



PARAGRAPHS FOR PARTNERS

2019 – Issue #3



From the Executive Minister
Rev. Dr. James Kelsey

Authenticity Trumps Expertise

A woman recently asked me if being with people when they need you is not the most important part of being a pastor.

I thought for a few moments and replied that early on in my ministry I would have said no. Early on, I would have said the most important part of ministry is preaching well-crafted sermons that open new horizons in people's minds and feed the imagination in a way that makes them more courageous and willing to risk more for the Kingdom of God. Breaking open the power and beauty of the stories in the Bible would be a chief way of doing this. I thought ministry succeeds by a mastery of language that invigorates vision and brings new and transformative understandings of our lives, our God, and our faith. That is what I would have said early on.

Nearly three decades later, my answer is different. Today I would say the most important part of being a pastor is being with people when life deals them a blow, robs them of someone or something they treasure, or impoverishes their future. Why is this central to ministry, both lay and ordained? Because it yields the most important currency in leadership: trust.

How is trust built?

Trust is built over time by being with people when they need us. These are moments into which we are invited. We cannot declare ourselves someone's pastor or friend; we can, however, make ourselves readily available.

So how do we get invited into people's lives?

Humility is a good beginning. Thomas Merton wrote that pride makes us artificial; humility makes us real. Humility feels authentic to others. They trust us because they know we are not playing a game, trying to convince them of something, or working an angle. In our humility, we communicate that we trust them enough to be honest about who we are. And they, in turn, find it easier to be honest with us about who they are and both their triumphs and their failures.

We live in a consumer society where the majority of communication we receive is trying to sell us something or convince us of something for the benefit of someone else. They want our money, our vote, or our endorsement. Thus we believe little of what we hear. This cynicism leavens the way we look at leaders. Clergy and lay church leaders are not immune from suspicion, and they can even be suspicious of one another. We can find it difficult to give others the benefit of the doubt. We question whether their motives are transparent until they prove it to us.

Leaders sometimes believe if they can demonstrate enough expertise, enough knowledge, enough polish, people will see things their way and fall in line. It is possible to be too polished by half and undercut our influence. Authenticity will trump expertise in the important task of building trust that leads to opportunities to provide leadership.

Paul writes that Jesus, although being in “very nature God,” did not see that status as a thing to be exploited. Rather he laid aside his prerogative and power and prowess and took on the limitations of humanity. More than that he submitted himself to death, even an ignoble death on a Roman cross (Phil. 2:5-11).

Was this his way of being with others in a vulnerability that spawned a level of authenticity that generated trust? John suggests the same thing when he sketches out the nature and work of the Word, but then writes the Word became flesh (John 1:1-14) so that we might experience the wonder of the Word on an approachable scale. Jesus was with people in a way that built trust. He chose authenticity and humility over expertise and power.

Paul encourages us to have this mind in us (Phil. 2:5). Authenticity will open doors into people’s lives that expertise can never crack.

Blessings, Jim

CELEBRATIONS & CONCERNS: **Burton Huth** (Retired, Broome-Tioga Association) died 4/6/19 * **Don Medoff** (Retired, Madison Association) died 5/29/19



ABCNYS reminds member churches to pray for one another, especially in times of pastoral transition. If your congregation wishes to invite ABCNYS to provide support to your church’s search committee needs, please contact Rev. Jerrod Hugenot, Associate Executive Minister, at 518/380-4510 or jhugenot@abc-nys.org.



LEADERSHIP TRANSITIONS

Fontella Irons from Interim to Pastor, Moulton Memorial BC Newburgh 2/24/19
Brian Pidkaminy from Delphi Falls United Ch 5/1/19
David Harris to Pastor, FBC Syracuse 6/1/19
William Stoklosa to Pastor, FBC Hamilton 6/19
James Rice from FBC Endicott to Retirement 6/30/19
Thomas Augliano, Chuck Constantino, Alson Taylor from River Comm Ch Clayton 6/15/19
Roland Shanks to Interim, River Comm Ch Clayton 6/15/19
John Tharp from FBC Corning 7/1/19
Michael Dickinson to Pastor, FBC Corning 7/1/19
Robert Searle from FBC Wolcott
Bill Tatum to Interim, Burnt Hills BC 4/28/19
James Pearson to Pastor, FBC Wolcott 7/1/19
James Austin from Interim to Pastor, North Manlius United Ch 6/1/19
Marilyn Bell, St. Paul’s BC Utica, Ordained 4/28/19

REGION OFFERING 2019– Connected – “So the churches were strengthened in the faith” Acts 16:5a
You, your congregation and each ABCNYS church is vital to the ongoing ministry in New York State. Be a part. Support. You can find information at www.abc-nys.org/region-offering.html, including promotional materials that can be printed out from the site. Questions or want to order materials by email? Contact Christy at csiau@abc-nys.org.

Changes to New York Baptist Annual 2019

- Page 4 **Niagara Area:** Raquel Alston: Correct phone: 716.777.2609
Lillian Cabral (At-Large): Change email: cabral.ld45@yahoo.com
- Page 10 **FBC Cuba:** Change email: FBCsec17@gmail.com
- Page 16 **Fransego Association:** Acting Moderator: Pat Robinson, 135 County Rd. 15, South New Berlin NY 13843, 307.859.2923, jrobinson91@stny.rr.com

DATES TO REMEMBER

- August 9-11, 2019 -- *ABMen NYS Annual Conference @ Keuka College*
September 19-21, 2019 -- *ABWM Capital Area Conference @Christ the King, Greenwich*
September 29, 2019 -- *Mohawk-Oneida Association Fall Meeting @ FBC Rome*
September 30, 2019 -- *Ministers Council Ministry Enhancement Day @ FBC Central Square*
October 10-13, 2019 -- *Niagara Falls Mission Trip*
October 20, 2019 -- *Adirondack Association Fall Meeting @ Ft. Ann United Protestant Ch*
November 1-3, 2019 -- *ABY Convention @ Holiday Inn Liverpool/Syracuse*

July & August ABCNYS Office Hours: 8:00 a.m. to 4:00 p.m.
The Region office will be closed September 2 & October 14.

ABCNYS LAY STUDY PROGRAM - FALL COURSE 2019

WORSHIP - Living Waters Association - Starting September 16, 2019

When: Monday evenings, 7:00-9:00 pm (will not meet on October 14)

Where: First Baptist Church, 23 Tioga St., Waverly NY and Online

Instructor: Rev. Steve Reynolds

Textbooks: Perspectives on Christian Worship: 5 Views by J. Matthew Pinson, ed. (B&H Academic. 2009),
Who Stole My Church: What to Do When the Church You Love Tries to Enter the 21st Century by Gordon MacDonald (Thomas Nelson. 2010)

To Register: Contact Rev. Jeremy Spencer, P.O. Box 149, Odessa NY 14869. Or send an email to spencerj76@aol.com or call Pastor Spencer at 607.594.2127 (after August 3rd).

Scholarships: Limited scholarships are available for students from Living Waters Association churches. Please contact Pastor Spencer.

Information: For more information about the course itself (including assignments and the syllabus) please contact the instructor at consultingpastor@gmail.com

Fees: The tuition for an online course is \$110. For the classroom the tuition is \$100. For family members living in the same house, the online course fee is \$110 for the first person and \$60 for each subsequent person. Classroom: \$100 for first person, \$50 each subsequent person. Students may audit an online course, without credit, for \$60. Fee for auditing a classroom course is \$50. The cost of the textbooks for each course is in addition to the tuition.

ABCNYS MINISTERS COUNCIL
Ministry Enhancement Day

Monday, September 30, 2019
Registration: 9:30am • Program: 10am – 3pm

First Baptist Church, 701 N. Main Street, Central Square, NY

**Celtic Christian Spirituality:
History, Mystery, Ministry**

Presented by:

Pastor Howard C. Maxson, B.Min.

The Baptist College of Florida

Currently serving: Fowler Baptist Church in Gouverneur, NY



Delivered from my mother's womb: April 10, 1953

Delivered from the womb of atheism: Fall of 1973

Former: Methodist, atheist, drug user, Southern Baptist, Reformed Baptist and not really a Baptist

Currently: American Baptist and incorrigible reader and student.

Favorite subject: Celtic Christian History and Spirituality

Favorite band: Iona, a now disbanded Celtic Christian progressive rock group from the U. K.

Howie is in his last year of cohorting with the *Nehemiah Leadership Network* and is currently enrolled in the Spiritual Renewal Center's *Horizon Program for the Training of Spiritual Directors*.

Morning Session

10 - 10:50am

11 - 11:50am

Afternoon Session

1:30 - 2:20pm

2:30 - 3:00pm - *closing worship*

Lunch (provided) from Noon to 1:30pm which includes

Annual Meeting and voting for our slate of officers.

Information Contact: Rev. Pat Ludwig (716.433.0976, butterflypreacher@juno.com)

MINISTRY ENHANCEMENT DAY REGISTRATION FORM

Name _____

Address _____

Minister Council Member ____ YES ____ NO

Member - \$50.00 Non-Member - \$60.00 Day of Event - \$70.00

Deduct \$5.00 if you register before September 1st

Please Make Check Payable to: **ABCNYS Ministers Council**

Mail Registration and Fees to:

Rev. Cedric Broughton, 706 N. George St., Rome NY 13440



Secretary/Receptionist/Administrative Assistant Needed for the United Church of Fayetteville. (Iroquois Association). Approximately 20 hours per week; 14 hours, July & August. Coordinate operations of church office. Excellent interpersonal, organizational, social media, & technology skills required for newsletters, weekly bulletins, data base & website entries. Must be self-motivated, organized, exhibit teamwork & confidentiality. \$15 per hour Job description at www.theucf.org. Respond with cover letter & résumé by July 22, 2019 to employment@theucf.org.

**AMERICAN BAPTIST
MISSION SUPPORT**

UPDATE

**AMERICAN BAPTIST CHURCHES OF NEW YORK STATE
THROUGH JUNE 2019 & 2018**

	United Mission	Annual Offerings	Institutions, Specifics & Targeted	Total ABMS
Received 2019	134,184	96,760	91,371	322,315
Received 2018	146,223	118,611	99,912	364,746
\$ Ahead (Behind)	(12,039)	(21,851)	(8,541)	(42,431)
% Ahead (Behind)	(8.23)	(18.42)	(8.55)	(11.63)



2019 CHRISTIAN MEN'S CONFERENCE AT KEUKA COLLEGE

SPONSORED BY AB MEN NEW YORK STATE

August 9-11, 2019
Keuka College Campus, Keuka Park, NY

**AB Men NYS Conference 2019 theme is
“Witnessing to Others”
Based on Matthew 28: 16-20**



Jesus wants you to finish what He began. He came to the disciples, taught them, and worked with them. He then died on the cross and rose from the dead. But, before He ascended into heaven, He gave them, and us, the commission to convert the world. He will not ask you to do the impossible.
Matthew 28 verses 16-20

You need to know that your efforts to honor Christ by obeying His call to make disciples of all nations is something that you can do. Do it where you are, with those whom you meet, with those you work with, with those you go to school with, etc. Be a witness for Jesus in your life and when necessary, talk about Him, too.

When you seek to accomplish God's will,
He will bless your efforts because you're seeking to obey Him

All Rooms are Air Conditioned

Note: The Full Conference Package includes lodging Friday & Saturday evenings - Welcome Reception on Friday evening - breakfast, lunch, and banquet meals on Saturday - breakfast on Sunday. Sheets, a blanket, washcloth, and towel are supplied with lodging.

Check-in begins at 4 PM on Friday, August 9th.

**www.baptistmennys.weebly.com
E-mail: abmnys@gmail.com**

AB MEN NYS CONFERENCE SPEAKERS



Keynote Speaker: Pastor David E. King

Pastor King is the pastor of Grace Baptist Church in West Milton, Pa.

Pastor David began his ministry in 1960 after graduating from P.B.T.S. Bible College in Johnson City, NY. With a burden in his heart for his hometown community, David started a small church in a one-room school house in Beaver Dams, NY. The first Sunday only six children attended, but within a few months the building was full. With the support and leadership of three deacons and two of his childhood teachers, the church adopted a constitution, bought ground and built a new church. The church grew very rapidly.

During the fourth year of the ministry, David met Al Blackwell. David began to earnestly search and study the Scriptures and would talk and debate with Al. Al became David's theology professor and dear friend. With his new understanding and knowledge of the Scriptures, David spent the entire summer teaching the congregation the difference between 'Free Grace' and 'Free Will', seeing God's purpose revealed in time and through His prophecies. David ministered at the church an additional two years before resigning.

In 1969, David moved to Milton, Pa and began pastoring at Grace Baptist Church. He has ministered to the congregation in West Milton for 50 years. David has been married to Patricia (McDonald) for 58 years; they have four children and ten grandchildren.

Dr. Stephen Spaulding is a family medicine doctor in Montour Falls, New York and is affiliated with Schuyler Hospital. He received his medical degree from State University of New York Upstate Medical University. Following graduation from West Point, served 15 years as an officer in the United States Army, 4 years in the Army Medical Service Corps. 11 years in the Army Medical Corps as a Family Physician.



He currently serves in Family Practice in Montour Falls, NY: 9/1992 – 12/2004 in private practice. Since 1/2005 employed by Schuyler Hospital, same location. Practice includes Adult and Geriatric Medicine, Pediatrics, minor surgery, Natural Family Planning Medical consulting, some infertility, as well as most other procedural skills germane to Family Practice in the in- and outpatient setting. Did OB deliveries and OB ultrasonography until 2005. Served as Surgical assistant for General Surgery until 2005, and as Pediatrician or assistant surgeon at C-sections, until hospital gave up OB care in 2011. He cares for hospital inpatients, ICU patients, and SNF patients in addition to office practice. He has been in practice for more than 30 years.



Pastor Terry Moore answered God's call to ministry following a conviction that was placed upon his heart during a men's ministry conference in February of 2009. At that time Terry was serving as a deacon and worship leader at Tuscarora Baptist Church in Addison, NY, as well as working full-time in heavy industry. He began his studies at Baptist Bible College and Seminary later that same year and graduated with his BS in Bible in 2012.

In October 2012, Pastor Moore accepted the call to serve at Boyd's Corners Bible Church in Jasper, NY. At the time of his calling, BCBC consisted of 12 members. By God's divine providence, and their faithful adherence to His Word, the church began to grow spiritually and numerically. Boyd's Corners Bible Church actively sought ways to share, and live the Gospel of Jesus Christ in the community, and God blessed these efforts. The BCBC church family has grown to a body of over sixty members.

Following his ordination in 2015, the Moores began to feel God pulling them in a new ministry direction – international missions. After a season of prayer and preparation, in 2017 they partnered with International Gospel Missions of Rochester, NY. He stepped down from the pulpit in February 2018 to enable him to focus on the new ministry which is focused on identifying and equipping international ministry partners to successfully proclaim the gospel in their native country and region. Boyd's Corners Bible Church now serves as their sending church. The Moores reside in Prattsburgh, New York with their four daughters, Catie (19), Emi (17), Susie (15) and Camryn (12). For more info visit <https://www.igmggo.org/>

Rev. Dr. James Kelsey, Executive Minister of American Baptist Churches of New York State, began his ministry as pastor of the 2nd Baptist Church of Germantown in Philadelphia. He went on from there to the Park Avenue Baptist Church in Mansfield, Ohio. After that Jim and his wife Debbie, an American Baptist pastor, served with International Ministries as missionaries in Europe. They worked with Dutch-language churches in Flanders and then moved to Italy where they served primarily with churches of African immigrants. Jim provided theological training for immigrant pastors. He also taught courses in Vietnam for Baptist pastors.



Jim studied accounting in college and received an M.Div. from Southern Baptist Theological Seminary and a Ph.D. in New Testament from that same institution in 1990 under the seminary presidency of Dr. Roy Honeycutt. For more info on ABCNYS visit <http://www.abc-nys.org/>



Rev. Tom Bell serves as Pastor of Elbridge Community Church and has previously served at Coopers Plains Community Church. He is the Pastor Consultant for the AB Men NYS Executive Board and was also a featured speaker for our conference in 2009. He has served on the ABC NYS Board of Mission. He is involved in many organizations as a board member serving the local churches and community in the Elbridge-Jordan community as well as the greater Syracuse area.

Rev. Brett Charsky is the pastor of Pulaski Baptist Church in Pulaski, NY. He is a 1987 graduate of Wellsboro Area High School, Wellsboro, PA. He received his Masters of divinity from Eastern Baptist Theological Seminary in 1996. He was commissioned in April 2000 as an U.S. Army military chaplain. During his career in the U.S. Army he has received several medals including the Bronze Star Medal, two Defense Meritorious Service Medals, two Meritorious Service Medals, 3 Army Commendation Medals, 2 Army Achievement Medals, Reserve Components Achievement Medal, National Defense Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal with "M" Device and the Army Service Ribbon. His tours included being mobilized to Iraq. He will share experiences with us from his U.S. Army Chaplaincy.



David Stalbird has served as Local Director for Empire State Steuben, Schuyler, and Chemung Counties Chapter of Child Evangelism Fellowship® since December 2010. David also served on the local committee for 15 years as Chairman and Vice Chairman prior to becoming Local Director. His experience working with youth also includes over 30 years of coaching baseball and basketball in youth sports leagues. Currently, he also serves as one of the Pastors at Twin Tiers Christian Church in Painted Post since December 2015.

David lives in Corning with his wife Valerie and children John and Anne Marie. He enjoys hiking, biking, fishing, and other outdoor activities. He also participates in prison ministry and a church service at the Corning Center nursing home.

Dr. Gary Enders has been involved in community activities in addition to his medical practice. They include: Steuben Council on Alcoholism Board 1987-1991. Salvation Army Corning Chapter Board 1994-2006. He was a volunteer Physician and Board Member Health Ministry of the Southern Tier 1997- 2/2016. Crisis Pregnancy Center board 9/94-05/2001. Victory Highway Wesleyan Church Missions Committee 1986-1988. Organized fundraising with his wife to build deep drilled water wells in Zambia, Sierra Leone, and Mozambique – first well completed in March of 2012 by World Hope International. 10 wells have been drilled using the funds, approximately 7,600 people benefitted from clean water Medical Missionary Experience. Nine medical mission trips between 1993 and 2015 include Haiti, Honduras, Jamaica, Russia, Zambia, and Kenya.



NYS Police will speak to us on church security concerns.

**2019 AB MEN NYS
Conference Registration Form**

Keuka College, Keuka Park NY
August 9-11, 2019



Name and Mailing Information (use a separate form for each person) (please print clearly)

Name: _____

Mailing Address _____

City: _____ State _____ Zip Code _____

E-mail _____

Home Church/Association _____ Age _____

2019 Pick-A-Package - A deposit of \$50 is required to secure your reservation

Laymen Packages

Full Conference Double Room \$130.00 _____ Single Room \$170.00 _____

Full Conference Commuter (no lodging) \$60.00 _____ Saturday Only \$ 45.00 _____

Clergy Packages (Clergy pricing is at a special reduced rate - - YOU MUST register before July 28th to maintain this price. After July 28th you pay laymen rates.)

Full Conference Double Room \$105.00 _____ Single Room \$135.00 _____

Full Conference Commuter (no lodging) \$35.00 _____ Saturday Only \$25.00 _____

Youth Package (12 to 18 years)

Full Conference—Double Room \$35.00 _____

I would like to add \$_____ to my registration for:

Booster Club Project _____ Scholarship Fund _____

General Fund _____ Disaster Relief _____

No Refunds after August 1st, 2019

Total Enclosed \$ _____

I would be interested in buying a polo shirt with AB Men NYS logo _____ Size _____

A limited amount of scholarship funding is available when there is a financial need. Pastor endorsement is required. Please submit endorsements below. You will be notified once approved.

Scholarship requested in the amount of \$_____. I recommend a Scholarship for the above name individual so he can attend the 2019 AB Men's conference.

Pastor's Signature

Church Name

Make checks payable to: **ABMen NYS**

**Mail to: ABMen NYS, c/o Leroy Woodruff
17 Tioga St
Waverly, NY 14892**

Check the web site for online registration available soon at baptistmennys.weebly.com

GROWTH POINTS

With Gary L. McIntosh, D.Min., Ph.D.

The Structure of Leadership

The church business meeting finally arrived at the time to vote on whether to purchase the property that bordered the current church facility. Moments before, the lead pastor had challenged the church to vote to purchase the property as an act of faith. A well-respected member of the church board had reminded the church that the former, founding pastor had always dreamed of the church owning the piece of land next door. But, as both men spoke most eyes were on the small figure of a woman who sat in the second row from the front. Joyce was a quite, elderly widow in her early eighties. As both the pastor and the board member spoke, Joyce slowly turned her head from side-to-side, signaling in a quite way her disagreement. As you might guess, when the vote was taken, it went down to defeat.

What had happened? Why had the proposal to purchase the property been rejected? Key leaders of the church had spoken in favor of the purchase, the need for the land has been presented, and the budget was able to handle the loan payment. What had happened? The answer is found in the structure of leadership in a local church.

The Primal Leader

All movements have a primal leader, that is, the person who founded the particular movement. For Christianity, of course, the primal leader is Jesus Christ! Another way to say this is that Jesus Christ is the *absolute* leader of his Church. Paul wrote, “he is the head of the body, the church” (Colossians 1:18). This is a fact that remains true today. Jesus Christ is THE leader of his church, both universal and local. Peter calls him the “Chief Shepherd” (1 Peter 5:4).

This is a fact that human leaders need to put into direct practice in most churches. For example, as we develop vision for the future, it is not *our* vision we seek but Christ’s vision. As we make plans for the next decade, it is not *our* plan we seek but his plan. As we set goals, it is not *our* goals we seek, but his goals. This is an attitude we must take seriously by putting into practice direct inquiry through prayer and application of Scripture to our churches.

Looking for a coach? Our team is available. Email Dr. Gary L. McIntosh at cgnet@earthlink.net or call 951-506-3086 for full details.

Three Types of Leaders

Leadership authority in a local church comes from Christ the Chief Shepherd. Peter commands the elders to “Shepherd the flock of God that is among you.” They are to exercise oversight (1 Per 5:2), which is a clear reference to leading the flock. Since this command comes in the context of Christ being called the Chief Shepherd, it gives credence to the concept of elders being understood as “under shepherds.” Christ, as the primal leader of the church, exercises his leadership through human leaders.

There are three types of human leaders.

First is the *Responsible Leader*. This is the person who is called to account when things go wrong. In numerous churches the responsible leader is simply a front person who has no real authority to do much of anything. Yet, he or she is often held responsible for things out of their control. It is literally a person with responsibility but no (or highly limited) authority.

Second is the *Emotional Leader*. This is the person who is held in high regard by the long-term members of a congregation. He or she can be old or young, dead or alive, male or female. In the mind of the people the emotional leader embodies the qualities the congregation admires, such as, fearlessness, faithfulness, forgiveness, etc.

Third is the *Effective Leader*. This is the person who is most likely to be followed. He or she gets their questions answered and their suggestions fulfilled. Otherwise, they are able to get things done.

Understanding these three leadership types helps us understand what happened in the church scenario above. The pastor was the responsible leader, the founding pastor referenced by the board member was the emotional leader, but the effective leader was Joyce. It is the effective leader who makes the actual decisions and sets the overall direction of the church. He or she may or may not hold an actual position or role in a local church.

All three leadership types may be found in the same person, or all sorts of combinations of individuals. For example, new church plants are often fruitful because the founding pastor embodies all three leadership types at once. But, new pastors, who follow a long-time successful pastor, are often handicapped because they are just a responsible leader, while the former pastor maintains the roles of emotional and effective leader. Then again, some pastors are both the emotional and responsible leader, while another person in the church is the *de facto* effective leader.

Think it Through

How is your church submitting to Jesus Christ as the primal leader of the church?

Which of the three leadership types do you have as a pastor? Who has the others?

Growth Points is published twelve times a year. Subscription price is \$20 (US Funds) per year. Permission is granted for use in a local church. For other reprint usage, advance permission must be obtained.

Copyrighted 2019 ISSN 1520-5096

Church Consulting

Picture your church in the not-too-distant future. Imagine a gradually changing attitude reflecting a new sense of expectancy. Imagine new people with a contagious enthusiasm for Christ and your church. Imagine ministries pulsating with new life. Imagine a new heart for mission in your church.

Is it possible? The answer . . . a resounding YES! It is possible. Indeed, God very much wants to see it happen. Just think about it. God wants your church to grow! And, the McIntosh Church Growth Network stands ready to assist you through personal coaching and/or your church through consulting to see growth take place.

Gary L. McIntosh is considered one of the premier church consultants in the United States today. Here is what others are saying about his church consultations and guidance.

“I cannot tell you how much I appreciated your consultation with our elders. You are a wealth of help and guidance. And you do it with such grace! As I sat there listening to you describe the challenges of growing from 400-800, I noticed the elders faces. They were lighting up with understanding about things that I would have found difficult to say. You did a masterful job.” —**Jerry Reub, Cornerstone Church**

“It was wonderful to return from my time in England and Indonesia and to receive the McIntosh Report. Thank you for its clarity, brevity, wisdom and insight. Everybody so far has received it with enthusiasm, which is no mean feat in the Midwest! May God richly bless you in your ministry of strengthening and supporting the Church.” —**C. John Steer, Autumn Ridge Church**

“I have had the opportunity to meet and speak with Gary individually on several occasions, and he has been a tremendous blessing to my life and ministry. Gary is a very wise, stable, insightful and capable Christian man. The counsel, guidance and direction Gary has offered to me over the past two years have been extremely helpful.” —**John W. Tastad, East Hills Christian Church**

“The impact has been incredible. Through his insight and recommendations I have grown as a pastor in ways I never thought possible. We appreciated not only Gary’s expertise but also the spirit by which he worked with us. He was compassionate, sensitive and personable as he interviewed our people, brought recommendations and continues to lead us through the growing process. Each conversation has been an encouragement to me as a pastor to continue in the work to which God has called me.” —**Robert L. Bletcher, Faith Evangelical Church**

If you could replenish the spiritual dynamic of your church, would you be interested?

If you could enhance the guest welcome of your church, would you be interested?

If you could improve the growth environment of your church, would you be interested?

If you could increase the outreach potential of your church, would you be interested?

If you could align your staff in a more productive way, would you be interested?

Dr. Gary L. McIntosh can help you with these and other aspects of fruitful ministry. For full information email Gary at cgnet@earthlink.net or call 951-506-3086 for details.

GROWTH POINTS

With Gary L. McIntosh, D.Min., Ph.D.

Promote from Within or Without?

Ted Engstrom, former president of World Vision, was an expert on leading and managing organizations. He once wrote, “One of the problems faced by all organizations is the question of whether it is in the best interests of the organization to only promote people from within the organization to positions of leadership, or whether the organization should, from time to time, look outside itself for new blood.”

This is still a major question, and one that is particularly important for middle-sized to larger congregations.

In the last few years the emphasis has been on promoting from within a church. This is encouraged by church leaders who suggest that lifting up people from within a church is the best way to keep the focus on the vision of the church. While this may be true, it is not the only aspect that needs to be considered when promoting leaders.

Arguments For and Against

The basic reasons a church may want to promote from within are to: 1) maintain the essential DNA of the congregation; 2) reward people for excellent ministry; 3)

encourage good people to stay; 4) build long-term loyalty; 5) keep the church running smoothly; 6) focus on leadership development; 7) preserve continuity.

The basic reasons a church may want to promote from without are to: 1) encourage fresh thinking; 2) eliminate ingrown *group think*; 3) challenge ineffectiveness; 4) discover new models; 5) motivate lazy workers; 6) employ the best people; 7) lift the level of excellence.

The Basic Rule

If your church ministry is going well, it is best to promote leaders from within to maintain the good procedures and practices. However, if things are not going so well, it is best to promote from without to encourage fresh ideas, new procedures, and better practices.

The basic rule: “If you want things to change, promote from without. If you want things to remain the same, promote from within.”

Email Dr. Gary L. McIntosh at cgnet@earthlink.net or call 951-506-3086 for full details on coaching, consulting, and leadership training events.

Digging Deeper

One or more of the following issues should be considered with deciding whether to promote from within or without.

First, it is common for outsiders to be resisted or resented.

When people are promoted from without, it is normal for insiders to feel the outsider does not really understand the church, nor have they worked their way up through the ranks. Along with the fact that outsiders often receive more pay than insiders, it often leads to feelings of resentment. If you promote from without, how do you plan to mitigate the potential ill feelings of insiders?

Second, people who have worked in direct ministry areas have often developed skills that are effective in relational ministry, but they may not have the skills to be effective in management. Simply because a person is fruitful at one level of ministry does not mean the or she will be effective at another level. If you promote from within, how will you determine if a person has the skill-set to lead and manage at a higher level?

Third, if a church never brings in people from outside, there is a danger of becoming ingrown, and developing senior leaders who resist change. If you promote from within, how will you overcome these challenges?

Fourth, to maintain unity within the church, it is crucial to educate leaders on the different roles that people fill and the gifts that they bring. How are you helping current leaders understand the need for people with different gifts and the necessity of having gifted people in the church?

Fifth, churches only grow as leaders grow. How are you training leaders to grow in their present and future areas of responsibility?

Sixth, it helps to maintain morale if leaders clearly understand potential career paths in your church. Have you analyzed and described potential career paths for your current leaders? How are you communicating and training leaders for potential promotions?

Seventh, as people are promoted, it is helpful if they receive a new title that communicates to others that things have changed. In today's church climate where equality of people and calling is highlighted, how are you communicating that some leaders have greater responsibility than others?

Think it Through

Does your church need an infusion of fresh ideas and practices, or do you want things to stay the same?

What is your philosophy of promoting leaders?

Growth Points is published twelve times a year. Subscription price is \$20 (US Funds) per year. Permission is granted for use in a local church. For other reprint usage, advance permission must be obtained.

Copyrighted 2019 ISSN 1520-5096

GROWTH POINTS

With Gary L. McIntosh, D.Min., Ph.D.

Cultural Realities

The fact that local churches have a corporate culture is well acknowledged by pastors. It is agreed that the church's corporate culture powerfully impacts present and future ministry. However, it is not clear to most why this is so and what can be done to leverage culture for growth.

What is Culture?

There are numerous definitions of culture. Some authors define it as the total beliefs, morals, customs, lore, and documents of an organization.

Edgar Schein proposed a three-level understanding of culture. The *first level* of culture is seen in its technology, publications, facilities, and behavior patterns. The *second level* is observed in an organization's communication patterns, e.g., what an organization says to explain or justify the first level. The *third level* is the deepest, and includes the ideas and assumptions that guide levels one and two. Thus, at its very basic, *corporate culture is the set of assumptions and beliefs (often unstated) that participants in a church share in common.*

Understanding culture as a set of assumptions makes it more difficult to

measure, as they are often unseen, unheard, and unstated. Yet, if these assumptions and beliefs can be identified and understood, it has the potential to yield larger insights into the total church ministry.

Shared Assumptions

There are many assumptions that may be held in a church. It is, however, the widely shared ones that have major impact. The two main types of assumptions that are widely held in a church are *beliefs* and *values*.

Beliefs include views of reality, particularly how the world and life actually work. Among other things, this includes perspectives on the nature of God, mankind, sin, salvation, eternal life, etc.

Values include perspectives on what ideals are worth striving for as a church. Among other things, this includes ideas on love, peace, outreach, faithfulness, etc.

Email Dr. Gary L. McIntosh at
cgnet@earthlink.net
or call 951-506-3086
for full details on coaching,
consulting, and leadership
training events.

As leaders often discover, church culture is influenced not by what people *say* their beliefs and values are, but rather by the beliefs and values they *actually* hold.

Understanding a church's true, shared beliefs and assumptions is critical, as they influence the direction of a church's behaviors. For example, a church may say it values reaching people outside the church, but resist adding a second worship service or site that might help reach them. The *stated value* of reaching lost people is subverted by the *real value* for close fellowship between those already in the church.

Deciphering Assumptions

Determining a church's true beliefs and values is difficult to observe or measure. It is a subjective activity, and clearly cannot be determined simply by asking people about them. The best approach is to look at actual evidence—historical and current. The following is a systematic procedure based on three important questions that are often overlooked.

First, what was the background of the founders of the church and those who followed them? Understanding the background, personalities, and passions of the founders provides important clues to core assumptions. For example, knowing that the original founders of

the church were driven by a reaction against new forms of music will reveal core assumptions that continue to underlie resistance to new ideas today.

Second, how did the church respond to crucial events in the past? Understanding how a church reacted in stressful times reveals two important keys: (1) how assumptions were formed, and (2) the actual priority of beliefs and values. During traumatic times, a church must decide which beliefs and values are the most important, which hardens the assumptions into the overall culture.

Third, who were considered deviant in the church culture? As some people violate the underlying beliefs and values of a church, they are rejected by the culture. Understanding who these people were, reveals the boundaries of the church's culture. Assumptions are regularly buried so deep that they are taken for granted, that is, until someone violates them. Discovering when the anger of the whole community was displayed against a person(s) may reveal strongly held beliefs and values.

Think It Through

Put together a team of three people: yourself, one newcomer, and one insider.

Together, investigate by asking and answering these three questions about your church or organization.

Determine the shared assumptions which are the most important to your church.

Doing so will help define your culture.

Growth Points is published twelve times a year. Subscription price is \$20 (US Funds) per year. Permission is granted for use in a local church. For other reprint usage, advance permission must be obtained.

Copyrighted 2019 ISSN 1520-5096