

THE HIRING AND SUPERVISING  
OF PROFESSIONAL CHURCH STAFF

by

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## CHAPTER I

### INTRODUCTION

#### A. Statement of the Problem

Church growth among Independent Baptist Churches<sup>1</sup> is arousing new awareness of an old problem. In fact, this problem is growing as the churches grow and become more complex. Simply stated, this problem is the supervision of the professional church staff.

The contemporary Independent Baptist Church has the large church as a model. Although small, one-room country churches still exist, this is the age of the multifaceted ministry, which handles thousands of dollars and employs many professional staff members. Therefore, the pastor or supervisor is under more pressure to supervise his church staff in a professional manner. A professional manner, in the limits of this thesis, refers to a quality of supervision that is worthy of a professional.

Supervising the professional staff is a critical area, as pastors have discovered.<sup>2</sup> However, supervision is made even more difficult by the fact that few, if any, materials for Independent Baptist pastors

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<sup>1</sup>Independent Baptist Churches are Baptist churches that are not affiliated with any denomination. Most are, however, linked with the Bible Baptist Fellowship and/or with the Liberty Baptist Fellowship.

<sup>2</sup>Theo Haimann and Raymond L. Hilgert, Supervision: Concepts and Practices of Management (Cincinnati: South-Western Publishing Co., 1977), p. iii.

are available to consult in the area of professional supervising. With effort, supervision is a skill that can be acquired.<sup>3</sup> However, more material is needed to facilitate the development of these supervisory skills.

This thesis is an attempt to gather, analyze, and apply ideas and information from others. The writer will perform extensive research in secular literature in the areas of supervision and management, and in religious literature in the area of church staff. Then the writer will analyze the material researched and apply the supervisory principles that are applicable to supervision in the Independent Baptist Churches.

#### B. Statement of the Purpose

The purpose of this thesis is to glean from both secular and religious literature the principles for supervising staff, then apply the applicable principles to Independent Baptist Churches. Although this study is specifically aimed at Independent Baptist Churches, other churches, as well as Christian organizations, would greatly profit from utilizing these principles.

The purpose is not to establish an absolute criterion for Independent Baptist Churches to follow, but to provide principles that can and will work in these churches. However, the supervisor must learn and apply these principles. He must have enough concern for his professional staff to take the initiative to develop the art of supervision.

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<sup>3</sup>Ray A. Killian, Managers Must Lead (New York: American Management Association, 1966), p. 21.

C. Statement of Importance  
of the Problem

Several primary reasons exist to explain the importance of this particular problem. First, many casualties have occurred in churches due to improper staff supervision. This writer has witnessed these casualties firsthand, and has heard reports of many others. As an associate pastor of an Independent Baptist Church and a staff member of a college that trains many pastors of Independent Baptist Churches, the writer is aware of the urgency in providing supervisory principles in the realm of the Independent Baptist Churches.

Second, it is costly for a church to hire, train, and supervise professional church staff. Robbins, in the book entitled Personnel: The Management of Human Resources, says the following:

In a major division of one of the largest firms in the United States, the average cost of recruiting one new engineer from college was computed to be \$13,000. The same firm estimated that a new college graduate will cost the organization nearly \$20,000<sup>4</sup> before the recruit can be considered as contributing to profits.

According to this quote, a total of \$33,000 is spent before any benefits are gained. Although the actual amount necessary for a church to hire, train, and supervise a new employee is unknown, the cost is quite expensive.

When a large sum of money, as well as invaluable time, is used to recruit and train employees, it is a grave mistake to provide ineffective supervision. This causes frustrations, which leads to less than quality work, as well as a quick turnover of personnel.

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<sup>4</sup>Stephen P. Robbins, Personnel: The Management of Human Resources (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1978), p. 99.

Another problem exists when the wrong person is hired. Besides the waste of time and money, it is much easier to hire any employee than to fire one. Not only is this bad business, it is dishonoring the Lord and His church.

Third, the large church concept has become the model for contemporary pastors and pastoral students. Pastors are looking to the super-aggressive, large Independent Baptist Churches for an example. The 1980's and 1990's will most likely see more large Independent Baptist Churches than ever before in history. Many of these churches will employ associate pastors, youth pastors, church administrators, Christian day school administrators, school teachers, and the list could go on. Proper supervisory procedures are vital in dealing with the professional church staff.

Further, the large churches themselves must be the example for supervision of professional staff. A great demand and expectation is placed on them for proper supervision. Lyle Schaller discusses this in the following quotation:

Large churches provide a radically different concept for the work of the professional program staff. The expectation members place upon the ordained staff, the role of lay staff, and the dynamics of interpersonal relationships are different in the large church than a small church.

The large church is unique; therefore, the professional staff must be properly supervised, since the well-being of the church and other staff is affected by this. The large Independent Baptist Churches are influencing other Independent Baptist Churches, either positively

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<sup>5</sup>Lyle Schaller, The Multiple Staff and the Larger Church (Nashville: Abingdon Press, 1980), p. 11.

or negatively. Thus, they should strive to exert a positive influence in the area of supervising professional staff members.

The church attributes worth to human beings, since each one is created in the image of God. Obviously, the staff members are human beings. While the church is winning the world, it would be a tragedy for the pastor or church supervisor to lose his own staff in the shuffle.

Also, the church as an organization ultimately depends on the staff to function as a local church. Haimann believes that,

Supervisors have a primary responsibility for the full utilization of the most important resources that must be managed--the human resource. It<sup>6</sup> is the human resource upon which any organization ultimately depends.

These reasons reveal the necessity and importance of a thesis such as this one. Much research and writings should be given to supervising the professional church staff in the framework of the Independent Baptist Church.

#### D. Statement of the Position of the Problem

The position held by this thesis writer is that pastors and church supervisors should hire and supervise in a professional manner. As previously stated, supervising in a professional manner is a quality of supervision that is worthy of a professional. Supervision is a skill that can be learned. This writer rejects the view that one must be a "born leader". Certain supervisory skills can be acquired by

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<sup>6</sup>Haimann and Hilgert, Supervision: Concepts and Practices of Management, p. 15.

anyone willing, first, to learn them, and second, to make them applicable in his world. Killian, in his book, Managers Must Lead, has quoted George Halsey as saying,

It has been demonstrated time and time again that almost any person of normal intelligence and sincere desire to be of service to people can acquire considerable skill in the art of supervising people if he will study its principles and methods and apply them thoughtfully, conscientiously, and persistently.<sup>7</sup>

This writer holds to the view that supervisory principles can be gleaned from the secular world and the sacred world. Society is turning toward the philosophy that supervision is the process of developing subordinates to maturity. This philosophy is also a solid Biblical truth. Two secular authors write that "the ability of the supervisors to stimulate the development of his subordinates is of primary importance to the organization."<sup>8</sup>

However, the secular and the sacred differ in their interpretation of this developmental process. Both involve developing the staff in the area of their occupation and as a person. The sacred goes one step beyond to developing a maturity in the spiritual realm of the individual.

Using principles in Independent Baptist Churches that have been developed in the secular society to supervise staff is not wrong, as long as the principles do not contradict Scripture. Secular sources have conducted extensive research, and have utilized a vast amount of resources to develop principles for supervision. Independent Baptist Churches can benefit from their research. Secular sources have used

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<sup>7</sup> Supervising People, n.n., quoted in Killian, Managers Must Lead, p. 21.

<sup>8</sup> John Pfiffner and Marshall Fels, The Supervision of Personnel (Englewood Cliffs, N.J." Prentice-Hall, Inc., 1966), p. 285.

tested methods that have been developed by experts and have proven to be successful. It may even be true that those successful principles, which society has spent thousands of dollars to discover, are Biblical principles. Such principles must be examined in the light of the Scriptures.

Further, the statement of the position held by this writer is that Christian leadership should be committed to learning and applying supervisory principles to each situation. Developing the skills needed to supervise personnel will involve hard work. These skills do not just happen; they develop with consistent effort. Commitment is necessary to be the supervisor that honors God and matures a church staff. However, the rewards will far surpass the effort expended.

Next, this writer takes the position that each human life entrusted to the supervisor has value and potential. Regardless of how educated or developed the subordinate already is, room for maturity still exists. Christian supervisors should recognize the value of every individual subordinate as a human being, and to develop each to his fullest potential.

Finally, it is the position of this thesis that as a person develops, he becomes a better employee and a better servant of God.

#### E. Limitations

The limitations to this thesis are threefold. First, very few books, if any, have been written on the subject from the Independent Baptist perspective. However, Christian books and articles have been written on management from other perspectives.

Second, most books written on management cover the broad area

of management, not specifically supervision. For example, the writer examined the card catalogue at Lynchburg College, Lynchburg, Virginia, for the quantity of books on the two subjects. The result was twenty books listed under the title of supervision and one hundred and seventy-nine under management.

Third, the view that supervision is developing the subordinate is relatively new. In the past, the primary goal of supervision was productivity.

#### F. Research Methods

The writer will perform a classic library research of secular and sacred literature pertaining to the supervision of personnel. After performing the research, the writer will analyze the material, then apply the applicable supervisory principles to the supervisor of professional church staff in the framework of the Independent Baptist Churches.

#### G. Proposals for Chapter Divisions

##### Chapter I: Introduction

This chapter will give the reader an overview of the content of the thesis. It will provide substantial evidence for the purpose and importance of such a research.

##### Chapter II: Developing Individual Subordinates Through Supervision

This chapter will provide the reader with helpful information in developing the staff member as an individual. It begins with the process of recruiting a new staff member.

### Chapter III: Developing Team Effort Through Supervision

This chapter will give the reader the information necessary to obtain a team atmosphere among his subordinates.

### Chapter IV: Conclusion

This chapter will re-emphasize the importance of this topic, summarize the material presented, and state the position of the writer in reference to supervision.

## H. Proposed Summary of Each Chapter

### Chapter I: Introduction

This chapter provides the argument for the topic. The problem is presented, not in question form, but in a statement. The purpose and importance of the problems are stated. Finally, the views of the writer are present, along with the development of the thesis and pertinent definitions.

### Chapter II: Developing Individual Subordinates Through Supervision

This chapter will discuss various elements that concern the subordinate as an individual, since professional supervision is greatly enhanced by applying such information. The topics to be covered include the interview, human needs, motivation, and appraisals.

### Chapter III: Developing Team Effort Through Supervision

This chapter highlights the various areas that concern the subordinates as a team. Developing and maintaining team effort is a vital aspect of effective supervision. The focus will be on goals, communication, and conflict solving.

## Chapter IV: Conclusion

This chapter will conclude the thesis by summarizing the previous chapters. The position of the writer will be stated concerning the subject. Further, the writer will stress the need for additional written materials for Independent Baptist Churches.

### I. Review of the Literature

The research will be a literary, historical research. This will be conducted at Liberty Baptist College and Seminary, Lynchburg College, Lynchburg City Public Library (all located in Lynchburg, Virginia) and possibly the University of Virginia in Charlottesville, Virginia.

Literature used will consist of books, journals, periodicals, and the Lynchburg newspaper.

### J. Results

The results and conclusions of this thesis will be to present material to increase the effectiveness of supervision in Independent Baptist Churches, specifically in the area of developing one's subordinates.

### K. Definition of Terminology

There are several terms which should be defined to enhance the reader's understanding of the content in this thesis.

#### Management

Webster defines management as follows: "The act, or manner of managing, or handling, controlling, directing, etc." Others have defined management as accomplishing goals and objectives through people.

Peter Drucker says in Management, that "it is managers and management

that make institutions perform."<sup>9</sup> Therefore, the term management, in this thesis, is defined as the directing or controlling of an institution or an area of operations within an institution, such as individual offices.

### Supervision

Supervision is one area of management. Value is placed on the one being supervised because he or she is a human being. The primary goal of supervision is not productivity, but rather development. This development is in three primary areas: personal, vocational, and spiritual. The view is held that when this type of supervision is exercised, productivity will be a result.

### Leadership

Leadership is a quality rather than a function. Leadership is an attitude, and consists of vision, concepts, faith, decisions, and action. These qualities can be developed, but it will take the initiative of the person to do so.

### Professional

A professional is one who has been trained in a particular discipline in order to perform at a high efficiency level. A professional performs in a competent manner and is paid for his services.

### Large Church

Since different opinions exist as to what constitutes a large

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<sup>9</sup>Peter F. Drucker, Management (New York: Harper and Row Publishers, 1974), p. x.

church, this term is somewhat difficult to define. It has been said that a church should add one staff member for every 150-200 members.<sup>10</sup> If this is the situation, by the time the pastor is ready to hire his first staff member, the church is already averaging 150-200 members. For the purposes of this thesis, a church containing 150-200 members will be considered the beginning stage of a large church.

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Frank Schmitt, "A Practical Introduction to Church Administration" (Lectured notes for the course ADMN500, Church Administration at Liberty Baptist Seminary, Lynchburg, Va. Spring 1982), n.p.

## CHAPTER II

### DEVELOPING INDIVIDUAL SUBORDINATES THROUGH SUPERVISION

Developing professional staff members is a great responsibility. It is very challenging. Developing individual lives toward maturity was the goal of the Apostle Paul. Colossians 1:28-29 reads:

Whom we preach, warning everyman, and teaching every man in all wisdom; that we may present every man perfect in Christ Jesus: whereunto I also labour, striving according to his working, which worketh in me mightily.

The Apostle Paul labored very diligently to present every person perfect or mature in Christ. This goal is not only Paul's, but it is the very goal of God. Philippians 1:6 reads as follows: "Being confident of this very thing, that he which hath begun a good work in you will perform it until the day of Jesus Christ."

This chapter concerns the development of the individual subordinate through four specific areas. The four areas are: hiring, human needs, motivation, and appraisals.

#### A. The Supervisor and Hiring

Supervision begins with the hiring process. However, the supervisor's work does not originate with the actual hiring; it begins with evaluating whether a legitimate need exists for a new employee. The supervisor must determine if the church actually needs a new

professional staff member.<sup>1</sup> Next, the church must be convinced that this need does indeed exist.

Once the need is established, the supervisor's next function is to recruit the proper person to fill the position. Recruitment must be taken seriously by the pastor or hiring supervisor, since it is the first step towards procuring a new staff member. The church should not waste time and money by taking a haphazard approach towards recruitment. Haimann and Hilgert have warned businessmen that a haphazard approach causes several problems.

Businesses will have to become more scientific and precise in recruitment and selection procedures than ever before. In the past, some employment managers have approached the selection problem in terms of simply filling a quota, or finding enough people to fill all available jobs. However that kind of haphazard hiring usually backfires in terms of turnover, employee dissatisfaction, and<sup>2</sup> most seriously in terms of what the employee actually contributes.

Supervisors in Independent Baptist Churches should take precautions to ensure that the best qualified, potential staff member is located. The investigation for a new employee can be conducted in several places. It is appropriate to interject at this point that the recruitment process should be conducted with prayer. Seeking God's guidance is of utmost importance when recruiting a new staff member. This person will fill a position in the church of the living God; therefore, God must be consulted.

The obvious place to begin the search for a new staff member is with the present staff. Ask each staff member to list friends

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<sup>1</sup>W. L. Howse, The Church Staff and Its Work (Nashville: Broadman Press, 1959), p. 26.

<sup>2</sup>Haimann and Hilgert, Supervision Concepts and Practices of Management, p. 8.

and acquaintances who would qualify for the position. These lists should include the qualifications of each person being suggested.

Second, the pastor or hiring supervisor should contact pastors in other churches for recommendations. They may know of qualified individuals who may be interested in the position.

Third, the placement office in Independent Baptist Colleges should be contacted. These offices have lists of students approaching graduation, alumni, and others who are seeking places to serve. The writer presently works in such an office, and is aware of the need for job placement of full-time Christian workers. These offices are pleased to recommend potential staff members to churches.

Fourth, use advertisements if necessary. Many Independent Baptist publications contain "help wanted" type advertisements from churches.<sup>3</sup>

Once again, the supervisor must exercise great caution in the recruiting process. Recruitment includes more than obtaining names; it also includes investigation. Regardless of who recommends a potential staff member, the supervisor should thoroughly investigate him. This investigation begins with the resume.

#### The Resume

The supervisor should contact each potential staff member and see if he would be interested in the available position. Each interested person should then send a detailed resume. A good resume is preferable to the use of applications and questionnaires for professional positions.

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<sup>3</sup>Frank Schmitt, "A Practical Introduction to Church Administration," n.p.

When the resumes are received, the supervisor should investigate thoroughly to decide which one to invite for an interview. This screening process should include contacting references, former supervisors, and teachers, and a credit check.<sup>4</sup>

References have both a negative and a positive aspect. References which are provided can be expected to give a good recommendation. However, these sources have the potential of providing other persons to contact.<sup>5</sup> The supervisor would do well to contact these additional references.

Credit checks are unfortunately necessary. Some, even those in full-time Christian service, neglect their responsibilities in paying bills.

Educational institutions constitute another excellent reference source. Independent Baptist Schools have Christian Service offices with information on former students. If a transcript of academic work is desired, the applicant will need to request this. Former teachers, the academic dean, or the dean of students could also be contacted.

Previous employment is another area which should be considered. Obviously, it is not advisable to inquire at an applicant's current place of employment. This could have an adverse effect on the applicant if he decides to remain at his present position.<sup>6</sup>

An investigation such as the one suggested may reveal reasons why specific persons are unqualified. Screening saves both time and

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<sup>4</sup>Ibid.

<sup>5</sup>Ibid.

<sup>6</sup>Ibid.

money, since it eliminates unqualified individuals. Travel expenses and accommodations for the applicant and spouse could be quite costly. If an expense can possibly be avoided, then it should be.

When the supervisor decides an applicant is unqualified, the applicant should be notified. Although specific reasons need not be given, he should be informed of the decision.

Once the supervisor has narrowed the list to one possible candidate, an interview should be arranged.

### The Interview

The primary purpose of an interview is to acquire and share information.<sup>7</sup> Leonard Wedel, who for many years was the director of the office of personnel for the Baptist Sunday School Board, describes an interview in the following manner:

An interview is a social interaction, but not a social visit. It is a conversation directed to a definite purpose. It is a free exchange of information based on good will directed toward finding the person best qualified for the job. A productive interview<sup>8</sup> establishes a friendly relationship, gets, and gives information.

The interview is necessary to acquire information about the interviewee's skills, proficiencies, and attitudes to determine if he qualifies for the position.<sup>9</sup> At the same time, the interviewee must analyze the supervisor, job description, and other pertinent information to determine if the position is suitable to him.

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<sup>7</sup> Paul Pigors and Charles A. Myers, Personnel Administration (New York: McGraw-Hill Book Co., 1973), p. 190.

<sup>8</sup> Leonard E. Wedel, Church Staff Administration (Nashville: Broadman Press, 1978), p. 21.

<sup>9</sup> *Ibid.*, pp. 21-22.

The "best interviews are planned and are not hurried."<sup>10</sup>

Proper preparation is necessary to acquire and give adequate information. Prior to the interview, the resume should be reviewed. This will permit the supervisor to recall important facts concerning the applicant. This will also enable him to discuss areas that need clarification. Reviewing will greatly assist in preparing planned questions. When the interview is adequately prepared for, the interviewer is able to utilize the interview time to listen and to observe.<sup>11</sup>

The supervisor should avoid the following errors during an interview session.

1. In an ideal interview, the supervisor does not do a majority of the talking. He will learn much more about the applicant by listening and observing. Of course, this does not mean that the interviewer does not share information. Even though he has important information to share with the applicant, he must also spend adequate time listening.<sup>12</sup>

2. The supervisor should avoid questions that may be answered with a "yes" or "no". The idea is to use questions that will force the interviewee to interact in conversation.<sup>13</sup>

3. Do not make a decision based on a "limited feature" of the applicant. The supervisor may observe something of minor significance

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<sup>10</sup>George R. Terry, Supervision, rev. ed. (Homewood, Il.: Richard D. Irwin, Inc., 1978), p. 47.

<sup>11</sup>Pigors and Myers, Personnel Administration, pp. 190-191.

<sup>12</sup>Lewis R. Benton, Supervision and Management (New York: McGraw Hill Book Co., 1972), pp. 165-166.

<sup>13</sup>Ibid.

with the interviewee and completely base his decision on it.<sup>14</sup> This insignificant insight could be good or bad, but a "limited feature" should not be permitted to influence the total decision of the supervisor. Although this feature needs to be considered, the final decision should not be totally based on it.

4. Emotions or biases are frequently used to make a final decision, but are an incorrect means of judgment.<sup>15</sup> The Christian supervisor has the potential within him to overcome any biases or emotional feelings that may lead to a wrong decision. Therefore, he should draw upon his resources to prevent this from happening.

5. The interviewee should not be compared with either previous or present employees.<sup>16</sup> He deserves the opportunity to express his own individuality. Once hired, he may even prove to be superior to the previous or present employee. If the supervisor merely attempts to find an employee who is similar to the present employee, he does injustice to the whole church. Haimann expresses appropriate thoughts on this view when he states:

The supervisor may feel that any applicant who is considerably different from those who are now working is undesirable. This kind of thinking can be very detrimental to the organization, as it tends to breed uniformity, conformity, and perhaps mediocrity.<sup>17</sup>

6. The supervisor should not assume that the applicant will be

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<sup>14</sup>Haimann and Hilgert, Supervision: Concepts and Practices of Management, p. 212.

<sup>15</sup>Benton, Supervision and Management, pp. 165-166.

<sup>16</sup>Haimann and Hilgert, Supervision: Concepts and Practices of Management, pp. 212-214.

<sup>17</sup>Ibid., p. 213.

the same on the job as in the interview.<sup>18</sup> Thus, it is vitally important that the supervisor spends much time listening and observing the applicant.

7. Looking for the perfect employee is not realistic.<sup>19</sup> The supervisor has to be cautious, and must ensure that the person hired is qualified in every area, but to have such unrealistic expectations is impractical.

These are a few errors which every supervisor should know, recognize, and avoid. An interview may appear to be easily performed; however, skill and concentrated effort are required to select the right person.

Most authorities agree that interviews should begin on a personal basis to extract the best results. A room that reflects privacy, comfort, and leisure is best suited for an interview.<sup>20</sup> The primary purpose in this is to assist the interviewee to feel comfortable and relaxed. Belker strongly believes that:

You must strive to put the prospect at ease so that you can carry on a conversation. Your aim is to know the prospect as a person,<sup>21</sup> and that means avoiding an eyeball-to-eyeball confrontation.

Belker also states that the interviewer should ask personal questions. These questions should center around the applicant's interest, and not necessarily the available position. Next, move into

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<sup>18</sup>Ibid., pp. 212-214.

<sup>19</sup>Ibid.

<sup>20</sup>Pigors and Myers, Personnel Administration, p. 192.

<sup>21</sup>Loren B. Belker, The First-Time Manager (U.S.A.: AMACOM, 1978), p. 58.

a synopsis of the church.<sup>22</sup> While imparting this information, the supervisor is not only being informative, but he is also helping the applicant to relax.

The body of the interview consists of interaction between the interviewer and the interviewee. This interaction should consider the goals and objectives of the church. The potential employee needs this information to determine if his goals align with the church's goals.<sup>23</sup> The supervisor would be wise to have the applicant also define his personal goals. Perhaps at this point in the interview, the applicant should explain his philosophy of the local church. Certain fundamental doctrines should be discussed.<sup>24</sup> It would be devastating to hire a person who did not agree with the pastor and church in doctrine.<sup>25</sup>

The job description, along with the interviewee's skills and proficiencies for the position, should be discussed in complete detail. Prior to accepting a position, the applicant should know completely what would be expected of him.

The area of personal separation is important to Independent Baptist Churches. If the church has certain restrictions concerning their employee's actions while on their days off, then these certainly need to be discussed. The supervisor must design questions to determine

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<sup>22</sup>Ibid.

<sup>23</sup>Ted W. Engstrom and Edward R. Dayton, The Art of Management for Christian Workers (Waco, Tx.: Word Books Publishers, 1976), p. 125.

<sup>24</sup>Frank Schmitt, "A Practical Introduction to Church Administration," n.p.

<sup>25</sup>It is advisable to have the potential employee send a doctrinal statement along with his resume. If one is not provided, the supervisor should give the applicant a copy of the church's doctrinal statement to be sure both parties are in complete agreement.

if the personal life of the applicant is acceptable to the church.<sup>26</sup>

The harmful effect of hiring one whose personal life does not match the standards of the employing church are easily imagined.

These are a few of the important subjects that should be discussed in the interviewing session of an Independent Baptist Church. The supervisor is employing a professional staff member to serve in the church of the living God. This responsibility must not be taken lightly.

The interviewer should ask God for discernment, since this is vital in determining the right person for the position. Discernment is one of the gifts of the Holy Spirit to the church.<sup>27</sup> The Independent Baptist Church should certainly use this particular gift in hiring new staff. Unlike the secular world, the church is interested in hiring staff that is spiritually qualified as well as professionally qualified. If the supervisor does not have the gift of discernment, he may benefit by seeking counsel from one who does. It is far better to avoid hiring the wrong person than to suffer the consequences of hiring the wrong staff member.

Finally, a word of warning about unnecessary haste in filling positions is needed. A great temptation exists to hire anyone just to get the position filled. However, this is a grave mistake, and should be avoided. Wedel warns about this and suggests a solution.

When a job is vacant for a few weeks, some supervisors get panicky and in desperation employ a person who does not meet the job requirements. The better practice is to employ a temporary

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<sup>26</sup> Frank Schmitt, "A Practical Introduction to Church Administration," n.p.

<sup>27</sup> C. Sumner Wemp, How on Earth Can I Be Spiritual (Nashville: Thomas Nelson, Inc., 1978), pp. 162-163.

worker during the interim<sup>28</sup> period, or to get volunteer office help from church members.

Wedel's advice to hire a temporary worker is very sound. It is better to wait for the right person than to hurry and hire the wrong staff member.

These principles will be beneficial to the pastor or church supervisor who desires to hire the best employee. This is the first step in developing professional church staff.

#### B. The Supervisor and Human Needs

One of the most valuable topics discussed in this thesis is the ability to understand human needs. The success or failure of the supervisor is greatly determined by his effectiveness in this area. James Gribbin, writing for the well-known American Management Association, says, "Understanding human beings and their needs is what brings the supervisor from mediocrity to success."<sup>29</sup>

Although the ability to understand human needs is vitally important, most supervisors, in reality, understand very little about human needs. Two authors, in discussing the topic of supervision, write the following:

In all truthfulness, it must be realized that most individuals know more about automobiles, boats, hunting, or fishing than they do about human beings. If organizational behavior is to be controlled so as to neither let it run rampant nor restrict it from approaching its ultimate constructive potential,<sup>30</sup> the supervisor must be given the information required.

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<sup>28</sup> Wedel, Church Staff Administration, p. 14.

<sup>29</sup> James J. Gribbin, Effective Managerial Leadership (n.p.: American Management Association, Inc., 1972), p. 124.

<sup>30</sup> Pfiffner and Fels, The Supervision of Personnel, P. 107.

The Independent Baptist pastor or supervisor probably knows more about human nature than most secular business supervisors. However, this knowledge must be thorough, appreciated, and applied. W. L. Howse, who is well qualified to comment on this subject, says,

Every person in a supervisory capacity must understand and appreciate the areas of his supervision and the persons he supervises. Those who serve on a church staff cannot work independently or alone.<sup>31</sup>

As Howse has declared, church staff supervisors should understand and appreciate the ones he supervises. In order to appreciate each individual subordinate, the supervisor must first have a sound knowledge of human needs. He will need to grasp vital truths concerning human beings and their needs. Killian addresses this issue:

The supervisor who expects to get results through people must give attention to effective human relations, a broad understanding of human nature, the practice<sup>32</sup> of certain supervisory rules, and a deliberate course of action.

In conclusion, this writer has demonstrated that a knowledge of human needs is vital in producing a supervisor who is effective and successful.

### Maslow's Theory

Various theories have emerged as individuals attempt to explain the basic needs of mankind. This thesis writer will not attempt to discuss each theory; instead, Maslow's Hierarchy of Human Needs will be examined. Although this writer concurs with Maslow's structure of human needs, he does not fully agree with the total development and explanation of each specific need.

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<sup>31</sup>Howse, The Church Staff and Its Work, p. 82.

<sup>32</sup>Killian, Managers Must Lead, p. 21.

According to Maslow, man has five basic needs. These consist of physiological needs, security, affiliation, esteem, and self-actualization. He proclaims that once the lowest need is fulfilled, it disappears. Man is then free to pursue fulfillment of the next need. Maslow believes that it is possible to continue this process until self-actualization is realized. However, if a lower need is unsatisfied, one cannot reach self-actualization. Instead, this unsatisfied need dominates the person and his behavior.<sup>33</sup>

The following will be a brief description of Maslow's hierarchy of needs. In each stage, the writer will present that which he believes is the Scriptural view concerning each particular need.

Maslow believes that the physiological needs (hunger, thirst, sleep, etc.) dominate all other needs. Maslow says that "the needs that are usually taken as the starting point for motivation theory are the so-called physiological drives."<sup>34</sup> He further explains:

Undoubtedly these physiological needs are the most potent of all needs. What this means specifically is that in the human being who is missing everything in life in an extreme fashion, it is most likely that the major motivation would be the physiological needs rather than any other. A person who is lacking food, safety, love, and esteem would most probably hunger for food more strongly than for anything else.<sup>35</sup>

Once these needs are met, an individual is capable of considering the next need. If these basic physiological needs are not met, it is

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<sup>33</sup>Kenneth O. Gangel, Competent to Lead (Chicago: Moody Press, 1974), pp. 92-93.

<sup>34</sup>A. H. Maslow, Motivation and Personality (New York: Harper and Row Publishers, 1954), p. 80.

<sup>35</sup>Ibid., p. 82.

impossible to move any higher in Maslow's hierarchy.<sup>36</sup>

This first level is definitely an accurate portrayal of man. These three basic physiological needs must be fulfilled. A starving person, as well as one who is dehydrating, will do anything necessary to attempt to satisfy his need. It is also a known fact that if an individual is deprived of sleep for a prolonged period of time, he will actually hallucinate.

Several Scripture verses may be applied to this section. The Bible clearly states that God will supply our every need (Philippians 4:19). The righteous have not been forsaken, and do not need to beg for bread (Psalm 37:25). When one sees his brother in need, he is not just to say God bless you, but rather to provide for that brother (James 2:15-16). Jesus took time to rest (Mark 6:31). As these verses demonstrate, man has valid physiological needs that must be met.

The second level of Maslow's hierarchy of needs deals with security. Each human being wants to be secure from all facets of harm, including war, disease, and natural catastrophes.<sup>37</sup> Maslow writes the following concerning this stage:

If the physiological needs are relatively well gratified, there then emerges a new set of needs, which we may categorize roughly as the safety needs. . . . Again, as in the hungry man, we find that the dominating goal is a strong determinant not only of his current world outlook and philosophy but also of his philosophy of the future. Practically everything looks less important than safety.<sup>38</sup>

This level of security or safety, also, relates to job security as

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<sup>36</sup>Gangel, Competent to Lead, pp. 92-93.

<sup>37</sup>Ibid., p. 93.

<sup>38</sup>Maslow, Motivation and Personality, p. 84.

well. Supervisors must ensure a sense of job stability for maximum effectiveness of the employee.

This writer believes that security has a further dimension. This added dimension reaches into man's inner being and can only be found in God, who is the Creator of mankind. If one is to reach the highest level of total fulfillment, then he must become secure in his relationship with God. However, one does not instantly attain this epitome of security. Thus, the supervisor must realize that each subordinate will be at a different stage in this security relationship with God; and will need appropriate understanding and guidance.

Jesus Christ has said that he will never leave us or forsake us (Hebrews 13:5). We are told to cast all of our fears and anxieties on God, because he cares for us (I Peter 5:7). We are to seek God; when we do, He will hear us and deliver us from our fears (Psalm 34:4). Isaiah 26:3 says, "thou wilt keep him in perfect peace, whose mind is stayed on thee: because he trusteth in thee." Further, Philippians 4:6-7 says:

Be careful for nothing; but in everything by prayer and supplication with thanksgiving let your requests be made known unto God. And the peace of God, which passeth all understanding shall keep your hearts and minds through Christ Jesus.

Throughout the Scriptures it is observed that God designed man in such a manner that man needs to be secure. Therefore, it is concluded that the supervisor should work towards providing a sense of security to all of his subordinates. A man will be more effective at his job when he senses job security.

Maslow lists affiliation as the next need of mankind. Affiliation

consists of love, affection, and belonging. This need emerges only when the previously discussed needs have been met.<sup>39</sup> Maslow writes the following:

If both the physiological and the safety needs are fairly well gratified, there will emerge the love and affection and belongingness needs, and the whole cycle already described will repeat itself with this new center.<sup>40</sup>

The Bible clearly states that God created man with a need to have relationships with other people (Genesis 2:18). The desire to love and to be loved is of God. The greatest commandment is to love God (Matthew 22:37). The second greatest commandment is to love others as we love ourselves (Matthew 22:39). The need for love and affection, as well as the need to belong, is definitely given by God. The supervisor will benefit from creating an atmosphere of belonging among his staff. If an employee feels or thinks he does not belong to the total team, he certainly will not perform at his best.

According to Maslow, the fourth need confronting mankind is the need for esteem. This is fulfilled through self-respect, and is also known as self-esteem. This sense of adequacy develops when one has a feeling of accomplishment, status, or appreciation.<sup>41</sup> Once again Maslow is quoted:

All people in our society (with a few pathological exceptions) have a need or desire for a stable, firmly based, usually high evaluation of themselves,<sup>42</sup> for self-respect, or self-esteem, and for the esteem of others.

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<sup>39</sup>Gangel, Competent to Lead, p. 93.

<sup>40</sup>Maslow, Motivation and Personality, p. 89.

<sup>41</sup>Gangel, Competent to Lead, p. 93.

<sup>42</sup>Maslow, Motivation and Personality, p. 90.

Maslow further writes: "Satisfaction of the self-esteem need leads to feelings of self-confidence, worth, strength, capability, and adequacy, of being useful and necessary in the world."<sup>43</sup>

This writer believes that self-esteem is a legitimate, healthy need. We must respect ourselves before it is possible to respect others.

God designed man to have self-respect. The Scriptures declare that an individual is to love others as he loves himself (Matthew 22:39). It is impossible to love oneself without first possessing self-respect. God also created man to be successful and prosperous (Joshua 1:8; Psalm 1:1-3). Success encourages one to have self-respect. Christians are God's "workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them" (Ephesians 2:10). Accomplishment of the task God has given a person is an excellent way to breed-self-respect.

Self-actualization is the highest stage of Maslow's hierarchy of needs, and emerges only after the first four levels have been satisfied. Self-actualization consists of reaching one's fullest potential.<sup>44</sup> Maslow says:

It [self-actualization] refers to man's desire for self-fulfillment, namely, to the tendency for him to become actualized in what he is potentially. This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming.<sup>45</sup>

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<sup>43</sup>Ibid., p. 91.

<sup>44</sup>Reginald M. McDonough, Keys to Effective Motivation (Nashville: Broadman Press, 1979), p. 30.

<sup>45</sup>Maslow, Motivation and Personality, pp. 91-92.

Perhaps the term "total-fulfillment" would more accurately describe this need. Regardless of the terminology used, satisfying this need while ignoring accountability to God could be highly destructive. Man's true need is complete restoration of fellowship with God. This cannot occur until one receives forgiveness of his sins.

Once a person receives this salvation, he is instructed to follow Christ; he is to be grounded and built up in Jesus, and to be established in the faith (Colossians 2:6-7). When an individual delights in God, he receives the desires of his heart (Plams 37:4). The Bible states that "godliness with contentment is great gain" (I Timothy 6:6). Further the Bible says, "In thy presence is fulness of joy; at thy right hand there are pleasures forevermore (Psalm 16:11). When these verses are obeyed, a Christian will truly find "total fulfillment."

#### The Effect of Human Needs on a Work Relationship

These areas of human needs affect the work relationship. Therefore, this section will illustrate for the supervisor four areas in a work relationship that are affected. Many other illustrations could be discussed; however, these are four areas that are considered important to the writer. These illustrations will further assist the supervisor in relating human needs to his particular situation.

1. This first illustration relates to security needs. The subordinate functions much more effectively when he receives adequate feed-back regarding his performance.<sup>46</sup> Appreciation for a job well done will encourage the employee, and will ultimately result in even better

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<sup>46</sup>Robert N. Gray, Managing the Church, 2 vols. (Enid, Ok.: Haymaker Press, Inc., 1976), 2:17-18.

performance. When the supervisor fails to provide appropriate feedback, insecurity develops. This insecurity will definitely decrease one's effectiveness. However, if an employee is not performing satisfactorily, he deserves to be told. Once he knows what is expected, his performance will probably improve. Either situation must be dealt with discreetly and cautiously. The supervisor must avoid prejudice and partiality. Terry summarizes these two areas quite well.

On the other hand, the operative employee wants a supervisor who gives fair and impartial treatment in relations with all employees, relates honest appraisals of accomplishments and points out areas for improvement and how to achieve such improvement, practices<sup>47</sup> self-control, is self-confident, and is competent in teaching.

Benton provides an interesting example concerning fair treatment of employees. In the given situation, a company decided to treat the lower echelon of employees and the higher echelon of employees the same. Meetings were held for the employees on company time, and in the same room where the board of directors convened. The results were quite dramatic. Employee morale showed a definite improvement. Within a year after the meetings were initiated, the turnover rate dropped by twenty-four percent, absenteeism declined eighteen percent, tardiness decreased by sixteen percent, and a considerable savings developed in the budget for cleaning supplies.<sup>48</sup> These are very profitable results for merely treating employees fairly.

2. This illustration relates to security needs also. An

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<sup>47</sup>Terry, Supervision, p. 10.

<sup>48</sup>Benton, Supervision and Management, pp. 8-9.

employee will function more efficiently when a reasonable margin for error is permitted.<sup>49</sup> It is highly improbable that an employee will consistently function at his peak level of performance when he is fearful of making a mistake. This concept should be communicated to the subordinate, and put into practice when the occasion arises.

3. The third illustration is related to affiliation and self-esteem. Subordinates should be included in goal planning. A sense of affiliation is enhanced when the employees are given the opportunity to provide input into goal setting. Terry describes the results of studies performed in this particular area. He writes the following:

Studies confirm that, when group members are shown dramatically the need for a new or a modified objective and openly discuss how this goal can be reached by them, remarkably mutual satisfaction results are obtained. The potential benefits of participation are many. High on the list are: the employee gains a feeling of belonging and importance; status is acquired; acceptability of the decision is enhanced; the quality of the decision is improved; and the level of employee motivation is raised.<sup>50</sup>

In addition to active participation, employees should be knowledgeable regarding procedures that directly involve them. Olan Hendrix calls this aspect conditioning. He says, "Conditioning means giving the person information so that he knows the facts. It means involving him in everything that you know about the situation."<sup>51</sup> He further states that people respond very negatively to secrets. The supervisor should avoid secretiveness whenever possible. Hendrix writes

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<sup>49</sup>Schmitt, "A Practical Introduction to Church Administration," n.p.

<sup>50</sup>Terry, Supervision, p. 29.

<sup>51</sup>Olan Hendrix, Management for the Christian Worker (Chicago: Quill Publications, 1976), p. 37.

the following:

People hate secretiveness on the part of a leader. Why is a man secretive? Because his ego craves to know something that somebody else does not know. R. E. Thompson, Chairman of the Board of the Far Eastern Gospel Crusade said, 'Tell your people everything you can tell them and they will<sup>52</sup> seldom demand that you tell them what you should not tell them.'

4. The last illustration is related to total fulfillment.

Employees have a definite need to develop. The primary hypothesis of this thesis declares that the supervisor should labor towards developing each individual subordinate. Observing this growth is rewarding and satisfying.<sup>53</sup> Every employee has "the urge to grow--to learn, to achieve, to develop--[it] is inborn."<sup>54</sup> Employees are "human beings waiting and wanting to contribute and to be given the opportunity to grow personally."<sup>55</sup> Adding to the ideas already presented, Killian believes that "it is a basic human desire to want to improve, to make more money, to become more professional in every activity."<sup>56</sup>

When a supervisor detects that his subordinates are growing personally, vocationally, and spiritually, he is greatly rewarded for his efforts. The supervisor must also be undergoing growth and development before he is able to help his employees improve. Therefore, the supervisor is fulfilling a need in his own life, as well as fulfilling a need in the lives of his subordinates.

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<sup>52</sup>Ibid.

<sup>53</sup>Gribbin, Effective Managerial Leadership, p. 29.

<sup>54</sup>Ibid., p. 30.

<sup>55</sup>Terry, Supervision, p. 246.

<sup>56</sup>Killian, Management Must Lead, p. 35.

However, the supervisor must exercise caution when attempting to meet his employee's needs. It will not always be feasible to place the subordinate's needs above the goal of the organization.

In conclusion, a quote from Engstrom is quite appropriate. He believes that:

A Christian view of management must include a constant review of the needs of the individuals involved. There will be many times where the desires, or even the personal welfare, of the individual may have to be subordinated to the good of the group or the achievement of the task. But let's make certain we spend enough time to recognize<sup>57</sup> the particular conflict and the implications of its resolution.

### C. The Supervisor and Motivation

The term "motivation" is derived from the French word "movere," which means "to move."<sup>58</sup> The supervisor's level of success depends upon his ability to move others to reach objectives and goals.<sup>59</sup>

One author has expressed this idea with the following sentence:

"Motivating literally means moving people to action, causing them to want to achieve and strive toward group objectives willingly."<sup>60</sup>

Ted Engstrom believes that "to motivate others is to infuse in people a spirit of eagerness to perform effectively."<sup>61</sup> William Cook, in his well-known book entitled Success, Motivation, and the Scriptures, examines Webster's definition of motivation. From this meaning, Cook

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<sup>57</sup> Engstrom and Dayton, The Art of Management for Christian Leaders, pp. 42-43.

<sup>58</sup> William H. Cook, Success, Motivation and the Scriptures (Nashville: Broadman Press, 1974), p. 106.

<sup>59</sup> Killian, Managers Must Lead, p. 15.

<sup>60</sup> Gray, Managing the Church, 1;15.

<sup>61</sup> Ted W. Engstrom, The Gift of Administration (Nashville: Thomas Nelson Publishers, 1983), p. 87.

has developed four characteristics of motivation. These are as follows:

1. Man frequently needs an outside force to move him.
2. The force which acts from without is not real motivation. It will last for awhile, but something else must take over.
3. Real motivation needs to come from within.
4. Action is the end result of motivation, the goals sought for.<sup>62</sup>

Therefore, motivation is the perpetual task of the supervisor.

Since one of the supervisor's major goals should be to develop his staff, the supervisor should strive for "real motivation" (motivation that comes from within). In Ted Engstrom's words, the supervisor needs to encourage "a spirit of eagerness". Successful motivation occurs when each staff member is instilled with self-motivation. Of course, this process will take time and effort, as well as skill.

#### Elements of Motivation

Two questions arise at this point. If motivation is within and causes "a spirit of eagerness", how then does the supervisor motivate? What actually produces this type of motivation? These are valid questions that must be addressed.

First, it should be emphasized that the supervisor has the greatest control over the factors that motivate employees.<sup>63</sup> He must not rely on any other person to motivate the employees. This responsibility should certainly not be passed on to a subordinate. In order to answer the above questions, it is necessary to examine the factors which

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<sup>62</sup>Cook, Success, Motivation and the Scriptures, p. 106.

<sup>63</sup>Boyd B. Bradford, Management Minded Supervision (New York: McGraw Hill Book Co., 1968), p. 112.

contribute to motivation.

People are motivated by needs. The previous section has adequately demonstrated that God created humans with specific needs. These needs were designed to motivate people.<sup>64</sup> For example, consider man's basic needs. When an individual is hungry, he is motivated to eat, thus satisfying his physiological need for food. The need for security motivates one to seek physical safety and even spiritual safety. The desire for affiliation motivates one to seek love and to belong. The need for esteem actually motivates one towards accomplishment. Finally, the desire to reach self-actualization motivates one to be totally fulfilled. Of course, complete fulfillment will differ with individuals, depending on each one's value system and philosophy of life. However, each person is motivated by needs.

Robbins supports this view when he says that "our knowledge of motivation tells us that people do what they do to satisfy some need."<sup>65</sup> The supervisor should strive to constantly be aware of the needs of his subordinates. Observing an employer's communications (and even his lack of communication), as well as his behavior, will provide valuable insight regarding his individual needs.<sup>66</sup>

People are motivated through their inner being. The Scriptures often refer to this inner being as "the heart of man." The condition or state of this heart determines the lifestyle of the person. Proverbs

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<sup>64</sup> Charles J. Keating, The Leadership Book (New York: Paulist Press, 1982), p. 91.

<sup>65</sup> Robbins, Personnel: The Management of Human Resources, p. 263.

<sup>66</sup> Ibid., p. 265.

23:7a declares, "For as he thinketh in his heart, so is he." As this verse states, the inner-most being determines what a person is really like. Whatever motivates an individual depends upon the state of his heart.

This concept is further demonstrated in I Kings 3. Solomon's petition of God is for wisdom and understanding to rule Israel. God granted Solomon's request by giving him a "wise and an understanding heart" (I Kings 3:12). Solomon was motivated by this wise and understanding heart, which was a gift from God. Solomon lived before and ruled his people in such a manner that his fame was spread throughout all the kingdom. However, when tragedy occurred, Solomon's heart was turned from the Lord (I Kings 11:3-4). As a result, Solomon "did evil in the sight of the Lord" (I Kings 11:60). He was now motivated to honor other gods, rather than honoring the Lord. This change took place due to the condition of his heart.

Paul, the apostle, reveals that God uses the heart of men to love Him. In II Thessalonians 3:5, Paul writes, "And the Lord direct your hearts into the love of God, and into the patient waiting for Christ."

The wise supervisor will obviously want to utilize this vital motivational factor. But he must not only recognize human behavior, he must know and understand how it related to his employees' behavior. This presupposes that the supervisor will initiate contact with his subordinates. It is impossible to affect one's inner being without time for observation, learning, and instruction. Reaching this inner being results in transformation.

The Bible explains how to reach the inner being of man when it declares "and be not conformed to this world, but be ye transformed

by the renewing of your mind, that ye may prove what is that good, and acceptable, and perfect, will of God" (Romans 12:2). A transformed mind will affect one's total way of life. The Liberty Bible Commentary states that,

The only possible way for the believer not to be fashioned after this world is to be transformed in mind. The word transformed reaches far deeper than conformity to the world. This implies a fundamental change in the Christian's inward nature and a following pattern of character which corresponds to that new nature.<sup>67</sup>

The above statement emphasizes the fact that the lifestyle is influenced by the mind. The mind may be conformed to this world, which implies that one will live according to the world's philosophies and standards. On the other hand, the mind may be transformed to Christ. this results in a lifestyle marked by godly character.

Thus, the supervisor must work at renewing or programming the mind toward the desired results. This is accomplished by using the principle of Deuteronomy 6:7, which says, "And thou shalt teach them diligently unto thy children, and shalt talk of them when thou sittest in thine house, and when thou walkest by the way, and when thou risest up." This author is not implying that professional staff are as children. Rather, the idea stated is that this principle of renewing one's mind is a continuous process. The supervisor must be creative and must watch for opportunities throughout the day to be actively involved in this transformation process. This is the same procedure Jesus used with His disciples. He consciously worked at renewing the thinking of His disciples. How people think and what they believe in

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<sup>67</sup>Woodrow Kroll, "Epistle to the Romans," in Liberty Bible Commentary, 2 vols. ed. Jerry Falwell (Lynchburg, Va.: Old Time Gospel Hour, 1982), 1:393.

will ultimately affect the way they live. Therefore, if one is to successfully motivate another, he must reach the inner being of the person.

In conclusion, a quote from Larry Crabb seems appropriate. he believes that,

Transformation depends on renewing not our feelings, not our behavior, not our circumstances, but our minds. Roger renews feelings. Glasser renews behavior. Skinner renews circumstances. Christ renews minds. . . . Some try to change goal-oriented behavior from irrational and sinful to rational, reasonable behavior, but only on the foundation of right thinking. Right behavior without right thinking produces a labored, pressured, effortful brand of Christian obedience. Right behavior springing from right thinking yields a joyful, natural, desired obedience to the God who has made us whole persons, both significant and secure.<sup>68</sup>

#### Practical Incentives for Motivation

Obviously, the supervisor will have to use his own imagination to be creative in motivating his subordinates. Motivation is a continuous task which varies from person to person and situation to situation. However, a few basic motivational incentives do exist. These incentives are based on people and their human needs. Several of these incentives are discussed below.

1. People are motivated more by reward rather than punishment.<sup>69</sup> Granted, punishment is needed at times, but should only be used as an absolute necessity. Positive interpersonal relationships are definitely more effective than negativism.

2. Accomplishment of daily work gives a sense of satisfaction. A satisfied employee will usually be a motivated employee. Terry

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<sup>68</sup>Lawrence J. Crabb, Jr., Effective Biblical Counseling (Grand Rapids: Zondervan Publishing House, 1982), pp. 139-140.

<sup>69</sup>Benton, Supervision and Management, p. 187.

writes, "to a motivated person the accomplishment of daily tasks or assignments are a source of meaning and satisfaction."<sup>70</sup> Care should be taken to insure that each employee understands and knows how to complete his given assignments. He should also be provided with adequate materials necessary to properly accomplish each assignment.

3. Financial incentives will motivate. In the past, this type of motivation was unacceptable, and was even considered by some to be unspiritual. However, this attitude is gradually changing.

Brooks Faulkner, who is a consultant for Church Administrative Department of the Sunday School Board of the Southern Baptist Convention writes the following:

Money isn't everything, but it is important. Concern for salaries has sometimes been interpreted as being unspiritual. But fortunately this attitude is not as common in our churches as it once was.<sup>71</sup>

He further writes that,

Money is important. We are playing a game when we pretend it is not. But to be treated as a respected professional with dignity and worth is much more important. When a church extends an equitable salary benefit program it shows a respect for the dignity and worth of staff members. This will result in even greater effectiveness and competency on the part of God-called staff members.<sup>72</sup>

4. Subordinates should be given the opportunity to assist in planning. This not only gives a sense of belongingness and helps build self-esteem as discussed in the previous chapter, but it is a very good motivator. When one has a part in the planning stages of a project,

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<sup>70</sup>Terry, Supervision, pp. 233-234.

<sup>71</sup>Brooks R. Faulkner, "Provide Financial Incentives," Church Administration, January 1978, p. 17.

<sup>72</sup>Ibid.

he is motivated to accomplish the project. When a person is able to contribute ideas and facts, the supervisor's project becomes his project. Keating confirms this proposition when he writes that,

The crux of motivation in planning is to allow others to contribute sufficiently so that they see the plan as their own, one in which they have invested interest and to which they have a commitment.<sup>73</sup>

5. The supervisor should ensure that goals are clear and recognizable.<sup>74</sup> The supervisor is responsible for making sure that all goals and objectives are consistently reviewed and updated. Since goals are a motivational factor, they must be constantly held before the employees. Each employee should understand where his job fits into the fulfillment of the organization's overall goals and objectives.

6. Trusting people will produce motivation. Trust helps build a sense of self-worth.<sup>75</sup> When one has an adequate sense of self-worth, he is a more secure, confident person. Obviously, an adequate sense of self-worth will also produce a better employee. The supervisor should verbally express his trust and confidence, as well as manifesting this attitude in his behavior.

These are but a few practical suggestions that the concerned supervisor will want to incorporate into his everyday method of supervision. However, the above recommendations should not be considered an exhaustive list. Once again, the supervisor is encouraged to be creative as he provides motivation for the employees under his supervision.

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<sup>73</sup>Keating, The Leadership Book, p. 90.

<sup>74</sup>Engstrom and Dayton, The Art of Management for Christian Leaders, pp. 126-127.

<sup>75</sup>Ibid.

As a final notation concerning the subject of motivation, the writer wishes to reiterate a vital ideology. People are motivated from the heart.<sup>76</sup> Whatever enters the heart or mind determines the value system of the individual. In turn, this value system determines behavior.<sup>77</sup> Therefore, the supervisor must labor towards renewing the mind of each subordinate. Every appropriate opportunity should be used for this purpose. Supervision is not an easy responsibility; however, when performed in a godly fashion, it is definitely rewarding and fulfilling.

#### D. The Supervisors and Appraisals

Many supervisors regard appraisals only as a necessary evil. When performed, appraisals are usually done with much haste and reluctance.<sup>78</sup> In spite of this prevalent attitude, appraisals, when utilized properly, provide an effective approach in developing the subordinate, as well as improving the productivity of the organization.

According to Appley,

The primary reason for appraising an individual should be to evaluate his performance and discover ways and means by which he can develop so as to improve his performance. Consideration of personal qualities and of potential should be based upon a sound appraisal of performance.

When performed adequately by the supervisor, appraisals assist in personal and professional development. The supervisor must constantly

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<sup>76</sup>Kenneth O. Gangel, Leadership for Church Education (Chicago: Moody Press, 1970), p. 264.

<sup>77</sup>Ibid.

<sup>78</sup>Myron Rush, Management: A Biblical Approach (Wheaton: Victor Books, 1982), p. 186.

<sup>79</sup>Lawrence A. Appley, Formula For Success (New York: AMACOM, 1974), p. 78.

remind himself of the primary purpose for appraisals. If development of each person is upheld as the primary goal, appraisals will not merely be a boring drudgery. Since the employee, the supervisor, and the organization all experience growth, the properly conducted appraisal session will become enjoyable and profitable.

Several important benefits occur when appraisals are correctly executed. An appraisal will produce a clear understanding of how the supervisor perceives the employee's work.<sup>80</sup> The employee's view of adequate performance may be quite different than the supervisor's view. The importance (as well as the necessity) of dispelling any misunderstandings in this area cannot be stressed enough. This will assist both the supervisor and the employee in removing critical, negative thinking. Open communication regarding job performance is vital to healthy relationships.

Another benefit deals directly with the employee. Areas that need development, as well as potential training needs can be determined and evaluated. This facilitates a mutual agreement, allowing the establishment of a program for the employee's improvement which is based upon factual information.<sup>81</sup> An employee will usually not feel threatened when he comprehends and agrees to the facets of this program. Obviously, an employee who feels insecure and threatened will not be able to perform at his best. When tactful honesty is used, confidence and respect will develop between the supervisors and employee.

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<sup>80</sup>Terry, Supervision, pp. 303-304.

<sup>81</sup>Ibid.

Promotable employees will be more readily identified.<sup>82</sup> Employee morale is enhanced when the organization promotes from within, rather than always bringing in someone from without the organization. Data may also be accumulated to determine if a transfer to another department is indicated. An undiscovered talent or gift may be identified. When a person works within the framework of his talents and/or gifts, his efforts are much more effective. This is vitally important, especially for those in the ministry. God has given each believer a gift(s) to be used in edifying the body of Jesus Christ. Of course, the possibility of promotion or transfer is lessened in a smaller church. In these instances, it may be necessary to use the "Laissez-faire" approach. However, as soon as possible the employee should be utilized in the realm of his talents and/or gifts.

An appraisal situation provides the supervisor with an opportunity to become familiar with the subordinate as an individual. It is the writer's opinion that the supervisor should place a premium on knowing his people on an individual basis. This is a priority in developing the subordinate.

#### Two Types of Appraisals

In his book entitled Supervision, Terry says that there are two different kinds of appraisals. The first type is management by objectives, which looks at results. Each appraisal is based solely on the accomplishments of the employee. Little, if any consideration is given to the employee's character or the manner in which he relates

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<sup>82</sup> Saul W. Gellerman, Managers and Subordinates (Hinsdale, Il.: Dryden Press, 1976), p. 165.

to others.<sup>83</sup> The second method considers the personal characteristics of the individual. The supervisor examines such areas as dependability, cooperativeness, judgment, initiative, enthusiasm, attitude, quality of work, and amount of work.<sup>84</sup> This writer strongly believes that the spiritual characteristics of the employee should also be considered, especially when one is working for a Christian ministry. If one's life is not "Christ-like", and/or showing signs of spiritual growth, he should seek employment elsewhere. It should be the supervisor's responsibility to ensure that his subordinates are living according to the standards set forth in the Scriptures, both at work and during their off hours. Christianity is a lifestyle, not something to put on when one enters his place of employment.

Although Terry believes that these are two separate types of appraisals, it seems best to combine them. An appraisal would then contain a more total view of the employee's performance. This method would also assist in alleviating frustration within either the supervisor or the employee. Pertinent matters would be recognized and discussed in a frank and overt manner.

#### How to Perform an Appraisal

An appraisal does not necessarily have to be an annual event. This could occur semi-annually, or even during a specified project. It is probably wise to perform appraisals at least from year to year, so each employee will know if he is meeting the supervisor's expectations.

Effective and non-effective methods of performing appraisals do exist. The following suggestions are provided to improve the super-

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<sup>83</sup>Terry, Supervision, pp. 295-296.

<sup>84</sup>Ibid.

visor's effectiveness regarding appraisals.

1. Proper planning will produce the best results.<sup>85</sup> Have a separate folder on each individual. Specific performances, both bad and good, should be on file. Since the previous appraisal, problems may have developed that needed immediate intervention to correct the situation. If this has taken place, be sure to comment on any improvement. If the situation still is not resolved, now is the time for further discussion. Always stress the positive, as well as areas that need improvement. Appraisals should not be used to discourage or hurt people, but rather to uplift and help. The supervisor must also plan for possible reactions of the subordinate, so that he can properly deal with each one.

2. The session should be friendly and courteous. The employee should sense the supervisor's sincere interest<sup>86</sup> in his potential development as a person, an employee and a Christian.

3. The supervisor should not spend too much time talking.<sup>87</sup> Listening is a vital aspect in the development of subordinates. Each subordinate deserves to be heard and understood. Employee's frequently are not clearly understood due to the supervisor's poor listening habits. Everyone needs to feel free to express his opinions. The appraisal situation is an ideal time to encourage and permit this interchange.

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<sup>85</sup>Ibid., p. 304.

<sup>86</sup>Benton, Supervision and Management, p. 350.

<sup>87</sup>Ibid.

4. Measurable performance standards should be identified and understood by both the supervisor and his subordinates.<sup>88</sup> The job description could also be reviewed and updated. Each should have a copy of the job description in hand, since this facilitates the discussion. At this point, goals should be reinforced by the supervisor. It would also be helpful to investigate the subordinate's goals, as he may need assistance in aligning his aspirations with those of the organization. An appraisal session is a good time to provide attention in this area on an individual basis.

5. The evaluation session provides an opportunity to determine how well the supervisor has met the employee's needs.<sup>89</sup> The supervisor should carefully guide the discussion to first determine the employee's needs, and then to evaluate his response to these needs.

6. It is beneficial to use this session to solicit ideas and input from the employee. This provides an opportunity for the organization to utilize the employee's creativity, as well as communicating that he is a valuable asset to the organization.<sup>90</sup> The wise supervisor will welcome and use input that may enhance the ministry's effectiveness.

It has been demonstrated that appraisals are more than a necessary evil. Rather they can be an effective tool in the development of the subordinate. When conducted properly, both supervisor and employee will benefit. Appraisal sessions should analyze the personal characteristics of the employee, along with his results, since this provides a more total

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<sup>88</sup>Rush, Management: A Biblical Approach, p. 191.

<sup>89</sup>Ibid., p. 197.

<sup>90</sup>Ibid., pp. 198-199.

picture of the subordinate's performance. Finally, to accomplish maximum benefit, the supervisor should follow qualitative procedures when performing appraisals.

## CHAPTER III

### DEVELOPING TEAM EFFORT THROUGH SUPERVISION

Developing and maintaining team effort is a vital function of the supervisor. More can be accomplished when people work together as a team than when each works as an individual.<sup>1</sup> Both quantity and quality are enhanced with team effort. Ecclesiastes 4:9-12 substantiates this statement. It reads as follows:

Two are better than one; because they have a good reward for their labor. For if they fall, the one will lift up his fellow: but woe to him that is alone when he falleth; for he hath not another to help him up. Again, if two lie together, then they have heat: but how can one be warm alone? And if one prevail against him, two shall withstand him; and a threefold cord is not quickly broken.

A strong team will provide a balance between strengths and weaknesses. Weaknesses obviously reduce effectiveness; however, when employees are hired to balance the team's weaknesses by their strengths, effectiveness is enhanced.<sup>2</sup> A balanced team alone will not insure success. The supervisor must be able to effectively lead the team.

This chapter will thus include three areas which are vital to team cooperation. Goals, communication, and conflict solving must be utilized to ensure maximum employee effectiveness.

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<sup>1</sup>Rush, Management: A Biblical Approach, p. 49.

<sup>2</sup>Ibid., pp. 49-50.

### A. The Supervisor and Goals

Goals are essential to the total function of the local church. Without goals or objectives, the staff will merely be drifting aimlessly, and will experience confusion and frustration. The church is an organization; as such, it exists to achieve goals. One author writes the following concerning organizations and goals:

Organizations exist to attain goals. An organization without goals has no purpose. As a result, any measure of an organization's effectiveness must attempt to relate its actual performance to the standards it has establishes as its goals.

Goals and objectives assist the supervisor in determining the effectiveness of his staff. Unfortunatly, most churches do not put a priority on goals. Marvin Judy believes that, "In literature on public and business administration one reads only a little until one is impressed with the emphasis placed upon the central purpose of the organization. . . ."4 Judy further says that, "In interviewing members of church staff I have found a very fuzzy concept of the central goal of the staff. . . . In most cases the subject had not been discussed among the staff."<sup>5</sup>

What a tragedy! This type of supervision only leads to frustration. Without clearly defined goals, personal development is limited, and the church or organization is not performing effectively.

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<sup>3</sup>Robbins, Personnel: The Management of Human Resources, p. 208.

<sup>4</sup>Marvin T. Judy, The Multiple Staff Ministry (Nashville: Abingdon press, 1969), p. 54.

<sup>5</sup>Ibid.

A goal is a statement of a desired result that is both accomplishable and measurable.<sup>6</sup> When goals are not attainable, frustration is the result. On the other hand, goals must be high enough to provide challenge. A high goal will cause the excitement necessary to accomplish the desired result.<sup>7</sup> If a goal is to be measurable, the employees must understand exactly what is to be done, and the length of time allotted to achieve the goal.<sup>8</sup>

It is an accepted fact that the successful supervisor is not just a goal setter, but also has the ability to lead his people in achieving the desired results. Killian writes, "The ability to lead people and direct their energies toward desirable goal achievement is the most significant factor in the success of men and enterprises."<sup>9</sup>

Olan Hendrix goes as far as to say that goals and objectives can even replace a strong natural leader. He declares that,

A strong natural leader instinctively, by virtue of his dynamic personality, accomplishes this sort of thing. In a very natural way, almost totally psychological, he achieves the goal effectively. But in the absence of such a man the articulation of objectives and the adherence to those objectives can do the same thing.<sup>10</sup>

It is not enough for the supervisor to just communicate the goals; he must lead his people to reach their goals. The supervisor should not expect the employees to reach the goals on their own. Instead, he must be actively leading and guiding them toward the

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<sup>6</sup>Edward R. Dayton and Ted W. Engstrom, Strategy For Living (Ventura, Ca.: Regal Books, 1976), p. 49.

<sup>7</sup>Zig Ziglar, See You at the Top (Gretna, La.: Pelican Publishing Co., 1974), p. 166.

<sup>8</sup>Dayton and Engstrom, Strategy For Living, p. 22.

<sup>9</sup>Killian, Managers Must Lead, p. 22.

<sup>10</sup>Hendrix, Management for the Christian Worker, p. 56.

desired results. This does not imply that the supervisor is constantly looking over the employee's shoulder. Rather, it is leading his team in such a way that each member is able to accomplish God's will for his life. God's will for each employee includes serving the employer to the best of his ability (Ephesians 6:5-8). Proper supervision provides an atmosphere conducive to such activity.

Proper use of goals is the key to developing productive team effort.<sup>11</sup> Therefore, the supervisor would be wise to use this information to his advantage. This will increase productivity, while building up the team members.<sup>12</sup>

The supervisor must learn to bring together the objectives of the employee and the objectives of the employer. Haimann, writing in the area of supervision, stated that this principle is the "heart of successful management."<sup>13</sup> Indeed, this is the very essence of effective supervision.

As previously discussed, everyone has goals, and everyone is influenced by his goals. Edward Dayton and Ted Engstrom emphatically believe that "goals are one of the most powerful motivating forces known to man."<sup>14</sup> In Strategy For Living, these two men quote Dr. Ari Kiev of the Cornell Medical Center as saying,

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<sup>11</sup>Rush, Management: A Biblical Approach, p. 57.

<sup>12</sup>Engstrom, The Art of Management for Christian Leadership, p. 26.

<sup>13</sup>Haimann, Supervision: Concepts and Practices of Management, p. 15.

<sup>14</sup>Dayton and Engstrom, Strategy For Living, p. 32.

With goals people can overcome confusion and conflict over incompatible values, contradictory desires and frustrated relationships with friends and relatives, all of which often result from the absences of rational life strategies.<sup>15</sup>

Terry addresses the issue of why goals so powerfully motivate people. He writes, "Personal goals reflect strong beliefs and deep dedication to certain causes that are highly meaningful to the individual who holds these goals."<sup>16</sup> Therefore, the supervisor must channel this dedication into mutual employer-employee goals. Killian proclaims that, "People are willing to follow a leader who helps them achieve mutually beneficial goals."<sup>17</sup>

It is feasible to expect the supervisor to lead his team of subordinates toward success, not only at work, but in their personal lives as well. To accomplish this, two important principles must be recognized and applied. First, the supervisor must learn the individual goals of each subordinate. He must thoroughly understand the goals that are motivating those whom he leads. Terry realizes that,

The supervisor who is able and in a relationship to talk with group members about their personal goals possesses a highly effective means for understanding and obtaining cooperation and support of those members.<sup>18</sup>

This writer further believes that the supervisor is responsible to communicate with and create a relationship with the group members. This greatly facilitates the discovery of personal goals. If he does not feel comfortable with this concept, the supervisor should seek appropriate training to increase his communication skills.

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<sup>15</sup> A Strategy for Daily Living, n.1, quoted in Dayton and Engstrom, Strategy For Living, p. 32.

<sup>16</sup> Terry, Supervision, p. 104.

<sup>17</sup> Killian, Managers Must Lead, p. 26.

<sup>18</sup> Terry, Supervision, p. 105.

Some employees may have difficulty setting forth and/or defining their goals. When this occurs, the supervisor should tactfully assist in the development of personal goals. Of course, he must ensure that these personal goals are developed according to Biblical principles, and not the supervisor's own preference.

Once personal goals have been identified, the supervisor is ready to guide his team members as mutually acceptable, job-related, goals are established. To do this, an atmosphere should prevail in which each employee has input in determining these goals. Thus, the second vital principle is to ensure that each team member has an opportunity to contribute to goal planning.

Terry states this belief in the following quote: "In modern supervision, most employees want to participate, they want to know what's going on, and they want to be asked their opinions and suggestions."<sup>19</sup>

Following this practice will have a powerful impact upon obtaining goals. When employees participate in the planning stage, the work goals tend to become personal goals as well. Excitement and determination to accomplish these goals is created. As work goals are incorporated into personal goals, "One of the most powerful motivating forces known to man"<sup>20</sup> has been utilized.

Upon establishment of these goals, reinforcement of each goal becomes the supervisor's responsibility. The goals must be continually

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<sup>19</sup>Ibid.

<sup>20</sup>Dayton and Engstrom, Strategy For Living, p. 32.

upheld before the employees on a daily, weekly, and even yearly basis.<sup>21</sup>

### B. The Supervisor and Communication

Communication is vital to any church or organization with a multi-faceted staff. Without adequate communication, it is impossible to function as a team. Coordination of both objectives and efforts is necessary for maximum effectiveness. The supervisor is in the best position to ensure this coordination. Obviously, this cannot occur unless proper communication channels exist.

Communication is the supervisor's most important tool. Communication is the means through which a supervisor gets the job done. It is a skill essential to every other supervising skill.<sup>22</sup>

Poor communication skills hinder the supervisor's effectiveness in every other supervisory skill. "Without communication leadership cannot exist."<sup>23</sup> Lack of proper communication provides an ideal atmosphere for rumors to breed. Benton feels that, "Rumors flourish when management has failed to communicate downward and tends to assume a secretive attitude."<sup>24</sup>

Frustration and deterioration in staff morale creep in when a lack of communication exists. This writer strongly believes that the church and all of its functions should be blameless in all respects. Supervision of the church staff should be superior to that of any

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<sup>21</sup>Hendrix, Management for the Christian Worker, p. 54.

<sup>22</sup>Terry, Supervision, p. 64.

<sup>23</sup>David L. Hocking, Be a Leader People Follow (Ventura, Ca.: Regal Books, 1980), p. 32.

<sup>24</sup>Benton, Supervision and Management, p. 299.

other organization. A great responsibility rests upon the shoulders of the church supervisor. He must strive to create an atmosphere that honors God. Rumors lead to gossip; gossip is hardly conducive to godly behavior. Frustration and the lack of good morale inevitably leads to ineffectiveness. Time is too short for the Church of the Living God to be ineffective. Since proper communication is able to prevent and deal with these and other problems, the supervisor is obligated to maintain quality communications with his staff.

Communication may be defined as "The process we go through to convey understanding from one person or group to another."<sup>25</sup> Whether verbal or in written form, understanding must occur.

Jesus frequently questioned his disciples to insure their understanding of the topic he had just discussed (Matthew 13:51). In other words, He made sure that communication had occurred.

The two main types of communication are verbal communication and written communication. Effective communication, both verbal and written, is a necessary skill for the supervisor to develop and maintain.

#### Verbal Communication

The church staff supervisor must realize that he is a spiritual leader to his subordinates. As such, the supervisor's communications must commence with prayer. David Hocking, pastor of the Grace Brethren Church of Long Beach, California (which has a membership of 2,000), writes,

There is a sense in which our communication with other people is limited when we do not communicate with God with prayer. . . .

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<sup>25</sup>Rush, Management: A Biblical Approach, p. 115.

There will be times when the only way we can communicate to other people what we want to say is after prayer.<sup>26</sup>

When the subordinates do not understand what the supervisor is attempting to say, communication has not occurred. Ensuring understanding is perhaps the greatest challenge in communicating effectively.

Principles exist that facilitate understanding. The supervisor should be familiar with, and consistently utilize, these principles.

For instance, communication involves the total person.<sup>27</sup> Tone of voice, eye contact, and facial expression should be used consciously, since they frequently tell the listener more than the actual words reveal. The manner in which he converses must be congruent with his verbal communication.

The supervisor should maintain a proper atmosphere for effective verbal exchange to take place.<sup>28</sup> No one else is in such a key position to control the work environment. The staff must have the freedom to interact with their supervisor; they must also be encouraged to utilize this freedom. One must realize that God has a definite chain of command. He has designated some as supervisors and others as subordinates. However, a supervisor/subordinate relationship is no excuse for a superior attitude. Jesus Christ did not display a superior attitude. There is no place in the Church or Christian organization for such an attitude; indeed, it should not even be found in Christianity in general.

One must have a clear understanding of what he wishes to express

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<sup>26</sup>Hocking, Be a Leader People Follow, p. 35.

<sup>27</sup>Terry, Supervision, p. 66.

<sup>28</sup>Judy, The Multiple Staff Ministry, p. 106.

before he begins to talk. The supervisor must assume the responsibility to understand what is to be communicated before the listener can understand the message.<sup>29</sup> Statements such as, "I'm not really sure how to say this, but, . . ." indicate that the communicator does not understand what is to be relayed.<sup>30</sup> Although additional time is required to think through a message before attempting to speak, time will be saved in actually expressing the idea. Another benefit is the supervisor will appear more competent to his staff.

Consideration should also be given to the audience one is addressing. The ideas and concepts to be communicated must be expressed in a suitable manner for the receiver to understand and accept what is being presented. Gribbin expresses this thought very well. He believes that,

Regardless of the authority or status of the communicator, it is essential that he take for granted that, in the process of communicating, he is more the servant than the master of his people. He may dictate the goals, but the receiver dictates<sup>31</sup> the manner of communication to which he will respond positively.

When considering the receiver, the following procedures will prove beneficial to the communicator:

1. Relay the message so that it has value to the receiver.
2. An overloaded message merely confuses the receiver of the facts.
3. Present the message in such a way that the receiver realizes how his particular function meshes with the total project.
4. Use terminology that has significance to the receiver, and

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<sup>29</sup>Rush, Management: A Biblical Approach, p. 118.

<sup>30</sup>Ibid.

<sup>31</sup>Gribbin, Effective Managerial Leadership, p. 171.

not just to the communicator.<sup>32</sup>

People often hear only what they want to hear.<sup>33</sup> Because of this, the supervisor would be wise to create a "want to hear" attitude in his staff.

Staff meetings provide an ideal opportunity to communicate information and projects to the staff. Development of team spirit is facilitated by such communication. These meetings also provide the opportunity to solicit staff feedback on the information which is being communicated.<sup>34</sup> Encourage the employees to freely comment on the stated subject.<sup>35</sup> Discuss potential problems that they may foresee.<sup>36</sup> Beside enhancing communication, this process will enable the supervisor to perceive how effectively he is with verbal communications.

#### Written Communication

Written communications are just as important as verbal. Memos should be carefully thought through and skillfully written to prevent any misunderstanding. The supervisor must strive to prevent poorly worded memos. When they occur, the subordinates must then either remain confused or constantly seek further information to clarify vague communications. The "ability to write an effective memo is commonly a mark of a good supervisor."<sup>37</sup> Terry provides further insight

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<sup>32</sup>Ibid., pp. 165-171.

<sup>33</sup>Haimann, Supervision: Concepts and Practices of Management, p. 91.

<sup>34</sup>Gray, Managing the Church, 1:49.

<sup>35</sup>Ibid.

<sup>36</sup>Ibid.

<sup>37</sup>Terry, Supervision, p. 78.

on this topic.

A memo is well suited for many of the supervisor's needs. Frequently verbal reports are incomplete, provide no permanent copy, and<sup>38</sup> may change in meaning as passed along a chain of command.

Whenever feasible, a verbal assignment should be followed by a written communication. As Terry so aptly stated, this provides a permanent copy and greatly decreases a change in the message and/or meaning.

Before the supervisor is able to use effective written communications, he must know his subordinates as individuals. He must be able to see the situation from the staff's viewpoint. Gribbin feels that "messages should be organized according to the logic of the recipient."<sup>39</sup> Benton concurs with this belief, as seen in the following quote.

A message should be written from the point of view of the receiver rather than the originator of the message, as it is meaningful<sup>40</sup> only to the extent that it affects the person who receives it.

Written messages should be as concise as possible, yet must include adequate information for the assignment to be executed, and for effective communication to occur. Memos need not be fancy; however each must include the following: who, what, when, where, why, and how.<sup>41</sup> Although following the same guidelines as for verbal communications, written communications emphasize knowing the employee at a

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<sup>38</sup> Ibid.

<sup>39</sup> Gribbin, Effective Managerial Leadership, p. 164.

<sup>40</sup> Benton, Supervision and Management, p. 300.

<sup>41</sup> Ibid., p. 304.

personal level, and writing from the subordinate's viewpoint.

### The Art of Listening

As previously stated, poor listening techniques account for most of the misunderstandings that result in ineffective communication.<sup>42</sup> A large part of the supervisor's day is given to listening to others. The average person spends about seventy percent of his day in verbal communication. Of this seventy percent, approximately forty-five percent is spent listening.<sup>43</sup> Thus, it may be concluded that "if a supervisor is a poor listener, hours of people's time are wasted,"<sup>44</sup> including his own.

Without proper listening skills, the supervisor will never really know his subordinates. Fortunately, this skill may be developed and improved when certain guidelines are followed.

1. Use comments to draw out the best in the one speaking. Challenge the communicator to think through what he is actually saying by asking pertinent questions.<sup>45</sup> Since the ultimate goal is to foster personal development in others, this assists the communicator in the development of his speaking skills while assisting the receiver in the development of his listening skills.

2. Mentally noting key words or phrases will assist in improving one's remembrance of the topic under discussion. This also enables

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<sup>42</sup>Rush, Management: A Biblical Approach, p. 122.

<sup>43</sup>Ibid.

<sup>44</sup>Terry, Supervision, p. 71.

<sup>45</sup>Ibid., pp. 72-73.

the listener to intelligently respond to what has been said. Noting these key words or phrases will aid the supervisor in learning more about the employee as an individual.<sup>46</sup>

3. Listen for the true meaning in the words which are spoken. Search out the central thought of the communicator,<sup>47</sup> and observe the manner in which he speaks.

4. Summarize the central thought of the verbal address. This is necessary to clarify any misunderstanding that may arise.<sup>48</sup>

5. Display an interest in what is being said.<sup>49</sup> Stand or sit in an attentive listening posture. This will encourage the speaker and aid the listener in the learning process.

6. Refrain from interrupting the speaker, since this conveys that what he has to say is not important. His concentration will be broken, and he will find it difficult to listen while he is waiting to finish his discourse.<sup>50</sup>

Team effort is necessary to accomplish the task that has been set before the church staff. Communication is a vital link in the chain of team effort. Effective communication must be maintained between the supervisor and subordinates, and among the employees. Therefore, it is advisable for the supervisor to learn and utilize these communication skills, and then pass this information on to his staff.

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<sup>46</sup> Ibid.

<sup>47</sup> Ibid.

<sup>48</sup> Ibid.

<sup>49</sup> Ibid.

<sup>50</sup> Rush, Management: A Biblical Approach, p. 124.

### C. The Supervisor and Conflict Solving

When more than one person is assembled together, the potential for conflict always exists. Churches are not exempt from this situation. Basically, a professional church staff member is a person who needs to have his ideas and feelings accepted; when these are rejected or not even considered, conflict arises.<sup>51</sup> Often, when one's ideas and feelings are not accepted, the person attempts to impose these on others. Since people resist someone forcing ideas and feelings on them,<sup>52</sup> conflict is the result.

In fact, the area of conflict is said to be a major problem in religious organizations. Bruce Bruggs, who is the Church Growth Coordinator and Pastoral Leadership Consultant for the Baptist Sunday School Board, writes the following:

Conflict in religious systems has for some time been recognized as a major problem. The scope and depth of the problem was confirmed in research on *The Critical Personal Needs of Pastors in 1975*. This study revealed that of the major sources of job-related stress among ministers, conflict registered number one<sup>53</sup> on the Richter Scale of shock to minister morale and self-image.

This research demonstrates just how profound this problem is in churches today. But Bruggs does not stop here; he goes on to state,

But the overwhelming impact can only be understood when we recognize that not only was it number one, but it exceeded the second source of job-related stress by such an overwhelming percentage that it could be diagnosed as the probable number one killer of job satisfaction.<sup>54</sup>

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<sup>51</sup> Myron D. Rush, Richer Relationships (Wheaton: Victor Books, 1983), p. 114.

<sup>52</sup> Ibid.

<sup>53</sup> Bruce Bruggs, "Managing Conflict," Church Administration, October 1982, p. 26.

<sup>54</sup> Ibid.

This quote may indicate the main reason that full-time Christian workers are consistently moving from place to place. The average length of time that a church staff member remains in one location is two years or less. Supervisors need to be conflict solvers to alleviate such serious, potential problems.

Jesus said in Mark 3:24-25, that "If a kingdom is divided against itself, that kingdom cannot stand. If a house is divided against itself, that house cannot stand." Team efforts must be unified to be effective and productive. This potential unity is the most powerful phenomena regarding the Church. In fact, Jesus even declared that the world will know we are His disciples when our love for one another is demonstrated (John 13:34-35). Love is the bond that enables members of the church staff to be unified. Without this love, the church staff is powerless to fulfill the great commission, or to be an effective witness for the Lord Jesus Christ.

### Types of Conflict

A basic knowledge of the three basic types of conflict will assist the supervisor in his attempts at conflict solving. The supervisor must be able to deal with the source of conflict, and not just with the symptoms. He must follow the same procedure that a medical doctor would use to treat an illness or injury. He must first diagnose the problem before he can eliminate the problem.

Intrapersonal conflict is that which involves personal turmoil. The conflict exists within the individual, and is expressed towards others. When the same person is consistently involved when conflict arises, intrapersonal conflict should be suspected. This person has

problems in various areas of his life along with his job-related conflicts. When one conflict is solved, another soon follows. Usually, this person is experiencing stress, and is physically ill and/or emotionally unstable. A proposed solution consists of working with the individual in attempting self-understanding or self-acceptance, change, and growth.<sup>55</sup>

The second kind of conflict is interpersonal conflict. This is conflict that develops between people, and is based upon incompatibilities in personalities. Those involved simply cause frustration in each other at various intervals. Withdrawal is one way of expressing this conflict. The participants will often avoid each other. They try to analyze each other to provide an excuse for not treating each other properly and not being in agreement. Denial that a conflict even exists is quite common. An exchange of verbal abuse may eventually take place. Simply stated, a proposed solution is to assist all involved to develop understanding, and to appreciate the contribution each can and does make. Work towards team building and spiritual maturity.<sup>56</sup>

Finally, substantive conflict occurs when those involved have valid differences, and are not experiencing intrapersonal or interpersonal problems. This type of conflict may be more difficult to identify. When the same issue continues to create conflict, a substantive conflict is probably the source. The participants may be involved in an honest struggle over the issue itself, since this

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<sup>55</sup> Ibid., p. 27.

<sup>56</sup> Ibid.

conflict centers around facts, procedures, objectives, and values. A proposed solution for this conflict is negotiation. Attempt to discover a compromise that is acceptable to both.<sup>57</sup>

#### Guidelines for Conflict Solving

The supervisor is, of necessity, a mediator between individual staff members. He cannot afford to ignore conflict when it develops. He certainly must not retreat, side step the issue, or merely deal with symptomatic issues. Every effort must be taken to ensure conflict resolution. This is only possible if the supervisor faces and deals with the conflict. The following are guidelines to assist the supervisor in this responsibility.

1. Diagnose the conflict.<sup>58</sup> Determine the specific type of conflict. (The symptoms previously discussed will facilitate the supervisor in this analysis.) The source of the conflict must be dealt with, not just the symptoms. The progression of the conflict is also important.

2. The supervisor must take the initiative if the conflict is to be resolved. A nonjudgmental attitude is vital when examining the total situation. He must avoid accusing any of the persons involved; this involves controlling his own feelings and emotions. A commitment to resolve the conflict is also necessary.<sup>59</sup>

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<sup>57</sup>Ibid.

<sup>58</sup>Ibid., p. 28.

<sup>59</sup>Ibid.

3. Attack the problem, not the people involved in the conflict.<sup>60</sup> Proverbs 11:12 says, "He that is void of wisdom despiseth his neighbor: but a man of understanding holdeth his peace." Thus, the supervisor must strive to maintain an understanding attitude. When one is attacked, the automatic response is to be defensive.<sup>61</sup> This obviously will hinder resolution of the conflict.

4. Verbalize emotions, but do not act on them.<sup>62</sup> One should not burst out in a fit of anger, nor sit and sulk, since this will do nothing towards solving the conflict. The supervisor must gently but firmly enforce this guideline. Effective communication is vital in maintaining a healthy relationship. A word of caution is appropriate at this point. Emotions should not be the main point of discussion. Concentrate on the facts and effective communication, since a resolution would be impossible otherwise.<sup>63</sup>

5. Focus on the goals and objectives, not merely on the present issues. The issues must be worked through; however, keeping the goals and objectives in view will facilitate conflict resolution. The Bible declares that where there is no vision, the people perish (Proverbs 29:18). Keep the vision in the forefront while working towards the goal.

6. Forgiveness should occur, rather than judging another or justifying oneself.<sup>64</sup> In each conflict, the supervisor's goals must

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<sup>60</sup>Rush, Richer Relationships, p. 127.

<sup>61</sup>Ibid., p. 128.

<sup>62</sup>Ibid.

<sup>63</sup>Ibid., pp. 128-129.

<sup>64</sup>Ibid.

be to ensure that forgiveness is given and accepted. Although an employee cannot be forced to forgive another or accept forgiveness, the supervisor should strive to achieve this desired result. As mentioned before, conflict causes the participants to judge the other person while justifying himself.<sup>65</sup> Once again, this will not solve the problem. Forgiveness is a necessary first step in the healing process and in conflict resolution.

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<sup>65</sup>Ibid., p. 129.

## CHAPTER IV

### CONCLUSION

This writer has attempted to analyze both secular and religious literature concerning supervision, and then apply those principles which pertain to the Independent Baptist Churches. The writer will now summarize the final conclusions, and interject a few personal opinions which may or may not appear elsewhere in this thesis.

Further, it should be stated that these supervisory principles have been discussed in such a manner as to encourage the reader to utilize his own creativity. It has not been the writer's intent to present specific detailed illustrations applying pertinent supervisory principles to Independent Baptist Churches. Instead, principles have been stated which were developed after analyzing a great deal of research material. Although these have been adequately described, the effective supervisor must thoughtfully apply the principles to his particular situation. These principles will also enable the supervisor to evaluate his own supervisory skills to determine areas which need improvement.

The following summarization will be presented heading by heading, and in a numerical fashion.

#### A. General Statements

1. The supervisor of Independent Baptist Churches should provide a proper environment for staff members to effectively perform their ministry.

2. Supervision is an art which can be learned.
3. Supervision should strive for development of the employee in three vital areas: vocational, personal, and spiritual. When development occurs in the above areas, one becomes a better employee.

#### B. Hiring

1. Seek God's guidance when recruiting new staff members. This is of utmost importance.
2. The present staff may provide names of those qualified to fill the vacant position.
3. Those who are presently in the pastorate should also be contacted for possible names.
4. Most Independent Baptist Colleges have placement offices to assist churches and potential staff members to locate one another.
5. Consider advertising in publications specifically designed for Independent Baptist Churches.
6. Caution should be exercised when recruiting a new staff member. It is unwise to hurriedly select a new staff member due to a pressing need. Rather, it would be better to hire a temporary worker or use a volunteer until the right professional staff member is located.
7. The resume is a valuable tool, and provides an opportunity to thoroughly investigate the applicant.
8. If the applicant is not suited for the position, he should be notified in writing of this decision.
9. If the applicant has potential to fill the vacant position, an interview is necessary.
10. The interview is a time to acquire and share information.

11. Interviews should be carefully planned and leisurely executed.

12. The supervisor will learn more by listening than talking.

Therefore, questions that force interaction are ideal.

13. Employee selection should not be based on emotions or biases.

14. During the interview, the interviewer should be careful not to compare the interviewee with the present or previous employee.

#### C. Motivation

1. The supervisor's success is also dependent upon his effectiveness in motivating others toward objectives and goals.

2. True motivation must occur within a person.

3. The supervisor must perpetually be involved in the process of motivation.

4. Motivation is one responsibility that is restricted to the supervisor. He should not delegate this responsibility.

5. People are motivated by their basic needs and through their inner being.

6. The inner being of a person is affected by the mind.

#### D. Appraisals

1. Appraisals are necessary for personal and professional development.

2. Appraisals will produce a clear understanding of how the supervisor perceives the employee's work performance.

3. Promotable employees are identified during appraisals.

4. The appraisal session provides the supervisor with an opportunity to become familiar with the employees as individuals.

5. Appraisals should evaluate the results and personal characteristics (including the spiritual realm), of the employee.

6. Each employee should know the performance standards expected of him.

7. Adequate guidelines should be followed during an appraisal situation, as suggested in this thesis.

#### E. Goals

1. Vague, unclear goals will breed frustration.

2. A goal is a statement of a desired result that is both accomplishable and measurable.

3. Goals should be attainable, as well as challenging.

4. The supervisor must develop the ability to lead his staff toward the desired results.

5. Effective goals will assist in producing team effort.

6. The supervisor must learn to bring together the objectives of the employee and those of the employer. Since everyone has and is influenced by goals, the supervisor should utilize this information.

#### F. Communication

1. Effective communication is vital to any church or organization.

2. Ineffective communication causes frustration, which eventually leads to ineffectiveness.

3. Communication occurs only when understanding is conveyed.

4. Communication should begin with prayer.

5. The supervisor should consciously use his total being when communicating.

6. The supervisor must maintain an atmosphere which permits effective, honest interaction.

7. The supervisor should have a clear understanding of that which is to be communicated.

8. The message should be presented in such a manner as to have value to the receiver.

9. Terminology that is relevant to the receiver should be used.

10. Listening is a necessary aspect of communication which should be developed and applied.

#### G. Conflict Solving

1. The source of the conflict, and not just the symptoms, must be dealt with.

2. The supervisor must determine the type of conflict which exists before he can resolve the situation.

3. The problem should be attacked, but never the people involved in the conflict.

4. The goals and objectives should be focused on, not merely the present issues.

5. The supervisor should strive for complete restoration between the involved staff members.

#### Final Statements

The importance of proper supervision of the professional church staff member will continue to increase, especially when one considers the present growth of the Independent Baptist Churches. Members of the professional church staff are professionals, and have every right to

expect to be treated as such. However, the employee must also realize that beyond this expectation lies the ministry and testimony of the church of the Living God. It is imperative that each staff member performs effectively in his specific area of ministry. It is equally important for the supervisor to provide the proper setting which enables each employee to function at his peak level of performance.

The writer has attempted to present a "body of knowledge" to assist the supervisor in providing such an atmosphere. However, much more material is needed to enhance the effectiveness of professional supervision within the Independent Baptist Churches. Therefore, this writer requests that others give serious consideration to this topic, and present information to further increase the effectiveness of supervision within the Independent Baptist Churches.

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