

CHURCH LEADERS ON MISSION

BOARD GOVERNANCE &
OUR GOSPEL MANDATE

Church Leaders on Mission Recommended Reading List

Headings:

- Foundations
- The Board Chair
- Roles and Responsibilities
- Leadership Issues
- Teamwork
- Re-organizing and Policy Making
- Missional Thinking
- Personal Leadership Skills

Foundations:

Boards That Make a Difference

John Carver

This is a foundational “must read” for the new board member. Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver, is a ground-breaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. As a generic system, it is applicable to the governing body of any enterprise. The model enables the board to focus on the larger issues, to delegate with clarity, to control management’s job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.

Fellowship Pacific Review: I found this book to be very helpful, as it is a foundational book, giving an in-depth understanding of the governance model. If you want to know how you are to act as a board member in technical terms this is your book. But, lots of coffee is required, as I found it doubled as a sleeping pill if read in the evening, actually, even in the afternoon!

Winning on Purpose: How to Organize Congregations to Succeed in their Mission

John E. Kaiser

Winning on Purpose offers leaders a way to organize congregations for success by creating structures that enable church life and health. As a comprehensive and powerful application of the biblical call to mission, Winning on Purpose sets forth the Accountable Leadership strategy. This model of leadership brings together standards for mission, boundaries, and accountability, and then shows how these standards come to life through the performance of four key players: the board, the pastor, the staff and the congregation.

The Imperfect Board Member Discovering the Seven Disciplines of Governance Excellence

Jim Brown

The Imperfect Board Member is a leadership fable in the vein of Patrick Lencioni's *The Five Dysfunctions of a Team* and Ken Blanchard's *The One Minute Manager*— authors who have both endorsed Brown's book. Lencioni says, "Finally! A book about boards that isn't boring!" Readers have been pleasantly surprised that a topic that has been discussed so dryly comes alive in this refreshing book. In it, fictional CEO David Slater learns to interact with the board of directors of his publicly-traded company "Communitrek." At the same time he joins a non-profit board of directors. Through challenges and plenty of mistakes, he discovers how to be an effective board member with guidance from fellow director and local pastor, Trevor McAllister.

Fellowship Pacific Review: This is a great book because it tells you about the basics of being a productive board member in story form. You meet David, who thinks he's "all that and a bag of chips" and you accompany him on a journey of discovery that makes him a better leader. This would be a great book to give a new board member who has little or no experience with board work.

On Thinking Institutionally

Hugo Hecló

The twenty-first century mind deeply distrusts the authority of institutions. It has taken several centuries for advocates of critical thinking to convince western culture that to be rational, liberated, authentic, and modern means to be anti-institutional. In this mold-breaking book, Hugh Hecló moves beyond the abstract academic realm of thinking about institutions to the more personal significance and larger social meaning of what it is to think institutionally. His account ranges from Michael Jordan's respect for the game of basketball to Greek philosophy, from twenty-first century corporate and political scandals to Christian theology and the concept of office and professionalism. Think what you will about one institution or another, but after Hecló, no reader will be left in doubt about why it matters to think institutionally. Boulder, Co: Paradigm Publishers, 2008.

Legal Responsibilities of Nonprofit Boards

Bruce Hopkins

Board members have a fiduciary duty over the organization and its resources. This book provides a preliminary understanding of the non-profit legal landscape delivered in easy-to-understand terms. It discusses the concept of fiduciary responsibility, summarizes strategies for protecting board members from personal liability, and outlines the policies and procedures that, increasingly, are becoming best practices within the sector. It also includes an appendix with several samples of recommended board policies and a glossary of legal terms and concepts. (Governance Series Book 2), 2003.

Building Effective Boards for Religious Organizations:

A Handbook for Trustees, Presidents, and Church Leaders

T. Holland and D. Hester

From congregations and seminaries to soup kitchens, hospital chains, and social service agencies, *Building Effective Boards for Religious Organizations* examines both the nature and nurture of religious boards. Interfaith in scope and brimming with real-life examples, it skillfully demonstrates how a religious board can escape common problems, and how understanding the full depth of the organization's mission can help it best fulfill its intended purpose.

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Roles & Responsibilities:

Governance and Ministry

Dan Hotchkiss

Dan often helps congregations to move beyond frustrating and ineffective ways of managing the work of boards, clergy, and staff. Good governance starts with clearly defined roles and authority; it succeeds when lay and professional leaders lead ministry together as collaborating partners. How much time does your board or committee spend managing programs? How much time do your program leaders (paid and volunteer) spend seeking approval for choices they could be trusted to make on their own? True partnership begins with clear role boundaries, effective delegation, and a constructive system of accountability.

Church Governance Matters

Relationship Model of Governance, Leadership & Management for Churches

Les Stahlke

This book presents a model for governance, leadership, and management built on a foundation of biblical values and common sense. This book puts the pieces together with clarity and conviction. Governance Matters is an extensive 368 pages of practical application built on a solid conceptual framework. It covers everything you need to know to build a solid governing board. The book even includes a complete governance manual and a model strategic plan. Governance Matters, 2010.

Serving as a Board Member: Protecting Yourself From Legal Liability While Serving Charities

Dick Kranendonk

This book is written to help board members to ask the right questions of themselves, charity administrators, and professional advisors. It uses language that is fairly easy to understand. Belleville, Ont: Essence Publishing, 1998.

Leadership Issues:

Leading Leaders - Empowering Church Boards for Ministry Excellence

Aubrey Malphurs

The key to effective leadership in the vast majority of today's churches lies as much with their governing boards as it does with their pastor. But many churches are led by those who volunteer to chair committees because there is a need, yet they have no leadership training to speak of. How can well-meaning but sometimes ill-prepared lay people guide the path of a church body? The secret lies in offering effective, practical training. Leadership expert Aubrey Malphurs provides this in *Leading Leaders*. Filling a gaping hole in leadership literature, Malphurs offers workable strategies to train laypeople to successfully lead their churches.

The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All

Michael Useem

Every head of state in business or politics who believes it's lonely at the top can take refuge in this broad look at the travails of leadership by the director of the Center for Leadership and Change Management at the University of Pennsylvania's Wharton School. Useem picks nine leaders from different realms of business, public service, and government, and focuses on one critical decision that each had to make. For NASA flight director Eugene Kranz, it was guiding a crippled Apollo 13 back to Earth. For El Salvador's President Alfredo Cristiani, it was bringing an end to his country's civil war. The stories are packed with detail and some include charts and tabular matter as well. Useem does an excellent job of underscoring the lessons that would-be leaders should take away from his profiles. For example, as part of the Apollo 13 story, "When both speed and precision count, sharing information and keeping everybody's eye on both goals simultaneously are essential for achieving both," he says. Commenting on John Gutfreund's loss of Salomon Inc. ("one of Wall Street's richest companies"), Useem writes, "Inaction can be as damaging to leadership as inept action." These lessons are brought home again, often in the same words, in the Conclusion and the Leader's Guide, a listing of nostrums for aspiring managers.

Fellowship Pacific Review: This is a book for your whole team to read. We read it as a staff at the Ministry Centre and were able to discuss the implications of leadership decisions that were made in the real life stories of leaders in various fields of expertise. All of the accounts are factual and not all have "happily ever after" endings, which is good to see. Sometimes our decisions don't bring about the desired results! These stories will inspire your team.

High Impact Church Boards

T.J. Addington

High-Impact Church Boards can help your board revolutionize its leadership and management, and discover how to make church leadership easier and more fulfilling. Learn how to develop healthy elders, deacons, pastors, and board members who practice intentional leadership within empowering governance structures. This book will help your local church chart a path toward healthier, more intentional, and empowered leadership and in the process help your church become more effective and missional. NavPress; Reprint edition (May 14 2010).

Govern More, Manage Less: Harnessing the Power of your Nonprofit Board

Cathy A. Trower

In *Govern More, Manage Less*, we suggest actions that will help your board balance its responsibilities and understand how to practice macrogovernance and avoid micromanagement, despite increasing demands for procedural accountability. We provide guidance on how to shift the board's central focus from management to governance, from compliance to performance. This must-have resource addresses when and how your board should engage and on what issues.

You'll learn:

- The roles of the board and chief executive in governing and managing
- What micromanagement is, why it happens, and what can be done about it
- What events are catalysts for the board overstepping its role and micromanaging
- The advantages of being a board that governs rather than manages
- The six characteristics of effective boards

The book is designed for chief executives and board members interested in raising the board's sights and strategic value to the organization. Washington, D.C.: BoardSource, 2010.

Teamwork:

The Five Dysfunctions of a Team

Patrick Lencioni

In *The Five Dysfunctions of a Team*, Patrick Lencioni once again offers a leadership fable that is as enthralling and instructive as his first two best-selling books, *The Five Temptations of a CEO* and *The Four Obsessions of an Extraordinary Executive*. This time, he turns his keen intellect and storytelling power to the fascinating, complex world of teams. Kathryn Petersen, Decision Tech's CEO, faces the ultimate leadership crisis: Uniting a team in such disarray that it threatens to bring down the entire company. Will she succeed? Will she be fired? Will the company fail? Lencioni's utterly gripping tale serves as a timeless reminder that leadership requires as much courage as it does insight. Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams—even the best ones—often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders. San Francisco, Cal: Jossey-Bass, 2002.

Sticky Teams

Larry Osborne

Serving as a church leader can be a tough assignment. Whatever your role, odds are you've known your share of the frustration, conflict, and disillusionment that comes with silly turf battles, conflicting vision, and marathon meetings. No doubt, you've asked yourself, How did it get this way? With practical and accessible wisdom, Larry Osborne explains how it got this way. He exposes the hidden roadblocks, structures, and goofy thinking that sabotage even the best intentioned teams. Then with time-tested and proven strategies, he shows what it takes to get (and keep) a board, staff, and congregation on the same page. Grand Rapids, Mi: Zondervans, 2010.

Re-organizing & Policy Making:

ReLaunch

Dr. Mark Rutland

Drawing from his remarkable experience turning around two universities and a mega-church, Dr. Mark Rutland guides leaders through the hard, dangerous work of turning failure into success. The paralyzing problems of debt, mistrust, declining numbers, and deferred maintenance can be overwhelming. In *ReLaunch*, Dr. Rutland shows church and business leaders how to:

- Cast a vision while facing reality.
- Align market, message, and medium.
- Transform corporate culture.
- Lead from quality to excellence.
- Re-energize and lead a board.

In *ReLaunch*, Rutland states, “This book is for the rugged visionaries who see in the wreckage a hope for the future and are willing to pay the price for a relaunch.”

Fellowship Pacific Review: This book is a must read for any church that has faced a financial crisis, a decline in attendance, or just finds themselves in a place of apathy. Dr. Rutland is a “fixer” of sorts and that job title just happened along his journey to serve God. This book will inspire you to re-think how you are doing church and will help you move outside the comfort of your box when looking for solutions.

Church Transfusion

Neil Cole & Phil Helfer

Many churches are striving to turn things around, to be more relevant, and to have a greater impact on the lives and communities around them. They look for a new program, better staff, a different worship style, or updated strategy, but find that these changes only seem to increase costs and frustration levels. Just as our life is in our blood, the life for Christ’s body is in His blood. Changing a church is more than setting a new goal or direction. Churches need more than an organizational transition, they need a full transfusion of Jesus’ blood—his life—within every disciple. Anything less will perpetuate more of the dysfunction and unhealthy church practices that have already plagued them for too long.

In short, churches need the DNA of Jesus' lifeblood. Church Transfusion will help leaders of any church discover how to release a healthy missional DNA into the hearts of its disciples. In Church Transfusion, Neil Cole (author of Organic Church, Church 3.0, and Journeys to Significance) and his coauthor and ministry partner, Phil Helfer, first point out that change is possible with God, presenting many different examples of churches that have experienced this kind of life-giving transfusion. The second half of the book lays out some of the practical considerations for those who want to release real organic health within their churches. Where Cole's Church 3.0 painted a broad picture of organic movements, Church Transfusion gives practical help to transfuse health and life so that a church can enter into the rapid movement that God is unleashing. The content will be helpful whether you are pastor of an established church or wanting to revitalize a network of small organic churches. Church Transfusion is a powerful, practical, and creative follow-up to the bestselling Organic Church.

Reinventing Your Board: A Step-by-Step Guide to Implementing Policy Governance

John Carver & Miriam Carver

John Carver and Miriam Carver make this exciting approach to effective governance even more accessible and user-friendly, gleaning lessons learned in years of practice to help readers understand and use this invaluable model. Carver's ground-breaking Policy Governance model is the best-known, respected, and talked about governance model in the world and has fundamentally influenced the way organizations are governed.

Reinventing Your Board, second edition, is a hands-on, step-by-step guide that puts the model to work in the meeting-to-meeting lives of board members. San Francisco, Cal: Jossey-Bass, 2006.

Missional Thinking:

Leading Across Cultures: Effective Ministry and Mission in the Global Church

James E. Plueddemann

Missiologist James E. Plueddemann presents a roadmap for cross-cultural leadership development in the global church. With keen understanding of current research on cultural dynamics, he integrates theology with leadership theory to apply biblical insights to practical issues in world mission. Downers Grove, Ill: IVP Academics, 2009.

Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations

Gil Rendle & Alice Mann

Planning can be challenging in the contemporary congregation, where people share a common faith and values but may have very different preferences and needs. Much of the literature on congregational planning presents it as a technical process: the leader serves as the chief problem solver and the goal is finding “the solution to the problem.” Popular Alban consultants and authors Gil Rendle and Alice Mann cast planning as a “holy conversation,” a congregational discernment process about three critical questions:

- Who are we?
- What has God called us to do or be?
- Who is our neighbor

Rendle and Mann equip congregational leaders with a broad and creative range of ideas, pathways, processes, and tools for planning. By choosing the resources that best suit their needs and context, congregations will shape their own strengthening, transforming, holy conversation. They will find a path that is faithful to their identity and their relationship with God. Alban Institute, 2003.

Personal Leadership Skills:

Heroic Leadership

Chris Lowney

Drawing on the author's unique background as a one-time Jesuit seminarian who later served as a Managing Director of JP Morgan & Co, *Heroic Leadership* paints a refreshing new vision of who leaders are and how they live. Specifically, the book articulates four pillars of great leadership: they know themselves deeply, live for "heroic" purposes greater than self, adapt confidently to a rapidly changing world, and respect the dignity and potential of those around them.

Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time

Susan Scott

A master teacher of positive change through powerful communication, Susan Scott wants her readers to succeed. To do that, she explains, one must transform everyday conversations employing effective ways to get the message across. In this guide, which includes exercises and tools to take you step by step through the Seven Principles of Fierce Conversations, Scott teaches readers how to: Overcome barriers to meaningful communication; Expand and enrich conversations with colleagues, friends, and family; Increase clarity and improve understanding; Handle strong emotions on both sides of the table. New York, NY.: Berkley Books, 2004.

Doing Good Better: How To Be an Effective Board Member of a Non-profit Organization

Edgar Stoesz & Chester Raber

This book is practical, ready-to-go material for non-profit board members who are stiffly new or wearily veteran. Author Edgar Stoesz, retired board chair of Habitat for Humanity, writes crisply from his wise and seasoned board experience. The trusted handbook for non profit board service is back—newly revised and updated! Doing Good Even Better is approachable wisdom, fresh from the recently retired chair of Habitat for Humanity International. Edgar Stoesz (Stăyce) has made Doing Good Even Better a guidebook. In short, pointedly-written chapters, Stoesz covers: Helping Directors Understand Their Governance Role, A Plan to Fulfill the Purpose, Reporting Back to the Members, Planning Effective Meetings, Great Boards Have a Good Fight (occasionally), Working Your Way Through a Crisis, Great Boards Celebrate Leaving Right. “Discussion/Action Questions” conclude many of the chapters. In addition, Stoesz offers a “Board Evaluation Form,” a “Director’s Self-Evaluation Form,” and an Outline for the “Executive Director Annual Review.” Intercourse, Pa.: Good Books, 1997, rev. edition.