



LEADERSHIP PRINCIPLES

by

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ANSWER KEY

An OVERSEAS MINISTRIES Publication

Chapter 1

GROUP DEVELOPMENT

LESSON IN REVIEW

1. What is an administrative system? **a set of principles, is a science concerning itself with people and their relationships to one another as they work together in groups.**
2. Activity within a permanent group is structured to enable the organization such as a business, **church** or **congregation** to reach its planned **goals** and **objectives**.
3. **Individual** systems tie together to accomplish the **organizational** objectives.
4. An organization **chart** shows an orderly **arrangement** of organizational functions.
5. Planning will increase the pastor's **efficiency**, but he must also work under the direction and guidance of the **Spirit of God**.
6. Pastors will accomplish more when they combine **planning, divine guidance** and **hard work**.
7. Give two (2) examples of Jesus Himself using planning as the efficient means of completing a task.
Feeding of the five thousand--seated in companies and ranks of hundreds and fifties.
Jesus sent forth the seventy disciples 'two by two'
8. Who is the key to making the system work within the church?
The pastor

9. **Logical** plans are the result of concentrated intelligent efforts.
10. Which instructions are the most reliable?
- a. Verbal
 - b. Implied
 - c. **Written**
11. What four (4) things should written communication include?
- (a) the plan;
 - (b) how each individual can contribute to the plan;
 - (c) how others will contribute to the plan; and
 - (d) how the work is proceeding so an action can be redirected if necessary.
12. A pastor will get the maximum performance of his people by **planning**, **organizing** and **administrating** the activities.

Chapter 2

PASTORAL LEADERSHIP

LESSON IN REVIEW

1. The successful, progressive pastor must be both a **leader** and a **manager**.
2. As a manager, a pastor concentrates more on **work** than **people**; however, as a leader, he concentrates more on **people** than **work**.
3. **Management** enables people to reach the objectives **inspired** by leadership.
4. **One** person must ultimately be responsible for both motivating people and coordinating their efforts.
5. Write Proverbs 29:18.

“Where there is no vision, the people perish”

6. Give the two (2) basic ingredients that are always present in good leaders:
A leader must identify with those in his charge
A leader must have the ability to communicate to the whole group as well as individual within the group.
7. Give the five (5) steps in utilizing manpower that we can learn from the Romans utilizing horsepower.
 - (a) **Don't try to do it all yourself.**
 - (b) **Size up the job; chart out plans, objectives, how to do it, what help you may need, etc.**
 - (c) **Select the right helpers on the basis of qualifications that you have established.**
 - (d) **Spend time in training.**
 - (e) **Use manpower wisely. Don't overwork your people, but don't under employ them either.**

Chapter 3

SYSTEMATE TO REGULATE

LESSON IN REVIEW

True or False

- T.** 1. It takes a great deal of time and energy to be a successful pastor.
- F** 2. Leadership and management are basically the same quality.
- F.** 3. Developmental work rarely requires the manager's attention.
- T** 4. Identifying, systematizing and regulating duties are the heart and core of systems work.
- T** 5. The system plan contains three elements: action, memory and report.
- F** 6. Reports are merely the recital of facts.
- T** 7. Through delegation the manager expands his efforts not abdicates his work responsibilities.
- F** 8. Administrative systems never require paperwork.
- T** 9. The sole purpose of a report is to inform the manager in regard to specific action.
- T** 10. Information is a device for getting and controlling action while paperwork is a method of communication to all parts of the organization.

Chapter 4

CHARTING YOUR ORGANIZATION

LESSON IN REVIEW

1. A chart is a visual aid used by the administrator to show:
 - a. The relationship between different areas of work
 - b. The flow of authority within the organization so that everyone knows who does what
2. The term **main task** designates the real reason for the organizations' existence.
3. How does an organizational chart help its members?
 - a. Helps them to understand the workings of the organization and the role they play
 - b. Helps them to understand the authority pattern
 - c. It shows how all the work activity links together and who has the responsibility for doing various jobs.
4. The main task that you identified should be written in the **center** of the chart so that everyone will see it at first glance.
5. People are transient so the major emphasis should be on the **work** not the **individual** in charge.
6. A useful chart emphasizes the **relationship** among work packages.
7. A chart shows the **work** package, the current **executive**, the executive's **title** and the lines of **authority** and **responsibility**.
8. Don't clutter the **chart** with too much information...keep it **distinct** and **clear**.

Chapter 5

DECISION MAKING

LESSON IN REVIEW

1. List three (3) proven principles to guide you in make sound decisions quickly.
 - a. Ask questions first then give answers
 - b. Classify your problem
 - c. Develop a systematic approach for solving all problems
2. What are the six (6) basic questions we should ask:
WHO, WHAT, WHEN, WHERE, HOW AND WHY
3. You will never make an **objective** decision if you are **emotionally** involved.
4. Give the seven (7) steps to develop a systematic approach for solving all problems.
 - List the symptoms and work to determine the real problem
 - Gather the pertinent facts
 - Define your expectations
 - Temper your expectations with facts
 - Consider various solutions
 - Communicate your conclusion and motivate them to respond
 - Evaluate your decision periodically

Chapter 6

THE POWER OF A PLAN

LESSON IN REVIEW

True or False

- T** 1. A plan is a deliberate look ahead to select a goal.
 - T** 2. Planning is the only foundation for effective management.
 - F** 3. Praise and accolades are the motivation power of the long-range manager.
 - T** 4. Realistic goals allow you to demand exact performance of yourself and others.
 - T** 5. The realistic goal will be somewhere between the overly optimistic and the excessively pessimistic viewpoints.
 - F** 6. Ten years is a widely accepted span of time for long-range planning.
 - F** 7. Unexpected opportunities become a ladder and a spur to your plans.
 - F** 8. You should ignore environmental changes and never allow them to alter your plan.
 - T** 9. Your long-range plan is a stabilizer and you work toward it rather than short-term fluctuations.
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- T** 10. Your process of managing boils down to: Measuring all the results in terms of attaining specific subgoals, comparing the actual performance against the planned performance establish in the plan, then measure the difference

Chapter 7

POLICIES: Decisions that Give Direction

LESSON IN REVIEW

1. Policies: Decisions that give **direction**.
2. In short, **policy** provides an atmosphere for **decision-making** that clearly identifies the '**what**' of the decision.
3. Policy clearly identifies the **what**; **procedure** concerns itself with the how.
4. If people are aware of what management wants, they can make **decisions** in reasonable harmony with the overall aim of the organization.
5. Four (4) sure ways to invite trouble:
 - (a) **assume that everyone knows policy,**
 - (b) **do not have written policy statements,**
 - (c) **make many exceptions to policy, and**
 - (d) **don't be consistent.**
6. Give four (4) definite sources from which policy emerges in a church.

the Bible states what believers are to do and are not to do. It is filled with policy.

Secondly, your policy should be in line with denominational practices generally accepted by the church body.

Thirdly, traditions in the church should be considered. It makes policy more acceptable to the members.

Finally, at times a better policy will be made by consultation between pastor and lay leaders.

Chapter 8

JOB OUTLINE-TRAINING

LESSON IN REVIEW

1. List three (3) techniques of good management.
Long-range plans
Organization charts
Policy and Procedures manual
2. If you use long-range plans, changes of individuals will have less effect on the consistent process of the organization.
3. What basic tool can cut 'breaking in' time by fifty percent?
 - a. Rules of conduct
 - b. Job outline
 - c. Job description
4. What two documents are often confused?
 - a. Policy and procedure manual and job description
 - b. Job description and Rules of conduct
 - c. Job description and job outline
5. A job description lists all the skills required to handle a specific job. A job outline enables the worker to follow the details of that position step-by-step.
6. The training process must include what three (3) essentials:
 - (a) the job know-how of the teacher,
 - (b) the ability of the teacher to transfer his knowledge, and
 - (c) the trainee's personal receptivity.

Chapter 9

PROJECT MANAGEMENT: A Unique Type of Management LESSON IN REVIEW

1. Which of these is NOT true of Project Work?
 - a. Project work is harder than routine work
 - b. Project work requires a different managing skill
 - c. In project work, people can learn to work together smoothly
 - d. Project work has no repetition.
2. The project manager must be able to get his work done through other people.

3. Compare/Contrast the characteristics of an effective manager.

Answer may vary but should be based on:

He has the ability to drive; he can plan and then use the plan; he exercises control over the activities of other people. Other desirable characteristics include the ability to communicate, self-confidence, enthusiasm for the job itself, balance of perspective on all aspects of the job, good judgement, a knowledge of the organization, a demanding attitude toward others, some leadership ability and a degree of patience. Contrarily, a manager isn't likely to succeed if he is lazy, a man of action who never plans, personally undisciplined, not demanding of other people, easy-going, a poor communicator, indecisive, or slow to take corrective action when he knows it is needed.

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4. In project work, consider that the large parts will result in performance down; likewise, small portions will result in performance up.
5. A precisely planned time schedule is necessary for control of a project.

Chapter 10
DELEGATING:
Getting Work Done Through Others
LESSON IN REVIEW

1. The simple answer to how a leader uses management to get work done through others is: **delegation**

2. Which is the most acceptable type of 'reins' to use when you delegate?
 - a. No reins at all
 - b. Loosen the reins**
 - c. Tighten the reins

3. Your aim is to bring **performance** into line with **your** expectations by working together and/or redirecting the action.

4. **Control** must follow **action**.

5. Give three (3) benefits correct delegation will bring:

The work of the church will go forward.

Morale will go up.

Lay leadership will develop.

Chapter 11
MOTIVATION:
Your Greatest Challenge
LESSON IN REVIEW

1. One of the greatest challenges management faces in industry and business is **motivation**
2. Give two words that characterize the self-motivation climate of operations. **stimulation** and **emancipation**.
3. One of the great discoveries of our age is that man acts more on the basis of his **emotions** than on his **rationale**. If you stimulate man's **emotions**, you will receive a **response**.
4. Trying to scare people into heaven or to the work of the church destroys what? **The joy of their religious experience**
5. Give the difference in manipulation and motivation

A manager manipulates people when he moves them to act for his own advantage.

He motivates them when he moves them to act for their own advantage.

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6. One of the great weaknesses of the church is that there are many believers who are not **productively** working for the Lord.
 7. Some churchmen are hesitant to use motivation because they confuse motivation with **manipulation** or **sanctification**.

Chapter 12

THE CHANGE PROCESS: Selling Change LESSON IN REVIEW

1. Give four (4) words to complete this sentence:
A dying organization is **quiet, comfortable, routinized** and **placid**.
2. Give five (5) reasons why people resist change.
Answer may vary but should be one of the following:
 - **Preservation of status quo or security in status quo; the fear of the unknown**
 - **A vested interest in the present way. Change will bring personal loss to individuals**
 - **Change may cost something, either time, effort or money.**
 - **Personality conflict with person who suggested the change.**
 - **A previous failure; desire to prevent failure again.**
 - **Conflicting interests; may conflict with their own ideas.**
 - **The last idea is not sound. Perhaps you need to reevaluate your idea.**
 - **Poor communication. Either not enough information or too much information that results in confusion.**
 - **Emotional involvement. Bound by memories, sentiments, personal values.**
3. Experts say that on any issue approximately **20%** will definitely oppose it, **20%** will be solidly in favor of it and the remaining **60%** must become the object of your persuasive efforts.
4. Give the four (4) steps of moving your reader to the point of a decision.
Get your group's attention
Get your group's interest
Develop your group's desire
Get your group to buy or make a decision
5. The church of God must move **forward**.
6. Strive to be the leader **God** wants you to be.