

THE MANAGEMENT PROCESS AS APPLIED  
TO THE PARISH MINISTRY

(Outline of presentation)

Dr. Raymond L. Hilgert  
Professor of Management  
and Industrial Relations  
Graduate School of Business Administration  
Washington University

- I. The Findings of Dr. David Luecke:
  - "The Professional as Organizational Leader:  
An Organizational Behavior Study of Parish Ministry",  
(unpublished doctoral dissertation, Graduate School of  
Business Administration, Washington University, 1971).
    - (a) Broadly stated, the "most effective" parish ministers from  
the standpoints of congregation members, congregation officers,  
and other denominational executives tend to be those ministers  
who most effectively blend their professional (i.e., theological)  
perspectives and activities with good managerial and organi-  
zational perspectives and activities.
    - (b) The parish minister who understands and who is competent in  
carrying out both his professional and managerial roles tends  
to find the most personal job satisfaction as a parish minister.
- II. Managing the Lord's Work: Excerpts from an article and lesson  
presentation in the Lutheran Laymen's Leaders Guide,  
(Vol. 28, No. 3, July, Aug., Sept., 1970). --
  - plus some applications of management concepts to the parish  
situation.

## THE MEANING OF MANAGEMENT

Many people identify the term "management" solely with the directing of a business organization by the owners or managers of a firm. However, broadly defined, management always exists in some form, when groups of people join together in order to accomplish together what they cannot or will not do as individuals. Thus, a church organization necessarily will have some type of management because a church is a group of people, who come together in order to do the Lord's work.

Many churches are well managed; others are poorly managed. Probably the majority of churches fall far short of their potential, because they simply do not apply good management practices throughout their activities. Although good management will not guarantee success, poor or inadequate management usually means that a church organization will not fully achieve that portion of the Lord's mission for which the church is capable.

## MANAGEMENT DEFINED

Management is a distinct process consisting of planning, organizing, staffing, directing, and controlling, utilizing in each, both science and art, and followed in order to accomplish predetermined objectives. See diagram.

## THE FUNCTIONS OF MANAGEMENT

### PLANNING

Selecting policies and objectives  
Selecting procedures and programs  
Decision-making: choice from alternatives

### ORGANIZING

Determination, grouping, and assignments of activities  
Delegation of authority  
Design of structural framework  
Grouping of work and workers

### STAFFING

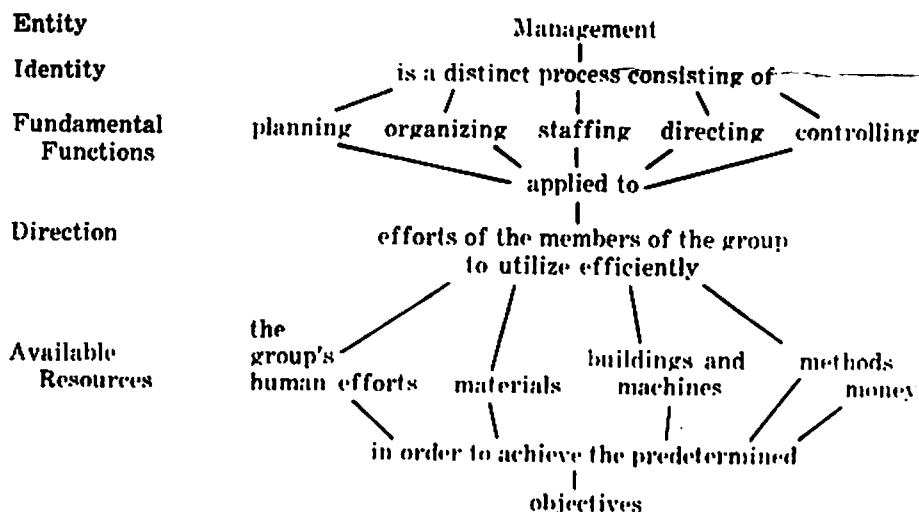
Defining manpower requirements  
Recruitment, selection, and training  
Appraisal and promotion  
Economic Compensation and other Rewards

### DIRECTING

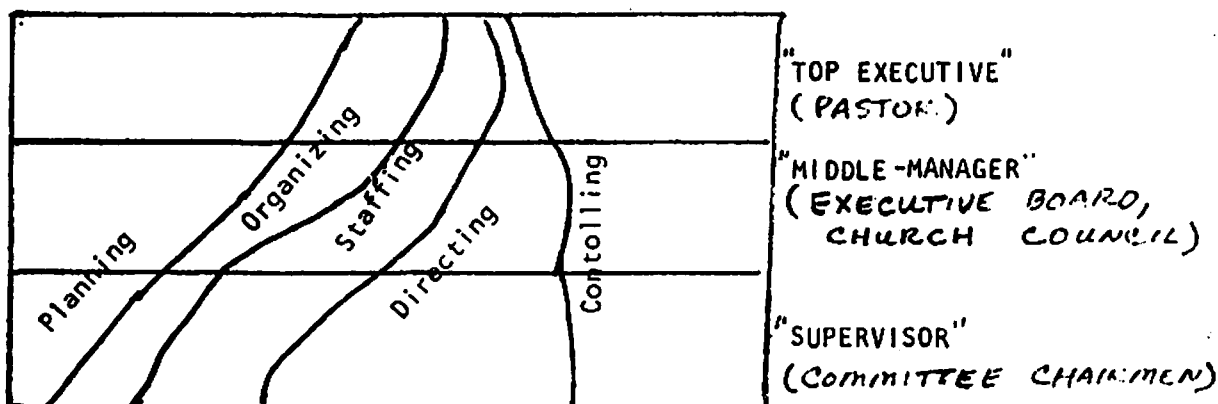
Guidance and supervision of workers  
Issuance of directives  
Motivation

### CONTROLLING

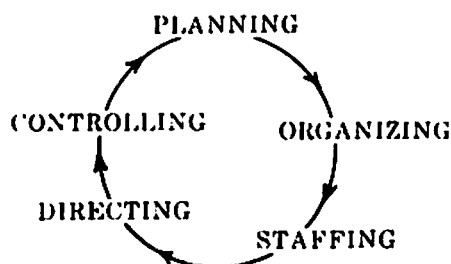
Measurement of Performance  
Correction of deviations  
Accomplishment of plans and objectives



## Management Levels and Time



## THE CIRCULAR CONCEPT OF MANAGEMENT FUNCTIONS



A continuous integrated flow of functions.

Efforts spent in each function will vary as conditions and circumstances change.

Planning must come first!

## OTHER BASIC AND INTERRELATED ASPECTS OF MANAGEMENT

*Responsibility* consists of the obligations that are assigned to a person in connection with his job duties; it entails an obligation for performing certain activities and also an obligation to someone for such performance.

*Authority* is the basic tool that permits those in managerial jobs to supervise and coordinate the activities of others. Basically, it is the legal or rightful power to direct others; the right to command and to act.

*Decision making* is the process by which a course of action is consciously chosen from available alternatives for the purpose of achieving a desired result.

*Communicating* is the process by which ideas are transmitted to others for the purpose of effecting a desired result.

*Coordination* is the synchronization of efforts toward stated objectives and purposes of the organization; a result of proper performance of the basic functions of management.

## CHURCH MANAGEMENT AND MANAGERS

(Adapted from *Church Management in Action*, a manual published by the Lutheran Laymen's League, pp. 11-15.)

### MANAGEMENT

Management sometimes is defined as leadership or administration. Management is developing strategy and implementing it.

Management is problem solving.

Management is never completed.

Management is a means to an end.

Management is organizing with division of duties (Exodus 18: 13)

Management is dealing with people and problems.

Management is getting others involved by delegating authority and responsibility.

Management is getting the job done.

Management is breathing life into an organization.

Management is getting people to perceive better.

Management is to communicate in such a way, that the other person see things our way.

Management is the relentless creation and implementation of the most valuable courses of action as each manager perceives the situation.

Management is taking God's resources and using them to accomplish His purpose.

### MANAGERS

Managers are those who manage and lead. A manager may be called leader, officer, executive, administrator, boss, chairman, committeeman, board member.

Managers are not born leaders; they are made, but they are not self-made either.

There are no set of characteristics, traits, or qualifications by which leadership can be predicted, but most successful managers or leaders have a tremendous desire to achieve. For them achievement is more valuable than money or salary. There is no set pattern especially for the church manager. There is rather a variety of patterns just as there were a variety of Bible characters. Conformity cannot be applied successfully to leadership or to one who leads or manages.

Managers are builders, implementors, innovators. They are a kind of drama director. They are adaptable. They can adjust to change but are not interested in change just for the sake of change. They get results in spite of problems, difficulties, bureaucracy. Managers are functional.

Managers are judged by the people they lead. They know their people; they make room for the individual in the group; they know people work for those who appreciate their work. Effective managers begin where the group is and they lead but not too far ahead or they will be alone and useless. Managers know that communication is important in the leading process. They know that leading is a blending of the science of management and the art of personal relationships.

With special respect to managers in the church, it can be said that managers are ministers; servants for Jesus. They are to excel in faithful service. Managers recognize church leadership is difficult because following is volunteering and following cannot be coerced. Church leadership is more complex because change must come as a result of Christ's demands. There must be a complete dedication to Christ. But church leadership is enhanced because God is the motivator, the changer.

Church leadership should result in parish edification and should nurture the individual. It should also develop stewardship, which is really management of time, talents and energy, all talents, not just money. Giving is not to be fractional or left overs for this is an evasion of the reality of life. If leadership doesn't happen in the congregation, nothing really happens.

## DISCUSSION QUESTIONS

1. The functions of management as outlined previously are planning, organizing, staffing, directing, controlling. How are these functions applicable in church management? In a church, to whom should responsibility and authority for these functions be assigned? Does church management differ in certain respects from management in organizations where authority and responsibility are more clearly defined.
2. Why must planning always come first if good management is to be achieved? How is controlling related to planning? Why are both of these functions of crucial importance to church management?
3. What are the objectives of the church of Jesus Christ? See the Great Commission, Matthew 28: 19-20. Is this command of Christ specific enough for efficient church management? How can a church develop specific objectives within the framework of the Great Commission?
4. How does Exodus 18: 13-23 exemplify the meaning of good management and organization?
5. In most churches, as well in most other organizations, difficulties in communications are usually at the core of management problems. Why? What can be done to achieve better communications
6. Should a church organize itself on the basis of good management principles or on the basis of the Pastor and people available in the congregation?
7. Read Acts 6:1-8. Should the church's preaching function be separated from its social welfare function? Is this suggested in this passage?
8. Read Acts 2:15-26. Should pastors be called or church officers chosen, on the basis of lots or elections? Why are elections sometimes "popularity contests" rather than tests of qualifications for a church position? How can a church obtain qualified and willing individuals to serve in church offices?

## SUGGESTED PROJECTS FOR ACTION

1. Analyze the constitution and by-laws of your church congregation. Are good management practices evident? What are its weaknesses? What portion of the constitution needs to be improved?
2. Discuss the day-to-day management of your church congregation. With whom does the authority and responsibility for decision lie? How do boards, committees, the Voters Assembly, etc. promote or retard church management? What are the management roles of the Pastor and church officers? Who reconciles or coordinates these roles, especially in conflict?
3. Analyze the communications media used in your church congregation. What communicative problems are present? What can be done to improve your church communications?

Other materials which can be helpful in a study of this topic are the following books:

Rein, R. C., *The Congregation at Work*, Concordia, St. Louis, 1962.

Leach, Wm. H., *Handbook of Church Management*, Prentice Hall, 1958

Wiest, Elam G., *How to Organize your Church Staff*, Fleming H. Revell Co., 1962

Ditzen, L. R., *Handbook of Church Administration*, MacMillan, 1962.

Schmidt, R. J., *Manual for Church Officers and Boards*, Concordia, St. Louis, 1961.

Walz, Edgar, *Church Business Methods*, Concordia, St. Louis 1970.

The Lutheran Laymen's League also conducts church management workshops utilizing a workshop manual titled, "Church Management in Action." Write the LLL for further details.