

United in Faith

Ministry Directors

Handbook

Please pass this handbook to your successor at the end of your term.

United in Faith Ministry Directors Handbook

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United in Faith Ministry Directors

Convener Representative of the Ministry Directors
Gretchen Quillin 2/2024 (312) 519-8145 gsquillin@gmail.com

AREA OF COMMITMENT

Area of FOCUS/ Ministry/
Coordinator Director Term Phone
Number Email
Address

CHRISTIAN FORMATION

Christian Education

Inactive

Confirmation

On hold

Sunday School

On hold

Vacation Bible School

Inactive

Faith Development

Inactive

Youth

Inactive

Spiritual Growth

Pastor Jeanine Reardon 3/2023 (773) 283-2326 pastor@unitedinfaith.org

Bible Study

Inactive

Prayer

Inactive

Men In Mission

Inactive

Worship

Jane Schira 1/2014 (773) 775-9337 janie.yellin@hotmail.com

Women's

Inactive

AREA OF COMMITMENT

Area of FOCUS/ Ministry/
Coordinator Director

Term

Phone
Number

Email
Address

OUTREACH

Katie Jewell	4/2024	(630) 890-5961	katiejewell@gmail.com
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Public Relations

Inactive

Marketing

Inactive

Social Media

Dave Quillin	2011	(773) 484-0862	dgq003@gmail.com
Gretchen Quillin	2011	(312) 519-8145	gsquillin@gmail.com

Website

Richard Guzik	2005	(773) 282-0979	reguzik@ameritech.net
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Community

Inactive

Gay & Straight Together

Inactive

Outside Groups

Inactive

St Cyprian's Food Pantry

Pastor Jeanine Reardon	3/2023	(773) 283-2326	pastor@uniteninfaith.org
Janeen Devine	3/2023	(773) 777-0836	neendevine@gmail.com
Elfriede Reiss	3/2023	(708) 453-5392	

Justice

Pam Marino	4/2016	(773) 763-0605	pamjmar@aol.com
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Philanthropy Task Force

Katie Jewell	4/2024	(630) 890-5961	katiejewell@gmail.com
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AREA OF COMMITMENT

Area of FOCUS/ Ministry/
Coordinator Director

Term

Phone
Number

Email
Address

INREACH

Member Care

Inactive

Volunteer Coordination

Inactive – Coffee-and

Inactive - Greeters

Inactive - Service Assist.

Inactive - Ushers

Communion Visitation

Pam Marino

1/2013

(773) 763-0605

pamjmar@aol.com

Shepherd's Staff

Inactive

Stewardship

Gretchen Quillin

6/2013

(312) 519-8145

gsquillin@gmail.com

Congregational Care

Inactive

Altar Guild

Kim Childress

6/2014

(773) 283-2439

kchildress@ameritech.net

Church Health

Pam Marino

10/2008

(773) 763-0605

pamjmar@aol.com

United in Faith Ministry Directors

Timeline

Ministry Directors Meetings	Fourth Monday (meetings are not held every month)
Deadline for Sunday Bulletin	Tuesday morning by 9:00 AM
Deadline for Monthly Newsletter	Second Wednesday
Advertising Events	
‘Save the Date’ in newsletter	2 months or more in advance
Detailed article in newsletter	1 month in advance
Detailed info in Sunday bulletin	3 weeks in advance
Posters/invitations	2 weeks in advance
<p><i>Assistance with writing articles and making posters is available from the staff. Provide all relevant information at least a week before the above dates to have those items made up by the due dates.</i></p>	

January	
February	Annual Meeting
March	
April	
May	Ministry Directors meeting
June	
July	
August	
September	
October	
November	Prepare annual report.
December	Annual reports due December 1 Finalize ministry budget request for next year Prepare for Representative of the Ministry Directors council nominations (if needed)

CONGREGATION
COUNCIL
MINISTRY DIRECTORS

<u>CHRISTIAN FORMATION</u>	<u>OUTREACH</u>	<u>INREACH</u>
	Outreach	
<u>CHRISTIAN EDUCATION</u>	<u>PUBLIC RELATIONS</u>	<u>MEMBER CARE</u>
Confirmation*	Marketing*	Volunteer Coordination
Sunday School*	Social Media	Communion Visitation
Vacation Bible School*	Website	Shepherds Staff*
Youth*		Stewardship
<u>SPIRITUAL GROWTH</u>	<u>COMMUNITY</u>	<u>CONGREGATIONAL CARE</u>
Bible Study*	Gay/Straight Together*	Altar Guild
Faith Development*	Justice	Church Health Team
Prayer*	Outside Groups*	
Men in Mission*	Philanthropy	
WELCA*	St Cyprian's Food Pantry	
Worship & Music	Service Projects*	

There are three Congregational Areas of Commitment: Christian Formation; Outreach; and Inreach.

Each Area of Commitment has an occasion during the year which it uses to **highlight** its ministries. For CHRISTIAN FORMATION it is Rally Day, the official start of the Christian education year (September around Labor Day).

For OUTREACH it is some time between October and December since by then the ministries should be in high gear.

For INREACH it is after Easter - 4th Sunday of Easter.

Each Area of Commitment has two Areas of Focus. The six Areas of Focus are: Christian Education; Public Relations; Member Care; Spiritual Growth; Community Events; and Congregational Care.

Each Area of Focus has several ministries.

The manager of each ministry is a Ministry Director. There are two ministries that are on hold and will be re-activated when necessary – Confirmation and Sunday School.

*- There are several ministries that are currently inactive or no longer exist.

Note - Service Projects is an umbrella ministry for projects hosted by other ministries.

United in Faith Ministry Directors

Roles

Ministry Director's Convener

The Representative of Ministry Directors on Council is elected during the annual meeting to a two-year term and serves as the convener of the Ministry Directors.

The convener maintains the Ministry Directors Handbook. Updates to the handbook are made and distributed to:

- Pastor;
- Ministry Directors;
- Office Administrator.

The convener takes minutes at the Ministry Directors meetings and distributes a copy of the minutes to:

- Pastor;
- Ministry Directors;
- Office Administrator.

The convener maintains a calendar for the Ministry Directors. The calendar is distributed to:

- Pastor;
- Ministry Directors;
- Office Administrator.

The convener communicates general information to Ministry Directors as needed.

United in Faith Ministry Directors

Roles

Representative of Ministry Directors on Council

C12.01 of the United in Faith constitution states: ‘The Congregational Council shall consist of 8 voting member of the congregation, one of whom shall be representative of the Ministry Directors.’

Council terms are 2 years; therefore, nominations and elections for the representative of the Ministry Directors will normally be done every other year.

To be considered as a representative of the Ministry Directors, the candidate must be an active member of a ministry, as verified by the ministry director for the ministry. The candidate may also be a ministry director.

As a representative of the Ministry Directors, this council person will:

- 1) view issues that come before council from a ministry perspective;
- 2) will serve as a communication link between council and the ministry directors;
- 3) will work with all Ministry Directors in the fourth quarter to provide a ministry budget proposal to the Finance team; and
- 4) will maintain the Ministry Director’s Manual.

Ministry Directors will be prepared with names of candidates for the December meeting. It is important that the persons whose names are brought forward have already agreed to the nomination and the requirements of the position. The Ministry Directors will consider all candidates and select at least 2 persons to be submitted to the Nominating Committee. Two persons will be selected by the Nominating Committee and appear on the ballot.

Nominations will also be taken from the floor at the annual meeting.

United in Faith Ministry Directors

MINISTRY DIRECTOR

Purpose

The purpose of the Ministry Directors is to support and carry out planning, programming and mission initiatives of this congregation in their specific ministry or group of ministries.

The term of a Ministry Director has no specified term limit.

A Ministry Director is the leader of a Ministry Team. The Ministry Director is selected by the team. The Ministry Director is responsible for: convening meetings of their Ministry Team; and ensuring that the Ministry Team pursues appropriate endeavors to advance the focus of the team. The Ministry Director will also provide an annual report of the ministry and submit an annual budget for the ministry.

The Ministry Directors shall:

1. **Plan and execute** programs and activities within their ministry and ensure that they adhere to the Purpose and Guiding Principles of this congregation.
2. Approve new ministries.
3. Do short and long range planning, set goals and priorities and evaluate activities of their ministry, following the Purpose and Guiding Principles of this congregation.
4. Ensure that the gifts of all participants of this congregation are used in carrying out the Purpose and Guiding Principles of this congregation.

Ministry Team

A Ministry Team is composed of people who have a passion for a particular ministry. It is recommended that at least 3 people be involved in a ministry team for it to become active. Members on the Ministry Team have no terms or time limits. People serve on the ministry simply because they want to actively work on the ministry's focus, planning and executing activities that advance the focus of the ministry.

There is no limit on the number of Ministry Teams that one may participate in.

United in Faith Director of Altar Guild Job Description

The folks involved in Altar Guild have a passion for service and liturgy.

Director of the Altar Guild shall:

- Dress the main altar in the appropriate colors and dressings for the liturgical season.
- For every worship service, prepare communion (including wine, grape juice, bread, and wafers) and place it on the altar.
- After each service remove and clean all communion items (chalices with wine or grape juice and the bread or wafers in trays).
- After each service clean the altar.
- Clean all vestments and altar coverings as needed.
- Make sure that there is always enough wine, grape juice, bread or wafers and gluten-free wafers.
- Keep the sacristy clean.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate the activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Church Health Team

Job Description

The folks involved in this area of ministry have a passion for looking after and promoting the health of United in Faith in order for the congregation to listen to what God is up to and how it might be a part of God's work in the world.

Director of Church Health shall:

- Use the Natural Church Development (NCD) process when appropriate.
- Assess UiF's health, spiritually, in adherence to our church's mission, fulfilling the Will of God in the community.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
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 - Establish a budget in cooperation with the other Ministry Directors.
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-

United in Faith

Director of Communion Visitation

Job Description

The folks involved in this area of ministry have a passion for the senior members of United in Faith and helping them remain connected to the ministry of this congregation.

Director of Communion Visitation shall:

- Maintain a current list of members needing home communion visits including people with disabilities or temporarily unable to attend services due to illness/injury.
- Visit each person on this list at least once every six weeks.
- Pull people together to make regular visits.
- Make sure that homebound members receive the weekly bulletin, monthly newsletter and the prayer devotional.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Confirmation Ministry

Job Description

Director of Confirmation Ministry shall:

- Seek to build up the overall ministry of United in Faith
- Love God and Love Kids!
- Seek to be disciples of Jesus Christ.
- Seek to share the love of God with kids.
- Seek to understand and care for youth without judgment.
- Give oversight to the confirmation ministry of United in Faith.
- Develop a vision and goals for the confirmation ministry of United in Faith.
- Develop a yearly calendar for kids and parents.
- Communicate effectively with kids and parents.
- Equip and empower members of United in Faith to reach out to youth both in and outside the congregation with the inviting and including love of Jesus Christ.
- Recruit and provide training for parents and other adults working with the youth in confirmation.
- Ensure that the God-given talents and gifts of the youth, parents and members are effectively employed in the confirmation ministry.
- Serve as positive role models for the youth in confirmation.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with other Ministry Directors.
 - Calendar events through the church office manager.
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 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Justice Ministry

Job Description

The Director of Justice Ministry shall:

- Have a passion for justice issues as they relate to public life.
- Speak out against injustice in the community and the world.
- Form strategic partnerships that will enhance this congregation's ability to make a difference in the public arena.
- Seek to inform all UIF participants concerning current justice issues.
- Seek to involve all UIF participants in acts of justice.
- Lead this congregation in understanding hunger concerns and in fighting hunger and its causes.
- Lead this congregation in other areas of immediate concern (justice related) in our neighborhood, state, nation, and world.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Outreach Ministry

Job Description

The Director of Outreach Ministry shall:

- Connect the people of UIF to the people of the community in a meaningful, relationship-driven way.
- Schedule meetings open to the congregation to identify the next steps for continuing to engage within the community. This relationship requires an ongoing commitment to working together.

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Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
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United in Faith
Director of Philanthropy Ministry
Job Description

The Director of Philanthropy Ministry shall:

- Oversee the spending of the Harriet Kurtz donation.
- Ensure that the Harriet Kurtz donation is used in service to the community.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Director of Social Media Job Description

The folks involved in this area of ministry have a passion for promoting United in Faith on social media.

Director of Social Media shall:

- Adhere to the “Policies on Social Media at United in Faith” for both Facebook and Twitter.
- Maintain the Facebook page "*United in Faith Lutheran Church*" (UIFLC).
- Actively post new and relevant entries on the Facebook page, spreading the word about United in Faith.
- Maintain the Twitter page “@UIFLutheran”.
- Actively post new and relevant entries on the Twitter page and Instagram (when appropriate), spreading the word about United in Faith.
- Review and update the Social Media Policy as needed.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Director of Stewardship Job Description

Director of Stewardship shall:

- Seek to build up the overall ministry of United in Faith.
- Be examples of faithful giving.
- Lift up giving in alignment with Lutheran theology.
- Develop a yearly stewardship campaign as well as ways to promote stewardship regularly.
- Emphasize the spiritual benefits of giving.
- Lift up community and congregational needs that offer opportunity for additional giving.
- Emphasize the giving of time, talents and money for the sake of the gospel.
- Emphasize regular support of the Metropolitan Chicago Synod and the Evangelical Lutheran Church in America.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Sunday School Ministry

Job Description

Director of Sunday School Ministry shall:

- Seek to build up the overall ministry of United in Faith.
- Love God and Love Kids!
- Seek to be disciples of Jesus Christ
- Give oversight to the children's ministry of United in Faith (focusing on children from birth – 5th grade).
- Ensure a welcoming environment for children
- Recognize and celebrate significant kairos times for children (for example: entering Sunday school or first communion).
- Create a yearly calendar including Sunday school dates, special programs and events.
- Recruit and train Sunday school teachers.
- Select yearly curriculum for Sunday school
- Encourage all members and regular worshipers of United in Faith to reach out to children and their families with the inviting love of Jesus Christ.
- Encourage all children and all their families to worship at United in Faith.
- Seek to involve children creatively in worship.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
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 - Establish a budget in cooperation with the other Ministry Directors.
 - Calendar events through the church office manager.
 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith Director of Website Job Description

The folks involved in this area of ministry have a passion for promoting United in Faith on the web.

Director of Website shall:

- Adhere to the “Policies on Social Media at United in Faith” for the website.
- Keep current and maintain the website “unitedinfaith.org” for United in Faith.
- Actively post new and relevant entries on the website, spreading the word about United in Faith and all of its activities.

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
 - Seek to build up the overall ministry of United in Faith.
 - Submit an annual report to the congregation.
 - Do short and long range planning, set goals and priorities and evaluate activities of their ministry.
 - Establish a budget in cooperation with the other Ministry Directors.
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 - Submit articles and information to the church office manager for the monthly newsletter and weekly announcements.
 - Provide leadership through meetings with the ministry team.
 - Seek to reach out to the community in all possible endeavors.
-

United in Faith

Director of Worship and Music

Job Description

Director for worship and music have a passion for meaningful, quality, and passionate encounters with God using a variety of sources to plan each worship service. Director of worship and music must work carefully and deliberately with the musical staff, pastors and people who volunteer in worship planning. Director for worship and music respect our heritage, but are open to incorporating that heritage into worship in subtle and different ways; and must be open to trying new things.

Director of Worship shall:

- Provide oversight for the regular worship life of the congregation in accordance with the liturgical practices of the Evangelical Lutheran Church in America.
- Provide opportunities for a variety of worship expressions in keeping with the variety of practices found in churches of the Evangelical Lutheran Church in America and the wider Christian community; to be consistent with the theology of the Evangelical Lutheran Church in America.
- Facilitate the regular and meaningful worship in the congregation of persons whose language is other than English.
- Facilitate the fullest participation possible in the regular worship life of the congregation of those who are physically, mentally, or emotionally challenged.
- Recognize and affirm a congregational worship practice that is sensitive to and celebrates the cultural diversity of the Church and of the congregation.
- Provide for oversight for frequent and meaningful use of music, drama, and the visual

Common to all directors

- Support the Purpose and Guiding Principles of United in Faith.
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 - Establish a budget in cooperation with the other Ministry Directors.
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 - Seek to reach out to the community in all possible endeavors.
-

A New Paradigm for Decision Making: *Our Purpose and Guiding Principles have the Power*

It is one thing to discover our purpose and adopt guiding principles. It is another thing to hand over the power and authority of a congregation to these entities. However, many of the strongest congregations in our nation have done this and are experiencing miracles because of their courage and faithfulness.

Our purpose and guiding principles come from God. That is what we believe. They were discovered through a process of congregational bible study, conversation, prayer and spiritual discernment. That is what makes our purpose and guiding principles different from our personal beliefs, convictions or opinions. *Since we are all individuals with our own ideas, hopes and concerns, our purpose and guiding principles unite us and compel us to move into the future together trusting that the future is God's.*

Since our purpose and guiding principles are at the core of who we are, in this model all decisions (*the big ones and the small ones*) adhere to our purpose and guiding principles. Here are some examples of how this works:

- New ministries of United in Faith are formed in light of our purpose and guiding principles.
- Decisions regarding the use of, care of, expansion or renovation of our facility are made in consultation with our purpose and guiding principles.
- Financial decisions are made in consultation with our purpose and guiding principles.
- Our budget is created with our purpose and guiding principles at its heart.
- Our ministries and ministry directors consult our purpose and guiding principles in all of their programs.
- All conflicts seek resolution in light of our purpose and guiding principles.
- United in Faith creates a structure of functioning that gives authority to our purpose and guiding principles.
- All United in Faith participants understand our purpose and guiding principles and seek to build up this ministry in light of them.

The Purpose of United in Faith is to be God's hands, feet and voice in the world.

Our Guiding Principles are: *Jesus is Lord and Savior; reflect God's love; pray and listen for God's guidance; continue to strengthen faith; include All in God's work; and, meet people where they are.*

Thanks be to God.

God's Purpose for United in Faith: We are to be God's Hands, Feet and Voice in the world.

Our Guiding Principles: Jesus is Lord and Savior; Reflect God's love; Pray and listen for God's guidance; Continue to strengthen faith; Include All in God's work; Meet people where they are

Consideration of New Ministries

The Proposed Ministry:

- Who sponsors it?
- What is it?
- How does it reflect our Purpose and Guiding Principles?
Note: A Ministry Planning Report should be prepared by the sponsor using the Procedure for Planning Ministry Reflecting our Guiding Principles and be available for review
- Where does it happen? Where else can it be found?
- When does it happen?
- Why does it happen? What need exists? Who is served by it?

To Make It Happen

- Have at least 3 persons been identified to be actively involved?
- What support is needed for this ministry to get off the ground?
- What support is needed for this ministry to continue?
(Consider people, staff time, places, things - i.e. supplies, financial funding)
- Are there 'show stoppers' (real, perceived, or potential) that would prohibit this ministry from starting and/or continuing?
- Can we say 'Yes' to this ministry?
- The next steps...

Evaluating Current Ministries

The evaluation of the ministries of United in Faith is a multi-phase process.

The initial phase of the evaluation will consist of each ministry re-evaluating its own purpose as it is documented in the Ministry Director's Handbook. This will be done yearly in October. Each ministry team member will participate in their ministry's re-evaluation. The ministry teams will discern what is God's purpose of their ministry. If there are any changes in the job description of the ministry, the changes and the reason's for the changes will be presented at the December Ministry Director's meeting.

The ministries will share their goals and progress toward reaching them in their report in the Annual Meeting Packet. Significant goals that have been reached can be shared in an Open Forum.

The Council Representative for the Ministry Directors will oversee this procedure.

United in Faith Ministry Directors

Basic Agenda Format

Ministry Directors' Meeting
(month day, year)

Adoption of Agenda

1. Devotion/Opening Prayer
2. Personal Sharing/Prayer Requests: Thanksgiving, Help, Healing
3. Special Topics (such as consideration of a new ministry; also can be used to accommodate special guests in attendance for a specific topic)
4. Ministry Reports (report on events since last meeting and upcoming events)
5. Upcoming Events/Calendar (update calendar)
6. Other Ministry Concerns
7. Topic(s) of the Day (such as budget)
8. Other announcements
9. Closing prayer (The Lord's Prayer)

Next meeting date:

Next meeting topics:

REAL MINISTRY IN A COMPLEX WORLD

Leadership

JOURNAL

The following article is located at: <http://www.christianitytoday.com/le/2008/spring/1.40.html>

Ministry Team Diagnostics

How to avoid the 5 most common dysfunctions of a ministry team.

Nancy Ortberg

April 25, 2008

I work with lots of teams that are either in crisis or transition. But I rarely hear of teams that are both achieving results and are a pleasure to be a part of. This is due, in part, to a misunderstanding of the "team."

Simply put, "team" is just business language for "community"—the glorious intersection of task and people. For thousands of years, the Bible has spoken of using our giftedness in community. Strong leadership emerges in biblically functioning, God-honoring, Christ-forming community. On the other hand, since community is made of people, you can be sure every community is susceptible to dysfunction. So how do we develop and sustain a group that doesn't simply tout the buzzword of teamwork, but is actually the real deal—a healthy, high-performing team?

My introduction to Patrick Lencioni's work on leadership came when my boss at Willow Creek Community Church assigned us to read the first 30 pages of *The Four Obsessions of an Extraordinary Executive* (Jossey-Bass, 2000) by our next meeting. I had been inoculated enough times to be skeptical of "the next best leadership book." So I took the book, nodded my head, and left with absolutely no intention of reading it.

The night before the meeting, a sliver of guilt prompted me, begrudgingly, to crack open the book so I could at least participate in a cursory discussion the next day. I read the book cover to cover—couldn't put it down—captivated by Patrick's leadership principles and his view of the dignity of people. I sensed I had just read one of those rare books that, if I could implement its ideas, would transform my leadership for years to come. Patrick's later book, however, may be his hallmark work: *The Five Dysfunctions of a Team* (Jossey-Bass, 2002). Focused on the leader's role in helping a team do its best work by overcoming common dysfunctions (I learned I was guilty of all five), the book is an excellent ministry resource. The result is a team that is aligned with their gifts, makes good decisions, gets great results, and loves working together. Let me explain how we applied his insights to our ministry teams.

Absence of Trust

Trust forms the foundation for everything else that happens on a team. Interestingly, though, I think ministry teams assume trust rather than work on building trust. Stop for a minute and think: can you name five things you have intentionally done in the last month to build trust on your team?

Trust takes time, but it doesn't take years. Trust can be broken, but it can also be repaired.

Conflict isn't pleasant, but it's your necessary friend. Don't avoid it. Insist on it.

Most of what has been written about trust focuses on character and competency, two key components of trust, to be sure. But Patrick pushes us to think of trust that's based on vulnerability. Vulnerability-based trust makes a team great; without it, people position themselves, and teams become what Patrick calls a "Petri dish for politics." Imagine, politics in a church?

When a leader admits to his or her weaknesses, they are inviting others to participate in leadership to fill the gap of what the leader cannot do. No one can do everything, and this kind of vulnerability allows for everyone on a team to contribute in meaningful ways.

I have worked for leaders who led from a façade of omni-competence and the best I could hope for was to be an implementer of their vision and their decisions. I have also worked for leaders who, because of their appropriate admission of weakness, have invited me to participate as a peer and really lead. I'll take the latter any day.

Vulnerability-based leadership invites others to initiate, innovate, and take ownership of the ministry by making significant contributions. In this way, energy is generated throughout the team and not only by the strong central leader. Our churches are hungry for this kind of leadership.

We recently spent two days with a church leadership team that, by all accounts, got along well but felt "stuck." They were a collection of well-run but very "silo-ed" areas without much collective direction.

Well into the second day, while we were talking about vision and strategy, the senior pastor interrupted and tentatively said, "I think I need to go back to yesterday when we were talking about trust. This is very hard for me to talk about, but ..."

For the next thirty minutes or so, he poured out his heart. He explained how this had been the most difficult six-month period of leadership in his twenty-year career. He admitted that as it got more and more difficult, he hid more and more behind the façade of "I've got it under control." This invisible barrier created distance between himself and others. He avoided the difficult conversations as well as the honesty and vulnerability his staff needed, and they responded in kind by doing their work on the surface and ignoring the deeper issues that threatened to derail the church.

After he finished speaking, the staff responded in remarkable ways. The first person said how good it felt to get those words said aloud, where they could all respond to them. All of them said his words helped them understand what it would mean to really be a team that supported each other and had the courage to tackle the real issues they were all facing in the church.

Sometimes trust starts with just such a conversation, not a one-time conversation, but ongoing vulnerability that connects people in ways that produce significant results, both interpersonally and corporately.

Another significant thing that vulnerability does is cause our teams to be places where Christ is deeply formed in us. Church staffs and key volunteers ought to be the people who are the most "transformed into Christ-likeness." Our teams ought to be places of deep community where there is encouragement, challenge, prayer, and honesty. That can only happen when there are deep levels of trust.

This isn't just some touchy-feely concept; it is a practical component of leadership that allows teams to make better decisions, directly affecting results. If any teams ought to be building and maintaining trust, it is church leadership teams. The kind of community and leadership that exists at that level will inevitably replicate itself, in time, throughout the church.

Fear of Conflict

Of all the organizations we work with, churches tend to be the worst at engaging in conflict in an open and honest way. Somehow we've gotten the idea that Jesus was a Mr. Rogers character who just walked around with beautifully permed hair, blessing everyone. One look at the Gospels will tell you that Jesus was a walking defining moment. His call for transformation was often imbedded in rather terse and direct language.

Les and Leslie Parrot, Christian psychologists who work primarily in the area of marriage, insist, "Conflict is the only way to intimacy." That startling claim has enormous implications for teams as well as marriages.

Avoiding conflict almost guarantees that we will fail to build relationally deep teams, and that we will be unable to make the best decisions for the organization. When teams don't engage in healthy, passionate, unfiltered debate around the most important issues, they inject more politics into the organization and make mediocre decisions that will deliver mediocre results.

A number of years ago, we worked with a ministry team that found itself stuck in a number of areas. During our second day with them, some interpersonal conflict emerged that apparently had been simmering under the surface for years.

At the break, four or five members of the team found my partner and me and told us how glad they were that we were able to surface this issue, because it had frustrated them for such a long time. I was amazed that they had been wasting all of this time hoping someone else would talk about it. That team learned a lot that day about the value of honest, direct conversations versus languishing for months or years in chronic avoidance mode.

In another situation, one staff member had strong feelings about someone who had been fired five years previous. Interestingly, he had sort of held the rest of the team hostage since then by connecting almost every issue that came up for discussion back to this incident, which he perceived to have been terribly unfair.

At literally every break, someone on the team would corner my partner and me and tell us we had to confront this guy about his behavior—that it was the major obstacle to the team's functioning well. It was pretty telling that they thought this was our job after they had been allowing this to go on for years.

It was apparent that although his behavior certainly added to the dysfunction of the team, the rest of the team, by allowing him to get away with it, was no less dysfunctional.

When he finally brought the issue up one more time, I found myself exasperated and said, "Okay, let's assume that firing five years ago was the worst firing in the history of the church. And just for the sake of argument, I mean the Church Universal. Now, does there ever come a time, after discussion and process, that letting it go becomes the healthiest thing to do?"

The guy in question looked at me for about twenty seconds and then said, "I think I can do that. No one has asked me to do that before."

Everyone else on the team breathed a sigh of relief that someone had finally said it out loud, but I directed my next sentence to them: "You realize that by allowing this behavior to go on for five years without asking for a change, you have facilitated the problem."

A very interesting conversation ensued, and I could almost see the repair work being done on that team.

It's not always as simple as a conversation, but a conversation is almost always the starting point.

One of the biggest challenges a leader faces in helping the team get better in this is that you have to allow yourselves to do it poorly in order to learn to do it well. This isn't the kind of thing that you just read about, tell your team about, and then expect to do it well. It takes practice, sometimes painful practice.

But it is one of the most profound ways to grow a team. If one of the ways we can understand our ability to love is by our capacity to forgive, then conflict gives us a great arena in which to practice.

Conflict is basically energy, and when it is not dealt with directly, it goes somewhere else. Unaired conflict goes into the parking lot or behind closed doors. It becomes "malicious compliance" and results in artificial harmony, not deep community. Conflict isn't pleasant, but it's your necessary friend. Do not avoid it; insist on it.

Inability to Make a Commitment

Ever left a meeting wondering what, if anything, was actually decided? Ever lead one of those meetings? Healthy teams know when it is time to make a commitment, and they do it. There are no perfect decisions, but there are good and great ones. At the end of an appropriate amount of debate, there comes a time to decide and to plant the flag.

Different decisions require different amounts of time to debate before commitment. Great leaders help their teams calibrate the importance and time needed and then move the discussions toward that end. Once a decision has been given an appropriate amount of time, research, discussion, and input, great teams make commitments based on what emerges as the best decision possible.

Then, there is consistent execution based on that decision, rather than continual debate, second-guessing, or sabotaging the original decision. Doing the hard work before the decision allows you to release your full energies toward implementing the decision.

One team we are currently working with has just made some significant breakthroughs in this area. For years they had been operating in such a culture of fear that even when they made a decision, people were so afraid of making mistakes that they actually avoided the work that needed to be done.

They would end a meeting with a decision, and then the next week come back, either acting like they didn't know a decision had been made, or so overwhelmed with the work they already had on their plate that they came with a boatload of reasons why they hadn't gotten the work done.

Some of them didn't like the decision, so they were subtly sabotaging it by neglect, and others were just waiting to see if anyone really expected anything to change.

It wasn't until the senior leader began, at every meeting, reviewing the decisions that had been made and the resulting changes required that people on the team began to actually believe that they needed to implement the changes they'd decided on.

He started going around the team before the meeting ended and asking for a verbal "buy-in" to the decisions they had just made. Slowly—imperceptibly, at first—they began to gain momentum toward their ministry goals. Soon areas like evangelism and service to the poor began showing life.

Leadership is, at its heart, about the promises we make and the promises we keep.

Avoidance of Accountability

Holding people accountable is hard work, and it's not usually fun. In fact, I worry a bit about people who enjoy it too much. But we need it. And you don't have community or leadership without it.

In fact, most of us who have been leading for very long will have memories of a time when a leader we respected held us accountable. What might have been an awkward and embarrassing conversation, in retrospect, was a turning point in our development. Everyone needs that, and community is obligated to do that.

I have had ministry leaders talk to me about talks I gave that needed more work, leadership decisions that were not well thought through, and interpersonal relationships that could have been handled more honestly or kindly. In the moment, I did not like any of those discussions. I was embarrassed and hoped they would just go away. But they didn't, and now I am glad they didn't.

I delivered my fourth or fifth sermon as a staff member at Willow Creek when our senior pastor, Bill, was out of town. The previous sermons had been debriefed and coached through with him, and when he returned from his trip, he called me into his office to do the same with this sermon.

I had my pad of paper with me to take notes. Then he asked me, "What were you thinking?" I began to explain the structure of my talk.

"No, Nancy, that was a rhetorical question," he said. "When I listened to this sermon, I had no clear sense of what you were saying, and it felt to me like you had not given it the work it needed to be a good talk."

Now, at that moment I was wishing that the ground would simply open up and swallow one of us. I was just still debating which one of us. I was mortified, embarrassed, defensive, and mad.

Oh, and one more thing. He was right.

I'm not sure if it was because my first few sermons had gone well that I figured I didn't have to work as hard, or what. But he was right. I had not done the kind of diligent work on that talk that I owed the congregation. Not only was he right about my failure, but he was right, too, to hold me accountable.

Great teams get to the point where the members hold each other accountable. Failing to live up to group commitments does not result in private, one-on-one talks about the failure but to team discussions of accountability. Teams do this so they can pursue the cause about which they feel so deeply, and so that they are involved in helping each other learn and grow.

Inattention to Results

Here is the tension that we all live with in ministry leadership: the results are not completely in our hands, and we are to work with all of our efforts to accomplish the results. Much of leadership is about managing tensions, and this is a big one.

In Joshua, the nation of Israel stood poised on the east side of Jordan, waiting to cross. This moment was the culmination of over 400 years of captivity in Egypt and 40 years wandering in the desert. Generations had gathered their children by the fire and told of the coming day when they would be in the land that God had promised them: a land whose trees groaned under the burden of the abundant fruit they bore.

Repeated 14 times in the book of Joshua was the phrase "the Lord has given you the land." Sounds easy enough. We have waited for hundreds of years, and God promised, so let's go.

The second most repeated phrase in Joshua is "Be strong and courageous. Do not be afraid." You see, Israel, even in the face of the promise, still had a lot of battles to fight. And for us, there's a tension between what only God can do and what he expects us to do to allow him to do his work.

As leaders in the church, we understand that results are not completely in our hands. We are not ultimately responsible for everything. However that is very different from saying that it is okay to rationalize the fact that the ministry is not moving forward because of our poor or misguided efforts.

Great leaders perform autopsies on poor results. They are constant learners and listen to God, as best they can, and relentlessly pursue doing things better and more effectively. They are passionate about results, because results affect people. Sometimes results *are* people.

Even in churches, it is possible to get our eyes off of people and onto the wrong things. People in teams should be transformed, and the people with whom we are doing ministry should be transformed. The work we do should result in the grace of God pouring out into his beautiful and broken world.

What could we have done differently? What did we learn from this, for future decisions? Has this ministry been allowed to go past its prime, and is there, perhaps, a new and better way? These are the questions of a team that build great ministries that deeply impact people for Christ.

As leaders it is great to see clearly what dysfunctions can derail a team and put our best efforts toward overcoming them. It will take courage and perseverance, but it will be worth it. It will create a culture in your churches in which teams become a place where people can come and do what they do best with people they love being with. What a great picture of the Kingdom.

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At: http://www.baptiststart.com/print/moving_to_teams.html

Moving to Ministry Teams

Our initial draft as we considered making the change to ministry teams.

by Derek Gentle

At our church we are looking into moving to ministry teams. We already have about a million committees, but our enlistment process leaves us with people on the committees who don't know their role and who sometimes didn't know they were on the committee. We could simply improve our committee enlistment process for the committees, but why not go all the way and transition to ministry teams?

I had been hearing about teams, but I had trouble getting a handle on the difference between committees and teams. What's the difference between a committee that practices teamwork and a team? Some of them sound cute, but they aren't "concrete." My spirit says, "I know what you mean," but it's not specific enough to explain. Here are a couple of examples:

Committees tend to create bureaucrats; teams create ministers.

Committees do church work; ministry teams do the work of the church.

Some of the distinctions I found seemed to make it a little clearer:

Often, committees are groups that have meetings and make decisions which decide the actions of other people. In contrast, Ministry Teams are groups that actually do ministry.

Committees require the church to start with the positions and find the people to fill them; Teams start with the people and build the ministries around their gifts.

Teams are more intentionally results oriented.

Teams are more dedicated to blending varying talents in trying to achieve their goals.

Teams consciously utilize spiritual gifts. In the old committee structure, spiritual gifts are often irrelevant.

With teams, the church is not crippled by the departure of any one person, especially a solo styled leader. We all have seen the committee where the chairman, in deed and in truth, functions as the committee.

These are all generalizations, of course. And the term, *team* is not a magic word or even a biblical term. There are many church committees that could accurately be described as a team. Youth Committees in many churches are a common example. Together they are responsible to carry out a ministry. The members personally minister. They plan their work together; everyone has a say in the planning process. Everyone has specific responsibilities. They review their work and seek improvements. No matter what you call it, it's a team. The point of moving to teams, and of calling them teams, is say that this is what is expected... it is to "do that on purpose."

Even though teams are often used in business, and business terms and methods are often brought to church, the team concept is biblical enough:

"Dependent on Him, the whole body-- its various parts closely fitting and firmly adhering to one another-- grows by the aid of every contributory link, with power proportioned to the need of each individual part, so as to build itself up in a spirit of love."
Ephesians 4:16 (Weymouth)

"There are diversities of gifts, but the same Spirit. There are differences of ministries, but the same Lord. And there are diversities of activities, but it is the same God who works all in all. But the manifestation of the Spirit is given to each one for the profit of all" 1st Corinthians 12:4-7

"My brother, fellow worker, and fellow soldier" Philippians 2:25

Here is an abbreviated rough draft which we are considering in our move to teams:

1. There will be three kinds of teams: Ministry Teams, Service Teams, and Teaching Teams. A ministry team carries out a concerted ministry for the church. A Service Team's work is periodic, easily rotated, or requires little planning time (sound crew). A Teaching Team is one which provides leadership in the Sunday Morning Bible Study or in training disciples.
2. Team Task Directives for each shall be approved by the church. The Team Task Directive states the team's Scope of Ministry (Youth, grades 7-12, Homebound, etc.), Basic Objectives (no more than four), General Responsibilities, and Indicators of Success.
3. Each Team will have a Leader who is the responsible "make things happen" person.
4. Some Ministerial Staff Members relate to teams as advisors and a team could exist to undergird the work of a ministerial staff member, but staff members will not serve as Team Leaders. The ministerial staff exists, "To equip the saints for the work of ministry" (Ephesians 4:11, RSV).

5. Each Team Member is selected by the Team Leader in consultation with the Pastor (and other ministerial staff members whom the pastor may deem appropriate).

Team Members will be selected for each team with their specific natural abilities and Spiritual Gifts in mind. No one is placed on a team to make them feel included, to fill a slot, or to put a name on a list. Teams will not have more members than is necessary to do the job. When an individual can do the job alone, a team will not be used. There will be no ex officio members of Ministry Teams.

6. Each team member is personally enlisted by the Team Leader.

7. Teams will have three to five members.

8. Teams are to involve from the church body in the ministries for which they are responsible.

9. When Team Members are enlisted, the leader will discuss with them the Team's Task Directive.

10. Each team's work will support the Mission Statement and Church Principles of First Baptist Church. Teams will be accountable to the church body.

11. Within the scope of the Team Task Directive, each Team plans its own work as the Holy Spirit leads.

12. Each team shall produce and sign its own action plan.

13. Team membership is for a term of one year, but terms are renewable, though not guaranteed. Ministry Teams, Service Teams, and Teaching Teams are distinguished. No one may serve on more than one from any category and more than two teams total. No one may serve as Team Leader for more than two consecutive years on the same Ministry Team.

14. Teams will regularly gather to evaluate the effectiveness of their work and to measure their progress and report to the church.

15. Teams are expected to continually seek training and to hone their skills. How much training, how often will vary with the nature of the ministry of the team.

15. At the end of their terms each year, team members will be asked to complete a self-evaluation. This questionnaire (to be seen only by the team member) will include these four questions:

- (1) Am I in Fellowship? -- with Jesus
- (2) Am I being Faithful? -- in my place of service
- (3) Am I being Fruitful? -- and seeing "Grace Results"?
- (4) Am I being Fulfilled? -- or is it time for a change in my service?

The Team Members will then return a reply card (which will go to the pastor) expressing whether they would like to be considered by the incoming Team

Leader for another term or if they have interest in pursuing another area of ministry.

It is to be expected that changes will be made from time to time to keep fresh people in places of service, to prevent burnout, and to help people experience well-rounded growth.

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A Team Approach to Effective Church Ministry

July 9, 2008



As a Presbyterian minister I am keenly familiar with committees. While committees are a familiar staple in churches of almost any flavor, we Presbyterians especially like to have everything done ‘decently and in order’. This makes the committee structure seem almost inherently appealing to our ecclesiastical DNA. But to be honest, from time to time I find myself asking “Why do we need committees?” Are there not any other options?

PORTRAIT of a COMMITTEE

Let me sketch a synical picture:

The old cliché seems all too true: “A committee is a group of people who take hours just to keep minutes.”

Let’s be honest. In most churches some seem to equate frequent meetings with effective ministry. Yet, in those same churches, others avoid serving on committees just so they don’t have to go to meetings. True?

The typical committee will gather on occasion to discuss some particular matter. (Frequency of meetings vary, and it seems to be decided by how much the chairperson likes to attend meetings. Food to be consumed during the meeting is optional.) Usually the meeting officially opens with some perfunctory prayer (not real worship or intercession), and is followed by a lot of chatter.

Committee members are not often experts about the subject they are discussing, nor necessarily even students of the related issues. Nevertheless, there rarely seems to be any lack of opinions.

There has to be a better way.

Follow

What if, in a particular church, each ministry simply had a director? A director would be someone with a growing knowledge (expertise?) and who senses a passion for, and even a calling to, a particular ministry or work. What if such a person were the one to set the direction & pace? Would we still need to have committees?

OBJECTIONS

I know there are objections to such a notion. Among them might be:

1. People would not have a voice. They would feel no ownership, and therefore might not participate or support a ministry.
2. There is a need for a shared work load.

I've heard both, so let me take a moment to address these concerns.

1. People would not have a voice, and might not participate or support the ministry.

I suspect that this is probably true in some cases. If the leadership of the church (in Presbyterian circles meaning the Session, or Elders) appointed a person or persons, but did not open it up to anyone who wanted to volunteer, there may be some objections. But where this is true I think it reflects a more fundamental problem than the presence or absence of a committee structure.

What does such an attitude say about the people and their respect for the leadership of the church? In such situations, it seems to me, there is at least one of three issues undermining the overall health of the church: 1) the leadership may have a history of being inept; 2) more common, the people in the church have a seriously deficient view of the role of leadership; 3) and worst of all, people are sinfully rejecting the God-ordained leadership of the church.

The presence of any one of these conditions undermines the possibility of an effective ministry. And these conditions reflect a far more serious problem than the lack of a committee, or even the lack of a ministry. If leadership is rejected because of incompetence or a history of unqualified leaders, then the church must ask itself why such leaders were ever elected, or allowed to be appointed, in the first place. If people are rejecting and rebelling against a qualified leadership that God has put in place in that church, then ultimately the people are acting against God himself. In either case the church has sin that needs to be addressed. No structure will compensate.

Now, let's assume that the problem is the unwillingness of the people – or the unwillingness of a visible small group of people – to follow the direction of godly leadership. Do we really want to establish (or perpetuate) a committee system just to appease people in their sin? (NOTE: I am not saying that having a committee structure is sinful, just asking if appeasement is sufficient reason to operate that way.)

2. There is need for a shared workload.

This is a very valid point. Most ministry is too cumbersome to be accomplished alone. This is especially true when the leader is employed in another vocation. He/she has responsibilities to honor God through work in that field, and responsibilities to those who work with him/her at that business. On top of that there are family priorities, not to mention service to the community.

Time is a precious commodity – and a limited one. I suspect that is why so many Americans are willing to simply write a check. More money we can often find, but time is a little scarce.

Follow

Because of time limitations it would be difficult for most people to lead every aspect of a multi-faceted ministry. It would be even more difficult to develop the level of expertise in each area that would facilitate effectiveness. The work load needs to be shared.

TEAM APPROACH vs. COMMITTEES

To me the TEAM approach seems to be a much better idea than traditional committees. Committees may be very helpful when reviewing the work of someone or something. Different perspectives can enhance understanding and perceptions. But this is not the same thing as getting something accomplished.

Teams are composed of a group of individuals with a shared commitment and shared goals. Each member of any team has a specific position to play, a particular responsibility. The whole team depends upon each person to perform his/her job to be effective. This requires that each person becomes an 'expert' or advanced 'student' of their respective position.

Each team may have one person who is the organizational leader, like a coach or captain. (This would be the Director I mentioned earlier.) But it takes every person on the team to know what they need to do and how to do it to succeed. When each person does their job the team "wins".

Now, what if we applied more TEAM concept than traditional committees to the ministries of our churches? A few things come to mind:

1. Effectiveness

Team members would be clear about what they were attempting to do, and how their efforts were contributing to the success of the whole; and ultimately to the advancement of God's Kingdom. No one would be on the team without a specific responsibility. This is not always the case in the traditional committee structure. Many times a committee is composed of a representative sample from the congregation merely so every part of the church has a voice. People do not always have specific ongoing spheres of responsibility. They have no particular area where they provide informed insight, only opinions. Meetings can get bogged down trying to come to some consensus of opinion, rather than experiencing the synergy that occurs when each member performs a vital part.

2. Retention

The lack of clear responsibility and ineffectiveness are perhaps the two primary reasons people decline to serve on committees. No one wants to put in time and effort if they are unsure of what they are trying to accomplish, or if they see no accomplishment for their labors. But if members have clear job descriptions and see their work contributing to something bigger than themselves, I suspect fewer people would resign from the various ministries of the church.

3. Unity

There is less room for division or conflict when each member knows his/her role and the role of the others. And if conflict does arise it will be much easier for all to recognize the source. Either, 1) someone is not doing his/her job, thus causing stress to other team members; or 2) someone is overstepping their bounds, disrespecting or even hindering another team member in his/her responsibility. (Should such a thing happen [Matthew 18](#) & [Galatians 6.1-2](#) can be applied to bring about reconciliation.)

4. Community

Follow

These teams provide an opportunity to develop relationships. A shared task binds people together. This would have to be intentional. Team members are not only interdependent, but can offer themselves into voluntary accountability, much as is generally expected in small groups. (Roberta Hestenes has written a short booklet about this called, [Turning Committees Into Communities](#).)

Conclusion

Maybe it is merely a matter of semantics. Maybe we simply need to raise the standard bar for our committees, rather than reinvent our structures. But It seems to me that moving more toward this approach would produce more effectiveness in the work of the Kingdom. Maybe even more than that, as I look at some of the possible outcomes of such an approach, it might be an opportunity to better reflect the Kingdom within our churches.

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3 Responses to “A Team Approach to Effective Church Ministry”

1.  [byncDrarano](#) Says:

[August 2, 2008 at 6:20 pm](#)

Very nice!!

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2.  [Pastor Henry Eze](#) Says:

[March 28, 2010 at 3:13 pm](#)

Am a pastor.I love to have a link with your teachings and organisation.please can you offer me such the opportunity to grow the church and belong to your organisation.Thanks.

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