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BEYOND PERFORMANCE

Lead article by
Will Mancini
on page 14





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From the Director

In April of this year, I had the opportunity to participate in the CEO Forum at the Christian Leadership Alliance conference in Dallas. The Forum included 8 hours of CEO panel discussions, networking in small groups, and learning from those who have been at the helm of organizations or currently serve in one. I especially enjoyed the transparency of those who shared their challenges as leaders and how they overcame them.

Among all the CEO's, there was one common thread that each attributed to the success of their organization or ministry that was far beyond the performance of daily tasks or the "to do" list. With each success story came the evidence shared of clearly stated Core Values among their teams. That should not surprise any of us in ministry. God did not give us instructions to win the lost without including the manner and spirit by which to do it.

The same is true for our organizations. Our team members need to know more than what tasks are to be completed and by when. They need to know how to work and play together as a group or team. Mission and Vision is what we do and culture is how we do it. When team members are committed to an organization's core values, a healthy culture results in momentum that moves the organization forward.

A healthy culture will always trump strategy. Peter Drucker once wrote, "Culture eats strategy for lunch." We can have the best systems in place, but without a healthy culture built on core values, we end up with rapid turnover, toxic environments, and decline in productivity.

This issue is packed with articles that encourage us to go beyond performance: Will Mancini addresses the Four Performance Traps. Dr. Stephen Trammell shares his heart on How to Deal with Difficult People. C.J. Malott covers Hiring Pastoral Staff in a credible, consistent and legal way. Our own staff member, John Hagarty, discusses the difference between being Ministry Minded or Bottom-Line Focused.

We have several Departmental articles to share with you throughout this issue. You can also learn about our new Ministry Partner, KKHT 100.7 FM on page 42.

Grab that favorite snack or drink, sit back and enjoy learning from our seasoned authors who took the time to share with you.

Together We Thrive Beyond Performance!

Patti Malott
Executive Director



Connecting People and Resources

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morepowertoyou

By Paul Brohkin

METERING

For many large businesses, utilities are the second highest cost behind payroll that are expensed annually. It is important to realize that the majority of the time, purchased utilities are not used at their optimum level and thus lead to unnecessary costs. As the usage grows larger, expenses increase.

Just by metering and analyzing the usage, many companies are able to save anywhere from 10% to 25% of their utility budget. Savings can increase even further if the appropriate investment is allocated for the facilities in use. By understanding need and consumption periods, it is possible to eliminate unnecessary usage during off peak hours or during low or zero occupancy periods of the building.

It is often assumed that electricity is the highest source utility expense and the majority of the focus should be directed towards it. While electricity is a big ticket item, this very common mistake leads people away from the rest of the utilities that often make up close to 40% of the cost. Metering should never be focused on a top, single utility, because it may lead to misunderstanding the entire picture. Often, one utility is used to produce another (i.e. electricity and water are used to produce chill water and electricity, water and gas are used to produce steam). By having a clear understanding of costs and needs of every kilowatt of electricity, gallon of water, and cubic foot of gas it is very possible to save hundreds of thousands, if not millions of dollars, annually.

A great example of tremendous savings from metering is shown by analyzing water usage for irrigation and cooling towers. A water producing entity (i.e. City of Houston) charges a user for a consumption as well as sewer usage. However, due to the fact that there is no true way of measuring amount of water released back into the sewer system, the user is charged based on consumption of water. By successfully determining and measuring irrigation meters the user can automatically save at least 50% of the cost since water does not return back into the sewer. Measuring water evaporation from cooling towers allows for a similar cost savings. By effectively measuring water amounts before and after it enters the cooling tower, the customer can increase savings greatly.

Because utilities can be such a large part of any church or nonprofit's budget, educating oneself on metering could be a way to save ministry dollars. Those dollars could then be put to better use serving those in the ministry and in the community. For more information on metering, please contact us at 713.206.1565. ✦

Paul Brohkin

Paul Brohkin is the founder of Imperial Utilities & Sustainability, Inc., a consulting company that assists property owners and building engineers with reduction of utility related costs through monitoring and analytical support. Paul Brohkin holds degrees in Masters of Applied Economics and Masters of Business Administration. This new approach allows many churches to improve their operations and to focus their efforts and finances onto a specific area that yields the greatest results.

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we've got you covered

by Gary Benson & Paula Burns

Are there coverages I need to be aware of that go beyond the scope of my normal policy?

The short answer is yes. While coverages can vary from company to company, there are four separate coverage areas that often are not included in your policy that pose a potential risk to your ministry if not included.

1) Accident Coverage for Athletic Events; Pre-K, Daycares, or Schools.

The Problem: Many, but not all, insurance companies either exclude or limit coverage related to athletic activities. Before you think that athletic activities relate only to your church softball team (which it does) or things along that nature, it actually involves any activity that could be defined as athletic. Or another way of thinking about it – anything that involves a ball. And most, with few exceptions, exclude coverage if you have a mid-week Pre-K, daycare or school.

The Solution: Check with your carrier to be sure of your coverage, but if not included, the ideal solution is a separate Accident Policy. They offer broader and higher coverage limits than even most standard policies and typically are fairly inexpensive. An average premium is normally around \$500 a year for \$25,000 of medical expense coverage. Catastrophic coverage is also available.

2) Foreign Travel Insurance

The Problem: If you're planning an overseas mission trip, know that your insurance coverage stops at the border.

The Solution: Depending on how many trips you have planned and how many people are going, there are different policies that may fit your need, but ideally, you want a policy coverage that not only provides medical care but also provides liability protection. Think of it this way – we don't host any activity locally without knowing we have liability protection but are we willing to conduct similar activities overseas without it?

3) Cyber Liability

The Problem: Cyber coverage is either not covered or at the very least the "throw in" limit of coverage the carrier provides is insufficient for this growing exposure. A separate and specific Cyber Policy is broad in its coverage forms and includes numerous coverage parts but the majority of the exposure is in these two areas:

- 1) Data Breach – personally identifiable information breach either from the church contribution system, employee's personal information or credit card records.
- 2) Personal Injury Claims - arising out of defamation of character, libel, and/or slander all related to the church website and also any social media activity.

The Solution: Cyber Policies are more affordable now and easier to obtain. Consult with your insurance agent and have them provide you with a quote. With technology evolving daily, we may have only seen the tip of the iceberg of this emerging risk to ministry so you may want to consider cyber liability an essential part of your church's coverage portfolio.

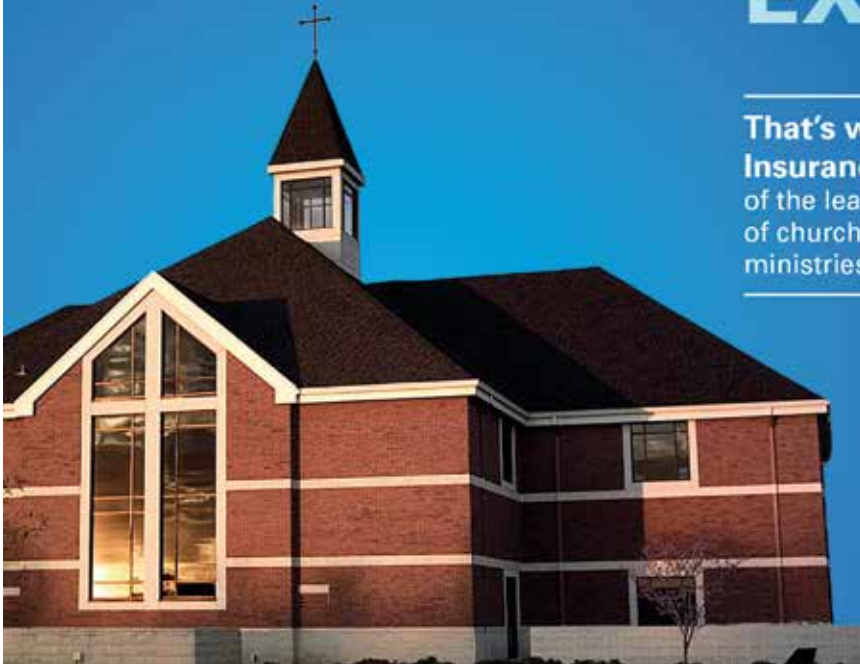
4) Flood Insurance

The Problem: Flood, or rising water, is excluded on almost all policies. Some may include or offer a small limit of flood coverage but as a general rule, flood damage is most often not covered.

The Solution: Flood Insurance coverage is offered through the National Flood Insurance Program (NFIP) but several other companies are offering their own form of flood coverage. These are typically offered with a replacement cost provision (the NFIP program does not offer replacement cost) and are starting to get more attention.



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by Dr. Stephen Trammell

DEALING WITH DIFFICULT PEOPLE

When we became followers of Jesus Christ, God adopted us into His forever family. We belong together because we belong to God's spiritual family. God has called us to serve Him by serving together and by serving others. People matter to God and how we invest in the lives of others is crucial. What we choose to do together has immediate and eternal implications.

Living in a fallen world generates the need for personal renewal and team revitalization. Renewal is essential for unity, spiritual maturity, and longevity in ministry. Renewing your vision and passion for life and ministry honors God and benefits others.

Vision enables you to see life from God's perspective and to maximize opportunities God places before you. Vision allows you to see what God wants you to seize for His glory. God invites you into His story and gives you eyes of faith to see what the eyes of flesh fail to see. Renew your vision for joining God's activity.

Passion is the fuel to fulfill God's vision. God does not expect you to live the Christian life in your own strength. Doing God's work God's way demands God's power. To join God in His activity will require the enablement God provides as you walk with Him in full surrender. Let God ignite your passion to put His compassion into action.

Motion causes friction! When you are on mission with God you can expect opposition. As you fulfill the vision God gives you with the passion God supplies for you, expect the enemy to generate tension. Often the friction you encounter as you are on mission with God is related to difficult people that come into your path.

Conflict is an ongoing reality in a fallen world.

Conflict is an opportunity to glorify God.

Conflict will be absent when we get to heaven.



WHY DOES GOD ALLOW DIFFICULT PEOPLE INTO YOUR LIFE?

1. **To sand off the rough edges in your life.** God doesn't waste pain or problems that arise in your life. He uses them for your good and for His glory. Sometimes God will bring a difficult person into your life to help develop Christlikeness in you.
2. **To produce the fruit of the Spirit in your life.** If you are lacking patience, God will often bring a difficult person into your life to help you develop that feature of the fruit of the Spirit. Maybe you are lacking in the arena of love, so God brings a person into your life, who is a major challenge for you to love, to develop that expression of the fruit of the Spirit through you.
3. **To feature God's grace needed in your life.** When you feel inadequate to handle a difficult person who has entered your sphere of influence, you are positioned for a special encounter of God's grace. Your dependency upon God will be elevated and your need for God's grace will be expanded when you encounter the strain of a difficult person.

ENCOURAGEMENT TO EMBRACE WHEN DIFFICULT PEOPLE OCCUPY YOUR SPACE:

1. **Recognize that people are not the enemy, but the enemy uses people.** Your spouse is not your enemy. Your boss is not your enemy. Your co-worker is not your enemy. Your children are not your enemy. Satan is your enemy and he is the real enemy that you combat in this fallen world. The enemy uses people to seek to accomplish his agenda of getting people distracted from being on mission with God. Sometimes the enemy will use good people.
2. **Look at the person behind the behavior and remember that hurting people hurt people.** Every individual has a story. Every individual has a history. When you encounter a difficult person, try to ask yourself this vital question, "Why do they act the way they do?" Try to get to know the person behind the behavior to discover the reason behind their toxic expressions that make them difficult. Hurting people hurt people!
3. **Know that God's grace keeps pace with everything you face.** God knows where you are and He knows how you feel right now. View trials as the canvas upon which the providence of God is painted. Remember that God knows, God sees, and God rewards. His grace will keep you in the race. His grace will sustain you when you fall flat on your face. Keep your eyes on the prize!



ACTION STEPS TO TAKE:

Pray for Your Enemies.

"You have heard that it was said, 'You shall love your neighbor and hate your enemy.' But I say to you, Love your enemies and pray for those who persecute you." Matthew 5:43-44 (ESV)

Confront the Difficult Person by Practicing Matthew 18.

"If your brother sins against you, go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother. 16 But if he does not listen, take one or two others along with you, that every charge may be established by the evidence of two or three witnesses. 17 If he refuses to listen to them, tell it to the church. And if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector." Matthew 18:15-17 (ESV)

Forgive the Difficult Person Just as God has Forgiven You.

"Be kind to one another, tenderhearted, forgiving one another, as God in Christ forgave you." Ephesians 4:32 (ESV)

When you forgive the difficult person, you are not doing anything God has not already done for you. You are choosing to forgive that person just as God has forgiven you.

Remember that forgiveness is immediate; trust takes time. Just because you extend forgiveness towards someone who has wounded you does not mean that you will be able to trust that person immediately. They must demonstrate trustworthiness over a period of time before you can trust them again. Choose to forgive so you can live a life that brings honor to God and benefits others! ✚

Dr. Stephen Trammell



Dr. Trammell serves as the Executive Pastor of Champion Forest Baptist Church and Lead Pastor of the North Campus location. He is a graduate of Louisiana College and New Orleans Baptist Theological Seminary, where he received his Master of Divinity and Doctor of Ministry degrees. He served as senior pastor in churches in Louisiana for nearly 20 years before joining the team at Champion Forest Baptist Church in 2007. Stephen and his wife, Tonya, have been married since January 1991 and have two children, Tori and Austin. Tori graduated from LSU in May 2016 and Austin is a senior at Klein High School.

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BEYOND PERFORMANCE

by Will Mancini

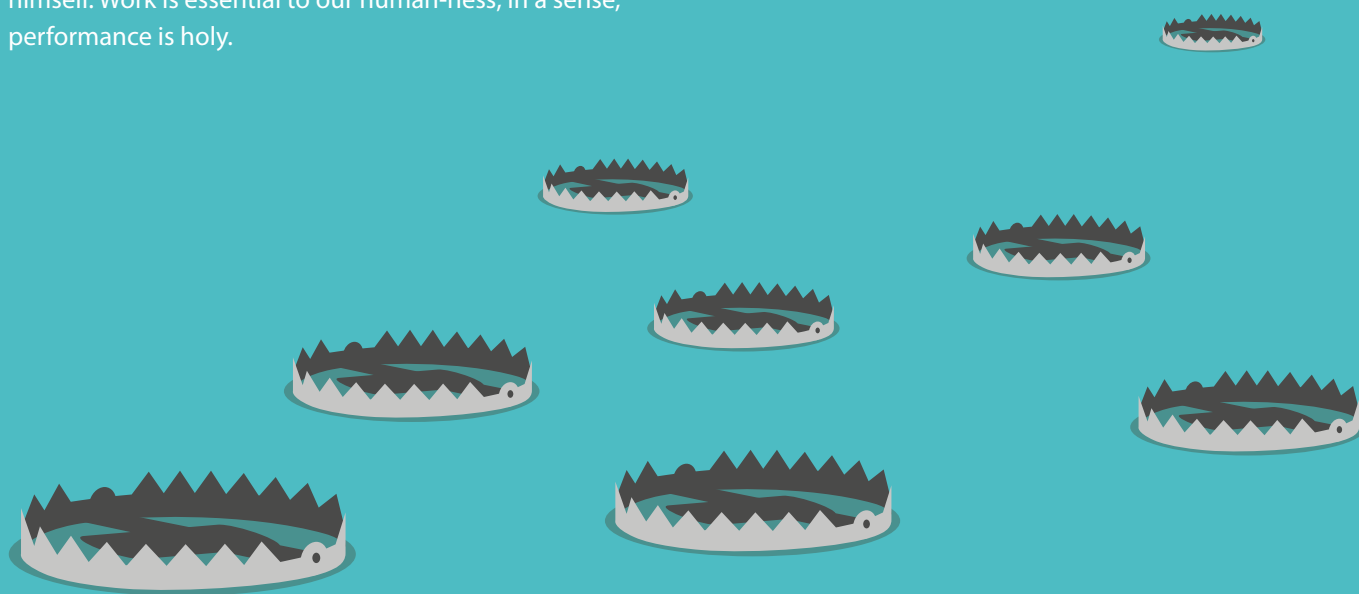
Performance is a positive word. Respectable employees, good leaders and those of us called into ministry all aspire to performance. Performance is defined as “the execution of action” or “something accomplished.”

Look through the pages of Scripture and you will find action-oriented men and women who accomplished amazing things for God. Noah’s performance built the first cruise ship for our animal planet. Joseph performed as Egypt’s CFO. Deborah performed by leading men who refused to fight without her at the helm. Joshua performed by conquering enemy nations. Mary performed by nurturing the only human being who was God and baby. Paul performed by catalyzing a world-wide church planting movement. We could list a thousand illustrations.

Few would argue against the importance of performance as an expression of work’s dignity. We work as people under divine mandate and as image bearers of God himself. Work is essential to our human-ness; in a sense, performance is holy.

But there is a reason we are called human beings and not human doings. In God’s economy, performance is a double-edged sword. Performance is essential to life, but it is not life’s essence. Your performance as a minister of Christ is very significant but it is penultimate. Who you are as a work of God will always be more important than your work for God. Perhaps the most striking reminder is Mary and Martha. Both are with Jesus. Martha was busy serving the Lord, but Mary was giving her full attention to the Lord’s presence. Martha is the ever-present reminder that our performance, even our diligent service to the Lord, can be a distraction to what matters most.

Something must be beyond performance. But what is it?



Have you ever considered how God will measure your life?
How do you think your ultimate contribution will be weighed?

- Will God credit you for those extra hours in the church office?
- Will God give you an IQ test when you walk into heaven?
- Will God measure church attendance?
- Will God be impressed by your latest capital campaign results?

Something is more important than your performance, but it's surprisingly easy to forget. Let's consider four performance traps that line the path of daily ministry. I have listed these in order of increasing intensity or importance.

THE EFFICIENCY OVER EFFECTIVENESS TRAP



The management guru, Peter Drucker, once noted that efficiency is about doing things right and effectiveness is about doing the right things. This distinction illuminates the first performance trap: focusing on activity that keeps improving and optimizing work that is not the best activity. Another way to say it is, not all activity is progress.

As a young pastor, I remember the feeling that every activity was good. From leader lunches to program launches, the hours of my days and the days of my weeks filled up. I was a spiritual guide for people in their messy lives. There was always a phone call to return, a need to meet, a visitor to greet, and a next study to teach. It felt as if ministry itself somehow baptized any and every activity as a sacred one. To be active in ministry is to be in the center of God's will, right?

Over time we realize that the answer is no. All activity is not created equal. Some activity is low return, some is flat out distraction. Just ask Martha. You might say, it is not enough to do your best. You must know the best thing to do and then do your best.

THE TASK OVER RELATIONSHIP TRAP



The second trap is overlooking the value of people and the priority of relationships in the course of getting things done. It probably doesn't take much time to recall a person in your own work history who leaves bodies in their wake. In the end, all ministry is about relationships. We relate with God, with one another in the body of Christ, and with individuals in the world. Try to name a fruit of the Spirit that makes sense outside of the context of relationship.

I recently founded a ministry, Yunique (YourLifeYourCall.com), that helps churches provide personal vision and life-planning to their people. One simple assessment we use is to select which "mode" each person works best in: people mode, ideas mode or things mode. Which mode is your sweet spot?

Because of these three options, many people are better at things or ideas than people. Not everyone is a people person. But in the end, all performance in ministry is about people and for people. People will live forever. Jesus died for people. In the great love chapter of 1 Corinthians 13, Paul reminds church leaders that great feats performed without the guiding motive of love are worthless.

THE WORK OVER REST TRAP



Sometimes performing feels so good we get addicted to the adrenaline rush of doing, going, and winning. Have you ever deeply reflected on the fact that a God of infinite power and unlimited resource actually took time to rest? It's called Sabbath and some of us in modern ministry forget that Sabbath is a command not a suggestion of a time gone by. Rest is a deeply rooted expectation between God and his people. Time is the first thing that God made holy. In doing so, he built a wonderful pattern in the universe of people and relationships. People need time to play, worship and replenish. And every seventh day we declare a beautiful time of rest. It's the reminder that work is not the ultimate thing in life. It's the reminder of eternity in time. It's the time when we take God so seriously that we have no room to take our work too seriously.

But Sabbath is problematic for those of us in ministry. That's the day we have special things to perform. Here is where I take a cue from Eugene Peterson, who brings a working definition to Sabbath rest. He teaches that Sabbath is a day where you don't do anything you have to do. Armed with that definition, you can build a rhythm of rest on a different day than everyone else. What day do you really rest, even from performing your ministry responsibilities?

THE AMBITION OVER CONTENTMENT TRAP



In Luke 4, Jesus is tempted in the wilderness before entering his public ministry. One of the temptations was to be given all of the authority and glory of the kingdoms of the world instantly. Satan offered them if Jesus would simply worship him. Jesus didn't argue about the validity of the offer. But he does remind Satan that he will worship God only, in obedience to the Scripture.

What a fascinating temptation. Ultimately what the devil is offering is Jesus' right. All things will be in submission to our Lord and Savior one day (Philippians 2:10-11). But Satan offers a short cut. What if Jesus can have all authority without having to suffer as a servant? This temptation, common to all humans, is to let the end justify the means. Satan was appealing to Jesus' ambition. How much and how quickly can you accomplish?

Our unholy ambition can lead us to treasure performance in unhealthy ways. One way I like to name this problem, which I have experienced in my own life, is career idolatry. An idol is anything we need to add to Jesus to make life work. And sometimes, successful advancement becomes a necessary ingredient to feel okay about ourselves.

This occurs most commonly for pastors and ministry staff around church growth. Let's say a pastor has a growing church for the first ten years of his ministry, On year 11, the church doesn't grow. Then year 12 comes and still the attendance is flat. At this point I have seen more than a few leaders go into a dark time of depression and discouragement. The depth of the emotion is related to their identity. The lack of apparent success brings a discontent. Why? Their identity may have been partially defined by their status as a child of God. But to some degree their identity is defined by their career success.

PERFORMANCE IN PERSPECTIVE

The drive for efficiency, task-orientation, unceasing work and ambition all wage war against the things that matter most in the name of performance. So what does matter most? How do we live beyond performance? Let's look at three reminders for putting performance in its proper place.

Let love guide the way. One word puts performance in its place: love. Love is the reminder that intimacy is the most important reality. In fact, it's the center of reality. God himself is one being in three persons that experiences undiluted love and undiminished intimacy. Our salvation is an invitation and guarantee that we can and will know a love, not only beyond reason, but beyond performance. The beauty of God's love for us, is that it can't be earned. The beauty of our lives in ministry is that we can love others unconditionally. We can get off of a performance treadmill with God and we don't have to require a performance treadmill in our personal relationships. Love is the answer to the task over relationship trap. And love is the starting point for avoiding all of the other traps.

God's voice must call the day. The love of God opens the door to all of the secrets that follow. Once established by his love and in his love, God's voice becomes the referee of sorts for our daily lives. How does God's voice "call the day?"

First, we work with a clear identity as sons and daughters of the living God. This changes everything about our performance. A son or daughter works with a fundamentally different spirit than a slave. You are free. You are favored. Now, work with the smile of a loving Father in heaven shining down on you! Knowing your identity and working from your identity is the secret to overcoming the ambition trap. You can be content at your core. You have nothing to prove and nothing to lose as a child of God. Let his voice rule your day.

Second, we work as those called, with special gifts, talents and passions. Your work is not to do everything but to do what you can do best as a unique workmanship. Ephesians 2:10 may be translated, "For we are God's masterpiece, He has created us anew in Christ Jesus, so we can do the good things he planned for us long ago." (NLT)

Knowing that you are uniquely gifted doesn't automatically solve all of your work problems. But it can set you on a trajectory to overcome the efficiency over effectiveness trap. You must know what you can do most effectively to best steward your time. In others words, it helps you do the right things, not just do things right.

Lastly and closely related to knowing self is knowing the call of God in your ministry. Sixteen years ago, I started helping churches define their unique disciple-making mission and model of ministry. So many ministries focus on copying other ministries that they miss out on developing their own vision. Remember, God wants to do something cosmically significant and locally specific in your ministry. Ministry without clarity is insanity. And in the insanity, performance traps abound.

When God's voice calls your day, it means you have a clear sense of identity personally. It means having a clear vision personally and organizationally. Then you will help rise above the common performance traps in ministry.

Don't turn your back on play. The last reminder is the most fun. Playfulness is the ultimate litmus test that we are working from identity and calling; that we are living beyond performance. With the strength and peace of a well-ordered life we find room to laugh and we make time for what makes us human. How are you playing these days? Someone once said, rest until you feel like playing and play until you feel like resting. I think that's good advice for those of us in ministry. ✨

Will Mancini



Will Mancini is the founder of Auxano, a nonprofit church consulting group, and Younique, a training and certification company for personal calling and life planning through the church. As a recognized thought leader, he leads a team of "navigators" who work with over 400 church teams a year to create break-thru clarity and execute their vision.

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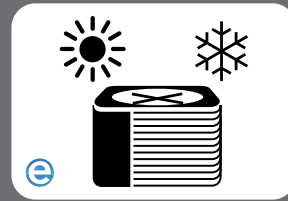
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Texas Ministry ConferenceSM

2017 Recap

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HIRING PASTORAL STAFF

by CJ Malott

When the time comes to add another staff member or replace a hole left by a departure, one question seems to surface... now what? For some, the hiring process can be stressful and even dreadful. For others, they love the dance of finding the right person to add to the team. There are countless ways to go about hiring staff but if I could encourage churches to do one thing it would be to develop a process that works for them and one they use every time they hire.



By developing a process, churches can have a suitable, consistent, legal and credible way to hire each and every time. Having a process does not guarantee a perfect fit but it can provide a much greater chance of effectively and efficiently adding team members. Let's look at a few things to consider when developing your own process for hiring.

I would say a great starting place is to establish a person to take the lead in the process. Even if the church hires through committee or has requirements for multiple people to be involved, it is good to make sure one person is overseeing the process to ensure nothing slips through the cracks and corners aren't cut. There is nothing wrong with delegating certain tasks. For example, a millennial on the team can do all the social media checks on potential candidates or a ministry assistant can make sure calls or emails are sent to candidates when it is decided not to move forward with them. There is nothing wrong with a team effort in hiring but someone must lead the team.

Another important piece early in the process is to know exactly what the church's greatest need is and how to meet that need. Too often churches lose a specific position and simply decide to rehire the exact same position. For instance, if the children's pastor leaves, it may be that the church's greatest need is to have someone not just minister to children but to expand that role to include more ministry to the parents and help them better disciple their children. This might not seem like a big difference but in reality it could be a significant change in philosophy and in turn would alter how the job functions. Once the need is determined, it is important to write the proper job description and then, just as important, a position profile should be created to determine the best person for that job.

After a church knows what they are looking for, and who they think can fill the role, it's time to start gathering resumes and narrowing the field. Candidates that lack the education or experience requirements can be quickly dismissed. One tool

that can help reduce the number of applicants furthermore is a questionnaire. A well thought out and well written questionnaire that can be sent out electronically or done online can quickly thin out the potential aspirants. Questions should cover a wide range of topics including theology, philosophy, practicality, experience, etc. I recommend always asking questions that cover the 5 C's: Character, Competency, Chemistry, Commitment, and Conviction.

Another tool that is becoming more used is personality profile tests. One problem I see in using these types of tests is when a church uses too many of them without really knowing what results they are looking for. If there is a specific test that the current staff has all taken and is used in ongoing leadership development, use that same test when searching for new team members. Using too many tests or the wrong tests is simply wasting the candidate's time and those that have to review the results.

Once the church has sifted through the many contenders and found a few desired favorites, it is important to have several interviews. There is no specific way to do the interviews but I encourage churches to have multiple connections set up which may include phone calls, Skype, face-to-face and group interviews. No matter the type of interview, it is extremely important to have a plan in place and incorporate specific questions to be asked of each candidate. I like to have others help me brainstorm the questions to make sure I am asking strong questions that will not result in yes/no answers. I also include others when I am interviewing a candidate. Different people will hear different things and pick up on certain nuances during interview sessions. I might have an additional staff member present when I set up a Skype meeting and then another member or two available when I have a face-to-face meeting. Another thought about interviews is to allow the candidate time to ask questions as well. I am a firm believer that they are interviewing me as well and a good potential staff member is going to do some preparation and have some questions.

When you have found the person to hire, the hiring process is far from over. The church must do their due diligence by properly administering background checks, credit checks, reference checks, social media checks (if not already), and

registered offender check. It is important to note that these can only be done once the job has been offered but the offer should be contingent on passing these checks. Along with these checks I think a church should provide a full offer that includes salary and all the included benefits pertaining to the position. The candidate should know that when he or she accepts the position they understand all that comes with the job. It is not fair to ask a person to accept a job without having all the information needed to make the most informed decision. Once the right candidate is hired, don't just point them to their new office and expect them to figure it out from there. Make sure someone on staff is assigned to orient the new hire and help them acclimate to your church's processes and procedures.

Along the way, it is important to remember that every resume is tied to a real person, with real life situations and others are affected (like their families). It is easy to get so wrapped up in hiring the right person as quickly as possible that every other applicant is forgotten. Be considerate of those that do not qualify up front but took the time to send in a resume. Be mindful of those that made it through several steps but just came up short and most likely got their hopes up along the way. Respectfully let them know that they did not qualify either by email or phone call. These are just a few of many thoughts regarding the hiring process. Every church does it differently but no matter how it is done, it will be better if a process is put into place. ✨

CJ Malott



CJ Malott has spent 23 years serving local churches across Texas and is always looking for new and innovative ways to effectively juggle ministry, his family and life. Feel free to contact him at cjmalott@yahoo.com or follow him on Twitter @cjmalott.



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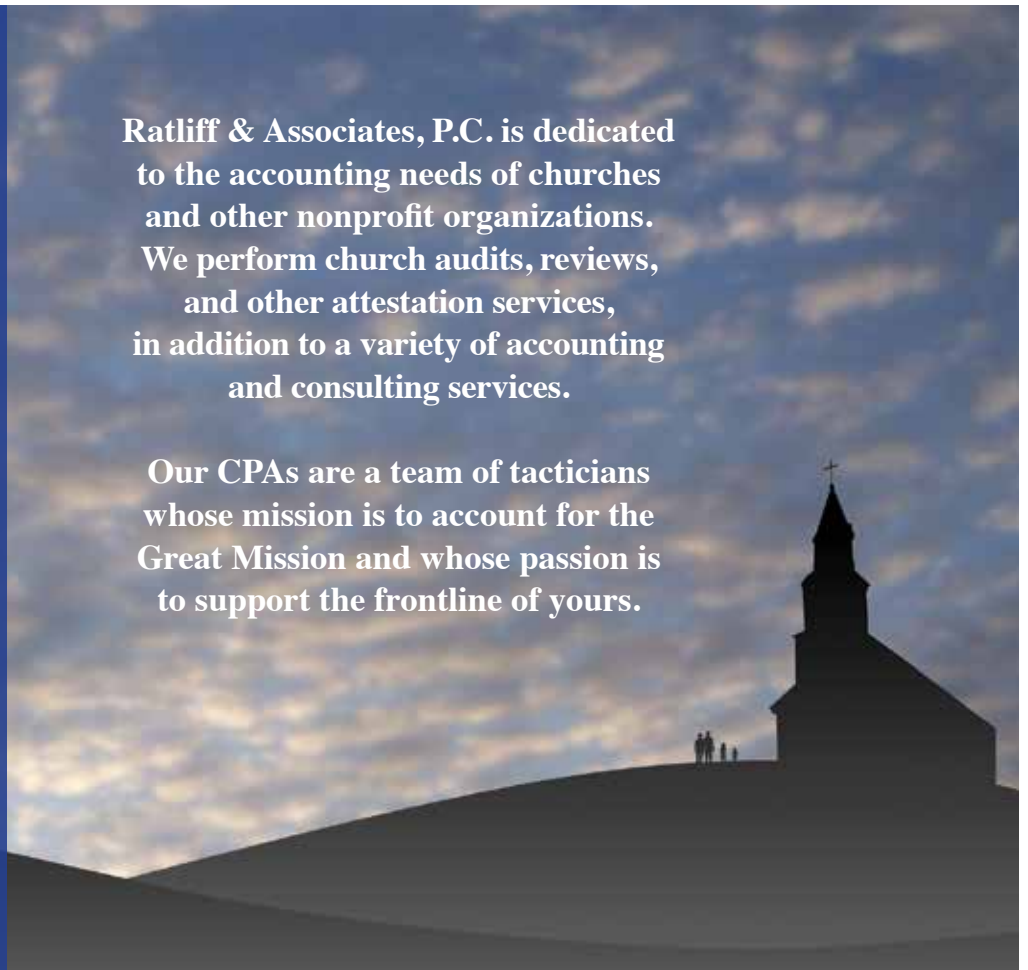
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managementmatters

by John Hagarty

Ministry-Minded or Bottom-Line Focused?

I believe there are several layers to peel back when examining the successes and progress of an organization. As a team, a good starting point for shaping itself for success is to first know and understand the mission and vision of the organization. Wherever God has placed you, it is good to ask, "what is our aim here?" The DNA structure within the CO+OP, and most organizations we deal with, links to a chief or foremost principle. This principle is putting Christ first in all things. From the mission of the CO+OP, the employee covenant, and the interaction we have with vendors and members, the aim is for Christ to be put first and God to be glorified.

If we are honest, we would have to say numbers are important. If the numbers are there then it means churches are saving ministry dollars, vendors are growing, and the CO+OP can continue doing its ministry. We strive to keep the internal factors under control, yet inevitably we run into external factors which can affect overall numbers. Looking at internal and external influences through the lens of a biblical perspective is key for success. The factors outside of an organization's control may cause tension, however, tension and adversity are important to embrace.

We ought to see tension and adversity as an opportunity to refocus the mission. The anxiety of a negative impact to the numbers can be detrimental. On the positive side, the healthier an organization is, the more likely it will adapt. In my opinion, setting our gaze on factors we can control and striving towards that chief principle, are most significant. For example, at the CO+OP, we are aware of our competitors, the economy, buying trends, etc, yet we stay focused on the main thing.

Within the realm of a working environment, there are three key categories where the chief principle can be manifested. Some of these keys are leadership, mindset, and the culture of the organization.

Leadership. In leadership, his or her relationship with the "ultimate leader" is fundamental. A question I am reminded to ask is, "how am I growing in my relationship with the Lord?" I exhort everyone to examine the best example of a leader, Christ Himself. What stands out in the way Jesus led? He led by serving others. It is human nature to lean toward serving self instead of others. A motivation to serve self is settled on the temporal bottom line.

Mindset. A big part of development and true growth is more than knowing or having the ability to do something, it boils down to what's in the heart. That which flows from the heart effects what we say, do, and even think. An essential part in how things transpire from what we do is led by our thoughts. The principle of preparing the mind is found in Scripture (Col 3:1-3, 1Peter 1:13, Phil 4:8, Romans 12:2). As this truth spills over into various areas of life and business, growth will undoubtedly follow. When our thoughts begin to align with God's will, our actions will assuredly sync with success. Biblical success looks much different than worldly success. It is far beyond temporal numbers on paper or any material possessions.

"Whether, then, you eat or drink or whatever you do, do all to the glory of God."

1 Corinthians 10:31

The Culture of the Organization. As a manager or leader, it is good to seek out how your people feel when it comes to their attitude toward your company's defining purpose. Whether you are a church or nonprofit, getting the right people in place lifts a heavy burden. If the team is ministry-minded, it can be confidently said, "God will take care of the bottom line." Are your team members passionate about the mission, vision, and core values? When looking beyond the bottom line, these areas of thought can be dynamic to a healthy flow of an organization. It is easy to get consumed, almost paralyzed, by trying to hit numbers.

Imagine for a moment a church with 10,000 people. The focus is to get as many people in the pews as possible. This church has 10% of the members serving and striving to keep Christ first in all things. In this hypothetical, we can safely say 9,000 people are missing out on being a vessel for God's glory. Let's say, even beyond that, they are spiritually dry. Is this church truly successful and reaching its full potential? This scenario paints a clear picture that bottom-line thinking is meaningless because it has missed the mark of keeping the main thing the main thing.

We can no doubt obsess over the numbers and the bottom line and lose sight of the main thing. Even as a Christian organization, to be ministry-minded is a choice. We can either be a slave to the numbers or honor Christ in our service. Certainly, we should consider that there are many critical elements which go into creating and maintaining a solid, sustainable future for an organization. But the most important thing should not rest on the bottom line. ✦

John Hagarty



John Hagarty is the Marketing Manager for Church Supplies and Services. He is originally from Phoenix Arizona, and graduated cum laude from Arizona Christian University with a Bachelor's in Business Administration. John is pursuing his Master's of Divinity Degree at The Expositors Seminary, while balancing his time as Marketing Manager at the CO+OP. You can contact John at john@churchco-op.org, or 832-478-5131.



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ministrytools

by Brendan McDonnell

Going Beyond Weekend Performance - How To Make a 24/7 Impact with Your Mobile App

Does your ministry have an app? Are you thinking about getting one? You should! According to recent studies, about 90% of consumer media content on smartphones is consumed through native apps as opposed to websites. An app isn't just a "relevant gadget," though. At its core, your app is and should be used as a discipleship tool. There are numerous ways you can use your app to engage with your congregation and many of them actually happen outside of church on Sunday. With gospel content that is consistent and relevant to your congregation, your app will become an invaluable asset to helping people grow in their walk with the Lord. Let's take a look at a few ways your app can have an impact on your community 24/7.

Create a Bible Reading Plan

Let's face it, reading through the entire Bible can be daunting. Many people start out enthusiastically only to fall behind and give up just a few weeks in. Creating a Bible reading plan is a great way to keep your readers on task, and putting that plan in your app keeps it in their pockets at all times. Find one you like and add it to your app. Of course you will want as many people as possible to join this journey of reading the Bible together, so encourage them to jump in! A great place to start is by announcing it from the stage at church on Sunday and adding it to your bulletin. Additionally, you can send an email, post to your social media accounts, and send push notifications.

Group push notifications will be a great way to keep everyone in the loop as the plan progresses and to celebrate milestones as well! It's no secret that completing a reading plan without regular accountability is tough. You can combat this by creating small groups that will go through the reading plan together. Creating a custom form in your app is a great way to facilitate sign-ups. Once the group is up and running, you can add notes and discussion questions as well. We recommend featuring all of your Bible reading plan resources in one place in your app. This will help your readers stay on track and provide them with easy access to everything they need. Boom! You've now made your Bible reading plan more accessible than ever before!

Share Stories From Your Community

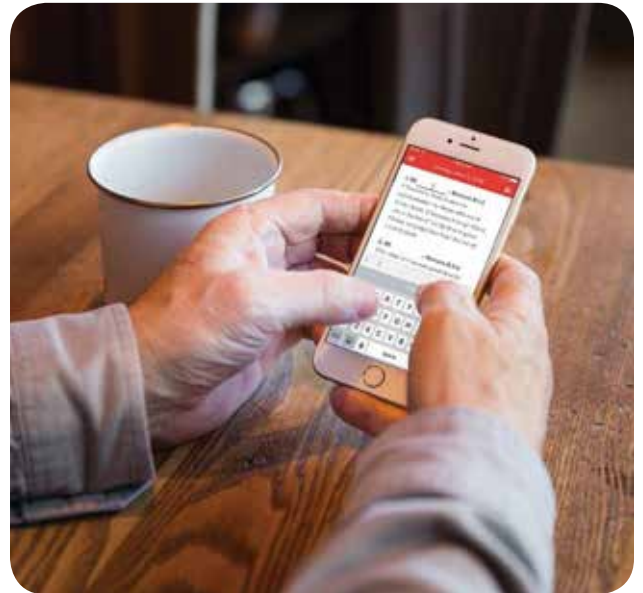
Who doesn't like hearing stories about the amazing things God is doing in the lives of your people? Giving your congregation an avenue to publicly share evidences of God's grace in their lives allows them to be known on a deeper level and it also provides encouragement to your community. You only have so much time on Sunday mornings, though, and (hopefully) too many stories to share. This is where your app can come to the rescue. Set up a way for your congregation to submit their stories which can also be done through the app with a custom form. You'll want to announce this project from the stage on Sunday, as well as on your social media pages and any other channels you use to communicate. You can have your church staff review the submissions that come in and then follow up with each person individually. Setting up an interview, creating a video, or writing a blog post (you can even have the person write it themselves since it is their story to share) are all great ways to get the story out.

Once you've completed that, simply add it to your ministry's app and send out a push notification. You can publish a new story each week to keep people engaged and encouraged! Remember, you want to be providing your congregation with relevant content that helps them on their discipleship journey. You never know how God will use someone's story! To see an example of an app utilizing this exact idea, check out Reach Church (<http://subsplash.com/reachchurch/app>).

Ditch the Paper - Go Digital!

Does your church print Sunday bulletins? How about small group material? Chances are you probably do. But how many people lose those resources or throw their bulletin away after church? Let's be real, the number is probably pretty high. Don't you wish more people would hang on to those resources? Well, your app can help combat this issue and save your church money in the process. Check out what our friends at Calvary Chapel Worship Center did to cut printing costs (<https://www.youtube.com/watch?v=VwHXjSEDKE>).

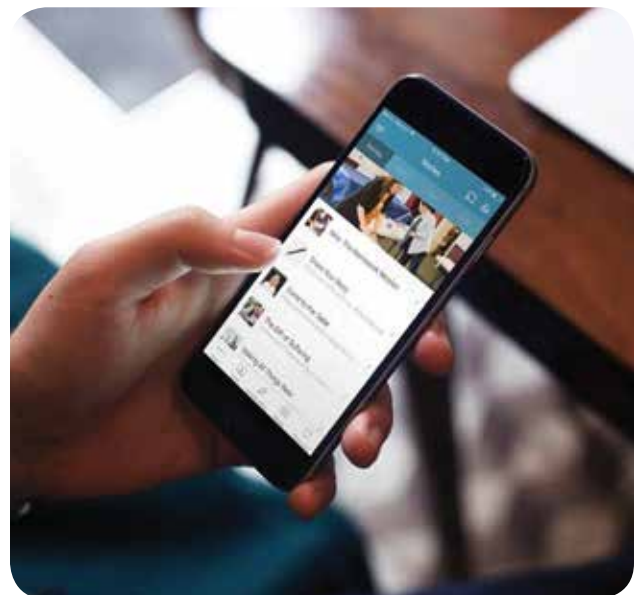
At its core, your app is and should be used as a discipleship tool. There are numerous ways you can use your app to engage with your congregation and many of them actually happen outside of church on Sunday.



Putting all your printed material in your app is a small move with a big impact. Think about it, everyone has their phone on them 24/7. All of their most important information - bank accounts, email inboxes, travel itinerary, and more - is always in their pocket. Don't you wish your gospel content had that same proximity? By hosting your Sunday bulletins, sermon notes, small group curriculum, event forms and more in your app, you allow your congregation to access that content at any point in time. If someone is having a rough day and is trying to remember that important bullet point from Sunday's sermon, it's just a few clicks away. If they get a push notification reminding them to sign up for an event, they can do so immediately and add it to their calendar. If they need to preview tonight's discussion questions for their small group, it's right in their pocket.



These are just a few ideas to help you utilize your app to its fullest potential. Like we said before, the app is a vital discipleship tool with the opportunity for immeasurable impact on your community. There are many more ways that your app can be used to make a 24/7 impact and if you'd like to learn some of them, we'd love to help you! Subsplash has been providing thousands of churches and ministries with the premier engagement platform since 2009. You can check us out at subsplash.com, and drop us a line at hello@subsplash.com ✦



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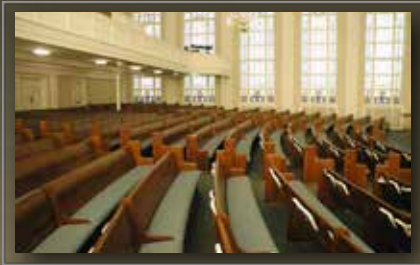
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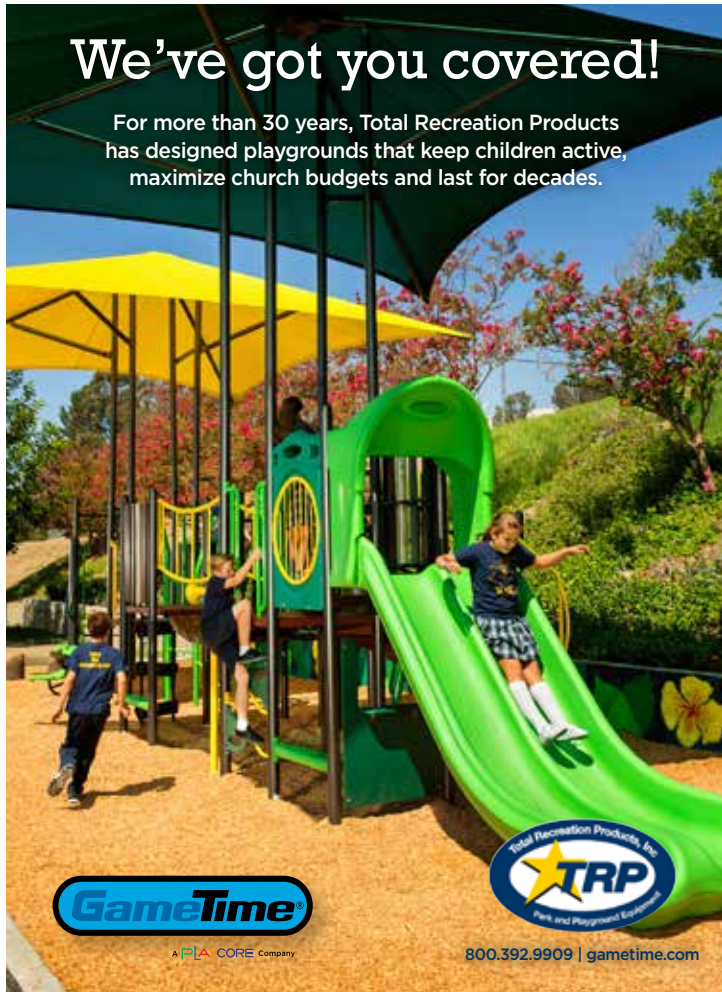


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