

Building an Effective Organisation

Christian leaders can easily adopt a negative attitude towards organisations, preferring to work informally and rationally. However, every church and ministry is ultimately an organisation. Leaders who want to develop lasting ministries will be willing to devote the time and energy necessary to establish effective organisations. This talk will examine the key components of effective organisations, and help leaders to avoid common pitfalls. It will consider relevant Biblical teaching but also draw on the best wisdom from contemporary business practice.

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I. What is an Organisation?

- A. Individuals joining together to achieve a common purpose
- B. Structured rather than relational
- C. Formal rather than informal
- D. Companies, partnerships, charities, foundations
- E. Church as an organisation
- F. Christian organisations
 - 1. Denominational structures
 - 2. Networks
 - 3. Mission agencies
 - 4. Parachurch ministries
 - 5. Social provision
- G. My experience of organisations
 - 1. Local churches

2. Gospel Partnership
3. FIEC
4. UCCF
5. Union School of Theology
6. AT3
7. A Passion for Life

II. What are the Advantages of Organisations?

- A. *1 Timothy, 2 Timothy, & Titus*
- B. Scale of ministry that can be accomplished
- C. Longevity of ministry beyond the original founder

III. Clarity of Mission

- A. *Luke 9:51; Romans 15:23-37*
- B. What is the purpose of the organisation?
- C. Danger of mission creep or dilution of mission
- D. Role of leadership in maintaining mission clarity
- E. Ensuring mission is understood and shared by key staff
- F. Mission statement & values/organisational ethos

IV. Doctrinal Faithfulness

- A. What is the doctrinal position of the organisation?
- B. How will this be protected and maintained?
- C. Statement of Faith/doctrinal basis
- D. Requirement for staff to affirm Statement of Faith

V. Legal Compliance

- A. *1 Peter 2:13-17; Romans 13:1-7*
- B. The duties of Christian organisations to obey the law
- C. Legal structures and regulatory bodies
- D. Accounting rules and financial requirements
- E. Employment law
- F. Equalities legislation

VI. Good Governance & Accountability

- A. *Acts 11:1-18; Galatians 2:1-10; Acts 14:27-28; 2 Corinthians 8:6-21*
- B. Who holds the leaders accountable?
- C. Local churches
- D. Charities & foundations
- E. Boards
 - 1. Role
 - 2. Independence
 - 3. Membership
 - 4. Scrutiny
- F. Senior staff salaries
- G. Avoiding scandals
- H. Strategic planning

VII. Leadership Structure

- A. Appointment and accountability
- B. Authority
- C. Hierarchy – organisational structure

VIII. Resourcing

- A. *2 Corinthians 8:16-24; 2 Thessalonians 2:3-11*
- B. Financial probity
- C. Budgets and accounts
- D. Financial planning
- E. Fund raising
- F. Faith and realism

IX. Staff Management

- A. Envisioning
- B. Recruiting
- C. Appraisal and assessment
- D. Employment terms and conditions

X. Closure

- A. There is no longer a need for the organisation
- B. There are no longer the resources for the organisation
- C. There is no longer a visionary leader
- D. It would be better to merge or to close

Further Reading:

Gordon T Smith, *Institutional Intelligence: How to Build and Effective Organisation* (IVP)

Jim Collins, *From Good to Great*

Jim Collins, *Built to Last*

Ray Evans, *Ready, Steady, Grow* (IVP)

Patrick M. Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else In Business* (John Wiley)