the fine points of the English language, but it is not a sign of professionalism to glory in uneducated speech.**

Our tone of voice should be appropriate for adult staff members. We should not use an airy, whiny tone of voice that sounds like we are caring mothers handling the underprivileged people of the world.

We should endeavor to be concise and exact. Whether we are teaching Sunday school, preaching, conducting a meeting, counseling, or having an appointment with a fellow staff member, we must

**remember that redundancy
and long-winded, repetitious
statements are
unprofessional and
irritating.**

Root Causes of Performance Problems

- 1. Misunderstandings**
- 2. Communication problems**
- 3. Personal problems**
- 4. Pride**
- 5. Laziness**

6. Seeking to fulfill a responsibility outside your sphere of capability

7. An unwillingness to listen

Serving

If you are here to serve, you will be extremely happy.

If you are here for...

- a position,**
- praise,**
- to be on the platform, or**
- policy making...**

...you will be greatly disappointed.

Serving is the key to happiness. Serving has no agenda. Therefore, it can never be disappointed.

True servants will move from thrill to thrill because every opportunity and promotion is an unexpected blessing.

However, when one expects something to happen and it does not, there can only be hurt, bewilderment, and confusion.

But it shall not be so among you: but whosoever

will be great among you, let him be your minister; And whosoever will be chief among you, let him be your servant: Even as the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.
Matthew 20:26-28

And whosoever of you will be the chiefest, shall be servant of all. For even the Son of man came not to be ministered unto, but to minister, and to give his

life a ransom for many.

Mark 10:44-45

Staff Vision

I am not looking for a group of passive people who simply want to pick up paychecks.

I am looking for leaders.

I am looking for people—both men and women—who can...

1. Establish a vision.

2. Capture a vision.

3. Promote a vision.

4. Sustain a vision.

5. Transfer that vision to

others.

People who lose their vision begin to focus on the immediate—their emotional needs, their physical needs, their financial needs, their difficulties, their problems, or their loneliness. But people who begin to focus on a vision capture something that is bigger than themselves.

When a person loses sight of his vision, he becomes...

- 1. Negative.**
- 2. Discouraged.**

3. Accusatory.

4. Lonely.

5. Lethargic.

6. Unhappy.

The only way to truly establish a vision is to walk with God. Too many walk with themselves or with others. This is why it is dangerous to read the newspaper, listen to too much news, follow the stock market, or spend much time observing political, economic or governmental issues.

Teaching Effectively

I feel as if too many of our classes, particularly on the college level, are taught by simply giving points (i.e., Point 1, Point 2, Point 3, and so on) and speaking on each point. My class is a tremendous illustration of this method of teaching; perhaps I have given too many points in my lectures.

I have several formulated thoughts that we could all use to ensure that we are absolutely transferring

knowledge to our students; for that is what teaching truly is. The teacher must have gained something that each of his students needs. Therefore, a teacher should use every available means to transfer knowledge to his class.

Classes should include:

- 1 . Demonstration: In other words, a teacher should show how to accomplish a task. For example, if you were teaching a pastoral class on how to**

baptize, you would want to demonstrate baptism by using another student.

- 2 . Questions: A teacher should ask questions, thus including the students in the lesson. This is a great way to get the attention of your class. You could ask situational questions such as: “What would you do in this situation?” or questions which would receive a**

direct answer for example: “In what year was Abraham Lincoln elected President?”

3. Discussion: “What do you know about the Civil War?” These types of questions should lead into discussions with the students.

4 . Review: There must always be a review. Review the previous lesson on the material you are teaching; and at the end of each class,

review what you have taught.

5. Drill: A wise teacher will drill his students, whether by using fill-in-the-blank questions or repetition.

6. Written Script: In other words, write out what you will teach that day and then teach from your script.

7. Lecture: As we lecture, we must be enthusiastic about the lesson. If you are telling a story from

the Civil War, you must paint the picture in such a manner that your students feel as they were actually there.

8 . Audio or Video Presentation

9. Quizzes

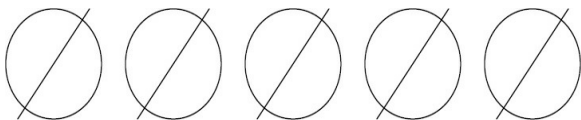
10 . Movement of the Teacher: A wise teacher does not sit down to try to teach but rather moves around the classroom.

The Team

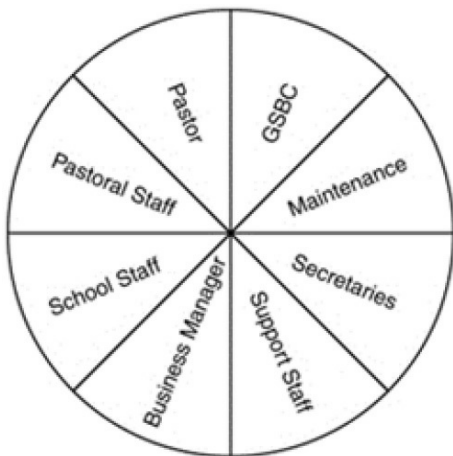
When I first came to North Valley Baptist Church, I held many positions. I had staff meetings with myself!



Now we have many staff members. However, you are not a separate entity like the example below.



Rather, we all share in the ministry. We are all part of the original pie.



Esprit de Corps

The esprit de corps of any group is the common spirit existing in the members of a group that inspires enthusiasm, devotion and a strong regard for the honor of the group as a whole. This spirit is so vital, so important, and so critical to the success or failure of our homes, our staff, our church and your ministry.

Esprit de Corps in Our Homes

There must be an enthusiasm about your home. It shouldn't come

only from you, but from every member of your family. Are the members of your family excited about identifying with you? If not, you must change.

Esprit de Corps on Our Staff

There should be a spirit of enthusiasm in and about the group. Do you create an atmosphere around you that causes the staff to enjoy speaking with you, or does interaction with you always involve conflict? Does contact with you always

involve business but never any enjoyment along with it? Work on creating this spirit while you work.

Esprit de Corps in Our Church

Are you loyal to our church members? Do they know it? You must make a conscious effort to let them know you love and support them. Remember and acknowledge the important events in their lives—birthdays, anniversaries, etc. Be enthusiastic always! Do you create or destroy this

**atmosphere within our
church family?**

Esprit de Corps in Your Ministry

**You must create this esprit
de corps, but please
remember that to create an
atmosphere independent
from the rest of the ministry
as a whole is to destroy all
of us.**

Unconditional Love

***And now abideth faith,
hope, charity, these
three;***

but the greatest of these

is charity.

I Corinthians 13:13

We are not prepared to lead others if we do not possess an unconditional love for all of those we are privileged to serve.

As leaders, we cannot simply love the lovely. We must possess a sweet, kind, honest, sincere love for everyone under our care.

Therefore, when a student becomes:

- difficult to deal with**

- **backslidden**
- **cold toward us**

**WE MUST TAKE THE HIGH
ROAD.**

**We cannot stoop to childish,
ungodly behavior such as:**

- **ignoring the student**
- **complaining about the
student**
- **enlisting others to criticize
the student**

**Every student will go through
difficult times, times when
they:**

- **hate school**
- **get discouraged**
- **perform poorly in their work**
- **face difficulties with their peers, parents, siblings, & teachers**
- **don't like themselves**
- **disagree with rules, the enforcement of rules, etc.**

Please remember...

- 1. You are the adult.**
- 2. You are the one who is to be spiritual.**

3. You must be concerned about and patient with our students.

We Must Learn to Listen

It is imperative that, as staff members, we develop quality listening habits. Please remember that you have a responsibility to be attentive and responsive to those who speak to you, whether in the formal setting of a classroom or the auditorium or in a one-on-one business

or personal situation.

People who do not listen to others when they speak are:

- Rude**
- Arrogant**
- Immature**
- Undisciplined**
- Self-centered**
- Disrespectful**
- Ignorant**

You should also refer to pages 19 through 22 regarding listening in chapter 3 of my book, *Lessons in Leadership*.

What Are You Growing?

It has been said if the pastor is growing personally, then the church will be growing.

From *Confident Pastoral Leadership* by Warren Wiersbe and Howard Sugden

So the question is this: What are you growing?

The Church	The School
The College	Youth Conference
Pastors'	Youth

Conference	Group
College Days	Fine Arts Tournament
Sunday School Class	Ball Teams
North Valley Publications	

- **These ministries will grow if you are growing. If you are not growing, they will not grow.**
- **Life begets life. Therefore, if you are not begetting something, it**

is because there is death.

- **Death is always present when life has moved out. We must then consider what has taken the place of life. Was it worldliness? Was it laziness? Was it disorganization? Prayerlessness? Neglect of the Bible?**
- **We cannot employ people who have the appearance of life yet carry within themselves**

**death. That death will
poison the life around
them.**

Illustration:

A young man comes to Bible college and is all fired up about preaching and serving God. Perhaps he wants to be a principal, coach, teacher, pastor, or missionary. Then he rubs shoulders with people on the staff who do not have life—instead, they have death.

The death of the leader will

rub off on the life of the follower.

I wonder how many young people in youth groups and colleges left dead when they came with life?

Ask yourself the following questions.

1) Who are you discipling?

1.

2.

3.

4.

5.

2) Who are you tying into the

ministry?

1.

2.

3.

4.

5.

3) Where is your present door knocking area?

4) Where is your prayer closet?

5) Where do you study the Bible?

6) Has your ministry grown in the last 12 months?

Spiritually? Numerically? [

] N o [] Y e s If so, how many? _____

7) What did you accomplish this summer?

1.

2.

3.

8) Are you ready for the fall semester? List your fresh, new ideas, goals, and plans for the students.

1.

2.

3.

4.

5.

9) What books have you read this year?

1.

2.

3.

4.

5.

10) Are you helping this ministry; are you helping your pastor; are you growing your area?

What It Takes to
Build Something

YOU MUST HAVE A PURPOSE

Your key to personal success is establishing a purpose. Purposes are different from goals. You cannot adequately set your goals until you understand what your purpose is all about. Purpose is from within—your reason for existence.

The tragedy is that many people want to be something God does not want them to be. I once read a poem in the book, *How to Make a Habit of Succeeding*, that is

**very applicable to that
tragedy.**

***If you can't be a pine on the
top of a hill,***

***Be a shrub in the valley but
be***

***The best little shrub by the
side of the hill:***

***Be a bush if you can't be a
tree.***

***If you can't be a bush be a
bit of grass***

***And some highway happier
make;***

***If you can't be a muskie
then just be a bass,***

***But be the liveliest bass in
the lake.***

***We can't all be captains;
we've got to be crew, There
Is something for all of us.
There's big work to do and
there's lesser to do
And the task we must do is
the near.***

***If you can't be a highway
then just be a trail;
If you can't be the sun be a
star;
It isn't by size that you win
or you fail.
Be the best of whatever you***

are.

—Douglas Malloch

Your purpose must be a cause that is greater than yourself.

YOU MUST HAVE A GOAL

Before you can ever establish a goal, there must be a purpose. Once your purpose is determined, you can begin to set your goals. Certainly you ought to know where you are going. The discipline of goals is seen in these ten causes of failure in leadership.

- **Inability to organize details**
- **Unwillingness to render humble service**
- **Expectation of pay for what they know instead of what they do with what they know**
- **Fear of the competition from followers**
- **Lack of imagination**
- **Selfishness**
- **Intemperance (self-control or discipline)**
- **Disloyalty**

- **Emphasis on authority of leadership**
- **Emphasis on title**

Setting a goal is critical if we are going to succeed at our purpose in life.

Why People Follow Leadership

Have you ever wondered what makes people willing to follow the leadership of another individual? As a rule, people follow because of the security it offers them. However there are

several other reasons why people will follow a leader.

They love the leader.

When people love, they follow. How is love developed? When you serve people, it causes them to love you.

If you want people to follow you loyally, you must first love them.

They like the leader.

If you want to have followers, you must possess characteristics that make

you likable. You will generally not develop followship in people if you have:

- an argumentative spirit**
- a defensive spirit**
- a proud spirit—a better-than-thou attitude**

They respect the leader.

To respect someone is to hold that person in high regard. You must remember that respect is always earned. If you want to be respected by your followers,

you must demonstrate characteristics that are worthy of their respect.

Working With People

1. One Another

- Give each other space.**
- Let another have his personality and opinion.**
- Don't try to clone everyone. What if all flowers were marigolds?!**

- **Don't compare your work to someone else's.**
- **Don't compare your effort to someone else's.**

2. Members

- **Take time for them.**
- **Let them talk.**
- **Compliment them.**
- **Accept them where they are. All members will not be rich, clean and organized.**

3. The Community

- **Never pass a walkby.**
- **Be cheerful to everyone.**
- **Never be argumentative.**
- **Display respect.**
- **Resolve disputes.
(payments, etc.)**