

Accountable Leadership Model Summary

**Based on “Winning on Purpose”
By Dr. John Edmund Kaiser**

Adapted by Dr. Douglas Talley

Very few churches are clear on these three major questions:

- 1. What is our mission?**
- 2. Who can lead us to accomplish it?**
- 3. How can we set up leaders to succeed?**

- ◆ **Mission:** Why our congregation exists
- ◆ **Vision:** What our community and our congregation will look like in 3-5-7 years if we accomplish our mission.
- ◆ **Values:** Deeply held priorities that either line up with mission & vision or undermine mission & vision.
- ◆ **Structure:** The arrangement of resources (people, facilities, finances, etc...) for accomplishing the mission. How we manage our resources reveals our true values.

Mission: Why does our congregation exist?

1. It exists for US.

Inward focus

2. It exists for OTHERS.

Outward focus

3. It exists for BOTH.

IF choose BOTH, who will be served first?

Three Forms of Structure

1. **Bureaucratic: responsibility – authority = safe but not effective**
2. **Authoritarian: responsibility + authority = effective but not save**
3. **Accountable: responsibility + authority + accountability = safe and effective**

Three Components of the Guiding Principles

- 1. Mission Principles - Object of the Game. Prescribe for the pastor what outcomes the church exists to achieve.**
- 2. Boundary Principles – Rules of the Game. Provides the only limitations the pastor must work with in order to achieve the mission. Any means that fit within boundaries are acceptable.**
- 3. Accountability Principles – How to Keep Score. Define for the chairperson the board's process of governing. Involves how the board relates to the congregation, the board itself, and how the SP relates to the board.**

How the Three Components Relate to Responsibility, Authority, & Accountability

- ◆ **Responsibility** relates to the scope of work to be accomplished, the ends to be achieved (mission accomplished): i.e. the object of the game
- ◆ **Authority** relates to freedom needed to achieve these ends and is protected by establishing the boundaries, i.e. the rules of the game.
- ◆ **Accountability** relates to timely reports (accounts) on how well the responsibility is being fulfilled and how the boundaries are being followed. Rewards or consequences follow accordingly, i.e. how we keep score

Accountable Leadership Model Has Four Players/Roles

- 1. The board plays governance.**
- 2. The pastor plays leader.**
- 3. The staff plays management.**
- 4. The congregation plays ministry.**

How the Players Fulfill Their Roles

- 1. Board governs the church by developing & supporting guiding principles.**
- 2. Pastor leads the church by inspiring, the board, directing the staff, and teaching the congregation.**

How the Players Fulfill Their Roles Cont'd

- 3. The staff – paid & unpaid – manage the operations & ministries of the church as directed by the SP in accordance with the guiding principles.**
- 4. The members of the church carry out the ministries of the church and affirm its leadership.**

How is the performance of the SP evaluated?

1. The SP writes measurable goals each year that correspond to the board's mission principles. The board gives final approval of these through formal acceptance.
2. At the end of the year the board evaluates how well each goal was accomplished. Example: exceptional accomplishment, significant accomplishment, or minimal accomplishment

How is the performance of the SP evaluated?

- 3. Each year the board rewards achievement or requires a performance plan for improving minimal achievement.**

How do we implement this new structure?

- ◆ Primary board reviews sample Guiding Principles.
- ◆ Primary board adopts a sample set of GP or develops its own set from the samples.
- ◆ PB determine qualifications for governing board members and nominates.
- ◆ Congregation ratifies governing board members and begins functioning under new organizational structure.
- ◆ Governing board formally affirms the Guiding Principles now that it is official entity.
- ◆ SP submit goals for remainder of year, discuss, then governing board approves with any changes.

How do we implement this new structure?

- ◆ **Governing board meets quarterly, or more if needed.**
- ◆ **At end of year, governing board evaluates how well the SP's goals have been accomplished and takes appropriate action.**
- ◆ **SP keeps governing board informed so that board can support pastor, be his cheerleader, and watch his back.**
- ◆ **Congregation adopts new by-laws which calls for a governance model.**
- ◆ **Governing board modifies & clarifies guiding principles as needed.**

Job Description of Lead Pastor

- ◆ Spiritual Leader
- ◆ Keeper of Mission
- ◆ Caster of Vision
- ◆ Chief Fund Raiser
- ◆ Main Recruiter
- ◆ Develops Leaders
 - a. Staff
 - b. Board
 - c. New leaders

Core Ministries & Staff

- ◆ Lead pastor determines the core ministries according to the vision and needs of the church.
- ◆ Lead pastor selects and recruits persons to staff the core ministries - paid and unpaid
- ◆ These staff persons work for the lead pastor, not the church or board (accountability).

Core Ministries Con't

- ◆ Worship & Music
- ◆ Relationships/Group Life/Assimilation
- ◆ Care
 - a. Newcomer Care
 - b. Congregational Care
- ◆ Family Needs
 - a. Infants
 - b. Children
 - c. Youth
 - d. Adults

Core Ministries Con't

- ◆ Education
 - Includes training, discipleship, & personal development
- ◆ Preaching/Teaching/Communication
- ◆ Missions
- ◆ Facilities, Buildings & Grounds
- ◆ Finances

FAQ

1. Why advantages does the governance system have over multiple boards?

- a. Multiple boards often produce conflict between Boards and confuse accountability.
- b. Governance clearly defines who is responsible for what, who has authority for what, and who is accountable for what.
- c. Simplicity

FAQ Con't

2. How frequently does the governing board meet?

That is up to the governing board. It can meet as little as quarterly or may choose to meet more frequently. The more frequently it meets, the more likely it is to cross from governance to leadership and or management.

In this system, the board is not where the action is or where ministry decisions are made. That responsibility is assigned to the SP & staff who are also responsible for getting the job done.

FAQ Con't

3. If the governance board doesn't lead or manage, what does it do?

Governs - it makes holds the SP accountable for the church accomplishing its purpose of making more and better disciples within the Boundary Principles that it establishes .

FAQ Con't

3. If the governance board doesn't lead or manage, what does it do?

Meeting Content

- a. Updates/Refines Mission Principles**
- b. Updates/Refines Boundary Principles**
- c. Updates/Refines Accountability Principles**
- d. Adopts SP goals for upcoming year**
- e. Evaluates SP goals at end of year**
- f. Keeps informed**
- g. Keeps in touch with the community the church is trying to reach and with the church body**

FAQ Con't

Meeting Content Con't

- h. Grows together spiritually through Word**
- i. Engages in leadership development**
- j. Probably adopts budget**
- k. Pastor's cheerleader**
- l. Pastor's bodyguard - deal with problem people**
- m. Keep in touch with pastor's spiritual health, family health, physical health, recreational health, day off, taking all vacation, etc...**

FAQ

4. Who appoints people to governance board?

Church by-laws identify that. Options include...

- a. Governing board appoints nominating team to identify persons and present to church for ratification.
- b. Some governing boards serve as own nominating committee.
- c. In some churches the SP appoints.

FAQ

5. What are the qualifications for governing board member?

A person serving in this capacity . . .

- 1. be a committed Christian who has growing relationship with God;**
- 2. models biblical values & principles in his or her daily life;**
- 3. demonstrates leadership ability & is respected by persons of faith in the church;**
- 4. is ethical & moral in business dealings & relationships;**
- 5. is committed to the purpose & philosophy of ministry of the church.**

FAQ

5. What are the qualifications for governing board member?

A person serving in this capacity . . .

6. can keep confidences & is trustworthy;
7. is supportive of the senior pastor;
8. is financially committed to the church & models biblical stewardship;
9. can be a team player & work with others to accomplish a common purpose;
10. follows through on commitments made;

FAQ

5. What are the qualifications for governing board member?

A person serving in this capacity . . .

- 11. is able to see the big picture & is vision oriented;
- 12. is willing to be held accountable & hold others accountable;
- 13. is teachable.

FAQ

6. Are there term lengths for governing board members?

Church by-laws normally stipulate that. It is important for any leadership structure to allow for the inclusion of new leaders in order to keep the group and the organization fresh and effective.

It is critical to have a training system in place for potential governing board members.