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## ABSTRACT

### Reengineering of the National Organization of the General Association of General Baptists

The General Association of General Baptists is a denomination founded by Benoni Stinson in 1826. Its organizational structure of nine independent boards has developed over the past 170 years without any apparent plan. Disagreement exists among leaders as to the relationship of the General Board to other boards. The denomination has declined in number of conversions, baptisms, and Membership since 1984, and relationship problems among the leadership are apparent.

The delegates of the 1994 General Association voted unanimously that an objective evaluation be undertaken by an external consulting firm, Shawchuck and Associates. Qualitative and quantitative methods were employed. Focus groups were conducted over nine States, including seven States where 94 percent of all General Baptist live. Listening sessions were open to all members and conducted in regular or called meetings of all nine of the denomination's boards. Interviews were conducted with Board Executive Directors and were open to other staff of the denomination. A questionnaire survey was mailed to 2700 persons involving all pastors, church clerks, and all board members and a random sample of 1062 persons.

The process was led by a planning team involving a 32 member Renewal Task Force representing members in seven states, both laity and clergy, male and female, persons from a wide age range, and persons with experience on the denomination's boards. Regular and direct input was received from the Board Executive Directors.

The data collected called for restructuring the denomination, placing all boards under one accountability structure. Grass roots members feel the national organization must be more responsive to the needs of local churches in areas of evangelism and outreach, and commitment to prayer and Bible study. They also

evangelism and outreach, and commitment to prayer and Bible study. They also clearly demanded better care of pastors by providing better support systems and training. In meetings with present leadership, a new system of representation from the grass roots through a new Council of Associations was developed.

In response to the major themes of the above data, the Renewal Task Force designed a new structure and system of representation to the national organization. The new system was shared in area listening sessions, underwent some revision, and was recommended with commentary and a rationale for change to the delegates of the 1996 General Association.

The delegates heard a report from the External Consultant, a report presented by the Executive Committee of the Renewal Task Force which was based on the design and commentary, and were involved in small break out groups for questions and discussion.

Of the 1010 registered delegates, 774 voted in favor, 211 voted against and 25 did not vote. This overwhelming vote mandates that the national organization make the transition to the new system. The new plan representation through the Council of Associations, accountability of all ministries to one structure, and demands teamwork among major players.

A team comprised of the Executive Committee of the RTF and five members of the present executive staff will guide the transition. The RTF will function as the General Board and the Executive Committee of the RTF will function as the Personnel Committee until the Council of Associations can be formed and organize to assume its responsibility as the new parent corporation.

DISSERTATION APPROVAL

This is to certify that the dissertation entitled  
REENGINEERING OF THE NATIONAL ORGANIZATION OF THE  
GENERAL ASSOCIATION OF GENERAL BAPTISTS

presented by

John L. Comer

has been accepted towards fulfillment

of the requirements for the

DOCTOR OF MINISTRY degree at

Asbury Theological Seminary

Wilmore, Kentucky

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REENGINEERING OF THE NATIONAL ORGANIZATION OF THE  
GENERAL ASSOCIATION OF GENERAL BAPTISTS

A Dissertation  
presented to  
the Faculty of  
Asbury Theological Seminary

In Partial Fulfillment  
of the Requirements of the Degree  
Doctor of Ministry

by  
John L. Comer  
March 1996

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## ACKNOWLEDGMENTS

Many persons deserve this researcher's appreciation for their assistance in this project and making this dissertation possible.

I first say thank you to Dr. Leslie Andrews, Director of the Doctor of Ministry Program at Asbury Theological Seminary, who has assisted me as my advisor from the initiation to the completion of this work and to Dr. Norman Shawchuck and Dr. Gustave Rath of Shawchuck and Associates Consultant Firm, whose expertise guided this project to its successful conclusion.

Dr. Burl Dinkins, of Asbury Theological Seminary, assisted as a reader and Ms. Sally Lemons served as Editor. Both Dr. Dinkins and Ms. Lemons have made significant contributions to this final form of this dissertation.

I say thank you to two very special groups of General Baptists. First, to the members of the Renewal Task Force (See Appendix H), and second, to the Executive and non-executive staff of the national organization of General Baptists. Without their assistance this reengineering project would not have succeeded. I give a special thank you to the denomination's Executive Director, Rev. Dwight Chapman, for his contribution to the project and willingness to give time and assistance far beyond the call of duty.

I dedicate this work to the grand support of my life, my wife, Brenda. Thank you, Brenda. I am forever indebted to you for standing by me and giving me your support through our time in seminary and the time spent on this dissertation.

## CHAPTER 1

### Understanding the Problem

Since the founding of the first General Baptist congregation in 1823 and the organization of the General Association of General Baptist in 1870, the administrative structures and processes have evolved without an intentional long-range plan. Each time the desire or need for a board had sufficient philosophical support, and when permission could be gained from the denominational body at the annual associational meeting, a new board was established. The national organization has therefore evolved establishing a number of independent boards over the past one hundred and seventy years.

The Denominational Executive Director, an Office elected by the delegates of the General Association, provides executive coordination and leadership to the various boards, and works directly with the General Board which collects and disperses the Unified Budget. The Unified Budget has been the major source of funds for the offices of each of the independent Boards since its inception in 1961.

Some leaders do not accept the executive nature of the General Board and the Office of the Executive Director. The historical record of the General Association of General Baptists indicates that when leaders are faced with major decisions, a lack of agreement regarding the relationship of the General Board to other boards often complicates the issues. The following history focuses on the formation of the various boards and other important events that have influenced the present organization, its administrative structure, and the processes that are operational today.

### Historical Perspective

According to historical records, the first General Baptist church was founded in America in 1823 in (Howell) Evansville, Indiana, by Elder Benoni Stinson. The new movement began to spread into Kentucky and Illinois. Forty-seven years later a number of churches came together as Local Associations near Junction, Illinois, a small town southwest

of Evansville, and formed what is now known as the General Association of General Baptist. One year later the forerunner of the Home Missions Board, the Central Committee on Home Missions, was appointed, becoming the first major denominational board.

As other churches developed in Indiana, Kentucky, Illinois, Missouri, and Arkansas, they organized into Local Associations. By this time the denominational structure of local churches joining in and reporting to local associations and local associations joining in and reporting to the General Association was in place. Today, these local associations are organizations of 2 to 44 churches, with some geographic connection. Since each church and each association is autonomous, but meets the general requirements to be called a General Baptist, each church, association, and local associational presbytery has its own governing constitution.

The ordination authority rests with the local associational presbytery which consists of all ordained persons who have been issued an annual card of "good standing." While the presbyteries have much in common, variations are found in the requirements for ordination, in opinions regarding women, and in the standards for issuing annual cards of "good standing" for the individual members of the ordained body.

Throughout the years when a church found itself in disagreement with the local association and/or the presbytery, the local congregation could choose to exercise its "autonomy" and move its membership to another association. While fixed geographic boundaries have been prevented, general geographic relationships are found among the churches in a local association.

Fifteen years after the 1870 founding of the General Association of General Baptist, in 1885, Oakland City University (Indiana) was established. Oakland City University operated under the direction of a board of trustees as a Liberal Arts College gained accreditation by North Central Association of Colleges and Schools in 1977, and continues to serve the needs of our denomination and area residents for pastoral and liberal arts training. The

school gained University status in 1995, offers training for a range of vocational occupations and professions, and has a graduate school offering a Master of Divinity degree.

In 1886, the General Baptist Messenger, the denominational newsletter publication, was established. The Messenger became the major method of communication among the churches of the young denomination. As other boards were formed, the Messenger became the responsibility of the Board of Publications.

Dr. Ollie Latch writes, "About 1913 the roots of the first Board of Religious Education appear and soon thereafter, the actual board began to report to the General Association" (Latch 86). Over the next several years, three boards were established with responsibilities related to religious education. Latch goes on to say, "In the early 1940s, Dr. L. O. Roberts, then the managing editor of the General Baptist Messenger, projected us into the printing of our own Sunday School literature" (98).

According to Latch, three related boards now existed: the Board of Publication publishing the General Baptist Messenger, the Board of Religious Education focusing on Camp Brosend in southern Indiana, and the Sunday School Board giving direction to the General Sunday School Convention. A merger of these three boards "was accomplished by the adoption of the new constitution at the meeting of the General Association in 1963" (Latch 110). The new board formed by the merger was charged with the responsibility for the curriculum and promotion of christian education, publication, leadership training, camping, and minister's home study. Today the General Baptist Messenger and the publishing house are the responsibility of the Board of Christian Education and Publication.

A second mission board was formed when the General Baptist Foreign Mission Board was organized in 1903 and opened the first foreign mission field in Guam in 1911. The opening of other fields followed: Mission work in Saipan, in 1947; Philippine mission field in 1958; and Faith Home Orphanage ministry in Jamaica, in 1973. Major mission works continue in the Philippines where General Baptist owns and operates a Bible College.

Rev. Ruben Angelo became the first Philippine President of the General Baptist College in 1977. The India General Baptist were accepted into full fellowship of the General Association in 1985. A new mission field is being opened in Honduras in 1995.

Other boards presently functioning include the Brotherhood Board organized in 1957 which established an office of director in 1990; the long standing Women's Mission Board established an office for the director of that board in 1965. The Nursing Home Board, having its roots in a Nursing Home begun in the 1950s but was established in the 1970s. Ministerial Services Board opened an office in 1990; the General Baptist Adoption Agency opened in 1989.

An important cooperative effort among the Boards can be found in the formation of Evangelism Council under the direction of the General Board. The Home Missions Board, where the staff position of Evangelism Director was funded and housed, initiated the concept with a formal recommendation to the General Board. The purpose of the General Baptist Evangelism Council is "to plan, coordinate, and promote the work of a unified program of evangelism in every facet of denominational endeavors" (Proceedings and Reports of 124th Annual Session of the General Association 1993, 140).

Major events in the life of this denomination occurred in the early 1960s. The establishing of the Denominational Secretary's Office in Poplar Bluff, Missouri, and the beginning of the Unified Budget in 1961, began to centralize the national offices. Other offices were established: Christian Education and Publications in 1964, Women's Missionary Society Director in 1965, Foreign Missions Director in 1966, Home Missions Director in 1972, and the Office of Ministerial Services Director in 1990. Directors of the various boards and their staff presently share office space in the World Headquarters Building in Poplar Bluff, Missouri, dedicated in 1980.

The General Association of General Baptist now owns, debt free, the World Headquarters Building that houses the national offices, and printing facilities known as



Stinson Press, both located in Poplar Bluff. Oakland City College is also owned and operated by General Baptist.

Although not the first established, the General Board has its roots in the 1930s when the denomination had a proposed budget of \$ 10,000 and employed Rev. L. O. Roberts to act as "Field Secretary." This "office was also 'executive' in nature. That is, he would represent the General Association in dealing with the separate boards. He was not a figurehead" (Latch 48). The new position included the responsibilities of Denominational Treasurer and Budget Director. The title has evolved from Field Secretary to Denominational Executive Secretary and is presently Denominational Executive Director.

The Unified Budget program that began in 1961 has served for the past thirty-three years as the major funding source for the national programs and offices and grants assistance to Oakland City College. The first full year for this program shows receipts of \$65,000 and in the reporting year of 1992 shows receipts of \$915,740. The Unified Budget goal for 1995 was \$1,015,000. The General Board has responsibility for the promotion, collection and disbursement of the Unified Budget funds.

It seems clear that the General Board was formed to "be the executive agency of the General Association in all its affairs not specifically committed to some other board or agency." The General Board functions for "the General Association (the denominational body) while it is not in session, and shall have all power vested in the association that the association has not expressly reserved for itself" (P&R of GA, 1993, 141, 143). The General Board does not have any authority to control or direct the boards, standing committees or institutions of the association unless an appeal is made under extraordinary conditions" (P&R of GA, 1993, 142). The extraordinary condition is described as an action that would "disrupt harmony cause or injury to the point that a board, standing committee, institution or at least five churches wish to petition the General Board to investigate the action . . . Only official request from churches, boards committees or Institutions may be heard"

(P&R of GA, 1993 142). The General Board assumes an executive function by seating a representative member of each of the other boards and has primary control of the Unified Budget "to recommend and promote a Denominational Unified Budget." The Board's function includes the disbursing of denominational funds according to the approval of the General Association.

The other independent boards function as separate governing bodies. The major program boards include: Home Missions Board, Foreign Missions Board, Christian Education and Publications Board, Oakland City College Board, and Ministerial Services Board. Other boards operate from funds other than the Unified Budget, including are the Nursing Home, the Women's Mission, and the Brotherhood Boards. Coordination of the various functions of the nine boards is done through the office of the Denominational Executive Director who considered an employee of the General Board but is elected by the General Association, based on the recommendations of the General Board. Other executive and staff positions are filled by the boards they serve. The Executive Director sits in all regular meetings of each board as an exofficio member to provide general coordination since he or she has general knowledge of the plans and activities of each board.

#### Current Recognition of the Problem

A growing concern regarding lack of a clear understanding and agreement as to the relationships among the boards, particularly between the General Board and other program boards, is common among those who are involved. The concern is related to the administrative structure and processes in the present system. Open recognition for the need to study the denominational structure and processes is common. Those involved often discuss the need to consider changes that could result in a more effective and efficient organization, both in the board to board relationships and in the overall leadership of the denomination.

The General Board approved a recommendation sent to them by the Home Mission Board, "requesting that a committee be appointed to study these concerns and to propose a plan whereby the General Association of General Baptist might be more efficient and effective in the stewardship of its resources to the fulfilling of its purpose, under God."

The General Board appointed and charged a twelve-member Ad Hoc Committee to propose a means of studying denominational efficiency.

At its November 1993 meeting, the Ad Hoc Committee elected Rev. Dwight Chapman, Denominational Executive Director as Chairperson and Rev. Franklin Dumond as recording secretary. Plans included the following:

- (1) Develop personal contacts with those denominations who have actually experienced this process of evaluation and restructuring. A face to face interview by a delegation of the committee members seemed the most productive format. The Church of God, Findlay, Ohio, and Baptist General Conference are primary targets of this exploration. Those committee members in the Nashville, TN area may work on similar interviews with the Freewill Baptists.
- (2) Identifying various consulting agencies or consulting options to determine fee schedules and styles of services offered. Some suggested options were: Fuller Seminary, Church Growth Institute, Bob Orr, Robert Schullers organization, Lyle Schaller, and George Barna.

The Committee agreed that an outside consultant was needed to accomplish the assigned task. The committee is seeking outside information to make this decision.

(Summarized from the minutes of the Ad Hoc Committee Meeting)

On May 9, 1994, the Ad Hoc Committee voted anonymously to approve and recommend to the General Board the proposal presented in this study. The following is a summary of their recommendations:

- (1) We recommend that Shawchuck and Associates consultant firm be employed to lead the reengineering project.

(2) We recommend that John Comer be appointed as an internal consultant to assist as deemed necessary by Executive Director, The Rev. Dwight Chapman, to coordinate the internal denominational research, and serve as the denominational contact person with Shawchuck and Associates. (Summarized from minutes)

The General Board approved these recommendations and sets aside sufficient funding for the project at its annual meeting on May 10, 1994. The total recommendation was approved by the delegates of the one hundred and twenty-fifth Annual Session of the General Association of General Baptists, July 19-21, 1994.

### The Present State of the Denomination

The growing concern regarding effectiveness and efficiency as they relate to reaching the unchurched finds support in the annual statistical reports and published information. Dr. Craig Shull, Associate Director of Home Missions, as Chairperson of the Evangelism Council keeps an eye on the critical growth components of the denomination. He reports 799 churches in 55 reporting Local Associations of General Baptist as of the reporting year of 1991.

The minutes of the 1995 Proceedings, report some 64 stateside Local Associations, 789 Churches, and a total membership of 71,140. The 1996 Proceedings also report, 339 overseas churches with a membership of 21,480, bringing the total of all General Baptist to 92,620 members. The difference in the information is accounted for as Shull is dealing with the 55 reporting Local Associations while the annual reports give information on all Local Associations including those not reporting in 1995 with the information last reported. The report by Shull is likely a more realistic depiction of the real world in the denomination.

The growth rate of the General Association of General Baptist during 1960-70 shows a 20% increase over the earlier period. The denomination continued to show 10% growth through the period of 1972-1983. During 1984-1991, however, a decrease of 6% was experienced. This decline parallels that of mainline Churches except the decline among General Baptist began to occur about twenty years after the decline of mainline

Denominations, which began in the mid 1960s.

A realistic picture of our denomination continues to unfold when you consider the geographic distribution. The following information was collected and compiled by Franklin Dumond, Clerk of the General Association. As churches report to the local associations and the local associations report to the General Association, each church provides information regarding their geographic location. They are given these choices: Rural (to 500), Town (500-2499), Small City (2500 to 9999), Medium City (10,000 to 49,999), and large City (50,000 and up). The following was compiled from the 1992 reporting year and includes information of some churches and associations not reporting:

482 or 56.5% rural churches in areas of less than 500 population  
 81 or 9.5% churches in town of 500-2400 in population  
 93 or 10.9% churches in small cities of 2500-9999 population  
 94 or 11% churches in medium sized cities of 10,000 to 49,999  
 103 or 12.1% churches located in cities of 50,000 or more.

Information prepared by Rev. Gene Koker, Director of Metro/Ethnic Missions indicates that 95.4% of all General Baptist Churches are located in the following seven states: Arkansas, Illinois, Indiana, Kentucky, Michigan, Missouri, and Tennessee. The churches located in cities of 50,000 or more are limited to the metropolitan areas and urban centers of the seven states just listed except two churches in California and two in Florida.

The natural development from southern Indiana into Kentucky and Illinois, then growth into neighboring states of Tennessee, Missouri, and Arkansas, and the migration of rural General Baptists to Michigan for employment in the automobile industry accounts for the major growth of our denomination. As mid-western General Baptists went west a small number of churches were established in California. During the past 15 years, churches have been planted in Florida.

Only in recent years has there been an intentional effort to plant ethnic churches, and General Baptist has eleven Hmong congregations, nine in California, one in Spokane,

Washington, and one in Valdese, North Carolina. Hispanic congregations are located in Santa Ana, California, and Washington, Indiana. African-American congregations can be found in St. Louis, Missouri, and Palmetto, Florida. Since the first Ethnic Congregation in 1970, 4 have been reported in 1983, 11 in 1990, and 15 in 1993.

General Baptists are reporting a decline in membership and number of churches despite the effort to plant new congregations in the geographic areas of their greatest strength and in select metro areas. Decline in the number of conversions and baptisms is reported annually. According to Shull, 37.7% of the churches report no conversions and 42.6% report no baptisms. The reports show that it takes 24 General Baptists to win one person as a convert and 31 to bring that convert to baptism.

#### Problem Summary

The problem is summarized by viewing the development of the organization's structure of the nine independent boards, its administrative processes, and the present state of the denomination through a number of lenses. The historical lens reveals the development of an organization without any apparent overall plan, resulting in a lack of agreement as to the relationship of the General Board to other boards. Complex structural issues surface when the denomination is viewed through the lens of the autonomous nature of its polity where the relationships between the local church, the regional organization, and the National/World organization are that of an "association". The lens revealing the present state of the denomination shows a decline in 1984, verified by the statistical information regarding conversions, baptisms, membership. The decline may be better understood by viewing an urban and multi-ethnic America and a world economy through the lens of the denomination's highly rural demographics. The unanimous call for an objective evaluation reveals a general concern among General Baptists regarding the denomination's lack of effectiveness in reaching the unchurched for Christ.

When looking at General Baptists through such lenses, it seems most appropriate to enter into a formal study of the General Association of General Baptists to determine the influence of the present system on general effectiveness and efficiency in accomplishing its mission. The formal study includes the possibility of initiating a reengineering or redesign process to effect changes to place this Denomination of Baptists on the road to the business for which it exists.

What is the business or mission of the General Association of General Baptists? The following mission statement is gleaned from the Preamble and Article III, and Objectives, the Constitution of the General Association of General Baptist.

Preamble: "Believing that we have a special ministry to perform and that God has given us a special place for that ministry, we the people called General Baptist do therefore define our mission and describe our organization and its guidelines for ministry by a Constitution and By-laws."

Objectives: A) To unite into one organization all the local associations and churches of General Baptist. B) To assist them through its agencies in the task of winning people to Christ at home and abroad and in developing them to their highest potential in Christian service. C) To promote Christian education, Mission outreach, benevolent enterprises and other objectives that this organization may deem necessary for the furtherance of the Kingdom of God.

What impact do the present administrative processes, leadership, and nine independent board structures have on the ability of the national organization of the General Association of General Baptists to accomplish its mission effectively and efficiently, and can the change process of reengineering or redesigning this organization improve its effectiveness and efficiency?

### Purpose

The purpose of this study was to document and evaluate the design and development of the change processes carried out by the General Association of General Baptist to bring

about a more effective and efficient operation in its national organization through reengineering.

### Research Questions

The study was be guided by the following research questions:

- 1) What are the strengths and weaknesses including the organizational culture within the current national organization of General Baptists as perceived by the present board executives, denominational staff, leaders, pastors, and laity?
- 2) How do leaders of the national organization and delegates at the annual meeting make the major decisions that influence the effectiveness of the denomination?
- 3) In view of the stated purpose of the denomination and its vision for the future, what gaps exist between the actual and ideal reality as viewed by its constituents?
- 4) What are the opinions of the constituency at the Local Church levels about their needs as they relate to the mission of the national organization?
- 5) What processes should make up the design of this study?
- 6) What are the changes, when implemented and sustained, that will provide services and information to meet the needs of the constituency, therefore, resulting in a more effective and efficient operation for the General Association of General Baptists?

### Definition of Terms

Applied Strategic Planning: "A strategic planning process that provides the criteria for making day-to-day organizational decisions and provides a template making which all decisions can be evaluated" (Goodstein, Nolan, and Pfeifer 1).

Association: An organization, unchartered body of persons analogous to but distinguished legally from a corporation (*Funk and Wagnalls Standard Dictionary*).

Denominational Executive Director: "...shall be the principal administrative officer of the association and the General Board and he shall supervise the work of the staff employed by the General Board. He shall secure a record of the association and collect, tabulate and



publish statistics relating to the associations work. He shall conduct the correspondence of the association, serve as denominational treasurer and act as coordinator of the various agencies of the association" (P&R of the GA, 1993 141).

Denominational Unified Budget: A systematic and orderly means of receiving money from churches and individuals and disbursing this money to the agencies of the General Association.

General Association of General Baptist: An organization composed of local General Baptist Associations and Churches who have petitioned for membership and have been duly accepted by vote of the organization. The official name of this denomination.

General Board of the General Association of General Baptist: The General Board consists of the Moderator and Clerk of the General Association, the Denominational Executive Director as an ex-officio member, one member from each of the denominational boards, and fourteen (14) at large members elected by the General Association. The General Board shall be the trust, fiscal and executive agency of the General Association in all its affairs not specifically committed to some other board or agency. The General Board shall employ executive staff persons as needed and shall enter into contract with the Executive director, Stewardship Director and any other executive personnel, specifying general duties, tenure in office, salary, vacation, retirement and other related arrangements.

Organization Development: "Broadly defined, Organization Development means organizational change. For change in an organization to be OD it must (1) respond to an actual and perceived need for change on the part of the client, (2) involve the client in the planning and implementation of change, and (3) lead to change in the organization's culture" (Burke 3, 8).

Reengineering: For Hammer and Champy, reengineering is defined as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality,

service, and speed" (Hammer and Champy 32). For this study reengineering is, therefore, defined as the fundamental rethinking and redesign of the processes, information flow, and relationships to achieve dramatic improvements in the effectiveness and efficiency of the national organization of the General Association of General Baptist.

### Methodology

Various methods of data collection were used: focus groups, questionnaire surveys, interviews, listening sessions and observation. Documentation and evaluation of the design and development of the change process employed the case study method. The plan for data collection, documentation, and evaluation was influenced by the expertise and leadership of the Consultants of Shawchuck and Associates. The role of the internal consultant included the documentation of the process, assisting in the development of the focus group guides, the compilation of the focus group reports, and writing of a general report based on the focus group information, assisting in the overall design of the study, and providing appropriate information as it relates to General Baptist.

Data Collection and Instrumentation: The data collection instruments included the Focus Group Guide (Appendix A), the Interview Guide (Appendix B), the Listening Session Guide (Appendix C), and the Questionnaire (Appendix D).

The Focus Groups were conducted and reports written by members of the Renewal Task Force, staff of the various boards, Consultants with Shawchuck and Associates and the internal consultant. Regional compilations were done and a General report written by the Internal Consultant, John Comer. The Listening Sessions were conducted and reports written by Dr. Norman Shawchuck and the questionnaire was developed by Dr. Gustav Rath of Shawchuck and Associates and Dr. Graig Shull, Associate Director of General Baptists Home Missions.

Observation of the design and the actual study and change process served as a major data collection method. The internal consultant, being present in all meetings of

the Renewal Task Force, observed and wrote reports of the group sessions. Observation was focused, collecting data in order to describe, document, and evaluate the experience as it related to the design and processes adopted by the those involved. A descriptive, single case study method was followed, with the main objective of the observation was documentation and evaluation.

**Population.** Key leaders including officers and members were involved in the listening sessions. Approximately 148 persons were invited to be involved from the following boards: General Board, Oakland City University Board, Christian Education and Publication Board, Home Mission Board, Foreign Mission Board, Ministerial Services Board, Women's Mission Board, Brotherhood Board, and Nursing Home Board.

Personal interviews were conducted with all of the Executive Directors of the same nine boards. As many of the second level staff employed at the Headquarters Building, Stinson Press, and Oakland City University as were interested were interviewed. This included eleven persons.

A total of 2700 survey questionnaires were distributed by direct mail. The mailing included: 770 Church Clerks with instructions to duplicate and make available to anyone interested in being involved, 805 Pastors, 54 Board Members from all denominational boards who were not pastors, and a random sample of 1062 persons or 10% of the largest most complete mailing list available to the national offices.

**Variables.** The design and related processes involved were dependent upon the decision of those involved: primarily the members of the Renewal Task Force and its Chairperson, Dwight Chapman; the Board Executive Directors by their inherent ability and direct involvement, and the expert advice and leadership of Consultants, Shawchuck and Dr. Rath of Shawchuck and Associates.

The decision to enter into a transitional process leading to actual changes relationships, processes, and structure ultimately rests with the delegates of the General Association of General Baptists. Those leading the study believe, however, that the data will greatly influence both the decision and recommendations of the Renewal Task Force to the General Board and the recommendations of the General Board to the delegates of the General Association.

Boundaries. The survey questionnaires were primarily limited to state-side participants but provided opportunity for all 2700 persons mentioned above and any others who indicated a desire to be involved.

Delimitations. The data collected was limited in scope to include only needs related information and those related to the present functions of the national organization, with the possibility of other information related to the purpose and future vision of General Baptists. This study focuses on the design and processes found in the development of the self-study and includes recommendations related to the organizational structure and the future working relationships of denominational leaders.

Generalizability. The findings of this study are applicable to the individual departments and units of the denomination. It can be expected to impact the various groups within the whole system, i.e., Oakland City University, Local Associations, Local Presbyteries and Local Churches. This bold step by General Baptist can be expected to have a major influence upon other denominations and religious organization who are faced with the need to change their hierarchical and bureaucratic organization. This move to face the demands of an informational society versus the demands of an industrial society and other related changes in our culture is critical to many denominational organizations.

### Theological Reflection

Scriptural support for the concepts of systems thinking can be found in teachings regarding the sense of community inherent in the early Church. Paul, in his Ephesian letter,

speaks of being able to comprehend the love of God with all the Saints. Here he suggests that it is only in the transforming system of the community that the broad dimensions of God's love can be experienced and understood. One's attitudes and approaches to a given task influences others as well as the overall outcome of the denominational system. The importance of the effective and efficient functioning of communication and relationships within the network of communities found in a denomination is vital if the broad dimensions of God's love are to be experienced. The identification of the stewardship concepts by Block can be interpreted to undergird this study with special theological sanctioning. The Scriptures and lessons from the history of the Church clearly teach that the leaders at all levels of the Church have critical stewardship responsibilities regarding the resources available to them. Resources include: one's own time, giftedness, finances, and opportunities, as well as the time, giftedness, finances, and opportunities of the corporate body. Therefore, the effective and efficient use of those resources is critical to the mission of the Church.

The concepts of servant-leadership are clearly stated in the great commission of the Church. Christians are to go to the peoples of the world with the Gospel message of God's redeeming love through his Son, Jesus Christ, and in the words of Jesus recorded by Matthew, "making disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit, and teaching them to obey everything I have commanded you." Matthew 28:19-20a

The Scriptures are clear as to the value of every person and the need to be other-directed in all aspects of Christian living. We are urged to work together with God and be accountable to the tasks of assisting to bring all others to faith in Christ and disciple them so they can effectively be involved in the multiplication of the Kingdom of God.

The concepts of systems thinking are critical to this awesome task. No one can design, study, plan and implement change, or sustain an organization alone. All persons from the laity through the denominational leadership must be open to working together with

one another with God in order that all efforts will be more effective and efficient.

The value for careful planning can be documented in both the Old and New Testaments of the Scripture. The careful plans given to Noah for the building of the Ark, the very specific plans for the Tabernacle given to Moses, and the guidance of the rebuilding of the walls of Jerusalem in the days of Nehemiah are Old Testament examples.

The group sessions found in the work of Jesus and the well laid plans of the missionary efforts of the early Church that are found in the New Testament are indicative of the importance of good planning and the group process. Jesus often urged his followers to work together with one another and with the Father, God. A common experience in the work of the Apostle Paul included dealing with human relationship issues, a call to follow workable processes, and the expectation to enhance the information flow from one group to another.

The radical yet successful approach to change led by Jesus undergirds the reengineering concepts. He openly recognized the need for change, but did not spend unnecessary time in the diagnostic mode. Rather, he focused on the purpose of the Father and implemented new processes, dispersed appropriate information, and developed necessary relationships with twelve key persons to institute the most incredible organization ever founded. Jesus and Paul encouraged a forward look with careful attention to making the best use of time and resources as you moved with a sense of urgency toward the goal. The language of "pressing toward the mark (goal) of the high calling," a sense of accountability as taught in the parable of the talents, and consistent reference to the urgency of time are major themes of the Old and New Testaments.

Knowing that even the most intelligent and highly skilled human beings are unable to effect the change needed and that it is God who is able to do a wonderful work among General Baptist, an effort was in place to bathe this reengineering project in prayer. The campaign was guided by the Renewal Task Force and who are involved, committed

Christians and leaders at all levels of the organization. Prayer, Scripture, and consensus through Christian love permeated and guided each group session and the process under the leadership of Shawchuck and Associates.

When the people of God, called General Baptist, openly recognize the need for change, they are surely compelled to intelligently and prayerfully proceed as good stewards to make the necessary changes which will give consent to the national leaders to work together to discern God's will related to purpose and mission of the national organization, to re-invent that organization and make a collective effort to become a learning organization organized around a common purpose as they move ahead to do the work of the Church.

#### Overview.

In Chapter 2, I establish the precedents in the literature in the fields of Leadership, Planning, Organization Development, Reengineering and other related fields. I anchor this study in the ongoing research of the understanding of the change process at an organizational level.

In Chapter 3, I provide information relating to this project which gives a complete description of a single case study known as the self-study within the context of the General Baptist Denomination as I deal with the methodology of this study and its overall design.

In Chapter 4, I report the significant findings of this study as they relate to the experience of a denomination conducting a self-study resulting in a change process and include a basic plan for intervention and implementation relating the experience to the concepts of reengineering.

Chapter 5, includes the summary and conclusions of the study including evaluation and interpretation of the findings for revising the existing body of knowledge; identifying the possible contributions of this study to other related research; identifying the limitations of the study and make practical application of the findings for further studies in this and related fields.

## CHAPTER 2

### Precedents in the Literature

In this chapter, I anchor the study within the ongoing flow of research pertaining to the change process and related fields of Organization Development and Reengineering and establish the theoretical framework, including theological considerations. I accomplish this through consideration of the following major themes: by reflecting on the external environmental factors of our culture, by seeking to understand the internal issues as related to leadership, administrative processes, and the nature of an organization of the Church, and by evaluating the possible approaches in designing the study including Organization Development, Reengineering and related fields. The study relates directly to reengineering, reinventing, or redesigning the national organization of the General Association of General Baptist.

#### External Environmental Factors

While not all external or environmental factors apply equally to the Church Universal, some are nevertheless larger than and, therefore, external to any one denomination. Likewise, these factors may be part of the world and the tradition of the Church, but not a part of the internal nature of any one denomination.

I chose to focus on the following: expected trends in our changing world and the church of the future, the opinion and population shifts found in America, and some of the paradigm shifts in how contemporary people of America view religion, particularly as these issues affect a denomination of the Church.

Significant Identifiable Trends. Author John Naisbitt captured the attention of many as he made specific predictions concerning the decade of 1982-92 as the coming decade of great change. His anticipation of the future through an understanding of the past and his view of trends have proven to be credible. These basic theories linked with content analyses produced a list of predicted changes that he calls Megatrends:



From an industrial society to an information society  
 From a forced technology to a high/tech touch  
 From a national economy to a world economy  
 From short term considerations to rewards for the long term  
 From centralization to decentralization  
 From institutional help to self-help  
 From representative democracy to participatory democracy  
 From hierarchies to networking  
 From the North to the South  
 From either/or to multiple option (Megatrends)

The recent experience of the past ten years offers some credibility to his second book, co-authored by Patricia Aburdene, *Megatrends 2000*. If we question the accuracy of the second book, we need only to identify the changes or shifts which are taking place in our current experiences. Naisbitt and Aburdene call the second list "Millennial Megatrends: Gateways to the 21st century":

The booming global economy of the 1990s  
 A renaissance of the Arts  
 The emergence of free-market socialism  
 Global lifestyles and cultural nationalism  
 The privatization of the Welfare State  
 The rise of the Pacific Rim  
 The decade of women in leadership  
 The age of biology  
 The religious revival of the New Millennium  
 The triumph of the individual (Summarized from Naisbitt and Aburdene).

Many of these trends are apparent in our contemporary American culture. Any organization would, therefore, be wise to consider these external factors as plans are made for the future, particularly for an organization facing major change. "Computers, cellular phones, and fax machines empower individuals, rather than oppress them as previously feared" (Naisbitt and Aburdene 328).

I find hope and excitement in the new interest in the Arts. Startling figures about the sell out audiences in the Arts and the appearance of vacant seats in the sports arenas support this trend. New interest in the Arts may be related to a major change in our society

identified in this work, "Science and technology do not tell us what life means. We learn that through literature, the arts, and spirituality" (Naisbitt and Aburdene 293).

If people of our society are in search of life's meaning, as I believe they are, this trend has enormous implication for the service organizations and religious denominations. These authors speak of the importance of understanding the needs of the "customer." "One reason large mainline churches have lost so many since the mid-1960s is that small, independent churches can adapt their services to the needs of churchgoers, can remain closer to the 'customer'" (Naisbitt and Aburdene 315). This attention to the customer and customer needs is in agreement with the work of writers Hammer and Champy.

The Present and Coming Age As Viewed by Churchmen. Denominations must be aware of the kind of paradigm shifts identified by Naisbitt and Aburdene, but they must give serious consideration to what may be the future for the church. Churchmen like George Hunter, Loren Mead, Leith Anderson, and Geroge Barna can assist here.

Hunter draws together and systematizes what is known about effective ministry to western secular people. He is clear about the history of the secularization process and how this development challenged Christians of the western world. Hunter accounts for how the West was lost, citing the effects of the Renaissance and the Protestant Reformation. Secularization was further impacted by the rise of Nationalism. The challenge of Science on Christendom's pre-scientific assumptions was greatly escalated by the Enlightenment and stamped by Urbanization.

Hunter recognizes the impact of secularism but offers hope when he describes the new age that is ushered in as the "Apostolic Age." "Scholar appraisals accepted, the Church in the western world needs to experience the paradigm shift that allows it to perceive the new missionary challenge in the secular West today. Indeed, the situation we face is much like what the early apostolic Church faced" (Hunter 35). We are challenged to learn what this means to our contemporary Church and its work.

Based on careful research into the life of growing congregations, Hunter gives us helpful information about churches who are reaching secular people. He documents what the effective apostolic congregations know:

- 1) People who aren't disciples are lost
- 2) Lost people matter to God
- 3) Church is primarily a mission to lost people, not primarily a gathered colony of the faithful
- 4) The importance of high expectations for their people
- 5) What to change and what to preserve
- 6) The importance of understanding, loving, and liking secular people
- 7) The importance of accepting unchurched people
- 8) The importance of using music that secular people understand
- 9) The importance of starting new congregations
- 10) The importance of involvement in world mission (Hunter, 44-154).

The denomination desiring to reach secular people for Christ must consider this vital information. Though secularism cannot be viewed only as an external force, it must be reckoned with as a major force impacting the mission of the Church.

Mead offers a challenge to the Church in a changing world when he says, "God is always calling us to be more than what we have been . . . Never before have those in religious congregations had more--potentially--to give to the other structures of society" (Mead vi). Mead deals with the Church of the long past and the Church of the future. One glaring difference between Mead's work and Hunter's, is that he fails to specifically identify the present age. He speaks of it being very different and believes much of the information about it is still unknown and calls our day a time between paradigms, while Hunter boldly steps out and calls it the present age, the Apostolic Age.

Mead offers insight into three things occurring around us simultaneously that are impacting the Church. He believes we are presently confused about mission and that we are facing a fundamental change in understanding the mission of the Church. He challenges the local congregation to move from a passive, reactionary role in support of mission to a front-line, active role. He urges that we are being called to reinvent structures and create a

church that will better serve the mission of the Church. Mead believes "we are on the front edges of the greatest transformation of the church that has occurred in 1,600 years. It is by far the greatest change that the church has ever experienced in America; it may eventually make the transformation of the Reformation look like a ripple in a pond" (Mead 68).

Mead's call to reinvent the Church seems more logical. He writes about three polarities that relate to the reinvention of the Church: Parish *vs.* congregation, parish means turf while congregation refers to people; Servanthood *vs.* Conversion, the way the church works--conversion of the world or serving the world?; Exclusive or Inclusive, membership to be held tightly or open its arms to bring in the stranger and sojourner? (Mead 45-47)

Mead, like Hunter, sounds the alarm and offers a challenge to the contemporary Church. Though not totally external to the Church at large, the three polarities would be considered external to any single denomination. Any denomination that recognizes the need to enter into a change process in order to be more effective and efficient, must consider the polarities identified by Mead. The polarities challenge the denominational leadership not to depend upon past and present tradition, but rather consider our contemporary time a new day, but with similarities to the day of the apostles.

Anderson writing in the 1990s, gives support to the foregoing conclusions: "We must take the risk of anticipating the future by understanding the times, but we must also avoid the unfounded assumption that tomorrow will be like today" (*Dying for Change* 19). He also believes that when the Church is confronted with change, it becomes a part of the change process and should begin with self-diagnosis by asking important diagnostic questions.

Anderson is as clear about the many changes in our world as he is about issues that do not change: God's truth is transcendent, the church is the body of Christ, and knowing the Bible is not enough. He echoes the importance of leadership during change. He states that transformational leaders stay close to the action; they get their authority from followers;

they excel amid adversity and they take initiative. (*Dying for Change*)

He calls our attention to the "coloring of America" and the "far reaching impact on American church life." He urges that the challenge to "behave Christ like and justly as persons of color grow in power and number in our society" (*A Church for the 21 Century* 25-26). His view of the coloring of America is another way to consider the Apostolic Age identified by Hunter. It speaks to population shifts in the American experience. We no longer call our society a "melting pot," as it is more appropriately called the "tossed salad." Migrants come to America and retain their own culture, speak their own language, and hold to their own approaches to religion and family life.

A large portion of the population growth in America is in major metropolitan centers. This ongoing shift from rural America to metropolitan centers must shape the attitudes and methods of congregations if they are to fulfill the great commission.

Anderson looks at the 21st century and predicts new diversity, segmentation into new niches, and polarization requiring firm positions. Staffing the Church calls for new training other than schools of theology, and networking instead of incorporating. He sees the church taking new forms: mega-churches of 2000 or more, meta-churches--a network of small groups, seven-day-a-week churches, house churches, non-churches--12 step programs, shopping center churches, and some traditional churches. He sees new definitions of success shaped by the concepts of getting right results, using our resources, and including standards.

Anderson raises many important issues that will impact the future of the Church. Most of these issues appear to be internal to the Church and are larger than any one denomination. And since this is true, it can be viewed as external or not peculiar to a denomination.

George Barna's 1993-94 report entitled, *Absolute Confusion (How Our Moral and Spiritual Foundations Are Eroding in This Age of Change)*, calls our attention to a number of issues that are primarily external and are important to any denomination entering into a

change process. His research is done by surveying some 1004 persons of a cross section of America. The identifying factors of the cross section include achieving a balance in the areas of gender, age, income, education, marital status, ethnicity, region, community type, denomination affiliation, the churches, and the issue of being born again.

His latest findings conclude that there is rising concern among Americans as to how our leaders will address the problems of extreme racial and ethnic tension in our country today. As the Church faces the need to extend its message into a variety of ethnic groups that are now Americans but retain their language and much of their culture, recognition of this tension is important. I am in agreement with Barna that what makes racial tension "even sadder is that these indignities are both predictable and avoidable" (Barna 13). I agree with the warning that we must be aware of the effect of the media. Neither he nor I would make this a generalization, but we believe that there are "some honorable and helpful journalists and media outlets," and we must learn to "distinguish those doing a valid public service from those promoting a particular agenda" (Barna 16).

Barna reports that Americans no longer "evaluate a social circumstance and make an informed decision on the basis of an underlying philosophy of life or coherent world view. Rather, we make our decisions on the basis of situational ethic and convenience" (Barna 14). He cites the dealing with homosexuality in the military as an example where adults seem confused. Their answers "depended upon the context within which the question was posed, alternatively viewing the core issue as that of morality, freedom, or productivity" (Barna 14).

The increasing disenchantment with public leadership is expected to continue in the coming days. This is based on "people's competing self interest--the desire for a better quality of life, heightened personal fulfillment, significant relationships--put an unwillingness to sacrifice, to make long-term commitments, or to trust other people or institutions" (Barna 14). These issues have significance to service organizations and particularly to the Church. Of those surveyed, 67% had made a contribution to a charitable organization including a

church or synagogue in the past 30 days, while only 58% believe that the leadership in non-profit organizations are trustworthy.

More directly impacting the Church is that Americans believe that religion remains incapable of influencing the lives of a large number of people.

Growing evidence shows, too, which the traditional foundations of our spiritual character--such as church attendance, involvement in small groups, and Bible reading--are on the decline . . . It is increasingly less common for people to describe themselves by traditional religious labels such as Protestant, Catholic or Jewish. In short the foundations of America's faith are crumbling (Barna 14).

Barna summarizes what his research of the past three years reveals:

Most Americans reject the notion of absolute truth. A growing portion of people, now up to one-third of the population, do not believe in the God described in the Bible, but have other notions of whom (or what) God is or means. Most adults do not believe that Satan is a real being. Most people believe that it does not matter what god you pray to because every deity is ultimately the same deity, shrouded in different names and attributes by humankind. A minority of Americans have a personal relationship with Jesus Christ. Nearly two out of three adults contend that the choice of one religious faith over another is irrelevant because all faiths teach the same basic lessons about life. Americans are nearly evenly divided regarding whether or not Christ was perfect; almost half of the public believe that Jesus made mistakes while He was on earth (Barna 15).

I agree. These are serious issues for every American and Christians must consider this information and "get involved in the chastening and renewing of our society" (Barna 17). He warns that the decision to ignore or disobey God is not consistently intentional.

As so many of the elements of our lives, our faith is in a constant state of transition. What we believe, how we practice our faith and how our beliefs become integrated into our lives changes almost daily. Thus, says Barna, it is not impossible for the Church to have a profound, positive influence upon this nation. However, the longer we wait, the tougher it will become (Barna 15-16).

The church of the decade of the nineties must accept the challenge of doing its work in a fashion that may be radically different than its recent experience. Leaders will need to learn how to organize ministry and programs while giving greater attention to how work is

done in this information age than to the methods found in traditional experience. Hunter's belief that a new and different age is much like the Apostolic age does not seem to be in conflict with the findings of the scientific research of Barna or with the findings of Pastor Leith Anderson. The denomination that wishes to positively impact the unchurched of this day, would do well to listen to the powerful advice of Hunter as he carefully informs us about churches that are reaching secular people. They should pay attention to Anderson as he describes the church taking on new forms and to Barna as he reveals the range of opinions found among Americans regarding God, the Bible, and other foundational concepts of the Church.

### Internal Issues

All the issues that demand our attention are not external. I will deal with those internal factors that are applicable to most organizations, but that are of particular interest to a denomination, such as the importance of leadership and the health of an organization.

Leadership. When leadership is viewed in its broad sense, it includes the popular concepts of vision. The discussion of leadership will be limited to leading the healthy organization and those inherent to the organization through the change process.

The role of leadership is of great importance in the change process. Commitment from the top leadership to the change process, reengineering effort and the principles of stewardship is essential, even though the project leader may not be and seldom is the CEO. It is therefore essential that those in command lead the way in the envisioning process, the formulation for the mission, and that they be openly and solidly committed to the change process.

One of the most helpful theories regarding leadership is simply stated by authors, Bennis and Nanus, "Managers do things right. Leaders do the right thing." This short, powerful concept is expanded, "'to manage' means 'to bring about, to accomplish, to have change of or responsibility for, to conduct.' 'Leading' is 'influencing, guiding in direction,



course, action, opinion'" (Bennis and Nanus 21) This distinction between managers and leaders is helpful and appropriate for the CEO leading his or her organization into the change process.

The work of Bennis and Nanus is based on the belief that there are common characteristics and similarities in the leadership strategies among the leaders researched. They interviewed 90 leaders; many were CEOs from Fortune's top-200 list, the remainder from smaller companies and enterprises. The average number of years with the company was 22.5 and the number of years as CEO was 8.5 Almost all were males, with college degrees and about 40 percent in business. Through dialogical interviews and careful observation the researchers emerged with four potent strategies related to leadership:

- (1) Attention through vision
- (2) Meaning through communication
- (3) Trust through positioning
- (4) The development of self

Bennis and Nanus are very often quoted in the leadership literature. Therefore, I will consider them my primary resource on this subject.

These researchers connect the concepts of vision and leadership. "We do face uncertain and unsettling future, but not one without vision. Vision is the commodity of leaders, and power is their currency" (Bennis and Nanus 18). Vision, understood by the leader, is that which influences, guides and produces action in the life of an organization.

The leader may be the one who articulates the vision and gives it legitimacy, who expresses the vision in captivating rhetoric that fires the imagination and emotions of followers, who--through the vision--empowers others to make decisions that get things done (Bennis and Nanus 109).

Bennis and Nanus identify other important issues in leadership :

Trust, integrity, and positioning are all different faces of a common property of leadership--the ability to integrate those who must act with that which must be done so that it will come together as a single organization in harmony with itself and its niche in the environment (Bennis and Nanus 186).

The leader is responsible, with a sensitivity to and input from others, for formulating, articulating, and casting the vision. The vision then serves as a driving force for people throughout the organization. This driving force, not only provides motivation and direction, but it provides the basis for the structure that gives form to the organization.

I agree that nothing would serve an organization better, especially in the uncertain times of entering into and experiencing the change process, than leaders who give attention to developing their leadership, who knows what they want, who communicate those intentions, position themselves correctly, and empower their work force.

Joe Barker, "The Paradigm Man," states that, "a leader is a person you will follow to a place you wouldn't go by yourself." Paradigm is defined by Barker, as "a set of rules and regulations (written or unwritten) that does two things: (1) it establishes or defines boundaries; and (2) it tells you how to behave inside the boundaries in order to be successful." "A paradigm shift, then, is a change to a new game, a new set of rules" Barker builds on the work of Thomas S. Kuhn. Paradigm as defined by Kuhn is "accepted examples of actual scientific practice, examples which include law, theory, application, and instrumentation together --[that] provide model from which spring particular coherent traditions of scientific research" (Barker 32, 37).

Paradigms are common, functional, and they effect reverses and the common sense relationship between seeing and believing. More than one right answer can almost always be found. Paradigms too strongly held can lead to paradigm paralysis, a terminal disease of certainty. Paradigm pliancy, the opposite of paradigm paralysis, is the best strategy in turbulent times. And, human beings can choose to change their paradigms. (Summarized from Barker 150-157)

Barker provides a principle regarding management and leadership; he believes that "you manage within a paradigm. You lead between paradigms" (Barker 163, 164). This principle is not in conflict with the principles of Bennis and Nanus. Barker shows that

leadership is required when change or a shift comes between paradigms, whereas management may bring success during the more stable times of a given paradigm.

The idea of paradigms is helpful in understanding how change occurs and what the role of the leader is during change. Paradigm shifters are more likely those outside the organization or very new to it. Therefore, the opinions of interested people outside and those new to the organization are valuable to leadership. Learning to be open and sensitive to the possibilities and opportunities of positive change may first present itself from these sources.

The shifters are followed by paradigm pioneers "who are the first to follow the rough pathway that paradigm shifters have uncovered" (Barker 71). The "essence of the pioneering decision is: those who choose to change their paradigms early do it not as an action of the head, but as an act of the heart" (Barker 74). The paradigm pioneer must have courage as well as intuition. Barker's understanding of the paradigm concepts, including paradigm shifts, and the roles of those involved in the change process provides valuable information to understanding the need for change and the actual process.

David D. Chrislip and Carl E. Larson in their book, *Collaborative Leadership*, show "how citizens and civic leaders can make a difference in addressing the most pressing public challenges in their communities" (Chrislip and Larson, XV). At the center of collaboration there are leaders who

are sustained by their deeply democratic belief that people have the capacity to create their own visions and solve their own problems. If you can bring the appropriate people together (being broadly inclusive) in constructive ways (creating a credible, open process) with good information (bringing about a shared understanding of problems and concerns), they will create authentic visions and strategies for addressing the shared concerns of the organization or community. The leadership role is to convene, energize, facilitate, and sustain this process. As we have said, *the only consensus that really matters is that of the people who live there* (Chrislip and Larson 146).

Based on six exemplary cases and tested against forty-six additional cases they set forth the following that are present or deliberately built into the process in order for

collaboration to succeed:

- Good timing and clear need
- Strong stakeholder groups
- Broad-based involvement
- Credibility and openness of process
- Commitment and/or involvement of high-level, visible leaders
- Support or acquiescence of "established" authorities and powers
- Overcoming mistrust and skepticism
- Strong leadership of the process
- Interim successes
- A shift to broader concerns (Chrislip and Larson 52-54).

It seems apparent that collaboration is an option with promise for leaders of an organization that is comprised of autonomous units over which little or no power is held. This new approach to leadership enhances the concepts of forming new partnerships; it redefines the role of elected leaders; and can assist leadership in expanding their power, focusing on real change, and getting things done.

Perhaps no one has shaped the business world of management and leadership with greater influence than Peter F. Drucker. His work relating directly to the non-profit organization is most valuable to any service organization including a denomination of the Church. He sees the products of the non-profit institution as changing human beings. I agree when Drucker describes the non-profit organizations as human-change agents. The non-profit structures are central to American society and are one of its distinguishing features. Drucker feels we are

creating tomorrow's society of citizens through the non-profit service institutions. And in that society everybody is a leader, everybody is responsible, everybody acts. Everybody raises the vision, the competence and the performance of his or her organization. Therefore mission and leadership are not just things to read about, to listen to. They are things to do something about. Things that you can, and should convert from good intentions and from knowledge into effective action, not next year but tomorrow morning (Drucker 49).

This important role of the non-profit sector identified by Drucker includes the Church. Even with this claim that everyone is a leader, affecting vision, and is responsible and must act, there remains the need to be very customer conscious. Customers are to be respected. Leaders must listen to customers in order to hear "their values and understand their satisfaction." Leaders "do not impose the executive's or the organization's own view and egos on those they serve" (Drucker 103). This supports the concept found in *Applied Strategic Planning* that the value scan must precede the formulation of the mission of an organization. We no longer create a product or a service and sell it to the customer, but we go to the customer and listen to learn what they need, what they will buy and build a product or service accordingly. Leaders must respect and listen to the customer for they have information and are free to choose.

The concerns regarding leadership are not only related to style but to the lack of available leaders. The shortage in Christian leadership has been openly recognized for a number of years. White, in an article, "The Crisis in Christian Leadership," printed in **Review and Expositor**, assesses the crises. He writes that "the concern about Christian leadership is not simply its effectiveness: the chief concern must be the moral responsibility of leadership. Is leadership ethically and morally responsible?" This he writes, "is a more appropriate question for the Christian than 'Is it powerful?'" (White 552). These are appropriate questions and issues worthy of our consideration.

While the business models offer good insight into the processes of leadership, "a foundation of Christian leadership resides in commitment to the Living Christ" (White 552-553). While this commitment in the business world may take many forms, for the Christian leader, the meaning and expression of commitment must take the form of the image of Christ. Luke records Jesus as saying, "The Spirit of the Lord is upon me, because he has anointed me to preach good news to the poor. He has sent me to proclaim release to the captives and recovering the sight to the blind, to set at liberty those who are oppressed, to

proclaim the acceptable year of the Lord." The indelible feature of Jesus' commitment is expressed in this announcement, exhibiting "his values for persons and personhood" (White 553). As customers, people were, therefore, valued by Christ and must be valued by Christian leadership. Christian leaders should be the first to understand this and lead the way to putting it into practice in the life of the organism known as the Church.

Arie De Geus, head of planning for Royal Dutch/Shell has said, "Forget your tired old ideas about leadership. The most successful corporation of the 1990s will be something called a learning organization" (Arie De Gues 70). Senge believes "learning organizations are possible, deep down, we are all learners" (Senge 4). This advice of Arie De Gues and the affirmation of Senge is incredibly important to leaders and organizations. We are well into a new day, a new paradigm where the concepts of leadership and the structures of the organization that were right for the industrial society are no longer appropriate for an information society. This holds true for the Church who is charged with the responsibility of valuing persons and being a learning organization.

The Unhealthy Organization. The unhealthy organization is described by Kets de Vries and Danny Miller as *The Neurotic Organization*, and by Schaeff and Fassel as *The Addictive Organization*. These writers consider organizational problems and relate them to problems found in human behavior. For an excellent summary of their book, see Appendix F. Listed here are the psychological problems or dimensions and related information as to the level of aggregation within the organization. Specific problem areas are cited in the organization (Kets de Vries, Miller 6-7).

Consider the following example: The neurotic personality style of top executive in troubled firms impacts the overall organization and can be seen specifically in the organization's strategy, strategy making, structure, and organizational culture.

Schaeff and Fassel, "Addictive organizations are the infrastructure of the addictive society. They are the 'glue' that perpetuates addictive functioning on the societal level"

(Schaeff and Fassel 54). Organizations in an addictive society tend "to deny the presence of the effect of addictions and to see addictive behavior and processes as normal . . ." (Schaeff and Fassel 5).

Addictive characteristics of individuals can also be seen in systems and infrastructures of the addictive society. Characteristics such as a closed system, self-centeredness, perfectionism, preoccupation with control, ethical deterioration, confusion, dishonesty, operating in a secrecy model, and frozen feelings. These contribute to the addiction of an organizations. Four major forms of addiction in organizations are identified: organizations in which a key person is an addict, taking your disease with you into the organization, the organization as the addictive substance, and the organization as addict. I am sobered by this, but am in agreement with their conclusion. "Recovery is truly not possible, we believe, unless the addictive process is correctly named and change proceeds at all levels of the organization" (Schaeff and Fassel, 202).

This gives support to the concepts of system thinking and agrees with the general consensus of scholars in the field of Organizational Development and Reengineering, that change process must consider all levels of the organization.

The Healthy Organization. What then are the characteristics of a healthy organization? Tom Peters and Robert Waterman who write in *In Search of Excellence* of best run American companies. This work places a heavy emphasis on leadership. The research was primarily the observation of managerial practices and hundreds of interviews with employees in forty-three organizations selected for their excellence. From these organizations they were able to isolate the attributes of fourteen exemplary companies. The companies are: Bechtel, Boeing, Caterpillar Tractor, Dana, Delta Airlines, Digital Equipment, Emerson Electric, Fluor, Hewlett-Packard, IBM, Johnson and Johnson, McDonald's, Procter and Gamble and 3M. This list of companies alone adds real credibility to their findings.

Peters and Waterman consolidate their findings into a list of eight critical attributes that had contributed to the organizations' success:

- (1) A bias for action: employees are encouraged to be innovative and they reward (refrain from punishing) employees for small scale experimentation whether or not it produces winning products.
- (2) These companies remain close to the customer: they maintain a genuine interest in solving the problems and meeting the needs of customers with an orientation toward a long term relationship.
- (3) Autonomy and entrepreneurship: autonomy is necessary for entrepreneurship to occur. They nurture champions, people who advocate new ideas.
- (4) Productivity through people: Employees are treated as adults. They acknowledge the employees as primary sources of productivity and share information with them.
- (5) Hands on, value driven: Companies have clear vision as to their organizational values. The managers keep contact with designing, producing and selling staff.
- (6) Stick to the knitting: They stay with the 'bread and butter of the company.
- (7) Simple form, lean staff: companies have simple structures with the habit breaking pillar of being willing to reorganize to optimize resources; they have the stability pillar in place by keeping it simple and stable; they have the entrepreneurial pillar and reward experimentation.
- (8) Simultaneous loose-tight properties: This summarizes the seven attributes allowing enough chaos into a company to remain entrepreneurial yet to maintain enough discipline to look after business. (Summarized from Peters and Waterman 119-318)

One can agree with *In Search of Excellence*. These are, however, attributes that are reachable for any organization that is willing to enter into a change process with such excellence as their goal. This powerful list of attributes is supported by good research and is condiseder by the authors *Lessons from America's Best-Run Companies*. The authors conclude with an emphasis on simplicity, "Only those simplistic people--like Watson, Hewlet Packard, Kroc, Mars, Olsen, McPherson, Mariott, Procter, Gamble, Johnson--stayed simplistic. Their companies have remained remarkably successful" (Peters and Waterman 325).



The virtual corporation and its products, the concepts published by Davidow and Malone in *The Virtual Corporation*, are important to this discussion. In their work, they examine the transformations of our day to "see how they interrelate with one another toward a larger purpose--and in the process put forth a vision of the corporation of the twenty-first century" (Davidow and Malone 2). They identify the present age as the age of the virtual product.

This product (or service), though it has roots in the distant, artisan past, can only dynamics, and manufacturing systems. Most important, it can be available at any time, in any place, and in any variety (Davidow and Malone 3).

The new kind of organization, the virtual corporation, "began as a vision of futurists, becomes a possibility for business theorists, and is now an economic necessity for corporate executives" (Davidow and Malone 5). As the concept of virtuality implies, the virtual corporation is best discussed in terms of relationships and in patterns of information.

"Unlike its contemporary predecessors, the virtual corporation will appear less a discrete enterprise and more an ever-varying cluster of common activities in the midst of a vast fabric of relationships" (Davidow and Malone 7). The virtual corporation is not descriptive of the hierarchical, pyramid corporate structures of an industrial society. Only those organizations who comprehend the long-term goal of becoming a virtual corporation will restructure and be successful.

The virtual organization will be one that has a healthy respect for the customer and customer control and that will adapt the product to the customer and not the customer to the product. The virtual organization enters business and professional relationships based on trust. It will value time and will keep abreast with new technology. It will recognize the power of information, and will be "self-managed by workers, computer networks, flattened management structures, and managers focused on making processes work and establishing a vision for the company" (Davidow and Malone 183).

The virtual organization will "appear amorphous and in perpetual flux, but it will be permanently nestled within a tight network of relationships" (Davidow and Malone 142). Davidow and Malone are champions of the *kaizen* concept of Japanese management. *Kaizen*, "means *ongoing* improvement involving *everyone*--top management, managers, and workers. . .*Kaizen*, is everybody's business" (Davidow and Malone 128).

Important factors in rethinking management are identified: the hierarchical and directive system of the past have proven ineffective in today's organizations; the ever-faster cycle of information demands flatter organization; management must not hold back the tide of change and flow of information; the transition to lean, adaptive, information-based organizations are essential; and the CEO must accept the position of the "eye of the storm," as he or she is the pivot around which the organization will turn. (Davidow and Malone 162-183). Incredible advice for an organization of this decade.

#### Approaches to the Change Process

When an organization (denomination) recognizes the need to design and enter into a change process to become more effective and efficient, it must study a number of related fields. The massive amounts of literature that deal with the issues of change, how change is accomplished, and the management of change provides broad and general information. The concepts found in strategic planning offer sound guidance to the change process. The vast amounts of literature in these fields seem appropriate for the broad contours of this study.

The fields that encompass the important issues of change and planning related directly to changing an organization which focus on a process suitable for a denomination are Organization Development and Reengineering. The latter grew out of the former and is a new body of literature that is defined by terms such as: rethinking, reengineering, redesign, and reinventing an organization. Strategic planning as a highly recognized model and the powerful concept of stewardship (Block 1993) will also inform the consideration of the change process.

Organizational Development. Literature known as Organization Development began to be published as early as 1960. Some early material is found under such labels as Organization Renewal. Lippitt recognized the need to reexamine the effectiveness of organizations as early as 1969.

The need for organizations to reexamine their objects, review their structure, improve their relationships and to rediscover their responsibilities to their members, clients, and employees is very evident. Organizations that will remain viable, creative and relevant must engage in the process of a search that the renewal effort involves. . . An organization renewal process takes time, energy, money, and skill (Lippitt vii).

Even before the work of Lippitt the field had taken on the label of Organization Development or OD. "Organization development as a field may not yet be sufficiently known to be defined in the dictionary or explained in the Encyclopedia Britannica, but it has survived some turbulent times and will be around for the foreseeable future" (Burke, 2 ed. 1). Organization development (known here after as OD) has throughout its development been and remains more of a process than a step-by-step procedure.

That is, OD is a consideration in general of how work is done, what the people who carry out the work believe and feel about their efficiency and effectiveness, rather than a specific, concrete, step-by-step linear procedure for accomplishing something (Burke, 2 ed. 1).

The focus of recent years seems to move away from re-examining the organizations structure to the re-examination of the processes. Process includes consideration of how the work is done, who carries out the work, and their beliefs and feelings about the individual and unit efficiency and effectiveness, as well as the overall outcome for the agency or organization. This shift in attention away from considering the structure to the consideration of the processes is echoed by Edgar Schein in his work.

Early studies of organization were dominated by the 'scientific management' school of thought leading to an almost exclusive preoccupation with the 'structural' or static elements of the organization . . . I believe that the

consultant must examine the processes that occur between people as a way of understanding the informal relationships, the traditions and the culture which surrounds the structure (Schein 10-11).

Scholars in the field have their own unique emphases. Beckhard emphasizes the importance of the involvement of top management in the OD efforts that must be planned and organization-wide. Bennis emphasizes the educational strategy intending to change the beliefs, attitudes, values, and the structure of organizations so that they can better adapt to new technologies, markets and challenges and the "dazzing" of change itself. Wendell L. French and Cecil H. Bell emphasize the long range effort of collaborative management of the organization culture. (French and Bell 6-7)

As early as 1971, Burke and Schmidt understood the necessity of giving attention to the organization as a total system. They believe that the total system is affected by any change made in any part of the system. Therefore, "the target of change is the organization--the total system, not necessarily individual members. Individual change is typically a consequence of system change" (Burke, 1 ed. 10). Since the organization was viewed as a sociotechnical system early on, the relationship of OD and a Systems Approach has been well established. This remains the case.

There is agreement as to the basic areas of the system that must be considered during diagnosis and that must continue to be the focus throughout the OD process. According to Burke and others, the basic areas are: norms, roles, values, rewards, power, and leadership, which includes the management functions. When the expert or the student gives attention to the field of OD, these are the basic areas under consideration.

Thomas Cummings examined the social and psychological processes of interrelationships or the nexus of the individual/personal development active in an organization, the group processes and organizational behavior and change. His study included the individual roles, the multiple roles, role conflict, the impact of group processes, strategies for meeting the individual and group needs, and the influence of technical and

economic factors on organizational life. In his work of 1980, *Systems Theory of Organization Development*, he deals with five important dimensions of gestalt therapy *vis-a-vis* general systems theory: open v. closed, diagnosis v. dogma: waves v. particles and boundaries v. entities, energy v. entropy, and integration v. disintegration" (Cummings 212-220)

The systems approach has value in considering the interrelatedness of the subsystems throughout the OD process, and for sure, at the stage of diagnosis. OD logic considers the basic areas (norms, roles, values, rewards, power, and leadership) in the process of diagnosing through intervention and implementation. Emerging opinion, however, argues that it is possible to damage the process if too much time and energy is spent in a detailed examination of minutia in diagnoses. This approach can be problematic if some positive intervention does not accompany or follow very quickly. Hope can be lost as those involved in the change process use up their major energies in a diagnostic process and are not able to enter into intervention and implementation with the kind of creative energy necessary to a successful change process.

Cumming's idea of managing resistance by mobilizing people's energy toward positive changes is vital and important to the change process. In the midst of change, it is essential that individuals understand how relationships contribute to the effectiveness, efficiency and health of the organization. That those responsible for the change process, manage and make best use of the creative energy of all involved, is considered essential.

Viewing the Church from the systems perspective, Lindgren and Shawchuck carefully identify and describe the various components of the church as a system, giving an exhaustive list of items and functions one would find in each component. Appropriate application of the concepts of the systems approach as they relate to the Church is clear. In a more recent work, *Leading the Congregation (Caring for Yourself While Serving the People)*, Shawchuck extends his understanding of the transforming portion by adding the fourth component of spirituality. For a more complete understanding of the very helpful

contribution of Lindgren and Shawchuck see Appendix E.

In a rather early work by Paul Lawrence, we find interesting and helpful emphasis to the people of the organization. Lawrence believes that "we tend to think of organizations as having a purpose, but his is not literally the case. People have purposes; organizations do not" (Lawrence 2).

Lawrence believes the following:

We consistently emphasize the ideal of fitting the organization to its immediate relevant environment and to the characteristics of its individual contributors. This approach is based on the fundamental premise that *there is one best way to organize*; rather, organizations need to be systematically tailored to collective goals and individual human purposes (Lawrence 84).

An emphasis on the people of the organization and the relevance of environment is particularly significant for service delivery organizations, such as the national organization of a denomination. When the product is a service, it is true that the quality and effectiveness are dependent upon the individuals delivering the service. Therefore, the tailoring of an organization to the collective goals of individual purposes would render the services more effective and positive in their impact on the organization.

A common principle found in the OD material is that the consultant is to help the leadership of the organization to "learn from self-diagnosis and self-intervention . . . The ultimate concern is that organization's capacity to do for itself what he (or she) has done for it . . . The process consultant is concerned about passing on his or her skills and values" (Schein 135). The involvement of the leaders and people of the organization is, therefore, crucial to the success of the process from diagnosis through implementation.

In the second edition of Burke's work, he provides an excellent overview of the field of OD summarizing the development of the field. He states that for change in an organization to be OD, "it must respond to an actual and perceived need for change on the part of the client, involve the client in the planning and implementation of the change, and lead to

change in the organization's culture" (Burke 9).

He continues with an emphasis on culture. This emphasis includes attention to norms, values that give us an operational view of the culture. To understand OD as a process of fundamental change in an organization's culture, not just "fixing" a problem or "improving" a procedure is highly valuable. Burke refers to the change of such magnitude, ultimate resulting in "some significant aspects of an organization's culture never being the same" (Burke 9). His explicit understanding of culture assist us to understand the nature and potential magnitude of change:

A given culture consists of many elements, but the primary element is the unique pattern of norms, standards or rules of conduct to which members conform. Other significant elements of an organization's culture are its authority structure and the way of exercising power, values, rewards and the way of dispensing them and communication patterns (Burke 9).

Edgar Schein defines culture at a deeper level, the shared assumptions and beliefs operating at the unconscious level and that define the processes in a basic taken-for-granted fashion in which an organization views itself and its environment. I agree with Schein's assessment of culture at this deep level and his understanding of how "these assumptions and beliefs are learned responses to the group's *internal integration*" (Schein 6-7).

Burke points out the differences but also the strong similarities of the work of scholars. Burke does an interesting comparison of the following works: Lewin's three steps of unfreezing, moving, and refreezing; Schein's elaboration of Lewin's three stages; and Lippitt, Watson, and Westley's five phases of planned change. A general description of the process of change is summarized by Burke:

a process by which a consultant collects information about the nature of the organization (the research) and then helps the organization to change by way of a sequence of phases that involve those who are directly affected--the organization members themselves (Burke 62).

This general model consists of the following elements:

- (1) An outside consultant or change agent
- (2) The gathering of information (data) from the client system by the consultant for the purpose of understanding more the inherent nature of the system, determining major domains in need of change (problems), and reporting this information back to the client system.
- (3) Collaborative planning between the consultant and the client system for purposes of change (action)
- (4) Implementation of the planned change, based on valid information (data) and is conducted by the client system, with the help of the consultant
- (5) Institutionalization of the change

For a summary of how Burke integrates and illustrates the four models of change see Appendix F.

Scholars agree that Weisbord's six-box method is most helpful particularly in the diagnostic phase. For Weisbord the organization is represented by six boxes: purpose, structure, rewards, helpful mechanisms, relationships and leadership.

In the area of the *purpose* box, clarity of the organization's mission and purpose and goal agreement is emphasized, then emphasis shifts to the support by the people for the purpose. Suitability is the issue when one considers *structure*, suitability between the purpose and the internal structure as it attempts to serve the purpose. For Weisbord the three most important *relationships* are individual to individual, unit to department, and between people and the requirements of their jobs. In the area of *rewards*, attention is given to the similarities and differences between the formal rewards and those perceived as rewards or punishments by the organization's members. Weisbord views *leadership* as that function that keeps the other boxes in balance and the quality of attention given to "defining purposes, embodying purposes in programs, defending the organization's integrity, and maintaining order with respect to internal conflict. The concept of *helpful mechanisms* refers to that which binds the organization together to become more than a collection of persons with different needs and responsibilities (Burke 99).

According to Burke and others, Weisbord's model is an uncomplicated organization map and is particularly useful when the consultant is a novice and when the diagnosis needs



to be done in less time than is sometimes desirable.

Another model which merits our attention is the Nadler and Tushman's congruence model. Like Weisbord, they consider the organization an open system that is influenced by the environmental inputs and then shapes the environment to some degree by its outputs. Inputs are limited to four general areas: the *environment*, the *resources*, the organization's *history*, and *strategies* that have evolved over time that are considered proactive or the lack of strategies resulting in a reactive posture.

In the diagnostic process Nadler and Tushman move to the outputs before the transformation process. Output is grouped in these key categories:

system functioning, group behavior, intergroup relationships and individual behavior and effect" and ask three questions: "How well is the organization attaining its desired goals of production, service, return on investment, and so on? How well is the organization utilizing its resources? How well is the organization coping with changes in its environment over time? (Burke 103).

Entering the transformation process, the following components and interactions are considered: the people, the various tasks and jobs, the managerial structure, and the relationships of individuals, groups and subsystems. Four components are active in the transformation process that change the inputs into outputs: the *tasks* or the jobs to be done; the *individuals* and their differences and similarities including demographic data, skills, and personality issues; *structure* includes the organizational arrangements of work flow, design of reward systems, and management information systems; and the fourth component, the *informal organization* or the social structure includes the grapevine, the internal politics and informal authority-information structure (Burke 104).

Nadler and Tushmans understand that the organization is never static, it is always dynamic. They "go beyond depicting relationships" . . . as they give attention to the congruence or the "fit" as the

measure of congruence between pairs of inputs and especially between the components of transformation process. They contend that inconsistent fits between any pair will result in less than optimal organization and individual performance." Their hypothesis is, "that the better the fit, the more effective the organization will be." Therefore they "recommend three steps for diagnosis: identify the system, . . . determine the nature of the key variables (the dimensions of the inputs and components and desired outputs), and diagnose the state of fits (Burke 104-105).

That concentration on congruence is a must for OD consultants, is logical. The importance of congruence is supported by the following related issues: it is important that the organizational arrangements be congruent with the required tasks, the individual skills and needs fit the task requirements, and that task requirements fit both the formal and informal organization.

Hornstein and Tichy raise the very important consideration, that OD consultants tend to impose certain theories and models on their clients that do not fit the clients or their perception of their beliefs and values. Therefore, they emphasize a "highly collaborative approach between consultants and clients" (Burke 110). The emergent-pragmatic approach of Hornstein and Tichy has five phases: Exploring and developing a diagnostic model, developing change strategies, developing change techniques, assessing the necessary conditions for assuring success and evaluating the change strategies" (Burke 110-111).

This approach is based on the following assumption:

most managers and consultants have intuitive theories about how organizations function, rather than well-formed conceptual frameworks, and the assumption that many consultants impose their models and theories on clients organizations, regardless of how appropriate they may be for the particular client (Burke 110-111).

Therefore, the collaborative model of diagnosis is advocated to avoid these assumptions.

Burke categorizes the four models referenced above as contingency models:

they do not specify directions for change prior to diagnosis; rather, what needs to be changed emanates from the diagnosis. None of the models advocates a particular design for organization's internal structure, a certain style of behavior, or a specific approach to management (Burke 111).

When we consider the rate, the variety, and the magnitude of change occurring in the life of today's organizations, the contingencies identified are essential.

For Burke, Lawrence and Lorsch, do not specify the

best way to diagnose nor a particular direction for change. They do emphasize structure and intergroup relationship." They also "hypothesize a cause-and-effect relationship between how well an organization's internal structures matches environmental demands and how well the organization performs (accomplishes its goals and objectives) (Burke 112).

He relates the considerations of the contingency theory in five dimensions: environmental demands, differentiation, integration, conflict management, and employee-management contract. Burke concludes that one must keep in mind that the theory's primary concepts are "differentiation and integration" which represent the "paradox of any organization design--that labor must simultaneously be divided and coordinated or integrated" (Burke 112).

The Levinson's Clinical-Historical approach is grounded in psychoanalytic theory that views organizations in familial dimensions as the "Organizations is composed of persons in authority and siblings who relate to these authorities" (Levinson 23). Levinson suggests that the consultant take a tour and view as much of the organization as time permits. He

relies on six categories of data for diagnosis. (1) Consultant observations and feelings (2) Factual data (3) Outside information (4) Pattern of organization (5) Settings (6) Task pattern . . . It is important to note that, although Levinson's theoretical base is psychological . . . he does not become absorbed in pieces of the system . . . His approach is systemic and holistic (Burke 122-123).

As one would expect, Burke emerges from this overview with the Burke-Litwin Model that he describes as a "framework which captures some of the best qualities of previous models." The model "takes certain positions about organization change and thus predicts behavior and performance consequences and therefore deals with cause (organizational conditions) and effect (resultant performance)" (Burke 125).

This model describes both climate and culture in terms of their interaction with other organizational variables. A careful distinction between the two terms as well as a distinction between those variables that influence and are influenced by climate and those influenced by culture is needed. The concept of organizational climate is that of a

"psychological state strongly affected by organizational conditions, such as systems, structure and managerial behavior," while the concept of organizational culture "is drawn from anthropology and is used to describe the relatively enduring set of values and norms that underlie a social system. These may not be entirely conscious. Rather, they constitute a 'meaning system' that allows members of a social system to attribute meaning and value to the variety of external and internal events they experience" (Burke 126).

The current form of this normative model attempts "to specify the interrelationships of organizational variables; and to distinguish transformational and transactional dynamics in organizational behavior and change." This model must be viewed within systems theory where the "external environment box represents the input and the individual and organizational performance box represents the output feedback loops go in both directions. The remaining boxes of the model represent the throughput aspect of general systems theory" (Burke 127).

This model "portrays the following: the primary variables that need to be considered in any attempt to predict and explain the total behavioral output of an organization, the most important interactions among these variables and the ways the variables affect change" (Burke 129). Burke and Litwin distinguish between the transformational and transactional dynamics. Transformational "refers to areas in which alteration is likely caused by interaction with environmental forces (both within and without) and which require entirely new behavior sets on the part of the organization members, "while "Transactional . . . occurs primarily via relatively short-term reciprocity among people and groups" (Burke 129). They clearly believe the "climate results from transactions; culture change requires transformation" (Burke 132).

When using the Burke-Litwin Model, survey targets are determined by interviews and focused on either transformational or transactional issues.

Transformational issues need to focus on structure, systems, management practices, climate, and performance. Other transactional probes might involve motivation, including task requirements (job-person match) and individual needs and values . . . The transformational variables represent the primary levers, those areas in which change must be focused (Burke 133).

I find Burke's conclusion helpful as he gives three criteria upon which one should depend when choosing a model:

First, the model should be one that you as a practitioner thoroughly understands and feels comfortable with as you work with organizational members. Second, the model you choose should fit the client organization as closely as possible; that is, be comprehensive enough to cover as many aspects of the organization as appropriate, yet be simple and clear enough for organizational members to grasp fairly quickly. Third, the model should be one sufficiently comprehensive to allow you to gather your data about the organization according to the model's parameters without missing key bits of information (Burke 138-139).

I am most attracted to those theories of OD that emphasize that the theories are more than a step-by-step procedure and give attention to the considerations of how the work is done and to the beliefs and how the persons who carry out the work feel about their efficiency and effectiveness, rather than a concrete or linear procedure.

I see the value of examining the processes and the informal relationships within the context of the organization's culture and am expecting the change process to bring about cultural change rather than simply resolving a problem or improving a procedure.

Understanding culture must encompass the deeper level that includes the often unconscious but shared assumptions and beliefs that are defined in the taken-for-granted fashion in how an organization views itself.

I believe the change process must be that of a collaborative effort of the consultant (s) and the leadership/management of the organization. Any lasting and successful change for effectiveness and efficiency will involve the responsible leadership of that organization as

leaders learn from self-diagnosis and self-intervention. I understand the need and am in complete agreement that the strong support of the Chief Executive Officer is essential.

The systems understanding is essential to any successful change process.

Understanding the organization as a total system includes the important areas considered by an OD plan: norms, roles, values, rewards, power, and leadership. While we give much attention to purpose as it relates to the organization, I agree that it is people who have purpose, not organizations.

I embrace the idea that the management of resistance to change includes the mobilization of people's energy toward positive change as they understand how their individual to individual and unit to unit relationships often expressed in attitudes impact the overall health of the organization.

Strategic Planning. The related field of Strategic Planning is complementary to the OD change process. I believe the concepts of *Applied Strategic Planning* are comprehensive and valid if the attention to strategies does not overpower the process. Strategic Planning is defined as "the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future" (Goodstein, Nolan, and Pfeiffer 3).

The emphasis on the envisioning process and the belief that aspect of the future can be influenced and changed by what we do results in more than another approach to long-range planning. In a very real sense, leaders can create their future.

The Strategic Planning process begins with the issues of *Planning to Plan*. In this phase a number of important questions are answered and decisions are made. The questions and the decisions are critical to the success or failure of the entire planning process. (See Appendix G)

The following questions are typical of those that should be asked:

- (1) How much commitment to the planning process is present?
- (2) Who should be involved?
- (3) How will we involve the absent stakeholders?
- (4) How does the organization's fiscal year fit the planning process?
- (5) How long will it take?
- (6) What information is needed in order to plan successfully?
- (7) Who needs to develop the data? (Goodstein, Nolan and Pfeiffer 9).

As the process begins planners are urged to be aware of two ongoing considerations throughout the process. These include the issues of *Environmental Monitoring and Applications Considerations* that may call for implementation throughout the process.

The very important consideration called *Value Scan* is next. Here the planners examine the

values of the members of the planning team, the current values of the organization, the organization's philosophy of operations, and the assumptions that the organization ordinarily uses in its operation, the organization's preferred culture, and finally, the values of the stakeholders in the organization's future (Goodstein, Nolan, and Pfeiffer 13).

The importance of personal values and those organizational values that are played out in the life of the organization is considered. This consideration includes the issues related to the culture of the organization. Culture is defined here as:

(a) a pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adoption and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) is taught to new members as the (f) correct way to perceive, think and feel in relation to those problems (Goodstein, Nolan, and Pfeiffer 15).

I find particular value in the issue of stakeholder analysis. Stakeholders are those individuals, groups, and organizations who have interest in or who will be impacted by the plans of the organization. They must not only be identified but their resources, relationships and their concerns should be considered. The writers consider the Value Scan to be the most important and most difficult phase of the process.

The phase of *Mission Formulation* "involves developing a clear statement of what

business and organization is in (or plans to be in)--a concise definition of the purpose that the organization is attempting to fulfill in society. . ." Here the following questions will be answered: "What function(s) does the organization perform? For whom does the organization perform this function? How does the organization go about filling this function? 4) Why does this organization exist? (Goodstein, Nolan and Pfeiffer 17). The planners are urged to answer these questions as they relate to the needs of the customers or the constituency of the organization.

The phase *Strategic Business Modeling* "involves the organization's initial attempt to spell out in some detail the paths by which the organization's mission is to be accomplished." This "is not extrapolation of what the organization is now doing. It is not a long-range plan to do more of the same, only better." Here the "planning team is asked to conceptualize a series of specific future scenarios . . . to identify the steps necessary to achieve the scenarios . . . who will be responsible . . .and when those steps can be accomplished" (Goodstein, Nolan, and Pfeiffer 20). This involved phase includes the specifics of a given accomplishment and can be related to the values and mission formulation.

Specific lines of business (LOBs) are identified, and critical success indicators (CSIs) are established. The strategic thrust by which the vision and ideal future is achieved are identified and the culture necessary to support the LOBs, CSIs and strategic thrusts are determined. (summarized from Goodstein, Nolan, and Pfeiffer 21)

At this point a *Performance Audit* is completed to

"develop a clear understanding of the organization's current performance . . ." Here the planners consider the " organizations internal strengths, and weaknesses and of the external opportunities and threats that may positively or negatively effect the organization in its efforts to achieve a desired future . . . (SWOT)" (Goodstein, Nolan, and Pfeiffer 24).

The performance audit includes information about outside forces that may impact the likelihood of accomplishing its plans.



The performance audit is followed by the *Gap Analysis*. Here the "gaps between the current performance of the organization and the desired performance required for the successful realization of its strategic business model . . . that is, a *reality test*" (Goodstein, Nolan, and Pfeiffer 27). The gaps are not only identified but specific strategies for closing the gap are developed. If a gap cannot be closed by current plans, the team must return to the strategic business modeling phase and develop plans and methods for closing the gap. At this point a kind of feedback loop is experienced. This process continues until the planners can move on to the next phase.

*Integrating Action Plans* are the next consideration. Here two important issues are addressed:

- 1) The grand strategies or master business plans must be developed for each of the LOBs.
- 2) The various units of the organization--functional and business--need to develop detailed operational plans based on the overall organizational plan. These unit plans must reflect the grand strategy and must include budgets and timetables (Goodstein, Nolan, and Pfeiffer 29).

*Contingency Planning* makes reference to a

specific set of contingencies that must be planned for. . . i.e., Producers of building materials are heavily influenced by new housing starts, which in turn are a function of interest rates and general economic conditions . . . Contingency planning involves the following:

- (1) Identifying the most important internal and external threats to and opportunities for the organization, especially those involving other than the most-likely scenarios.
- (2) Developing trigger points to initiate action steps for each contingency.
- (3) Agreeing on which action steps will be taken for each of these trigger points (Goodstein, Nolan, and Pfeiffer 31-32).

During *Contingency Planning* the possibility of the need to reexamine the feasibility of the current strategies may occur. Since almost all plans have certain contingencies, this phase is an important consideration to the overall success of the planning process.

The final phase *Implementation* "involves the *concurrent* initiation of several tactical/operational plans designed at the unit and functional level *plus* the monitoring and integration of these plans at the organizational level" (Goodstein, Nolan and Pfeiffer 33). At this point all stakeholders have a right to be informed that the plan is being implemented. The implementation includes the initiation of the necessary changes in control and information systems as well as the culture necessary to execute the plan.

The above process can serve as a guide to the change process. This planning method is effective as a kind of check list to monitor any change process initiated, be it OD and or Reengineering, if the planners do not over emphasize the process of strategizing which requires time not available to changing organizations today.

Based on my own experience, too many planning processes begin an attempt to formulate a mission or purpose statement and fail to consider the very important phases of *Planning to Plan* and *Values Scan*. This may also account for failure if these important considerations are overlooked. Without the appropriate consideration as to the commitment to plan and the important impact of the personal and organizational values, mission formulation may be of little value.

Reengineering. The field of Reengineering is a very important development regarding the change process. This concept is described by other terms: Reinventing, and Redesigning. Michael Hammer and James Champy, co-authors, of *Reengineering the Corporation*, argue that the time has come to retire those principles laid down more than two centuries ago that "have shaped the structure, management, and performance of American businesses throughout the nineteenth and twentieth centuries." They argue for business "reengineering is the single best hope for restoring the competitive vigor of American businesses" (Hammer and Champy 1, 5).

These writers make other bold claims:

American managers must throw out their old notions about how business should be organized and run. They must abandon the organizational and operational principles and procedures they are now using and create entirely new ones . . . What matters in reengineering is how we want to organize work today, given the demands of today's markets and the power of today's technologies. How people and companies did things yesterday doesn't matter to the business reengineer . . . At the heart of business reengineering lies the notion of *discontinuous thinking*--identifying and abandoning the outdated rules and fundamental assumptions that underlie current business operations (Hammer and Champy 1-3).

These claims are based on the premise that the hierarchical structures found in organizations during or patterned after the needs of an assembly-line type of production in an industrial society will not meet the needs of today's organizations that function in an information society. Hammer and Champy support this position by a short documentation of major historical events. The divisions of labor found in most companies today

can trace their work styles and organizational roots back to the prototypical pin factory that Adam Smith described in *The Wealth of Nations*, published in 1776. Smith . . . recognized that the technology of industrial revolution had created unprecedented opportunities for manufacturers to increase worker productivity and thus reduce the cost of goods . . . which one might achieve by persuading an artisan to work a little faster, but by orders of magnitude (Hammer and Champy 11).

Henry Ford and Alfred Sloan are credited with the next large evolutionary steps. Ford improved on the work tasks by dividing work into small repeatable tasks. On the assembly-line workers assembled a product by installing a single part. Initially workers did so by walking from one assembly area to the next. Sloan followed this development by creating a management system demanded by the new efficient factory system. The final evolutionary stage developed during a period of economic growth, the period beginning after World War II through the 1960s. Large staffs of planners, controllers, and auditors "acted as the executives' eyes and ears, ferreting out data about divisional performance, and intervening to

adjust the plans and activities of operating managers" (Hammer and Champy 15).

The pyramidal structures were well suited for controlling and planning and brought stability to high-growth organizations. When producing a product or delivering a service, the number of tasks grew and became more complicated; the managing process became more difficult. Hammer and Champy believe that organizations must confront the reality that "the old ways of doing business--the division of labor around which companies have been organized since Adam Smith first articulated the principle--simply don't work any more. Suddenly, the world is a different place" (Hammer and Champy 17).

Three forces are identified that work separately and in combination to drive leaders of today's companies into unfamiliar territory. The forces known as the three Cs are:

Customers, Competition, and Change. Their names are hardly new, but the characteristics of the three Cs are remarkably different from what they were in the past . . . Customers now tell suppliers what they want, when they want it, how they want it and what they will pay (Hammer and Champy 17-18).

The emphasis on customers has resulted, in part, due to the enormous information that is accessible to the customer. Organizations are faced with a new kind of competition.

"Niche competitors have changed the face of practically every market. Similar goods sell in different market on an entirely disparate competitive basis: in one market on the basis of price, in another on selection, somewhere else on quality, and elsewhere on service before, during and after the sale" (Hammer and Champy 21).

The third of the three Cs is change. A major change in the very nature of change itself is occurring.

Foremost, change has become both pervasive and persistent. It is normality . . . The pace of change has accelerated . . . Today's companies must move fast, or they won't be moving at all. Moreover, they have to be looking in many directions at once." These writers conclude, "Companies created to thrive on mass production, stability, and growth can't be fixed to succeed in a world where customers, competition, and change demand flexibility and quick response (Hammer and Champy 23, 24).

These alarming claims must get our attention. While the diagnosis of the problems for today's organizations sounds stark, but simple, the actions needed to correct the problem are not easy to accept and implement. The needed actions are built on the message that is the core of Hammer and Champy's work:

It is no longer necessary or desirable for companies to organize their work around Adam Smith's division of labor. Task-oriented jobs in today's world of customers, competition, and change are obsolete. Instead, companies must organize work around *process*. This is an assertion as radical and as far-reaching today as Adam Smith's was in his time. (Hammer and Champy 27-28).

The issue is one of processes, an area in which no one is in charge in many of today's organizations. I am moving to full agreement with these authors when they say, ". . . American companies can't be fixed but have to be reinvented" (Hammer and Champy 28). I believe that this may well be true for the General Baptist denomination.

Reinventing, rethinking, reengineering, and redesigning are the terms that speak to the new approach to the change process. Reengineering is defined as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed" (Hammer and Champy, p 32).

The four key words in this definition are:

*Fundamental*: Why do we do what we do? And why do we do it the way we do?

*Radical*: getting to the root of things, not superficial changes, or fiddling with what is already in place, but throwing away the old.

*Dramatic*: achieving quantum leaps in performance.

*Process*: a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer.

(Summarized from Hammer and Champy 32-35).

The leaders of today's organizations who have been successful with the reengineering process have found certain themes emerging. Process orientation is the first theme.

Reengineering is achieved by looking at processes found in the total system or systems of the

organization. Secondly, these organizations have learned that minor improvements are not sufficient. All companies have aimed at ambitious breakthroughs in the change process. Being willing to break rules is the third theme. Old traditions were broken as they reengineered their processes. Such traditional thoughts as specialization, sequentially, and timing were deliberately abandoned. The creative use of information technology is the fourth theme. "Information technology acts as an enabler that allows organizations to do work in radically different ways" (Hammer and Champy 47).

It seems clear that a rethinking of business processes, intentional effort to understand the new world of work and a growing knowledge of information technology is absolutely essential in today's successful organization.

Other key concepts are important. Hammer and Champy are clear that "Companies don't reengineer processes; people do" (Hammer and Champy, p 102). In the work of both Hammer and Champy, distinctive roles and roles in various combinations have emerged:

*Leader*--a senior executive who authorizes and motivates the overall reengineering effort. *Process owner*--a manager with responsibility for a specific process and the reengineering effort focused on it. *Reengineering team*--a group of individuals dedicated to the reengineering of a particular process, who diagnose the existing process and oversee its redesign and implementation. *Steering committee*--a policy-making body of senior managers who develop the organization's overall reengineering strategy and monitor its progress. *Reengineering czar*--an individual responsible for developing reengineering techniques and tools within the company and for achieving synergy across the company's separate reengineering projects. In an ideal world, the relationship among these is as follows: The *leader* appoints the *process owner*, who convenes a *reengineering team* to reengineer the process, with the assistance from the *czar* and under the auspices of the *steering committee* (Hammer and Champy 102-103).

I am in agreement with others experienced in the field who do not follow prescribed formulas, but believe in finding and following the unique approach that is shaped by the situations found in a given organization. Common guides and foundational concepts do exist, however, and there is general agreement about their importance.

One such concept is the importance placed on the role of the leader in reengineering.

While the leader is often not the CEO, the effort must have the full support of the CEO.

The reengineering leader's primary role is:

to act as visionary and motivator. By fashioning and articulating a vision of the kind of organization that he or she wants to create, the leader invests everyone in the company with a purpose and a sense of mission. The leader must make clear to everyone that reengineering involves a serious effort that will be seen through to its end. From the leader's convictions and enthusiasm, the organization derives the spiritual energy that it needs to embark on a voyage into the unknown . . . The leader kicks off the organizations reengineering efforts. . . Leaders must also create an environment conducive to reengineering. Urging people on isn't enough (Hammer and Champy 103-104).

Another foundational concept is that the reengineering efforts must give major attention to processes. Some of the recurring themes related to processes found in the experience of Hammer and Champy are:

Several jobs are combined into one, workers make decisions, the steps in the process are performed in a natural order, processes have multiple versions, work is performed where it makes the most sense, checks and controls are reduced, reconciliation is minimized, a case manager provides a single point of contact, and hybrid centralized/decentralized operations are prevalent (Hammer and Champy 51-63).

In general this approach calls for a rethinking of business processes. The common mistake of many organizations is that of approaching change by beginning with the tangible Paradigm as defined by Kuhn is "accepted examples of actual scientific practice, examples which include law, theory, application, and instrumentation together --[that] provide model from which spring particular coherent traditions of scientific research." and proposing structural changes. Reengineering demands that the focus be on the processes and that restructuring occurs in relationship to the processes needed to accomplish the mission of the organization.

Therefore, I conclude this reengineering discussion in agreement with Peter F. Ducker, "Reengineering is new, and it has to be done." I am also in agreement with

the sub-title, (*A manifesto for Business Revolution*), and the very bold statement "Forget what you know about how business should work--most of it is wrong" found on the cover of *Reengineering the Corporation* by Hammer and Champy. The basic premise of formulating a focused vision or mission statement and developing processes and the necessary structure to accomplish this mission without regard to the traditional methods or structure is refreshing and the hope for denominations desiring to change.

In a recent study, Hall, Rosenthal, and Wade, researched reengineering projects in more than 100 companies and the detailed analysis of 20 the projects have revealed "how difficult redesigns actually are to plan and implement and, more important, how often they fail to achieve real business-unit impact." Their study "identified two factors--*breadth* and *depth*--that are critical in translating short-term, narrow-focus process improvements into long-term profits". (Hall, Rosenthal and Wade 119).

This research revealed that the process to be redesigned must be defined in broad terms as it relates to cost and customer value, to improve performance across the business unit. Perhaps their most important finding in relation to this study of the change process is that "the redesign must penetrate to the core of the organization, "fundamentally changing six crucial organizational elements, or *depth levers*: roles and responsibilities, measurements and incentives, organizational structure, information technology, shared vision and skills" (Hall, Rosenthal and Wade 119).

As for the *breadth* factor, they concluded that while a single activity or function can be reengineered and produce important results, "a narrow approach to redesign cannot produce the kind of widespread result that many companies are looking for." Process breadth is important for two reasons:

if more activities are included in the process, the improvements are more likely to extend throughout the entire business unit. . .if a process includes interrelated activities, a company may identify incremental opportunities



that would not surface in single-function performance-improvement efforts" (Hall, Resenthal, and Wade 121-122).

Their research produced helpful information in the area of successful and failure of redesign. "The following five factors common to successful reengineering efforts emerged from our study:

- (1) Set an aggressive reengineering performance target.
  - (2) Commit 20% to 50% of the chief executive's time to the project.
  - (3) Conduct a comprehensive review of customer needs, economic leverage points, and market trends.
  - (4) Assign an additional senior executive to be responsible for implementation.
  - (5) Conduct a comprehensive pilot of the new design"
- (Hall, Rosenthal, and Wade 128).

The research uncovered among many of the ways a reengineering project can fail, "four particularly damaging practices:

- (1) Assign average performers. Companies tend to enlist average performers--most often from headquarters--for the project.
- (2) Measure only the plan . . . track the new process's performance as it is actually being rolled out. Without this kind of measurement system, it is impossible to tell if and why implementation is succeeding or failing.
- (3) Settle for a status quo.
- (4) Overlook communication. It is essential to create a comprehensive program that uses a variety of methods of communication . . . assign a top level manager to develop and implement an ongoing communication program" (Hall, Rosenthal, and Wade 129).

While these issues relating to success and failure seem most logical, they sound a serious warning to those who would join the Reengineering movement without careful understanding of such issues. It would clearly be wise to understand them and be guided by them.

Stewardship. Block's book, *Stewardship*, offers a warning and a critique of concerning both the current concepts of leadership and practices of Reengineering. This information is interesting and assuring when this powerful writer of the business world discovers and unveils a concept that is as solidly scriptural as the concept of stewardship.

Block's work discloses a new model of stewardship that impacts our concepts of organization and management leadership. The unveiling of this model comes in response to the lack of breadth in the changes that have been made. Block believes that in spite of the popular rhetoric about the value of the customer, improved quality, and leadership with a vision, the changes in the workplace have been limited and touches a small part of the work force. Stewardship calls for an intentional decision on the part of the organization to choose service over self-interest, and to redistribute purpose, power, and wealth. Stewardship is defined "as the willingness to be accountable for the well-being of the larger organization by operating in service, rather than control, of those around us. Stated simply, it is accountability without control or compliance" (Block xx). Block holds that when the organization practices stewardship, traditional management of control will be replaced by offering partnership and choices at every level of the workplace and to the customers. When individuals who have power over others in the workplace see themselves as stewards, they will hold themselves accountable without a sense of control.

The model of stewardship is fleshed out as we understand the necessary elements for the realization of genuine service. He writes "Authentic service is experienced when

- There is a balance of power.
- The primary commitment is to the larger community.
- Each person joins in defining purpose and deciding what kind of culture this organization will become.
- There is a balanced and equitable distribution of rewards" (Block xxi).

I am in accord with the belief of Block that while these concepts of service and stewardship may reflect our intentions about governing, they are generally not the actual experience of the workplace.

Block offers four major trades that must be made. The concepts of the replacing leadership with stewardship and choosing service over self-interest have been mentioned. The other trades are: choosing partnership over patriarchy, and adventure over safety. As

stewardship brings "accountability into each act of governance, . . . partnership balances responsibility. It is the commitment to partnership that gives the meaning to stewardship, as used here a different complexion" (Block 27). Our understanding of partnership is greatly enhanced by a grasp of the four requirements identified: "exchange of purpose, right to say no, joint accountability, and absolute honesty" (Block 29-30).

Choosing adventure over safety, according to Block, brings us face-to-face with empowerment and dependency. "Changing policies, processes, and structure in service of placing knowledge, resources, and power into the hands of those doing the work is what is meant by changing the governance system. This is political reform inside our own organization" (Block 33).

These concepts strike at the very heart of reengineering an organization.

Reengineering calls for a redesign of management practices, processes, and structures. Block calls for a redesign of "our organizations so that service is the centerpiece and ownership and responsibility are strongly felt among those close to doing the work and contacting customers" (Block 63). Redesign involves the "reintegration of the managing of the work with the doing of the work, the operational demise of the class system, the ideals of partnership and empowerment--all hinge on shifting practices in these new directions" (Block 91). These principles must guide any organization entering into the change process.

Block's potent interpretation of stewardship has application to reengineering of organizations, particularly the redesign of a denomination of the Church. The stewardship contract permeates the entire organization and honors the edicts of the larger institution without either "caretaking or demanding consistency and control from those we have power over, namely those we serve . . . The elements of the stewardship contract both define and set limits on what we control" (Block, p 68). The elements of the stewardship contract are: "core mission for the unit, financial accountability and results, structure and constraints, basic governance strategy, and focusing attention" (Block 69-71). The concept of open but

accountable relationships is harmonious with the ideas of being free and able to fulfill the expectations of positions at all levels of the workplace and is a must for Christian organizations.

I accept the challenge of Block to recreate organizations through stewardship. The critique found in the concepts of stewardship offer alternatives to our present practices of organization and leadership. "Stewardship gives us the alternative to the patriarchal strategies that attempt to drive change down from the top" (Block 203). While Block honors the management process that allows for self-management, he outlines the strategies to guide the recreation of our organizations. The stewardship strategies for political reform are driven by the belief that "the intent . . . is to widely distribute accountability for the success of the organization," and that "each step needs to foster ownership and responsibility with all who touch it" (Block 204). We are urged to think of "these segments as items on a menu, rather than step-by-step instructions:

communicate the steward contract; encourage each to own a vision, dialoguing about values that can be lived out in the work place; start where there is desire; and encouraging core workers to choose measures with customers in mind; do not add new departments; select learning experiences; and substitute recognition for appraisals and rewards (Block 204-212).

An excellent summary of the steps toward reform that can be found throughout the book is provided:

- Step 1: Define the Stewardship contract.
- Step 2: Renegotiate control and responsibility.
- Step 3: Fully inform people.
- Step 4: Create a desired future.
- Step 5: Training.
- Step 6: Form improvement teams.
- Step 7: Change management practices
- Step 8: Fit architecture to purpose.
- Step 9: Redesign the reward system (Block 214-217).

What we do in the workplace of our organization really matters. "This is where

democracy will revive itself, not in the voting booth. Our own unit becomes the place where the economic war will be won and democracy rediscovered . . . This is how choosing faith and accountability in our own environment becomes a broader act of service. It is our contribution to world peace and the secure planet we have been searching for" (Block 241). We can conclude that what we do in our work place really does matter!

This information disclosed by Block has incredible value to any organization entering into a change process, particularly a Christian organization with the responsibilities like those of a national organization of a denomination of the Church of Jesus Christ!

Summary resources. Senge's work in his book, *The Fifth Discipline*, will serve as a resource as it deals with the organization and leadership and seems not to be in contradiction with the principles of Stewardship. Senge recognizes that learning disabilities are tragic for children but fatal for organizations. He identifies seven learning disabilities found in organizations. They are: leadership focused on position,

(1) "I am my position." (2) Viewing the enemy as "out there." This is a "by-product of 'I am my position.'" (3) There is an illusion in taking charge; "too often proactiveness is reactivity in disguise." (4) The fixation on events is disabling; the primary threats to the organization is "not from sudden events but from slow, gradual processes." (5) There are the warnings sounded in "the parable of the boiled frog." (6) Senge references the "delusion of learning from experience." We have a learning horizon, vision limited in time and space "within which we assess our effectiveness. When our actions have consequences beyond our learning horizon, it becomes impossible to learn from direct experience." There is the myth of the management team. "All too often, teams in business tend to spend their time fighting for turf . . ." or "pretending that everyone is behind the team's collective strategy--maintaining the appearance of a cohesive team" (Senge 18-24).

Assessing and diagnosing the organization and its disabilities is a valid and important piece of the change process. Once leadership recognizes the need for major change and the need for change can be documented and support that need, it is time to enter into a change process, and without losing too much energy in the diagnostic process. A Reengineering

process would give ample recognition to the need for change but not focus on the disabilities but move to a determination of the formulation of a mission for today's customer needs and begin to develop processes to accomplish the mission.

Senge provides assistance in five areas that are vital to the stewards in leadership and the organization. And he insists that "it is vital that the five disciplines develop as an ensemble" (Senge 12). This development as an ensemble is a total systems concept. Senge's five disciplines are: systems thinking, personal mastery, mental models, building shared vision, and team learning.

I will give brief summaries of the five disciplines, since I am certain of their importance in relationship to the role of the leader and the life of the organization entering into a change process. Considerable attention has already been given to the concepts of systems thinking. When Senge speaks of structure, he is not referencing the organization chart.

"Rather, 'systemic structure' is concerned with the key interrelationships that influence behavior over time. These are not interrelationships between people, but among key variables, such as population, natural resources, and food production in a developing country; or engineers' product ideas and technical and managerial know-how in a high-tech company." He emphasizes that he does "not just mean structure outside the individual. The nature of structure in human systems is subtle because *we* are part of the structure," which means that "we have the power to altar structures within which we are operating. However, more often than not, we do not perceive that power . . . we usually don't see the structure at play . . . *we just find ourselves feeling compelled to act in certain ways*" (Senge 44).

As we look at the internal issues relating to the role of leadership and the life of an organization, Senge's concepts are important. When change is needed, we too often begin to consider changing the organizational structure, revising the organization chart, failing to look at the real structure, the key variables discussed above. This invisible structure is often very fixed and formal even though it is not considered the formal structure. The invisible structure, the processes is how things get done. The processes must be understood if today's organization is successful in accomplishing its mission.

Personal Mastery, is the next discipline identified by Senge. This discipline when integrated into our lives embodies two underlying movements. "The first is continually clarifying what is important to us . . . The second is continually learning how to see current reality more clearly." The leader "lives in a continual learning mode. They never arrive" (Senge 141-142). A creative tension seeks resolution between vision and current reality. The resolution comes by either pulling reality toward vision or pulling vision toward reality. "Which occurs will depend on whether we hold steady to the vision" (Senge 150).

Senge gives warning regarding Mental Models. He insists that new insights are not put into practice due to "conflict with deeply held internal images of how the world works, images that limit us to familiar ways of thinking and acting" (Senge 174). Leadership in a change process is to find creative and systematized ways to bring people together to prepare and face the situations at hand by developing the best possible mental models for the organization.

The concepts of shared vision already expressed in this study are echoed by Senge. He believes that shared vision is not an idea, not even an important idea, "rather a force in people's hearts, a force of impressive power . . . Few if any, forces in human affairs are as powerful as shared vision" (Senge 206). Shared vision is vital to and a part of the art and practice of a learning organization. It lifts people's aspirations, it is exhilarating, it compels courage naturally, and it fosters risk-taking and experimentation. These concepts are all essential to an organization entering into a change process.

Senge's clear distinction between dialogue and discussion is extremely valuable to the leadership and the life of an organization. The value is multiplied when the organization is dealing with major change.

Dialogue: the free and creative exploration of complex and subtle issues, a deep listening to one another and suspending of one's own views," where as discussion is where "different views are presented and defended and there is a search for the best view to support decisions that must be made at this time (Senge 237).

People become observers of their own thinking in dialogue. Senge gleans three conditions from the work, *The Special Theory of Relativity*, by David Bohm, considered necessary for dialogue: "All participants must suspend their assumptions; they must regard one another as colleagues; and there must be a facilitator who holds the context of dialogue" (Senge 243). These powerful notions can serve the leaders well in the midst of the change process. The need for a facilitator supports the concept of having an outside expert directly involved as the organization enters into the change process.

The basic premise that we must build a learning organization must be the goal of any contemporary organization that desires and expect to be successful in our world. I find real value in the information provided by Senge and agree with him that. The tools and ideas he provides are "for destroying the illusion that the world is created of separate, unrelated forces." He states, "when we give up that illusion--we can then build 'learning organizations'" (Senge 3). I am in accord with the destruction of the illusion to which he refers and that learning organizations can be developed.

Charles Handy in his book, *The Age of Unreason*, writes about changes in technology, in patterns of work, in our social relations, and how we perceive and feel about one another. He points out that the "world of work is changing because the organizations of work are changing their ways. At the same time, however, the organizations are having to adapt to a changing world of work" (Handy 87).

In the above information dealing with the approaches to the change process, the need for change in organizations is apparent, and the carefully developed processes for dealing with change are identified, however, there remains some question as to what kind of organizations are emerging in our culture. Here the work of Handy informs us and permits us to begin to understand some of the new kind of organizations.

New thinking about organizations shows itself in a form known as the shamrock organization. The shamrock, a plant with three leaves to each stem is used to make the point



that organizations of today are "made up of three very different groups of people, groups with different expectations, managed differently, paid differently, organized differently (Handy 90). For Handy the first leaf represents the essential core of professional workers. The second leaf represents the work which can be done by someone else and is contracted out to organizations who may specialize in this type of work, therefore doing it better for less cost. The third leaf represents what Handy identifies as the fastest growing portion of the employment scene, the flexible labor force, the part-time and temporary workers. Handy believes that "the three-leafed work force has always existed in embryo. What is different is the scale. Each of the leaves is now significant" (Handy 94). New understanding of the work force and new working relationships could well produce a more effective and efficient operation for General Baptists.

The gradual development of the federal organization is occurring alongside the emerging shamrock organization, according to Handy.

Federalism is not a classy word for decentralization. . .Decentralization implies that the center delegates certain tasks or duties to the outlying bits, while remaining in overall control. The center does the delegating, and initiates and directs. . .Federalism is different. In federal countries, states or the original founding groups, coming together because there are some things which they can do better jointly (defense in the obvious example) than individually. The center's powers are given to it by the outlying groups, in a sort of reverse delegation. The center, therefore, does not direct or control so much as coordinate, advise, influence, and suggest. . . Federal organizations, therefore, are reverse thrust organizations; the initiative, the drive, and the energy comes mostly from the parts, with the center an influencing force, relatively low in profile. . . Federal organizations are tight-loose organizations. . .The center holds some decisions very tight to itself--usually, and crucially, the choice of how to spend new money and where and when to place new people. This gives them the means to shape the long-term strategy and to influence its execution through the key executives (Handy 117-119).

Emerging organizations, as described by Handy, seem to be natural results of the dramatic changes of our times which are transforming organizations and the nature of work. Any successful change process will take into consideration discontinuous thinking, the shifts

from manual to cerebral skills, and the move away from full-time lifelong jobs. For Handy, discontinuous change is the only way forward for our society. He, therefore, has moved us ahead in conceptualizing the new, upside-down competitive realities facing today's and tomorrow's organizations.

Handy offers a powerful gift to students of this subject when he speaks of the new formula for success and effectiveness as "Triple I Organization." The I's are identified as, "*Intelligence, Information, and Ideas.*" In his formula the three "Is" equal "added value" (Handy 141). When he begins to discuss organizations in communication and political terms verses the engineering terms used in the past and generally related to structure, he assists us to begin to think of organizations in a new and important way. A step which supports the importance of discontinuous thinking.

### Conclusion

I believe that OD serves as a foundation to understanding the change process. When I build on the foundation of OD using the concepts found in Strategic Planning, Reengineering, Stewardship, and Senge's systemic approach, I find a solid basis for understanding the change process. My understanding is enhanced when I apply these concepts to the apparent discontinuous changes requiring discontinuous upside-down thinking. I feel, however, that change processes informed by the concepts of Reengineering guided by the partnership concepts of Stewardship; processes open to and shaped by the insights produced through discontinuous thinking, and processes involving a broad base of collaboration have much greater potential for success than the older research action model of Organization Development.

I am attracted to the Reengineering idea because it is not tied to the past or present processes involved in a given organization. Moreover, it gives appropriate attention to the mission of the organization and develops the necessary processes and system or systems to accomplish that mission. The diagnostic phase allows for the decision to enter the change

process, Reengineering, but does not over invest time and energy in diagnosing the past and present. Discontinuous thinking requires that we spend more of our energies organizing around how work is done in this information age, thus reinventing the organization rather than simply bringing changes to a system which developed under the influence of an industrial society.

### Theoretical Framework

The process of Reengineering can be informed by the strengths of the powerful notion of Stewardship and that portion of Strategic Planning related to planning to plan and the value scan. Viewing the organization as dynamic where change is constant and normal is essential to the success in the life of an organization.

When I consider the development of the change process from the grounded and successful field of Organization Development through to the processes practiced in the Reengineering concepts, the influence of Strategic Planning, the critique offered by the concepts of Stewardship, and the value found in the systemic approach, it is my sincere belief that the very best organizational structure can be offered to the national organization of the General Association of General Baptist as they enter into a change process.

I am convinced that the collaborative efforts of the consultants and denominational leaders must give major attention to processes and allow the data collected to inform the necessary content and the self-study as they look at organization as a whole. The organization must be understood as a system within a rapidly changing environment where radical change is essential in order to be effective and efficient.

The process must openly and aggressively target and comprehensively review the needs of the local congregations at the grass roots level. The development of a purpose or mission for the national organization through collaboration with clergy and laity throughout the denomination is essential. The mission must be related to the needs of the local churches who are one segment of the customers as they impact the other segment, the unchurched of

each community. This mission, purpose, as it is understood and articulated must inform the structure and functioning of the national organization.

There must be widely distributed accountability for the success of the organization and each step must foster ownership and responsibility among the stakeholders. Open communication and appropriate disclosure is a must as the process is experienced. Leaders of all boards and committees must together work to create a desire for change, a desire to become a learning organization where turf is not an unhealthy issue.

Keeping these important concepts in mind throughout the collection of data through observations, survey questionnaires, interviews, and listening sessions from among the peoples of levels of the organization assures sufficient and appropriate information to influence the important processes and decisions involved in designing the project and reengineering the national organization of General Baptist.

## CHAPTER 3

### Design of the Study

This study documents and evaluates the design and development of the change processes carried out by General Association of General Baptist to bring about a more effective and efficient operation in its national organization through a reengineering experience. The study includes the use of various methods of data collection: focus groups, questionnaire surveys, interviews, listening sessions, and observation.

The case study method involving a single, descriptive case study presents a complete description of the phenomenon, known among the General Association of General Baptists and the self-study, within the context of this denomination. The internal consultant will document and evaluate the design and all stages of the change process through out the experience.

### The Problem

Since the establishment of the General Association of General Baptists as a denomination in 1826, the administrative structure and processes have evolved without an intentional long-range plan. As a result, the nine administrative units are presently established to function independently, each with its own board. The General Board has been historically viewed by some as having executive responsibility for the overall coordination of the denominational business. This opinion is due to its role of functioning as the General Association while the delegates are not in session and its responsibility for making recommendations regarding the dispersion of the major source of funds, the Unified Budget.

A growing concern regarding the effectiveness and efficiency of the national organization's operation is found among General Baptists. The concern is supported by historical and statistical information showing a decline in the number of reported conversions, baptisms, membership, and number of churches. This concern has

resulted in a formal request to the General Board by the Home Missions Board that a committee be appointed to study the concerns of effectiveness and efficiency of the denomination's operations. The request was approved by the General Board and an Ad Hoc Committee was appointed and charged with this responsibility.

#### Recent Recognition and Board Action Regarding the Problem

The Ad Hoc Committee voted unanimously on May 9, 1994, to approve and recommend to the General Board the proposal presented in this study. The following is a summary of their recommendations:

- (1) We recommend that Shawchuck and Associates consultant firm be employed to lead the reengineering project.
  - (2) We recommend that John Comer be appointed as an internal consultant to assist as deemed necessary by Executive Director, The Rev. Dwight Chapman, to coordinate the internal denominational research, and serve as the denominational contact person with Shawchuck and Associates.
- (Summarized from minutes)

The General Board approved these recommendations with a recommendation to set aside sufficient funding for the project at its annual meeting on May 10, 1994. The total recommendation was approved by the delegates of the one hundred and twenty-fifth Annual Session of the General Association of General Baptists, July 19-21, 1994.

#### The Purpose of the Study

The purpose of this study is to document and evaluate the design and development of the change processes carried out by the General Association of General Baptist to bring about a more effective and efficient operation in its national organization through reengineering.

#### Research Questions

The study was guided by the following research questions:

Question 1

What are the strengths and weaknesses including the organizational culture within the current national organization of General Baptist as perceived by the present board executives, denominational staff and leaders, pastors, and laity as related to the following?

- a) Purposes,
- b) Structure,
- c) Processes,
- d) Relationships,
- e) Information flow,
- f) Coordinating technologies,
- g) Rewards, and
- h) Leadership.

Question 2

How are the major decisions made by leaders in the national organization and the delegates at the annual meeting that influence the effectiveness of the denomination?

- a) How is it determined who shall be involved?
- b) What kinds of information are needed to inform the decisions?
- c) What prevailing issues control the process? Healthy? Unhealthy?
- d) What group dynamics can be identified? Healthy? Unhealthy?
- e) Describe the political process when major decisions are made.
- f) Are decisions generally made in a timely fashion?
- g) How are those impacted by the decision informed?

Question 3

In view of the stated purpose of the denomination and its vision for the future, what gaps exist between the actual and ideal reality as viewed by its constituents as related to the following?

- a) The denomination's organization,
- b) The local church, and
- c) The pastors.

Question 4

What are the opinions of the constituency at the local church level about their needs as they relate to the following?

- a) Worship,
- b) Spirituality,
- c) Outreach, and
- d) Training.

Question 5

What processes should make up the design of this study?

- a) Which models based on the literature can best inform this study?
- b) What processes are best suited for General Baptists given their particular culture and history?

Question 6

What are the changes, when implemented and sustained, that will provide services and information to meet the needs of the constituency, therefore, resulting in a more effective and efficient operation for the General Association of General Baptist? In the areas of:

- a) Purposes,
- b) Structure,
- c) Processes,
- d) Relationships,
- e) Information flow,



- f) Coordinating technologies,
- g) Rewards, and
- h) Leadership.

### General Methodology

This study includes both quantitative and qualitative research. The primary modes are related to the case study method: focus groups, questionnaire surveys, interviews, listening sessions, and observation. Documentation and evaluation of the design and the change process employ the single case study method and are dependent upon qualitative research.

The plan for data collection, documentation, and evaluation was influenced by Shawchuck and Associates. The role of the internal consultant included assisting in the development of the necessary instruments, conducting the surveys, compiling the information, and being involved in the coordination of the internal denominational research.

### Persons Involved in the Process

This study began by inviting the Executive Directors of the nine independent boards to be directly involved in the design and change process. After two meetings with the Executive Directors, and in the six months following, it was decided that a representative study task force would be appointed to carry the responsibilities of the study and make recommendations to the General Board, who has been assigned as guardian of the study via the decision of the voting delegates of the 1993 General Association.

Denominational Executive Director Dwight Chapman, assisted by Internal Consultant John Comer, prepared a list of potential task force members. The list was compiled, with the following criteria as a guide: representatives from all seven states where 94 percent of all General Baptists live, representatives from laity and clergy, both female and male representatives, representatives from a wide range in age, and persons having experience on denominational boards and committees. Eighteen members were contacted to

gain their interest in serving on the task force. When some declined, Chapman then contacted others from the original list until eighteen agreed to serve. (See Appendix H)

The decision to appoint a task force was publicized in a report. Once the names were made public and prior to the time of the first meeting, a number of the Executive Directors requested time to meet with the consultants. They voiced a concern that the task force was not representative of some geographic areas which had higher concentration of General Baptists, and that key constituents and leaders were not included. They requested that the task force be enlarged by adding persons they would add to the potential member list. Chapman and the consultants, Shawchuck and Rath, agreed. New members were then contacted regarding their interest in serving and were added. (See Appendix H)

### Population

The General Baptist population was involved through focus groups, listening sessions, interviews and a questionnaire survey.

### Focus Groups

Seventy-two focus groups involving 609 persons were conducted in the nine States which included the seven states where 94 percent of all General Baptists live. The focus groups were open to all who wished to be involved and special interest groups such as Oakland City University Students and Youth Groups.

### Listening Sessions

The listening sessions were conducted at the regular meetings of the various boards and members were informed of the plan to conduct the sessions and were open to all board members. Of the key leaders including officers and members of the following boards, General Board, Oakland City University Board, Christian Education and Publication Board, Home Missions Board, Foreign Missions Board, Ministerial Services Board, Women's Mission Board, Brotherhood Board and Nursing Home Board were involved in the listening sessions or approximately 148 persons. (See Appendix C for listening session process).

### Interviews

Personal interviews were conducted with all of the executives directors of the denominational boards. As many of the second level staff employed at the Headquarters Building, Stinson Press and Oakland City University as were interested were interviewed. This included eleven persons.

### Questionnaire Survey

A total of 2700 survey questionnaires were distributed by direct mail. The mailing included: 770 church clerks with instructions to duplicate and make available to anyone interested in being involved, 805 pastors, 54 board members from all denominational boards who were not pastors, and a random sample of 1062 persons or 10 percent of the largest most complete mailing list available to the national offices.

### Delimitation

The data collected are limited in scope to the General Association of General Baptist denomination and did not include information regarding any other church or denomination.

The following introductory information served as the only limit to the focus group process. Participants were, however, free to contribute information they felt to be important and/or related.

"The General Board, via the Renewal Task Force, sought to gain reliable feedback through the Focus Group Process in the following area:

What are the strengths and weaknesses of the current national organization of General Baptist as perceived by key constituents?

In view of the purposes of the current national organization and its vision for the future, what gaps exist between the actual and ideal reality as perceived by key constituents?

As perceived by the constituency at the local association and local church levels, what are the needs in terms of services and information, as they relate to the purpose and function of the local churches?

The following question guided to the collection of data from focus group participants:

"What must General Baptists do to survive and grow?"

See Appendix A for complete Focus Guide Kit.

The listening session process generated data related to the following question: "What is the most important thing the General Association of General Baptists could do now to insure the revival and growth of its ministry?" Participants were given time in silence to record their responses on identical sheets of paper provided. After collecting the responses they were shuffled and redistributed, and each shared from the list they received. All responses were presented anonymously. The responses were limited only by the question given and participants were free to provide any information they felt to be appropriate.

The consultant conducting the interviews followed the interview guide and was open to receive any information the interviewees wished to give.

The change process includes a formal recommendation for a new organizational structure.

#### Instrumentation and Collection of Data

Rath developed and tested a questionnaire survey. The questionnaire survey testing was conducted by Comer and involved six laity and six clergy involved in an Oakland City University Extension class on Saturday, December 16, 1995, and by Shull involving 12 members of the Fellowship General Baptist Church in Poplar Bluff, MO, on Sunday, December 17, 1995. Only minor changes and information regarding the proportions of unified budget received by the various boards was added following the test.

The Focus Group Guide was developed by the Internal Consultant, who used a guide provided by Shawchuck and Associates, which had been developed in conjunction with a study done with the Mennonite Board of Missions. The basic information was used and changed only to make the guide conform to the purpose of this study and the language and culture of the General Association of General Baptists.

The Interview Guide was developed by Shawchuck and Associates based on their extensive experience in such studies. While the interviews followed the guides, interviewees were encouraged to share any information and /or concern they felt appropriate.

Documentation of the design and the processes which developed can be found in Chapter 4.

#### Collecting Data from Organizational Leadership

Reports resulting from focus groups and listening sessions provided information collected from the organizational leadership. Observations are reported through Chapter 4. For reports of the interviews and listening sessions see Appendices I and J.

#### Measuring Data and Scoring the Instruments

The questionnaire survey results were measured and evaluated via the SPSS system by Researcher Dr. Craig Shull, and Denominational Executive Director.

#### Interpretation of Findings

The findings were interpreted by members of the Renewal Task Force, Chapman, Board Executive Directors, Comer, and Consultants Shawchuck and Rath.

#### Permission to Use Instruments.

As instruments were developed by the internal consultant and Shawchuck and Associates, their permission is inherent in the process.

#### Collecting Data from Lay Constituents.

The instrument to be used in the collection of data from among a random sampling of the active laity or among key constituents is the questionnaire survey (Appendix D). Data collected included opinions regarding the effectiveness and efficiency of the present national organization and opinions as to grass root needs related to the delivery of services and information.

### Reliability and Validity.

The findings from focus groups, listening sessions, personal interviews, and questionnaires collected from leaders and laity were evaluated by the members of the Renewal Task Force and appropriate staff under the professional direction of Shawchuck and Associates.

Observation related to the design and the change process served as a major data collection method. In this area the internal and external consultants are considered an "instrument that engages the situation and makes sense of it." This was done "without aid of an observation schedule;" and "not as a matter of checking behaviors, but rather of perceiving their presence and interpreting their significance." This interpretive character assists in making the study qualitative. "Interpretive here has two meanings: (a) Inquirers try to account for what they have given an account of. (b) Qualitative inquirers aim beneath manifest behavior to the meaning events have for those who experience them." Qualitative studies give attention to particulars and are believable because of their "coherence, insight, and instrumental utility" (Leedy 141).

The internal consultant was present as an instrument to observe the group session in order to describe, document, and evaluate this experience. A descriptive, single case study method was followed with the main objective of the observation being documentation and evaluation.

The internal consultant made observations directly at the scene of the study and change process which were then relayed as "facts (commonly called *descriptive survey* or *normative survey* data)" (Leedy 122). The historical data from records of past meetings and events informed the study assisting the consultants to understand this organization.

The design for the self-study and the early stages of the change process were strengthened and made more credible by the use of external consultants working with an internal consultant. Both internal and external consultants made use of quantitative and

qualitative research. This approach allowed focus on data that is objective and that which is more flexible, exploratory, and discovery oriented. This process added depth to the study and lent strength to its verification.

### Control Factors

The survey questionnaire was quantitative in nature with control and greater accountability for the relationship among the variables. To avoid the possibilities of campaigns to sway the results, the information collected from volunteer participants as a result of sending copies with permission to duplicate to the church clerks, were treated separate from the data collected from random sample and the pastors.

The information collected by the focus groups, listening sessions, interviews, and the observation of the process was more qualitative in nature. Therefore, control factors spanned the spectrum of being quantitative where control factors were exercised and qualitative where data was collected in the context of their natural occurrence. "This permits any variables that naturally influence the data to operate without interference" (Leedy 144).

### Triangulation

The researcher recognizes that each of the broad generic types of methodology have their own protocol--its paradigm--governing data collection and procedural agenda. It is recognized, therefore, that the design includes triangulation since the use of quantitative and qualitative research requires a compatibility procedure. This procedure is "designed to reconcile the two major methodologies by eclectically using elements from each of the major methodologies as these contribute to the solution of the major problem" (Leedy 145,146).

While the use of both quantitative and qualitative research was employed, the quantitative data informed and supported the diagnostic portion of the study and the qualitative data was more informative to the actual change process. The design sessions and the change process received a greater portion of the time and energy in this research project, particularly since the reengineering model was employed.

### Contingencies

The specifics and overall design of this study were greatly influenced by the consultation of Shawchuck and Associates who guided the process. The final results of this self-study and change process was contingent upon the recommendations of the Renewal Task Force to the General Board, the recommendations of the General Board to the delegates of the General Association, and the decision of the delegates of the General Association who made the final decision.



## CHAPTER 4

## Findings of the Study

This study documents and evaluates the design and development of the change processes carried out by General Association of General Baptist to bring about a more effective and efficient operation in its national organization through a reengineering experience. The findings resulted primarily from the observations of the internal consultant, the focus groups held throughout the denomination, interviews with denominational staff, listening sessions conducted with denominational boards, and a questionnaire survey conducted among General Baptist people.

First, I reported the processes as they developed and became the major components of the design of the study. Those findings impacting the design and outcome of the study, the findings resulting from the observation of the internal consultant, and the various forms of data are discussed and integrated into the presentation of the material.

Processes Comprising the Design

From the first meeting, October 27, 1994, with Consultants Shawchuck and Rath of Shawchuck and Associates, and the Denominational leaders, it was made clear by the consultants that while they brought to the study the expertise and experience related to process, it is the General Baptist people involved who have the expert knowledge related to who they are, how they function, as well as the ability to find the way for the future of their denomination.

The consultants followed the process model of consultation greatly influenced by a systems approach while continually stressing the importance of individual and corporate attention to spirituality. Shawchuck advised, "Those who are not tending to their spirituality will never be visionary leaders, it must first be dreamed in the Heart of God."

Every session was undergirded by spiritually challenging devotional content direct from the scriptures. The leaders were consistently reminded that this journey was clearly influenced by two streams: a spiritual/relational stream and the research and organizational stream. The meetings generally included didactic information related to the systems approach, to the change process, and organization theory. Didactic experiences included exercises for individual and small groups.

### Beginning the Process

At the first meeting, the process began with the following denominational leaders: Denominational Executive Director, Chancellor/ President of Oakland City University, Nursing Home Administrators, the Executive Directors of Women's Missions, Ministerial Services, Christian Education and Publications, Home Missions, Foreign Missions, and Men's Brotherhood.

The following information includes a general description of the process as it developed with summaries of the content which resulted.

Focusing on process, the consultants asked the leaders each to share from their vantage point regarding the gap between the actual and the ideal reality as it relates to the operations of the denomination. Information shared ranged from only slight recognition of problems to acceptance that we must face the facts related to the smallness and ruralness as a denomination, the need for training among pastors, as well as issues related to autonomy, lack of direction, and conflict related to homogeneity verses diversity of the denomination's make up.

The consultants advised that "taking a stand was risky, and not taking a stand was deadly!" Members of the group spoke of relationship problems between boards and board executives. Others agreed that strong sense of community would greatly enhance this process. Reference to the Scott Peck model who believes that for those experiencing a sense of pseudo-community, real community is found as they

make their way through crisis and chaos to community. The general consensus was that pseudo-community existed among the leadership of the national organization.

A "dream session" was conducted, encouraging all involved to consider that if General Baptists were successful beyond their wildest dreams, where would they be in five years? They shared positive and exciting dreams relating to outcomes of growing churches deeply involved in soul winning and discipleship, progressive training programs reaching many pastors, and having a national organization working in an atmosphere of trust and harmony toward a common goal while meeting the needs of the churches and people of the denomination.

Encouraging the group that change can occur, Shawchuck presented essentials for social change. These essentials are a small group thought to be devoted to a single cause to carry out the change, at least one orator within the group who can speak with passion about the cause, and who succeeds in arriving at a slogan that announces the cause and represent the history of the organization. The leaders were assured that this group could turn the denomination in a radical new direction when these essentials are put in place.

The group developed a list of possibilities of what might be done to improve the operations in terms of efficiency and effectiveness. A creative and progressive list of possibilities were collected relating to (summarized from minutes):

the development of non-traditional lay-oriented ministries, to become congregations known as caring communities, reaching out in bold new ways to other ethnic groups at home and abroad, targeting metropolitan areas and growing some larger churches of 1000 members, promoting diversity in ministry and worship styles, liberating General Baptist women for ministry, recapturing the zeal of Benoni Stinson relating to the general atonement.

Suggestions relate to the national organization were:

centralized accounting system to avoid waste of resources; decentralized field staff who are equipped with today's technology; coming together around a

common cause with a greatly improved level of trust; one board with all interest at heart, the task represented in a mission statement; a prayer movement that impacts the entire denomination; and complete transparency with one another and development of a systematic change plan.

The group concluded that many of the changes could be done now.

This meeting closed with a general discussion around the important issues of: How will the sense of community developed here be maintained? How can commitment be maintained? They planned to meet on December 6-8, 1994 in a retreat setting and work toward a deeper level of community employing the model developed by Scott M. Peck in his book, *The Different Drum*, described above.

#### Working Toward Deeper Levels of Community

For the second meeting, denominational leaders met with consultants of Shawchuck and Associates in Evansville, IN, on the above dates. The sessions were held in a retreat setting as planned and began with the inspiring devotion given by Shawchuck on the subjects of resistance and acceptance from the story of Zacchaeus found in the Gospel of Luke. He then challenged the group to consider what might be a reasonable future for the General Association of General Baptists.

The leaders faced the facts related to the present state of the denomination as depicted by the low number of conversions and baptisms and moved to describe a reasonable future. The future included re-focusing in order to see churches coming alive in the name of Christ, concentrating on the 300-400 existing churches who are responsive and supporting while planting new churches, and giving necessary attention to the important area of leadership. Their thoughts of a reasonable future included struggle and pain, the meaning less and less "denomination" being replaced by a new kind of partnership which is learned, not dictated, and a belief that the positive reasonable future would include quality attention to vision with direction, focus, and clarity.

Dr. Gustave Rath shared possibilities:

die with dignity; die without dignity; put Stinson's dream in a time capsule and be ready to plant at the proper time, beginning again; merge with other denominations with common doctrinal position; or develop a free market system where every board is on their own not dependent upon the unified budget, getting support where they could.

Shawchuck shared that "death and resurrection is one plan for new life; if life comes something must die."

In a didactic session, Shawchuck introduced the concept of design, which he defined as structure and belief systems, in preparation for the next exercise. The leaders were asked to present what they believed to be parts of the General Baptist belief system which can change. They responded with a wide range of issues which were processed into the following list of beliefs which they agreed can be changed by education (or re-education) and action:

- 1) Discipleship training (from assimilation through lay-leadership training, or all that is involved in deliverance, development, deployment)
- 2) Administrative function in congregation
- 3) Ruralness:
  - New rural (those moving out of cities to near-by but rural areas)
  - Rural mind set in suburbs and cities
  - Old rural (geographical and attitudinal)
- 4) Women in ministry
- 5) Ordination issues
  - Standards
  - General presbytery
  - Once ordained, always ordained (deacons)
- 6) Options for training pastoral leaderships
- 7) Congregational responsibility to pastors
  - Preparation for ministry/pastorate
  - Training while active
  - Retirement
- 8) Bible School Institute
- 9) Diversity (Ethnic/Metro), and the belief that General Baptists serve only General Baptists.

The list was then summarized into the following "can do" list:

- 1) All types of rural: new rural, rural mind set, and old rural.
- 2) Selective diversity: ethnic issues, serving only General Baptists
- 3) Deliverance, development and deployment, (discipleship, lay-leadership training
- 4) Care and feeding of ministers: women in ministry: church administration, responsibility to pastors: preparation, training and retirement; options to training; ordination issues, general presbytery.

Shawchuck and Rath called attention to what they had identified as a greater sense of community. They asked leaders to indicate what they would like to see happen in this session in terms of community. The leaders expressed a desire to be open and honest with healthy disclosure, to share strengths and weaknesses, and to face the issues related to trust. The following needs became apparent: to move toward a common goal, to work with greater levels of team work, to face the problems of independence and autonomy, and to hold regular staff meetings.

Shawchuck presented the conflict cycle, dealing with relationship. He explained that where tension resulting in hurt that is not dealt with, the tension results in role dilemma and the hurt turns to anger. If the role dilemma (where all are asking role related questions) is not settled, it results in injustice collecting, and the anger turns to hatred. In the midst of injustice collecting, the group divides and breaks apart. If the injustice collecting is not confronted and dealt with, serious conflict results. At this point forgiveness is the only solution. If a solution is not found, the unresolved conflict is re-cycled with greater damage.

Shawchuck then overlaid this discussion with Louis Mead's model which states that in all relationships some hurt is present, and if the hurt is not resolved it results in anger. Anger not dealt with in Christian relationships leads to hatred. Unresolved anger, however, can be a moment of good news, as the only solution is forgiveness. When feelings of anger and hatred are confronted and opened up, forgiveness can be

experienced.

When the leaders were asked, "Where on this cycle are you?" their consensus was that the national organization was experiencing injustice collection and moving toward hatred.

Shawchuck continued with another model, the Power Model. This model shows us that when expectations are shared openly, it results in a period of stability and productivity. But in time expectations change and if they are not shared openly disrupted relationships result. In this case the anger is not directed at the situation, but at the persons involved. Individuals are then forced to get out, or go back to stability and productivity. A better way is to contract with one another that when expectations change, those involved again share openly regarding the issues.

At this point one member of the group stated, "I have feelings and concerns regarding other members that I need to share." Those involved were identified and related feelings shared. Some processing of the issues and concerns then occurred in the larger group, while a small group met privately to confront personal differences.

Those not involved in the private session were instructed to go into silence and consider what can be done to create community. After a period of silence the group made a list of ideas for creating genuine community. Ways to contribute to the creation of community were identified: time must be spent in prayer and inner support of one another, time is needed for substance issues, better tongue and lip control, improved communication, and more clarity regarding objectives.

Those in the private session joined the group with a report that the session was pointed, painful, but had encouraged good communication. General support was offered and the sense that some real progress was made seemed to be the consensus.

This retreat session ended with Shawchuck sharing the idea of covenant groups. At the core of his experience is covenanting with a small group of others to

practice silence, prayer, scripture reading, fasting, and serious spiritual conversation. On the outer level all members of the covenant group agree to provide a community service of their own choice.

Denominational leaders left this meeting agreeing that they would plan a time together, develop a covenant, and move toward healthy community relationships. The meeting would be, therefore, an in-house function among the leaders, and the consultants would be informed of the progress at which time other meetings would be planned.

For a variety of spoken and perhaps unspoken reasons, the group never met to carry out this plan. Efforts of the denominational executive director to plan such meeting were met with scheduling difficulty. Trips that had been planned for some time, routine activity, and busy calendars resulted in no time for the meeting to develop community. The meeting seemed not to be a priority and was not called. Time passed, and no meeting was held.

#### Meeting to Develop Plans to Continue the Process

Over the next five months, there were telephone conversations between the internal consultant, the denominational executive director, and Shawchuck and Associates. A plan then was made for a meeting in Chicago with denominational executive director, external and internal consultants for May 24, 25, 1995.

After clarifying the purpose of the study, Shawchuck stated his opinion that because General Baptists are structured around total autonomy, because the major common interest at the national organization level is the unified budget, because the major power is found in the executive staff of the boards who function autonomously and independently, and due to the loss of time and lack of movement to form community and approach this task as a team, there needed to be a new direction taken, one different from the direction assumed at the close of the December meeting.



This new direction would include involvement of other key persons.

After some discussion it was agreed that non-executive staff and other key constituents coming together as a task force of persons from active and supportive churches would be involved. Shawchuck instructed the denominational executive director and the internal consultant to give prayerful thought and to appoint such persons to function as a Study Task Force. This task force would deal with not only the informational issues but also the spiritual issues as well. The theme of the study would be the Renewal and Revival of General Baptists, and the renewal activity would be carried across the denomination via the members of the task force.

In a subsequent session between Executive Director Dwight Chapman and John Comer, it was agreed that the following would serve as a guide to selecting qualified persons for the task force. Appointments were made considering the following: persons of various age groups, both male and female, laity and clergy, persons with sufficient experience on denominational boards to understand the operations at the national level, persons with a knowledge of the rationale for calling for the study, and persons representing seven states where 94 percent of all General Baptists live: Arkansas, Illinois, Indiana, Kentucky, Michigan, Missouri and Tennessee.

From a list of qualified persons, eighteen persons were chosen for appointment. Chapman made plans to gain their agreement to serve. (See Appendix H)

It was further decided that one of the consultants would interview all interested persons on a second level of staff working at the headquarters building, at Stinson Press, and Oakland City University.

Appropriate forms of data collection were discussed. Task Force members and others will be trained to conduct focus groups across the denomination. Comer would develop the Focus Group Guide using work previously done by Shawchuck

and Associates as an example.

The first meeting of the newly formed task force to be held in Poplar Bluff, Missouri, was planned for June 1995. At this time, the consultants of Shawchuck and Rath spent time with the second level staff who were interested in such a meeting.

The decisions of this meeting were made public at the National Minister's Conference in May, and were shared with others who had been involved. The Board Executive Directors requested to meet with the consultants, Shawchuck and Rath, as a part of the planned meeting. Arrangements for such a meeting were made.

#### The Transition to Working with the Task Force

The purpose of the fourth meeting was two fold: to meet with executive directors and to begin working with the new task force. In Poplar Bluff the meeting began with the board executive directors. Some of the directors voiced concern with considerable feeling that the newly formed task force was not representative of some geographic areas. Areas where there are a larger number of General Baptists were cited. Key leaders were not included, according to some of the board executive directors. After some discussion, it was agreed that the Study Task Force would be enlarged and that the new members would be appointed from a list made by the board executive directors. (See Appendix H for those added)

Issues relating to functioning as a team and forming a covenant to facilitate the continued development of community were discussed. As the group emerged from the meeting one member remarked, "We are a team again."

While the session was being held with the board executive directors, Rath and Comer convened a session with staff persons who hold positions at the second level in the organization. This session opened with the theme of this study, Renewal and Revival of General Baptists. Members of the group were asked to respond to the following questions in a round robin format: Why do you remain a General Baptist?

What do you hope the future of General Baptists to be?

A variety of reasons for remaining a General Baptist were given: doctrinal beliefs, a place to minister, family, the freedom provided, and a hope of exciting possibilities. Others shared that they did not plan to remain a General Baptist, while still others would not remain unless changes occur.

During the discussion the issue of re-structuring was given as the "word" out in the denomination. Rath stated that the word must be "renewal" not "re-structure." The following ideas were shared as hopes for the future: returning to evangelism roots, learning to establish and grow larger churches, finding a common mission or God's plan for General Baptists, implementing comprehensive training for pastors, working in unity among executive staff, and moving ahead with inspiring leadership. Hope was recognized and voiced based on the success of the Kingdom Building Program, a fund raising campaign to be shared by mission boards.

The first session with the Study Task Force was held on Tuesday, June 27, 1995, with sixteen members present. Shawchuck opened the meeting with, "Consultants do not do the work, we consult as you the Church do the work." He continued, "We (Shawchuck and Rath) are experts in process, you (the Study Task Force members) are the experts regarding your denomination."

New plans resulting from the meeting with the board executive directors to enlarge the task force were announced. Some explanation was called for, but consensus was achieved regarding the plan, and the task force members were very willing to welcome new members at the next meeting.

The remainder of this session was given to discussion of the question, "Can a denomination renew itself?" Clarification of such cultural issues as autonomous units, autonomy that may be fueled by an unwillingness to be accountable, independence, ruralness, and a major concern stemming from what was regarded as the lack of a

common goal, and the unwillingness to work together were discussed. The conclusion was that while change is difficult, changes can be made and are needed. Shawchuck assured the group that renewal will come when people say yes to a vision or a dream.

Shawchuck explained the concept of forming covenant groups, groups of women and men committed to one another in the spiritual journey. This commitment involves coming together on a regular basis sharing what God is doing in their lives and in the life of the denomination. The time alone involves praying, reading, silence, thinking, feeling. Covenant members agree they cannot function alone, but must come together for help and support. Task force members will take on the responsibility of forming covenant groups in the areas where they live and will train others to do the same. This awesome responsibility was accepted and the concept of the need for renewal was strengthened among them.

We trained the task force members in conducting focus groups, by allowing them to experience the first two focus groups conducted. Shawchuck and Rath led the groups. The results from group A, given in order of priority are:

Define God's purpose for General Baptists, be willing to change, keep the Bible central in mission, determine responsibility, accountability and authority, and surrender totally to God.

The results from group B, given in order of priority are:

Redefine our purpose as General Baptists, realistically evaluate where we are as a denomination, establish a CEO with power, develop accountability system at all levels, and strongly structure base of operations for advice and guidance.

The next meeting was planned for August 17-18, 1995, to be held in St. Louis, Missouri. At this time the new task force members appointed at the request of board executives were trained and brought on board to form the complete task force.

### Training and Assimilating the Expanded Task Force

The newly appointed members met on August 17 and received training similar to that provided on June 27. On August 18 the entire task force met to join the process and move out across the denomination establishing covenant groups and conducting focus groups.

The meeting went well. The two groups successfully merged into a new group now called the Renewal Task Force. This name gives the important emphasis to renewal without reducing attention to the needed study. The task force was organized into five regions and regional chairpersons were named. The regional chairpersons will serve as an executive committee to the Renewal Task Force, with Chapman, Denominational Executive Director, as Chairperson of the Executive Committee and Renewal Task Force.

A recurring theme for this meeting was provided by Shawchuck and Rath: That our task was to: 1) generate valid and useful information, 2) to allow for free and informed choice, and 3) to motivate the kind of commitment needed.

The group established a tentative calendar of the necessary dates to complete their work to include recommendations to the General Board and the final draft of recommendations for the Annual General Association to be held in July of 1996.

The aggressive new agenda included plans to involve two other staff members. The Stewardship Director will provide information regarding the financial history of General Baptists, and Associate Director of Home Missions will provide the historical data and assist in the development of the questionnaire survey to be conducted. The questionnaire was informed by the data collected through the focus groups, and a wide distribution planned. The questionnaire survey was scheduled to be completed, tested, and mailed by early January, 1996. Processing the return information began in early February 1996 and was completed by the end of the month. The SPSS system

was used to produce the necessary compilations from the results of the questionnaire survey.

The new, more aggressive agenda called for the Renewal Task Force members to conduct as many focus groups as possible with a goal of generating at least five sessions each, resulting in a total of 150 focus group sessions. The findings were shared with the regional chairpersons and then sent to the internal consultant who compiled a regional and a general report. This information was then shared with all Renewal Task Force members and all other staff involved in the study.

Plans to meet again in early November, 1995, to hear the reports from the focus groups concluded the meeting. A sense of enthusiasm mixed with a sense of the awesome responsibility was shared.

#### The Renewal Task Force Meets to Consider Feed-back

The Renewal Task Force met as planned in St. Louis, on November 11, 1995. During this one day meeting the members accomplished their designated purpose. Information from the results of the focus groups available at that point was shared first in regional groups and was confined to the experiences of those conducting focus groups and the predominant themes emerging from the focus groups. The results were shared with the entire task force by the regional chairpersons.

General reports relating to the interviews with the second level staff in the national organization conducted by Rath and the listening sessions led by Shawchuck with various boards were heard. (See Appendices I and J) Both reports were brief and confirmed major concern about the operation of the national organization. The concern was related to the lack of cooperation found between the boards and board executives, to the absence of a common purpose for the organization, and to the confusion resulting from relationship issues in general.

Tensions were obvious at this meeting as the issues of the need for restructuring the national organization for a more effective and efficient operation gained prominence and the board to board relationship issues surfaced. The tensions were obvious due to the fact that many of the RTF members held important positions on the various boards. Issues related to the need for re-structuring were present in all five regions and were heavily weighted in three of the five regions. Some polarization was obvious as the discussion continued. It was decided, therefore, that each regional group should give items to their chairperson to bring to a noon meeting of the RTF Executive Committee who would then plan the agenda for the remainder of the session.

Most of the concerns related to scheduling and gaining a better understanding of the process in general. An issue, however, of another nature was raised, concern with a possible "conflict of interest" regarding one RTF member.

The events occurred at the General Association held in July 1995 relating to the distribution of the unified budget funds initiated by members of the Foreign Missions Board. The actions of the same board to accept the plans for the retirement of the current executive director and to fill that position conjointly in a meeting held in early August, prompted the surfacing of this issue of a conflict of interest. That member had been named as the new executive director of Foreign Missions, to take office in September of 1996. The concern of a conflict of interest was supported on the basis that no other board executive director held membership on the Renewal Task Force. This concern was discussed in the executive committee of the RTF meeting and then brought to the attention of the entire task force. The decision was made by secret ballot (11 to 7) that the member could remain as a part of Renewal Task Force.

The results of the focus groups conducted across the denomination are given in detail in Appendices L, M and N. The contents of the focus group results are also integrated under the appropriate headings below.

Time was given for dialogue with the moderator of the 1996 General Association, Rev. Ron Austin. Austin was very open to working with the RTF and General Board in providing time for the presentation of the final reports and recommendations as well as time for clarification of any concerns in small groups. Plans were made for Shawchuck to meet with the Program Committee of the 1996 General Association to complete plans for the presentation of the final recommendation via the RTF and General Board to the delegates of the General Association.

Renewed attention was given to the establishment of covenant groups, a continued assignment of the RTF. The theme of "Renewal of General Baptist" was reiterated and consensus was that spiritual renewal is at the heart of all issues raised through the processes of this study.

#### Important Planning Sessions Were Held

Consultants, Shawchuck, Rath, and Comer met with Denominational Executive Director, Chapman on two occasions to process the data collected and to plan the remaining process.

They met in Chicago on January 1 and 2, 1996 and discussed the general plans for intervention and the role of the denominational executive director between now and the General Association in July, 1996. The group concluded that Chapman would manage the information sharing and would give attention to the need for focus groups in the Kentucky/Tennessee region.

General plans for completing and sharing related reports were made. Minutes of all meetings were to be shared with all participants. Reports generated from the



focus groups and listening sessions were to be shared with Chapman, the consultants, the board executive directors, and all members of the Renewal Task Force.

By this meeting, the Questionnaire Survey had been finalized and mailed to 2700 persons invited to participate. Plans were discussed for compiling and sharing the data generated through the return of the questionnaire survey with all involved in the self-study.

Agenda for the two up coming meetings, meeting with the executive directors on February 12, 1996, and with the RTF on March 6-8, 1996, were discussed but were not finalized until the next planning meeting.

Since the purpose of the self-study clearly calls for a determination of efficiency and effectiveness issues, this planning group considered efficiency matters. The plans for efficiency studies were finalized at the next meeting to be held on January 28-30, 1996 in Chicago, IL.

Upon discussing the data collected to date, the group considered a list of tentative recommendations which could be made at this point. Stressing the tentative nature of the recommendations the following were agreed upon: combining certain boards, establishing a department which would deal with support to ministers and existing churches, centralizing and restructuring all Poplar Bluff based boards, and making them subject to one board.

A discussion related to the need for efficiency studies resulted in plans to appoint a committee to be chaired by RTF member, Jack Boyer, and to include as members three experienced General Baptist businessmen. A tentative list of efficiency questions was drafted to guide the study. They are as follows:

- 1) What are the alternative ways of housing the central offices of headquarters and what are the total costs of each (transportation, relocation, salaries etc.)?
- 2) Where should we locate? (considering such options as large churches, monasteries, university campuses)

- 3) Do we have to have prestigious grounds, building and location?
- 4) What are the current costs of accounting and processes for necessary financial records of individual boards, endowments and special funds compared to a single accounting system?
- 5) Can we consolidate administrative positions and other house-keeping functions and or positions?
- 6) What is the most efficient way to provide for the printing needs of the General Baptist denomination and agencies? What are the costs of press services, in-house versus vendors at each location (see number 1)

- i.e.
- Stinson Press, as is
  - Considered a department of the executive office
  - Buy outside
  - Combination of inside and outside

- 7) Analyze the total costs of each General Board employee positions and the outcomes of each (denomination's executive dir. and stewardship director)?
- 8) Who gets cars? What is the current cost of cars, and how should they be handled (lease, buy, or carpool)?

A discussion relative to effectiveness issues resulted in the following:

#### Issues related to Home Missions:

- 1) What is the average costs of planting a congregation?
- 2) What is the experience and educational level of church planters?
- 3) What are the five year growth patterns of new starts?
- 4) What happens to church planters after five years?
- 5) How are existing churches involved, hands on in church planting (direct funding, buildings, core group, etc.)?
- 6) What support do church planters and new congregations get from Home Missions (marketing material, planning, consultation, demography)?

#### Issues related to Foreign Missions:

- 1) How many missionaries have we sent abroad in ten years?
- 2) How long did they stay?
- 3) How many missionaries are serving in the field now, supported by Foreign Missions Board?
- 4) Over the past ten years, what have missionaries done when they return home from the field, how many returned? how many left General Baptist?
- 5) What are the growth statistics of missionary assignments?
- 6) What training did missionaries receive from or through the Foreign Mission Board?
- 7) How many were trained at Oakland City University?
- 8) How many General Baptists serve on the mission field in the past ten years without Foreign Mission Board's support?

- 9) What percent of missionaries costs are provided by the Foreign Mission Board and what percent is raised by deputation?
- 10) What percent of Foreign Mission's budget goes for administrative costs?

It was decided that Rath would speak with board executive directors as above questions were finalized and develop appropriate questions for the Oakland City University Board and the Christian Education and Publication Board.

Planning concluded with an agenda for the up-coming meeting with the board executive directors on February 12, 1996. The agenda would include time for open discussion related to the study and its progress, sharing of all data collected, and a time for each director to share their own prepared recommendations related to the possible future of General Baptists.

#### Preparing for the Area Associational Listening Sessions and Future Plans

On March 6-8, 1996, the board executives were given time to present any information they wanted the RTF to know. A presentation of all data available and time to generate tentative recommendations in preparation for the planned listening sessions was conducted by the RTF in each of the local associations. A complete script and design of the tentative conclusions can be seen in Appendix K.

The meeting concluded with the development of a schedule which gave direction to the remainder of the study leading to the final report given, complete with recommendations to the General Association held on July 16-18, 1996, in Springfield, Missouri. Delegates and pastors must receive the final report and recommendation in time to review it and prepare to cast their vote.

The necessary meetings to allow for preparation and presentation of the final report were planned. There was consensus that the formal report would be moderated by Chapman and the reports given by the consultant, Shawchuck, and the executive committee members of the Renewal Task Force.

At this point in the process, the results of the data collected had been compiled and was available to the Renewal Task Force. I, therefore, report the conclusions of the data and will return to the final stages of the process later in this chapter. As a direct result and in response to the following data, the Renewal Task Force developed a tentative new design for the national organization.

### Reporting the Data Collected

The following information was derived from the reports generated by the compilation of the focus group reports, the reports resulting from the interviews and the listening sessions, the questionnaire survey, and the observations of the internal consultant.

Upon the completion of some seventy-two focus groups and the submission of that information to the internal consultant, six regional reports (the sixth from groups conducted in California), three special reports involving youth, students of Oakland City University, and one denominational board and a General Report have been compiled. (See Appendices L, M and N) For the reports resulting from the interviews and listening sessions see Appendices I and J.

A collection of the data including the General Report of the Focus Groups, Board Listening Sessions, and the Questionnaire Survey Report was mailed to all pastors, church clerks, board members, and liaison officers on March 21, 1996. (See Appendix I)

The following data from interviews and listening sessions are consolidated and organized around the issues raised in the research questions of this study.

### Strengths of the National Organization.

Strengths exist in the present organizations among General Baptists. The feedback from the focus groups, the interviews, and the listening sessions seem, however, to focus on a need for change which naturally results in giving more

attention to the weaknesses of the organization. The general willingness to enter into a self study of this nature is considered by this researcher an obvious strength. The decision of the delegates of the General Association in 1994 to undertake this study, linked with the cooperation of the various boards in sharing the cost, indicates willingness to give important time and funds to the self-study and must be considered a strength.

Strong capable leaders found in key positions exude a variety of strengths. In an organization structured with such independence and autonomy, strengths are not, however, as apparent as they might be if the forces of strength were organized around a common purpose and a sense of accepting common goals. Some of the relationship issues raised in this study relate to the competitive roles into which leaders have been cast by the autonomous structure found in the present national organization. But, to overlook the strengths found in the leadership of the individual boards such as preparation through formal training and experience, high interest, a sense of call to a particular field, and commitment to the tasks at hand would have serious consequences.

The expressed willingness of these very independent boards and the board executive directors to come to together to struggle with the issues at hand is also a strength. Even though for some it has been difficult to schedule meeting times, the executives continue to express a willingness to sit together and have a renewed level of involvement in the process. There is one question regarding the motivation of this desire to remain involved, however. The relationship issues can only be resolved through working together in a forgiving, give and take frame of mind.

The support of the present denominational executive director found in the focus group reports and the interviews held with the second level staff working at the headquarters and Stinson Press is an obvious strength. Support is also implied in the

common call from participants of the focus groups to bring all boards and committees under the leadership of one executive director. Faith in, or confidence in leadership at this level, may prove to be a strength in this organization.

A strength found in the present participation of key churches in a major fund raising campaign known as Kingdom Building is encouraging. The funds raised will be shared by the missions departments: 65 percent for Home Missions and 35 percent for Foreign Missions. While this campaign is on target to generate over 2.5 million dollars, its success has not been at the expense of the ongoing collection of funds through the Unified Budget. The Unified Budget has increased to over one million dollars for the first time in the history of General Baptists. The continual increase in the giving of individuals and churches is a strength which implies some level of confidence in the national organization and /or confidence in the ability of the national leaders to make the needed changes. It should be noted, however, that in the life of an organization an increase in giving is sometimes a last ditch effort to survive and may well be more related to the average age of the people known as General Baptists.

The researcher has observed other formal efforts to evaluate the effectiveness of denominational efforts: A previous study done by the Long Range Planning Committee of the General Board for the years of 1991-2000 and published in a document titled, *Investing Today In God's Tomorrow*, stated strengths of doctrinal position and a strong belief that God has a mission for General Baptists and must be considered strengths as viewed by those involved in that study.

Strengths are to be found in the fact that this is a small denomination which has moved into a serious self-study process at a time when many organizations are experiencing trouble. The sheer timing of this study and its results among willing people to move out with faith in God, is a major strength.

### Weaknesses of the National Organization.

Based on the focus group information, a major weakness in the structure and present functioning of the national organization. The present organization's structure, which allows for almost total independence and autonomy on the part of the various boards, is viewed as a problem and a weakness which contributes to other weaknesses. A lack of team work and accountability results and spawns unhealthy political behavior which is experienced in a variety of relational conflicts. The conflicts most often cited are those existing both among board executives and among the individual boards.

The present configuration and division of responsibilities is cited as it influences the call for more coordination in the services to the established congregations by giving this responsibility to one department. Present services are found throughout the organization and result in some duplication. Many focus groups expressed the desire to see more funds spent in services to established congregations.

Consolidating the denominational mission efforts into one board, merging the Home and Foreign Missions Boards, was cited. The educational responsibilities found in both the Christian Education and Publication Board and the Oakland City University were mentioned as a potential consolidation issue. The necessity of the university to function as a separate institution from other denominational boards prevents consolidation from being a viable consideration.

The call for accountability, bringing together of common operational functions such as collection and disbursement of funds, payroll functions, issues related to transportation of field staff, and issues related to sharing a building and grounds is clear. This researcher believes that centralization of such functions in one unit would improve the overall efficiency and cost effectiveness.

At the center of the competition found among the boards is the apportionment of Unified Budget funds. The system for collection of these funds could be viewed as a strength while the problems related to the distribution of the funds inherent in the independent, autonomous system is clearly a weakness. Energy better used in a cooperative missions related effort is lost in the battle waged for more of the Unified Budget funds. Struggles related to the distribution of the Unified Budget weaken the potential for moving ahead in unity.

Among the issues raised related to the Unified Budget is the lack of participation by a large number of congregations in the Unified Budget. The lack of participation is commonly viewed as a weakness among leadership and function boards. The opinion exist that greater effort to enlist non-participating churches should be made. No lasting agreement can be found as to the division of unified budget funds. The present organization's configuration results in placing the boards in a position of unhealthy competition for their share of these funds. The present method where the General Board through its Budget Committee prepares an annual recommendation as to the apportionment of these funds is at the center both of some of the problems experienced and of the poor relationships which exist between board executives and boards.

Participants of the focus groups were clear that the denomination has is weak in the area of the care and feeding of its pastors. This issue also has the attention of executive staff of the national organization. The concern is heightened since a major loss of services available through the Ministerial Services Board resulting from major problems with insurance for pastors has occurred. A \$500,000 debt forced the reduction of staff to one administrative assistant and an abandonment of the health insurance program. The debt is fresh on the minds of General Baptist people.



Weaknesses exist in the area of discerning the will of God as it relates to a common purpose for General Baptists. Deeply rooted in this discussion is the belief that God has a place and purpose for the people called General Baptist and that will can be discerned by the people and leadership. Rather strongly held in the belief system is that when General Baptists are willing to come prayerfully before God in attitudes of openness to His will and the changes needed, the common purpose will be apparent to the people and the leadership. The weakness found in the failure to come together to establish a common purpose and to work together to accomplish that purpose contributes to the structural and relational problems.

It must be noted, however, that in the very fabric of the culture among the people called General Baptist is the strongly held belief that seeking the will of God and acting accordingly is expected behavior of any serious Christian. It is, therefore, difficult to determine whether this is a position on which the people of the grass roots are willing to act, or if they in fact are expressing what they believe is expected of them.

### Making Major Decisions

Given the independent and autonomous nature of the nine boards, most decisions are made at the independent board and board executive level. Decisions involving issues which impact the work of more than one board do exist, however. The apportionment of the unified budget funds is a decision which is made by the delegates of the General Association annually. Since this decision impacts the available revenue of six of the major boards, this important decision is discussed.

The following procedure results in recommendation from the General Board to the delegates of the General Association. The Budget Committee of the General Board meets to consider any formal or informal request for change in the formula which determines the distribution of funds. This committee then agrees upon and

prepares a recommendation to the General Board as to the percentage to be granted to each of the boards receiving funds: The General Board, Oakland City University, the Christian Education and Publication, the Foreign Missions, the Home Missions, and the Ministerial Services Boards. The Nursing Home, the Women's Missions, and the Brotherhood Boards do not receive unified budget funds.

The General Board then moves to either accept or modify the Budget Committee's recommendation, resulting in a formal recommendation to the delegates at the General Association. Even when the process is followed, members of some boards and or board executives seek to influence the voting delegates to make changes in the recommendation on the floor of the General Association in order to increase the funds their board receives.

Observation of such action was experienced at the 1995 General Association. A member of the Foreign Mission Board supported by other members and the executive director of the same board, opposed the motion and used what was reported by some as incomplete information and innuendo with direct reference to the General Board and its employees to attempt to sway the delegations to defeat the recommendation by suggesting that the percentages remain as they were the year before. The General Board's recommendation called for a slight reduction from most of the boards in order to increase the funds to the General Board. Support was given citing a number of items given to the General Board to carry out, but without additional funding. Those speaking against the motion implied that the recommendation called for money to be taken from missions to be spent on administration. They failed to recognize that the work of employees of the General Board as ministers doing ministry or the work of the Foreign Missions Board involved administrative costs. The action to remain the same resulted in retaining a small percentage of funds for various boards as recipients of the unified budget monies. The effort to sway the delegation was

successful by a small margin of votes.

Such tactics were used when the funds at stake for the Foreign Missions Board was a meager \$ 5,000.00 for the year. The small amount of funds involved leads this observer to believe that the issue is one of power, not finances, at least on the part of the members and executive director of the Foreign Missions Board. An interesting observation was made as the executive director and members of the Home Missions Board spoke in favor of the recommended increase to the General Board. They cited particular responsibilities which had been given to the General Board without additional funding. Also noted was the fact that influential people directly related to Oakland City University and the Christian Education and Publication Boards aligned themselves with the Foreign Missions Board and voted to defeat the recommendation which resulted in failure to give additional funds to the General Board.

This is not an uncommon experience in the decision making process found active in the life of this organization. This researcher observes that when the agreed upon process fails to produce what some members of independent board desire, other tactics may be employed to influence the delegation. There seems to be little or no accountability called into play in this independent, autonomous structure as the units compete in what is considered by some as unhealthy competitive political behavior.

The researcher observed, as information was made public relating to another major decision, the filling of the position of Director of Foreign Missions conjointly with the announcement of the retirement of the present director while failing to follow established procedure.

Members of the executive committee of the General Board brought to the attention of the General Board the procedure established by a 1982 resolution which became accepted procedure when passed by the delegates. The procedure requires that all executive positions openly advertise by calling for applications.

The General Board by its action in October and November of 1995, called for the Foreign Missions Board to rescind its action related to naming the successor to the present executive director since they failed to follow the established procedure for selecting a qualified person. The established procedure had not been followed by the Foreign Mission Board, therefore, they were called upon by the General Board to rescind their actions and follow the prescribed process.

In a subsequent meeting the Foreign Mission Board complied and the following information was published.

"Notice to Applicants"

In the October 1995 issue of the *Capsule* and the November 1995 issue of the *Messenger*, the Foreign Mission board announced its selection of Rev. Jack Eberhardt as its choice to be the Executive Director of the Foreign Mission Society.

Subsequent to that announcement, it has been called to the attention of the Foreign Mission Board by the General Board that the office should have been opened to applications, in keeping with a resolution passed at the 1982 General Association meeting.

In response to the recommendation of the General board, the Foreign Mission Board has with the concurrence of Rev. Eberhardt, rescinded its action toward his appointment to the post and will accept resumes or applications for the position through Feb. 15.

Interviews will be conducted by the Personnel committee of the Foreign Mission Board in early March, with findings to be placed in the hands of the Executive committee of the Foreign Mission Board for a conference call board meeting by March 15.

The Foreign Mission Board regrets the oversight of the said resolution, as well as any embarrassment the action may have caused. Resumes should be sent to Rev. Bob Heath, 4323 Dover Rd., Louisville, KY 40215 (*The General Baptist Messenger*, January 1996 vol. 112 No 1).

While this notice complies with the intent of the policy, it seems clear to this researcher that the selection of the board has been made and that the board is not aggressively asking for resumes or applications. This stated opinion seems to be underscored when you add to the above notice the comments in another communication piece, a news letter of the Foreign Mission Board, the *Capsule*.

"Early efforts for a smooth leadership transition led to the selection of Rev. Jack Eberhardt as the next Executive. This process has experienced a bumpy ride, however. The Executive Committee of the General Board discovered an old and forgotten resolution of the General Association in 1982, expressing the desire that all executive positions be openly advertised for applications.

Due to this oversight, and at the request of the General Board, the Foreign Mission Board has rescinded its action (with the consent of Brother Eberhardt), and the position has been advertised in the *Messenger*. While this oversight has been the cause of minor embarrassment to myself and perhaps others, it need not deter the Foreign Mission Board from completing its selection process in a timely manner.

May I request your prayers for the work of the Personnel Committee and the Foreign Mission Board, who alone will screen, interview and select the person they feel is best suited for the leadership task. By our constitution, the Foreign Mission Board, as with the other boards, is solely responsible for hiring its staff" (*Capsule*, January 1996).

It appears to this observer that the statements that the "Foreign Mission Board, who alone will screen, interview and select the person they feel is best suited;" and that "the Foreign Mission Board as with other boards, is solely responsible for hiring its staff," are clear examples of the independent operations and intentions of this board.

The reference to the "old and forgotten resolution" fails to recognize the general practice for resolutions to become procedure once passed as a resolution and then ceases to be only a resolution.

The detailed attention to this event in the life of this denomination with direct relationship to the Foreign Mission Board should not be understood as a single incident in the experience of this organization, nor should it be understood as behavior found only with regard to the Foreign Mission Board. The activities around this event are cited as a current example of evidence depicting the internal problems found in the organization and its inability to hold the autonomous units accountable. It is an example of behavior which fails to give healthy regard to the operations and board to board relationships of the organization as a whole. Other examples can be found in the history of this organization which involve other boards.

How are decisions made in this organization? As seen above, the problems of this organization and its independent and autonomous boards seem to relate to structural, accountability, and relationship issues. The apparent lack of trust between and the independent function of the various boards result in problems which seem to be out of control and to be sapping energy from the potential productivity of the organization. The decision making processes played out over the past year raise real questions related to the efficiency and effectiveness of this organization.

#### Existing Gaps Between the Actual and Ideal Reality

The lack of a clearly stated common purpose for the denomination is one of the recognized weaknesses discussed above. To address the existing gaps between the actual and ideal reality as related to the purpose of the denomination is therefore difficult .

The denominational executive director has given considerable attention to this issue. His research efforts have resulted in gleaning from the Preamble and Article III, Objectives, of the Constitution of the Denomination.

Preamble: "Believing that we have a special ministry to perform and that God has given us a special place for that ministry, we the people called General Baptist do therefore define our mission and describe our organization and its guidelines for ministry by a constitution and by-laws."

Article III, Objectives: A) To unite into one organization all the local associations and churches of General Baptist. B) To assist them through its agencies in the task of winning people to Christ at home and abroad and in developing them to their highest potential in Christian service. C) To promote Christian education, mission outreach, benevolent enterprises and other objectives that this organization may deem necessary for the furtherance of the Kingdom of God." (GA of GB Constitution)

A stated opinion found in the focus group reports related to the need for greater cooperation recognizes the gap between the ideal and the real cooperation between the board executives and between the various boards. The boards generally recognize that their purpose is to lead the denomination to "win people to Christ at

home and abroad, as they promote Christian education, Mission outreach, and benevolent enterprises..." (Article III, Objective B and C). Based on the above information given as examples of how decisions are made in this organization, the recognized gap seems to be in the methods of operation and relationships among those involved. The recognized gap seems to directly impact the potential effectiveness of the national organization.

The result is confusion regarding the recognition of a common purpose of the national organization. The lack of clear understanding of the purpose is at the center of expressed concerns about structure and unhealthy relationships between board executives. The confusion may result from an existing gap between the ideal and real existence and/or understanding of a common purpose for this organization.

A gap may also exist between the belief that God has a purpose for a people called General Baptist and the discerning of God's will and finding that purpose, or between being ready and willing to act on what is determined as God's will. According to the focus group reports, the gap may result from a failure to be open before God and from what appears to be an unwillingness or at least a slowness to plan for and implement necessary changes believed to be related to the effectiveness and efficiency of the national organization.

The number of churches contributing to the Unified Budget represents a gap between the ideal and real participation in this major support to the ministries operated by the national organization. The lack of participation may be related to the distrust in an organization which is perceived to have many problems. Concern is voiced by those involved in the focus groups, interviews, and listening sessions.

The study shows a gap between the ideal and real relationships existing among leaders in general. A polarization of grass roots people into constituent groups is understood by leaders and recognizable when major decisions are made. Another

level of polarization seems to set the various constituent groups into two camps. Coming together on two sides of the issue relating to the Unified Budget in the 1995 General Association resulted in a formation that may not be uncommon. Joining together on one side are the leader and constituents of the Home Missions, Women's Missions, Ministerial Services and General Boards and voting together on the other side were the leaders and constituents of the Christian Education and Publication, Foreign Missions, and Oakland City University Boards.

A by-product of this unhealthy polarization, a lack of leadership, can be related to the mission of the denomination in general. When strong and capable leaders invest all their energy in carving out their own niche at the expense of others it results in rendering them untrustworthy to lead outside the area with which they are so closely identified. Individuals or a board who could function with the interest of all at heart becomes difficult to find when the most capable leaders are so closely aligned with a piece of the action that they are not trusted to function impartially with responsibility for the mission of the denomination as a whole.

#### Local Church Needs

Based on the findings reported from the focus groups, participants see the greatest need of the local church as that of evangelizing by developing and implementing outreach programs targeting people of all age groups and needs. This general statement should be understood to include the idea that individual congregations target the needs found in their communities and age groups they can best serve, given the gift mix of the congregation.

The second priority as a result of the focus group reports is commitment to prayer and Bible study and includes the idea that General Baptist people should be trained in how to study the Bible. The emphasis on prayer includes private and corporate prayer. Praying to discern the will of God as it relates to growth in local



congregations and the future of the denomination is to be the focus of the emphasis on prayer.

This basic need to be evangelistic is parallel with the doctrinal position regarding the general atonement, that Christ died for every person, and that we are compelled to take the gospel to all humankind. Even though evangelism is the item given the most weight, it is difficult to know if it is representative of a desire to evangelize all peoples or when it is representative of what General Baptist feel they ought to express. The belief that members should be taught how to study the Bible, may recognize what is believed to be why the lack of effective Bible study is pinpointed.

The same can be said about the attention given to the importance of prayer. That church members ought to pray, has been clearly taught. Evangelism, Bible study, and prayer are the very fabric of the culture of this denomination, and it may be that these beliefs are being expressed out of what is perceived as expected by serious Christians.

The focus on church growth and the future of the denomination may be a result of the influence of this study and the question asked to give direction to the focus group experience: "What must General Baptists do to survive and grow?"

Following closely these highest ranking items are concerns for youth and young adult programs and for the general area of educating and discipling the new converts. The concern may well be stated in the question: How can we attract and keep youth and young families? The high ranking may also relate to our evangelical culture and the teachings found in our tradition. This researcher finds it difficult to determine if these concerns are areas where we expect General Baptists to be ready to take action or if they are indicative of what General Baptists believe are the issues worthy of their attention.

Other concerns which ranked so closely that we consider them all of the same weight included marketing the church through better advertising and proper location of churches, improving music programs, and being open to a variety of worship styles including contemporary worship.

Another issue appearing with some regularity is the possibility of merging small churches. Given the autonomy of the local congregation found in the polity and culture, this issue could not be forced on congregations, but this is also true for all of the issues above.

Lively concern for pastors can be found among the grass roots people. The highest ranking concern relates to the development of programs which would provide better benefits, salaries, and support for pastors. The concern extends to the need to strengthen programs aimed at the training and educational needs of the pastor. The latter concern includes suggestions of grants for pastors attending Oakland City University and other schools and the consideration of establishing of a Bible college to train pastors.

Other concerns include a desire for more full-time pastors and ways to assist the process such as using funds to support churches as they move to full-time pastorates on a graduated annual reduction scale, and attracting and keeping young pastors and leaders.

#### Findings of the Questionnaire Survey Data

I report the findings resulting from the questionnaire survey data . (See Appendix I for the questionnaire survey).

This study emphasizes designing the processes which will result in a self-study related to the efficiency and effectiveness of the General Baptist denomination at the national level. I will therefore analyze the data extensively, but will show that the questionnaire is designed to collect the needed data.

Demographic data were collected on two groups, clergy and laity, while the body of the questionnaire survey was the same for both groups. Participants were first asked to indicate how they believed the unified budget should be spent by showing how every \$100.00 should be spent. The following resulted:

Starting new churches in the United States	12.031
Training Ministers	10.780
Supporting existing missions in the United States	10.420
Supporting existing missions abroad	9.730
Youth programs	9.969
Supporting ministers (insurance, pension, etc.)	9.142
Support for smaller existing churches	8.535
Starting new churches abroad	7.867
Developing religious education material	6.681
Support for needy General Baptists	6.310
Revivals	4.664
World Relief	2.814

Secondly the participants were asked which of the following do you wish to see as the future of General Baptist denomination? (Please choose as many as you want, but ranking them in order with the number one being the most important.) The results are shown in the order of most importance:

Working together at every level of the denomination	3.684
Having trained ministers	4.367
Supporting the priorities of the churches	5.013
More overall accountability at the denominational level	5.025
Planting new churches	5.101
Headquarters communicating well with churches	5.150
Directly supporting missionaries	5.658
Using the church facilities for ministry seven days a week	5.821
Providing community services	5.854
Most churches over 150 members	6.864
More respect for the denomination and churches	7.657
Excellent music in church worship services	7.890
Modern curriculum materials	7.893
Many churches over 500	9.209
Collaborating with other denominations	9.228

The values and priorities of the General Baptist denomination are shown. Planting new churches in the United States, training ministers plus support existing missions at home and abroad, youth programs and support for ministers receive the highest rank. This supports the opinions found among focus group participants.

As General Baptist people look to the future, they clearly value working together at every level of the denomination, and training ministers. They also call for support of the priorities of the local churches, for accountability at the denominational level, for planting new churches and good communication between headquarters and churches. They clearly place the least value on having many churches of 500 or more and collaboration with other denominations.

The participants were then asked to choose their response to fifty questions. The range of responses were: strongly agree, agree, neutral (meaning the response is not strong in one way or the other), disagree, strongly disagree, and no opinion (meaning they did not have enough information and/or knowledge did not care to respond).

The fifty questions were designed to collect appropriate data to gather the opinions of participants of the self-study. I report areas where participants strongly agree and agree, where they disagree and strongly disagree, and where there is clear polarization on issues. Clear agreement regarding the following can be seen:

The Home Missions Board should receive more funding from the Unified Budget; the "Word" should be kept basic to all teaching and preaching; there is not enough evangelism (marketing churches, visitation, follow-up and discipleship training; churches should promote and advertise; youth programming at the denominational level should be a priority; General Baptist should find God's will or recapture a new vision so clear goals can be established, partnerships between churches, associations, and/or boards are desirable to carry out our missions, that General Association delegates are not well informed; that General Baptist Headquarters is viewed with suspicion and disapproval; General Baptists need to be open to alternative approaches to worship; General Baptists need to give more attention to personal disciplines,

such as prayer and study; General Baptists need to recapture the meaning of genuine worship; General Baptist should tithe; and women should participate in mission work.

Strong disagreement is seen in the following:

Women should be ordained by associations; Home Missions, Foreign Mission and Christian Education should be combined into one board; missions personnel should be professional, not trained volunteers; local churches do not need to be resourced (consulting, programs, materials, etc.) by boards; Oakland City University should receive more funding from the Unified Budget; the Christian Education and Publications Board should receive more funding from the Unified Budget; the Foreign Mission board should receive more funding from the Unified Budget; the General Board should receive more funding from the Unified Budget; Denominational communication with local churches are excellent; General Baptist headquarters should move to a more accessible place (e.g., St. Louis, Louisville) and there is good working relationship and cooperation between board executive directors.

There is polarization in the agreement on the following:

The General Association of General Baptists is open to significant change, The General Association of General Baptists is healthy and growing, General Baptists should buy their educational materials from other religious publishing houses, funds should be directed to helping small churches instead of starting new ones, General Baptists have an inferiority complex, and the Women's Mission Board, Foreign Mission Board, and Home Mission Board should be combined into one board.

It appears that the data being collected is appropriate to the purpose of the study, therefore, the questionnaire is well designed. The information is, for the most part, consistent with the results of the focus group findings. Interesting opinion relating to women in ministry were given. While strong agreement exists that women should be involved in missions, there is strong disagreement that women should be ordained. Strong agreement for more funds to be made available to Home Missions and an indication that more churches should be planted is evident. Yet, a polarization related to giving funds to small churches instead of planting new ones is also seen.

The researchers provide good information from the questionnaire survey data collected via the SPSS system. This link with the data collected through observation, interviews, listening sessions, and the planned efficiency studies forms the basic design for the collection of appropriate data for the evaluation of efficiency and effectiveness of the national organization which is the purpose of the self-study. Upon this base of information the Renewal Task Force proceeded to do its work.

### Important Subsequent Meetings in the Process

Important meetings were conducted in preparation for the final recommendation.

### Area Listening Sessions

Area listening sessions were conducted by RTF members. The moderators of local associations were involved in inviting interested people to the meetings. When the RTF came together in June, 1996, the following top ten themes were determined from the data produced from listening sessions.

Weight	Rank	Item
951	1	Women's dept.
872	2	Accountability
855	3	Council of associations
781	4	Down sizing
715	5	Term Limits ( Exc. Dir., Dirs., C of A, and Gen. Bd.)
646	6	Youth and young families
623	7	Salaries
524	8	Spirituality of General Baptists
488	9	Concern for ministers
433	10	Communication
244	11	Employ laity at Poplar Bluff and keep Pastors in churches
242	12	Job Descriptions
220	13	Central funding and accounting
205	14	Executive Council (Gen. Bd.)

### An Important Joint Session

Just prior to the May, 1996, General Board meeting the RTF Executive Committee met with the board executives for ten hour session. Board executives voiced strong opposition to the model presented to the associational listening sessions. The meeting can be characterized as heated and defensive at times. As it progressed, however, more agreement and consensus emerged as to the final form of the organization's design. Since the adjustments agreed upon at this session had not been considered by the full RTF, it was decided that no final report could be given to the General Board. A report stated that a meeting was held on June 12 and 13, 1996, when the plan would be finalized. Immediately following the June meeting, complete information was to be sent to members of the General Board for their decision.

### The Final Joint Session

Members of the RTF and board executives met as planned in St. Louis, on June 12, 1996. Time was extended allowing the two groups to meet and reach as much agreement as possible. In a closed session, the RTF made their final adjustments to the design. Consensus was reached and the final organization's design was approved. The General Board approved the plan and commentary by phone the week following and in a called meeting held on July 16, 1996 . (See Appendix O for the design and commentary)

### Final Work Leading to the Recommendation

Telephones, computers, and fax machines were very busy. The fast but careful work included conversation with a local attorney who had considered the constitutions and by-laws of all boards. The attorney then sent a letter stating that the recommended changes could be made. (See Appendix P)

The final design was developed. The commentary and final form of the recommendation was completed, and information was sent overnight to all necessary

persons. When agreement was reached that this would be the final recommendation to the delegates at the General Association meeting in July, packets of information were mailed to all delegates for whom we had names and addresses and to all pastors. Other packets were prepared for distribution at the General Association.

In a meeting of the General Board on Tuesday, July 16, 1996, the approval of the recommendation confirmed.

#### The 1996 General Association Came

On the evening of Tuesday, July 16, 1996, Shawchuck gave his report. (See Appendix Q) He concluded his time before his "real clients," the General Baptists people, by clearly stating that they must support the recommendation in its entirety. To move to table this recommendation is to kill it. In his final moments before the people he shared the powerful, inspirational story of the raising of Lazarus. The people concluded that death must come if resurrection is experienced and they gave Shawchuck a standing ovation.

On the morning of Wednesday, July 17, 1996, the Executive Committee gave their report. (See Appendices O and R) Jack Boyer filled in for the Rev. Dean Jagers who had to leave the conference due the critical illness of his mother.

On the afternoon of the same day the delegates broke into five groups where questions were answered by the members of the RTF, Executive Director, and consultants. Questions which could not be answered at this time will be placed in the hands of the RTF acting as the General Board, Personnel Committee, and the Transition Team.

On the evening of the same day following a inspirational message by the Rev. Dr. Jim Murray, the recommendation was read on the floor of the General Association. Debate ensued. Some people clearly supported the recommendation. Others ask clear questions and sought more information. Others clinging to the



traditions of the past opposed with emotional appeals. The constitutionality of the recommendation was questioned. The opinion of the parliamentarians that the recommendation would call for a revision in the constitution of the General Association were heard. The denomination's executive director read the opinion of William B. Gresham, attorney at law, which stated, "Whether the reorganization is accomplished through the process of merger or consolidation, it is my opinion that the existing Constitution and Bylaws of the General Association of General Baptists will not be altered or amended in any fashion." Moderator Ron Austin considered the information and ruled that the action called for was not un-constitutional. Debate continued.

The plan as presented was amended by a motion made by the Executive Director of Home Missions. The amendment placed the General Baptist Investment Fund on the design as an institutional ministry and permitted the subsidiary corporation with its membership limited to contributors to the investment fund.

The question was called for. Secret ballots were distributed, votes cast, and ballots returned. The delegations sang praise choruses as the votes were counted. The denomination's executive director presided over the Lord's Table, and communion was provided for the delegation.

The result of the voting was read by the clerk of the General Association, the Rev. Franklin Dumond. He read, "Out of 1010 delegates, 25 did not vote, 774 voted in favor and 211 voted against the recommendation." "The recommendation has passed," declared Moderator Ron Austin.

#### Changes That Could Result in a More Effective and Efficient Operation

After having generated and interpreted the data, I believe the following seems to be those changes which will result in a more effective and efficient operation of the national organization. See (Appendix R) for the final report of the RTF.

While the data collected clearly informs the development of a common purpose for the national organization of General Baptists, it may be necessary to enter into a more comprehensive visioning process involving the denomination's constituency.

That the new system designed by the RTF came as a result of and in direct response to the data collected can best be seen in three broad strokes or concepts.

First we need a new system of representation through the Council of Associations. Historically, the General Association of General Baptists has been structured into nine boards. Although directors have been elected by the General Association, and the delegates to the General Association have had the privilege of submitting nominees from the floor, boards have been basically self-perpetuating and the people have not been equally or fairly represented.

The new system calls for the local association through its own nominating committee to elect representatives to the Council of Associations. (one for each 1000 members or fraction thereof)

The General Association will establish standards for members of the Council of Associations and in order to facilitate equality, we recommend the following:

1. Persons with a deep sense of Christian commitment, who are visionary, and committed to the present and future ministry of General Baptists.
2. Persons form clergy-laity; male-female; age groups, etc.
3. Persons available to attend meetings of the Council of Associations
4. Persons who will be accountable to the association and the local church.
5. Membership on the C of A will not transfer from one association to another.
6. Each association will develop guidelines for term limits on the C of A
7. The association will be responsible for the expenses of its representatives to the regular meetings of the C of A.

In this system, the people of this denomination are more directly participants in the planning, implementing and managing of the various ministries.

The second broad stroke is a structure where personnel and programs are accountable through the leadership team to the executive director and the General Board of the Council of Associations to the General Association. Ministry departments will no longer function independently but will all answer to one accountability structure.

This accountability is done in part through the personnel committee of the General Board of the Council of Associations who guide the search process for the executive director and for the ministry directors, and who conduct annual and periodic evaluations of staff and of program performance, and who negotiate in conflict situations.

Institutional Ministries are also accountable to the General Association through the Council of Associations. Here all the system comes together in terms of being accountable with reference to programs and personnel.

The third area is that of teamwork. The proposed system calls for teamwork on the part of ministry directors and, to some extent, the leadership of the Institutional Ministries.

Teamwork is best understood in the concepts of partnerships and partner in charge spelled out in (Attachment A of Appendix O).

The new system brings these three very important concepts to us: 1) a new system of representation, 2) a new accountability structure, and 3) an expectation for real teamwork through the Leadership Team.

The centralization of the common operations found in the support services such as bookkeeping, payrolls, and matters related to sharing of building and grounds could result in more efficient and effective operation. The new unit, Administrative and Financial Services, coordinate all communications and conduct ongoing research in order to continue to hear from the constituency at the grass roots.

### The Need for A Common Purpose

It is also clear to this researcher that the above described needs of the local congregation as seen by key constituents could inform the development process and could give important focus to the formulation of a common purpose for the national organization. Once the common purpose has been agreed upon and owned by those involved, refining of the new structure may be necessary.

The transition plan includes information related to timing considering the retirement and or anticipated resignations of people in key positions, who are authorized to make major decisions regarding staffing, programs, use of funds, and other important decisions. The transition principles give direction to the transition team and personnel committee as they move to make the changes.

### An Analysis of the Effectiveness of the Processes

The effectiveness of the processes employed in the objective evaluation of the national organization of General Baptists can be accredited to many critical issues. Next to giving God the glory we must give credit to the dynamic knowledge and seasoned skills of consultants Shawchuck and Rath. Their knowledge is continually up-dated and their experiences and new material being published. Their skills and ability to work together are well developed.

Three important principles guided the reengineering experience: 1) generate valid and useful information, 2) allow for free and informed choice, and 3) motivate for commitment. The move to involve the Renewal Task Force who led the way in generating valid and useful information was key to its success. Selecting key people from a cross section of the denomination and adding those suggested by executive directors was a wise decision. The project began on a positive note with the question asked during the focus groups: "What must General Baptists do to survive and grow?" Themes emerged from the focus groups and were supported by all other data sources.

Based on the themes of the data, RTF members and other key General Baptists caught a vision related to the needs of the people at the grass roots. The call for restructuring produced great tensions, but RTF members did not lose sight of the vision of meeting the needs of General Baptists through an effective, efficient organization. The RTF members, believing they had heard the people, were compelled to respond.

The efforts to keep General Baptist informed reaped overwhelming results. While in some situations and in various times, the effort could have been more inclusive and timely, General Baptists were better informed as they freely chose to restructure than in most issues brought before them. Consultants Shawchuck and Rath, key General Baptists, and feedback from people at the grass roots provided the necessary motivation which resulted in the kind of commitment needed to keep the process on course.

The quality of information shared with the people in the formal sessions was effective, a clear reporting of the facts of the data with little opinion from the presenters. The quality of slide and computer generated support to the presentations, both in the associational listening sessions and in the final report and the video capability of the final report was impressive and informative.

Being sure the new design was a result of and in direct response to the data gathered resulted in confidence in the project. The people felt they were heard and their opinions were important.

Involving the present leadership including the 1996 moderator, was a wise decision. Not only was useful and valid information gathered, but support in various stages of the project was apparent. In the climatic stages of the project, reaction to the recommendation ranged from strong support to failure to commit to any position to and open opposition.

Efforts to bring present leadership to believe in the data and to bring them on board was not generally effective. The tone of written material in the Messenger and the Capsule were generally in opposition except for the continual call for fasting and prayer from Moderator Ron Austin.

Strong support and valid and useful information came from some of the leaders. The denomination's executive director remained open to the process, believing in the data collected, and did not hinder the efforts of the RTF. The director of the Women's Mission Board was also supportive, but strongly advocated for the position the Women's Mission Board hold in the final design. The director of Home Missions gave a great gift to General Baptists in the concepts of the Council of Associations. He originated the heart of the plan, the plan for new representation, which is a major strength of the new system and was also involved in writing commentary.

Holding true to the principles of reengineering provided the overall framework for the project. In the words of Hammer and Champy, "Reengineering begins with no assumptions and no givens; in fact, . . . reengineering must guard against the assumptions that most processes already have embedded in them. . . Reengineering first determines *what* a company must do, then *how* to do it. Reengineering takes nothing for granted. It ignores what *is* and concentrates on what *should be* (Hammer and Champy, 33). Consultants Shawchuck and Rath assisted in determining what must be done and how it must be done, but only in terms of the processes involved. General Baptists at the grass roots determined what "should be" in the case of this study. The leadership found in the RTF was compelled by the themes of the data to respond to the people and design an organization to meet the identified needs.

The leadership of Moderator Ron Austin was most effective. He consistently called the people to prayer and fasting. He studied the constitutionality of the

recommendation with a qualified attorney, and in the moment of truth he ruled against information provided by the parliamentarians, to permit the recommendation to be determined by the people rather than special interest groups. His spirituality, and leadership was a hinge on which the success of this projected depended.

Finally, it is God who leads us. He heard the people and gave them the strength to freely choose to restructure their denomination. The final credit must go to our God our Father! He clearly spoke through the 78.5 percent vote in favor of the recommendation by the delegates of the 1996 General Association of General Baptists.

## CHAPTER 5

### Summary and Conclusions

In this chapter, I summarize the major findings as I interpret the data and reflect theologically and theoretically on both the expected and unexpected findings. I present the possible contribution of this study to the body of knowledge, suggest particular issues for further studies, speak to other implications, and offer what I feel to be the best options for the immediate future of the General Association of General Baptists.

#### Summary of the Major Findings

The major findings summarized below include those expected and unexpected, strengths and weaknesses, and issues related to decision making, existing gaps between the actual and ideal, leadership, and the needs of congregations and pastors.

#### Expected and Unexpected Findings

Due to the experience as a member and officer of denominational boards and participation in the annual General Association meetings, the internal consultant began this study with certain expectations as to the potential findings. In general the expectations have been met, however, the level of conflict, extent to which political maneuvering is found, and the strength of power related issues identified in the findings of this study were not expected. While conflict, political maneuvering, and power struggles were not expected, they were not expected at the deep and unhealthy levels at which they were found. The predominance of behavior developing over a period of several years seems to be so deeply entrenched in some instances as to produce a kind of blindness to ones own actions and practices; a sense that such behavior and practices are so common that they are considered normal.

Some polarization of the denomination into segments of constituents was expected, yet the degree to which this was found was not expected. Divisions were



discovered which set certain boards and their constituents in opposition with other boards and constituents when major decisions were to be made. Polarization is not found in all cases, but can be seen as the drama relating to the apportionment of the Unified Budget played out on the floor of the 1995 General Association. While the leadership of the Foreign Missions Board led the vocal activity to defeat the recommendations of the General Board, they were quietly but directly supported by the leaders and constituents of the Christian Education and Publications and the Oakland City University Board. Those who appeared to stand with the recommendations of the General Board were the leaders and constituents of the Ministerial Services, Women's Missions, and Home Missions Boards. Polarization was seen in relationship to other issues. This researcher was not aware of this kind of clear cut division.

The data resulting in depicting the denomination as declining and suffering with serious problems manifested in unhealthy behaviors which directly relate to the autonomous structure of the organization were for the most part expected.

#### Strengths and Weaknesses Found in the Organization

When this small basically rural denomination is able to consider their options and unanimously call for an objective evaluation of efficiency and effectiveness internal operations, it is a major strength. The delegates decision to call for an evaluation at a time when organizations of all kinds are facing complex difficulties could be the beginning of a process with the potential of moving this organization to the cutting edge as a viable part of the body of Christ as we enter the twenty-first century. The ability, therefore, to vote unanimously for a thorough self-study guided by competent and experienced consultants who have genuine concern for the church can be clearly identified as a major strength.

While the national organization of the General Association of General Baptists has significant strengths such as the willingness to do a comprehensive self-study, capable leaders, areas of advancement, and recent increase in giving, it is fraught with weaknesses at various levels, particularly in the internal operations of the national organization. The identifiable weaknesses are in part responsible for the growth patterns of the denomination. While the people of this denomination believe in the general atonement, that Christ tasted death for every person, the evaluation of its growth patterns over some 170 years shows that its expansion is limited primarily to the rural peoples of seven states where 94 percent of stateside churches are located.

The common expression and sincere belief that God has a place and purpose for the people called General Baptist rang out clearly. Yet the congregations attempt to minister cooperatively through an organization laden with relational and leadership problems which manifest the independent and autonomous nature of the structure which is carried even to its national organization.

Clear loyalty to the General Baptist heritage is expressed and limited but significant financial support is found among the grass roots people throughout the denomination. Serious distrust, however, appears in the remarks of participants of focus groups, interviews, listening sessions and the questionnaire survey and is displayed in actions taken by major boards and board executives.

Capable leaders can articulate the strengths and weaknesses of this organization and can clearly identify and verbalize the need for change. Yet some of their decisions and general functioning seems to be shaped and molded by a system characterized with such autonomy which forces them to be so competitive that their actions are sometimes clearly taken at the expense of other boards within the same organization.

The denominational executive director position has all the trappings of centralized power. He is the denominational representative among fraternal organizations; invited as an ex-officio member to attend meeting of boards, the only executive elected by the delegates of the General Association, and the guardian of the Unified Budget funds. Yet clear statements from individuals and board actions indicate that the position has virtually no power outside General Board operations. When trouble occurs at any level of the organization and individuals or groups are not heard by the logical persons of power, often the denominational executive director is expected to take action toward solving the problem only to be reminded that the job description does not include this kind of involvement and that the director is out of line even to ask questions.

#### Making Major Decisions

Many major decisions are made exercising efficient and effective methods, yet some are made using questionable and damaging tactics despite the fact that this is a Christian organization. While healthy, open and carefully thought through decisions have been made, methods which can be described as unhealthy, political-like maneuvers remain. At times the concern for the organization as a whole is displayed, yet some activities that can only be described as selfishly competitive and intentionally deterrent to the plans of others continue to exist. Power, autonomy, and independence affect many major decisions.

#### Existing Gaps Between the Actual and Ideal Reality

While some notable advances are being made by this denomination, serious gaps remain between the actual and ideal as they relate to the purpose of the national organization. No strong agreement exist as to the purpose of the national organization while individual boards seem to be free to mark out their own purpose and course. A gap can be found between the strong belief that God has a purpose for

General Baptists and the ability of leadership to articulate how the national organization fits into that purpose. The limited number of local congregations who participate in the funding of corporate ministries may represent the wide difference between the actual and ideal as they relate to the ability of leadership to unify in order to inform and harness the financial potential of this denomination.

### Leadership Issues

Leadership found in the individual boards seem to have sufficient strength and abilities to establish what they see as their purpose and move to accomplish it, but in some cases they overlap and duplicate services. In order to survive and succeed they align themselves so strongly to their interest and constituency that they are not viewed as trustworthy when issues related to the best interest of all are being processed and decided. Close alignment with special interests may render the most capable leaders unable to lead in a more general way. A vacuum then results in the pool for potential leaders if the denomination moves to centralize some of its major functions.

### Needs of the Local Congregations and Pastors

The needs of the local congregations as expressed by the grass roots echo issues found in the very fiber of this denomination's culture. The issues are sounded out so clearly that this researcher cannot be certain whether the expressions are those which the denomination's culture and system have as valued expectations of its members or whether these are genuine expressions of willingness to act when given direction and encouragement that could come from united leadership at the national level. Desires expressed as needs to be more evangelistic, to grow deeper in the study of the Word and prayer, to reach out to the young people and the needs of each community, and to offer support and training to its ministers, are the concerns of those involved in the focus groups at the grass roots. A subtle cry to be led in the direction described can be heard, yet it is countered with a deep and strong sense of autonomy at the

congregational and local associational levels that defies anyone at the national level to become involved.

### Theoretical Reflections

Based on the experiences in this process and the helpful information developed in the model known as the "Conflict Cycle," there truly comes a place in the deeper levels of conflict that forgiveness is the only real solution. According to Shawchuck, hurt resulting from normal tensions found in all relationships which are not processed will result in anger; and unresolved anger becomes hatred which results in injustice collecting. At this point forgiveness is the only solution. Based on experience and observation, this researcher believes that members of the national organization of General Baptists collect injustice, therefore, forgiveness is the first step toward a healthy organization. Forgiveness is a foundational theological concept and must be applied in this case.

The accumulation of knowledge founded on the respected base known as Organizational Development is enhanced by the concepts of systems theory and the need to be a learning organization as related in the work in Senge's book, *The Fifth Discipline*. When this enhanced base supports the direct approach and forward direction found in the Reengineering concepts in the work of Champy, and is joined with the necessary emphases and partnership concepts clearly presented in the work in Block's book, *Stewardship*, this researcher finds a solid knowledge base for understanding the complex arena of the change process.

Collecting data from leaders and grass roots clergy and laity of the General Baptist denomination provides the bases for understanding the need to enter into a change process aimed at producing a national organization which functions in a more efficient and effective manner as it continues to assume its rightful place as a part of the body of Christ.

The process designed and guided by professionals in the area of organizational theory, Shawchuck and Rath, who are respected practitioners of process theory and Christian churchmen was influenced by such information found in a book by Chrislip and Larson called *Collaborative Leadership* that produced the changes necessary to renew the General Baptist denomination. The Associational Listening Sessions and the small groups at the General Association of 1996 are examples of collaborative leadership.

The strong belief of this researcher that important ingredients as a good knowledge base, a respectable collection of related and useful data, and the consultation of experienced professionals and churchmen have come together in this study. Great things are possible when such ingredients are linked with the awesome power of God as He calls General Baptists to seek forgiveness of God and one another. In the rapidly changing times that are so very different from the past 170 years in the life of this denomination, and with so many characteristics like those of the apostolic age of the first century, surely the key players and faithful constituents of the General Baptists will find the way to meet the command to effectively bring the gospel of Christ to the diverse world.

While the findings can be documented by this study, the fact that the people known as General Baptist are still joined together as an association, and have experienced an objective self-study at this critical time sounds a trumpet call of hope. The hope is that God truly worked among General Baptists when they came together with an openness and willingness to re-group and restructure under the focus of this study: "Renewal of a people called General Baptist." The renewal began by listening and hearing what the people at the grass roots believe about what should be. Their answer identified needs in the national organization, the local congregations, and the pastors.

### Possible Revisions to the Body of Knowledge

That the existing body of knowledge must continue to be revised by the concepts of reengineering where less attention is given to the past or existing organization and more attention to organization's ability to meet the current needs of the constituents is abundantly clear. In the words of Hammer and Champy, "Reengineering begins with no assumptions and no givens; in fact, . . . reengineering must guard against the assumptions that most processes already have embedded in them. . . Reengineering first determines *what* a company must do, then *how* to do it. Reengineering takes nothing for granted. It ignores what *is* and concentrates on what *should be* (Hammer and Champy, 33). Reengineering is possible and appropriate for a small evangelical denomination such as the General Association of General Baptists.

The revision must be guided by a growing understanding of what it means to practice discontinuous thinking; with careful apportionment of energy given to learning how work should be organized as we consider the current demands on the organization to be effective and efficient use of today's technologies. The direction of this body of knowledge must abandon the outdated paradigms that guide many organizational operations and planning methods which are too closely attached to developing strategies without taking into account the pace in which important changes in technology are coming. General Baptists are leading the way in demonstrating that denominations can make radical changes when they hear and follow the cry of people at the grass roots. The problem with outdated paradigms seem to be greater among the long standing leadership than with the people at large.

The body of knowledge must move with an accelerated pace focusing less attention on structure, task oriented jobs, and location of key players and more attention to the functions and processes involved in meeting the customer needs, competing in a variety of ways and at new levels, and processing change at a more

rapid rate.

The body of knowledge must expand to include the challenge to key players and constituents in organizations that being open to the magnitude and pace of changes and available technology is essential to the future of any effective organization. Organizational leadership must give attention to the processes in their systems with breakthroughs in the change process being more and more ambitious and even willing to break rules which seem to be sacred. They must be open to and participate in the accelerated development of the information technology which makes it possible to work in radically different ways.

The body of knowledge must include movement toward attention to relationship issues found in stewardship concepts of operating in service, rather than in control of those around us offering choices and partnership at all levels of the organization as well as to the constituents. Revisions of the body of knowledge must include ways to motivate key players of organizations to understand and act in order to face the challenge of adventure verses the security of things as they are. The shift found in this revision of the body of knowledge may best be summarized in the idea of each effective and efficient organization becoming a learning organization. Again, a warning must be sounded about ineffectiveness or even death of organizations who suffer from the learning disabilities identified by Senge. These disabilities operate despite the best efforts of bright, committed people who are described by Senge as assuming that "I am my position, the enemy is out there, illusions of taking charge, fixation on events, failing to see gradual processes as posing the greatest threat, and the delusion of learning from experience" (Senge, pp 18-23).

#### Contributions to Research Methodology

Research methodologies must include attention to documenting and evaluating the processes involved in designing studies related to changes in an organization. This



focus is not to capture designs which can be applied to other organizations, but to find processes successful in assisting an organization in its own discovery and decisions related to the customer in critical areas. The areas considered critical are the customer demands, how work and service is best organized to meet the rapidly changing needs of the customer, and the ever changing availability of technological advancements which assist in meeting those customer needs.

The practical methods and processes used in this study may be used as models. The listening processes, focus groups, listening sessions, interviews, and questionnaire survey have been successful in this project and can be considered models for like groups in the future. The use of external and internal consultants was key to the success and a model that can be followed.

#### Delimitations

The data collected and reported are limited in scope to include only information related to the functions of the national organization of General Baptists and the information and services called for by local churches and pastors. Since General Baptists are primarily located in seven states and found in rural communities, the study is limited geographically and culturally to a rural denomination.

#### Possible Recommendations for Future Studies

Further studies must include the careful study of organizations who consider self-studies and their ability to implement changes. A comparative study of organizations involved in the change process focusing on the magnitude of changes implemented and related to the success or survival of the organizations could produce information needed to motivate key players and constituents of denominations to consider and act on the necessity for change.

A study, beginning where this one ends documenting and evaluating the General Association of General Baptists as they implement the recommendations and

reengineer their national organization could be made. A study of the success of the ultimate goal to become more effective and efficient in its purpose as a small denomination would be a powerful companion to this study.

### Conclusions

The General Association of General Baptists have seen themselves as a denomination in trouble. The statistics show a general decline in important benchmarks for evangelical denominations. General Baptist's history is that of a development primarily into the rural areas of seven states. More serious, however, than the statistics are the problems found in the relationships among leaders of the national organization. Troubled relationships have resulted in distrust and unhealthy practices manifested in political maneuvering and power plays which polarize the constituents of the denomination. Poor relationships impact the denomination so that no one group is able to bring about the needed change, but almost any group can block it.

Sounds of hope, however, can be heard! The people at the grass roots knowing of its problems have called for a self-study related to efficiency and effectiveness and completed the process with an overwhelming 78.5 percent vote in favor of implementing a radical reorganization. Obstacles were overcome by a strong sense that change was needed. The change must include a national organization directed by a new system of representation, accountability to one structure, and teamwork.

This denomination involved the expert help of consultants Shawchuck and Associates to lead the way. The necessary processes were developed in order to learn the minds of the people at the grass roots and make recommendations for change. The consultants are churchmen skilled in process theory. They gave expert direction related to the spirituality of the process, leaving the content issues to the participants

while sharing a genuine concern for the people of this denomination. The project was designed to collect relevant information through its data sources. Consultants reiterated the importance of generating valid and useful information, allowing for free and informed choice, and motivating the kind of commitment needed. As the reader gives attention to the data he or she can see valid and useful information. Free and informed choice was experienced and motivation developing serious commitment was done.

The RTF members worked carefully with the people at the grass roots through local associations. In the face of the organized opposition and issues related to time, it appears that it was the hand of God at work which brought about the changes of such significant magnitude in the life of the General Baptist denomination. There is hope, hope in God and a people called General Baptists who faced their dilemma and made an overwhelming decision to implement radical change of the nature found in the approved recommendation.

#### Conclusions Integrated The Immediate Plans for the Future

The immediate plans for the future must include consideration of attitudes, spirituality, and the actual shape of the organization's design.

#### The Attitudes and Spirituality of the Future

People at the grass roots knew that real change was needed. Reinventing, or reengineering where General Baptists rethought and redesigned the processes to achieve their purpose through contemporary measures of performance. Expectation of contemporary performance includes quality and service based on the needs of constituents. Making adjustments or just fixing the problem is no longer enough, for it is a matter of understanding the organization as a system and changing the organizational culture. General Baptists called for a major paradigm shift requiring a transformation in the way the national organization serves its constituents.

Finding a strategic plan for restructuring, a step by step procedural calculation is not enough. Strong leadership must move in a collaborative fashion among the constituent stakeholders, complimenting them for this bold step. They must be open to ongoing change that is related to the needs of the local congregations and pastors. They must offer hope as they guide the processes, recognizing the organization as a dynamic organism where neither environment nor internal organization is ever static. Leadership must understand that the grand hope of our time is related to the new Apostolic age and opportunities into which we have been ushered, the day about which Hunter and Mead write, a day when the world comes to us when proven truths of the Gospel are still new and exciting.

The way the process must continue and the way the organization must go includes creative use of the information technology. Intensive training to move the professional work force and other staff to skill in the technology of the information age and to proficiency in this new paradigm is a must. This calls for abandoning old boundaries of how work is done as well as the rules which tell us how to behave within those boundaries. Organization around how work is done using information technology must guide the process giving less attention to where people are housed and more attention to how they accomplish the work that is essential to the purpose of the organization.

Strong leadership must lead the way to change. Leaders must spend less time managing or "doing things right," and more time leading by "doing the right things" (Bennis and Nanus, p 21). The right thing for General Baptists is clearly an open change process in which the leaders convene, energize, facilitate and sustain in order to overcome mistrust and skepticism. The constituent stakeholders sense that leaders are moving with God's help to create a future where the organization is efficiently and effectively achieving its purpose.

The national organization of General Baptists must understand and give up its unhealthy behavior and learn to pursue excellence and quality, for quality is essential. The organization can learn of its disabilities from the work of Senge and move to establish an environment where becoming a learning organization is possible.

New partnerships must be developed, replacing leadership with stewardship, choosing service over self-interest. General Baptists "must choose partnership over patriarchy, and adventure over safety" (Block 27). The organization must be given alternatives to the patriarchal strategies that attempt to drive change from the top. The alternative is stewardship where strategies for political reform are driven by the belief that accountability of success must be widely distributed by fostering ownership and responsibility with all involved as each step is taken.

#### The New Shape of the Organization

The new organization complete with commentary can be seen in Appendix O.

As we consider the shape of the new organization, attention must continue to be given to the language of communication and positive political behavior rather than the engineering language of the past.

It seems clear that at the center of the reengineered organization there must be a well developed, clearly articulated mission statement with a broad base of ownership. A visioning process must be in the near future of General Baptists. Around that purpose will gather an organization of professionals committed to dreams, attitudes, and behaviors directly related to the needs of constituents at the grass roots and shaped by that purpose.

The new reengineered organization has a new system of representation through the Council of Associations. (See the commentary in Appendix O) The General Board functions as an executive committee of the Council of Associations. The executive director selected by the personnel committee of the General Board and

elected by the delegates of the General Association serves as a strong link between grass roots representatives on the Council of Associations and the ministry departments of the organization of the denomination. The executive director functions as a partner in charge supported by a leadership team comprised of the ministry directors. (See Appendix O, Attachment A.)

At the next level there is assistance in the essential areas of research and coordinated communication. Regular and ongoing research primarily with the local congregations and their pastors as well as mission needs across the United States and around the world. Coordinated communication with the stakeholder constituents will keep them informed as progress is made. Communication with other denominations and agencies of the Christian world will continue.

The internal operations department, administrative and financial services will be directly involved as a part of the leadership team and be supervised by the executive director. The ministry director and staff will be responsible for all in-house operations: receiving and disbursing of all funds, trusts, endowments, and foundations; all accounting operations and payrolls; and building and grounds related activities. Where necessary trusts, and investment funds will be set apart in other more independent units.

The missions department would carry out its work in two streams, church planting and cross cultural missions (state side or abroad). The function would include the recruitment, training and deployment of field staff and missionaries as well as the support services of demography, planning and the collaboration for local support. They would function somewhat independently as auxiliary organizations. Mission departments headed by ministry directors are responsible for national and international missions and answer to the Council of Associations and the General Association through the executive director. The same is true for the ministry

directors responsible for the care and support to congregations and pastors. (See the organization's design and commentary in Appendix O.)

The congregational ministries and pastoral ministries will carry out their work in two related streams. The first responsible to hear and respond to the local churches as customers and provide support as they are able including program direction, consultation, training, and materials necessary to assist the existing congregations in experiencing renewal and growth. The second stream of responsibility would be directed toward the pastors of the denomination. Here the department will be responsible for hearing and responding to pastors as customers and for establishing and maintain programs for care, training, and assistance in placement of all pastors. It seems that the present purpose of the men's organization, the Brotherhood would more clearly be identified with this department. They would function somewhat independently as an auxiliary organization.

The institutional ministries of the denomination, Oakland City University, Nursing Homes Board, Compassionate Care Commission, Stinson Press (publishing and marketing), and General Baptist Investment Fund will stand apart from the national organization due to the nature of their purpose.

The core leadership centers around the office of the executive director and involving the ministry directors in a leadership team. Representatives of institutional ministries will be involved in matters related to their ministries. The details of the relationships operating within the organization will be determined by the players and the processes involved as the organization begins to function.

Resource networks can be established as needed using the expertise of General Baptist people on a short term or project basis.

The reengineered organization will be shaped around how work is done and guided by the philosophy expressed above. It must be guided by information related

to the emerging organizations of our times. While we know much about what is wrong in many organizations, we are only beginning to understand how the emerging organizations will be shaped. It is the opinion of this researcher that the work of Handy, in his book, *The Age of Unreason*, offers us exciting hope in his understanding of the Shamrock, the Federal and the Triple I organizations. I see the best future for General Baptist employing the basic ideas of the federal organization where there is freedom to function but where central accountability is found in relationship to new money and new people, with the interest of all in mind, where the "center becomes the assembly of chiefs, acting on behalf of the total federation then returning to their own tribes to do their bit for the whole" (Handy, p 123). This is a powerful description of the new leadership team. The executive director will lead the core to become a place of persuasion, of argument leading to consensus.

This organization could be influenced by the concepts of the Shamrock organization where the first leaf represents the professional core of workers made up of qualified professional technicians, and managers essential to the organization. The second leaf represents the work contracted out to organizations. This includes all nonessential work that could be done by someone else who can often do it better and for less cost. The third leaf represents a flexible labor force of part-time and temporary workers. Here work that is intense for a time but not active all year round can be done through contractual arrangement for a period of time and payment is made for results, not time spent.

The reengineered organization could be focused on the three "I's" of the Triple I organization, "*Intelligence, Information and Ideas*," which according to Handy equal "*added value*"(Handy, p 414).

This reengineered organization can be put into place over a time span of two to three years. The plan will, however, take into consideration the present distrust



found in our denomination. It may be necessary to have interim or acting directors until the Council of Associations can be formed and organized. It seems clear that there is a call for new leadership in this reengineered organization.

Everything possible must be done to assist this organization to be outer-directed as opposed to being self-serving and survival directed. I purpose ongoing training for all leaders in areas of stewardship, partnership, and in becoming a learning organization. The stage has been set for a change. The model is fresh in the minds of the General Baptist people. As this denomination moves to the cutting edge of restructuring, its people must continue to be open to change in order to remain an instrument ready for God's use.

This researcher understands that with the help of God and the leadership of the Holy Spirit this newly reengineered organization can succeed effectively and efficiently meeting the needs of congregations and pastors. With the overwhelming approval of the recommended plan, we have fresh hope that God will see the work through he has begun among General Baptists.

### Theological Reflections

Do the principles of reengineering have any theological support? Looking into the life of Jesus, as recorded by Mark, we find the vision of Jesus to be the Kingdom of God and mission of Jesus to be that of bringing good news to the poor, releasing the captives, recovering the sight to the blind, and setting free the oppressed. The daily mission activity of Jesus followed a simple and interesting principle.

On one Sabbath, when Jesus was teaching in the synagogue, a man possessed by evil spirits recognized Jesus as the Holy One of God called out, "What do you want with us?" Jesus quitted the spirits and commanded them to come out of the man. They did and the people were amazed.

A man with leprosy begged on his knees saying, "If you are willing, you can make me clean!" Jesus filled with compassion, said "I am willing, be clean!" Immediately the leprosy left him and he was cured.

The presence of the paralytic brought before Jesus by those who lowered him through the roof begged the man's critical need to be healed and forgiven. Jesus saw him and said, "Son, your sins are forgiven." A little later Jesus said, "Get up, take your mat, and go home." The man left in full view of them all.

On the way to heal Jairus' daughter, Jesus was interrupted by a woman who had been sick twelve years. Jesus learned of her need and was touched by her great faith. He met her need by saying, "Daughter, your faith has healed you, go in peace and be free."

Arriving at Jairus' home and learning that the little girl was dead, Jesus went to her and took her by the hand and said, "Little girl, get up." Immediately she stood up and walked.

All of these stories speak directly to listening and hearing the needs of humankind, then moving to meet those needs, but none so clearly as the story of blind Bartimeus. When blind Bartimeus was sitting by the roadside begging, he heard that Jesus of Nazareth was passing by, and began to shout, "Jesus, Son of David, have mercy on me!" Some rebuked him, but he shouted all the more. Jesus stopped and called him. Those near him said, "Cheer up! On your feet! He is calling you!" Bartimeus, throwing off his cloak, jumped to his feet and came to Jesus.

Jesus' question captures the heart of the matter here. Jesus said "What do you want me to do for you?" Looking a blind man in the face and asking, "What do you want me to do for you?" That's what Jesus did. Bartimeus' answer was clear, "Rabbi, I want to see." Jesus responded, "Go, your faith has healed you." Immediately he received his sight and followed Jesus along the road.

I believe Jesus' simple but powerful approach was applied in this study among General Baptists. General Baptists at the grass roots have been aware of their problems for some time. They have been calling out in a variety of ways. When they were asked, "What must (you) General Baptist do to survive and grow?" a question much like the one Jesus asked blind Bartimaeus, "What do you want me to do for you?" The people responded with clear concern for the national organization and needs of the local congregation and pastors. Through an open process they were heard, a plan directly related to the needs identified was developed, and with an overwhelming vote the new system was approved. The reengineered system is designed to relate to the needs identified by those who are to be served.

As the transition is made to the new system, the denomination must move with spiritual energy to seek forgiveness and healing in the life of their organization and then initiate change at an appropriate pace to meet the pressing demands at the grass roots. Surely the strong belief in the general atonement will compel General Baptists to implement actions to meet the pressing needs of winning all they can and discipling all they win in the name of the Father, Son, and Holy Spirit as commissioned by Jesus, when He, the Son of God, sent out believers to carry on his mission.

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# FOCUS GROUP KIT

A FOCUS GROUP SESSION

for the

GENERAL ASSOCIATION OF GENERAL BAPTISTS

THE GENERAL BOARD  
OF THE  
GENERAL ASSOCIATION OF GENERAL BAPTISTS  
100 STINSON DRIVE  
POPLAR BLUFF, MO 63901

PHONE (314) 785-7746  
FAX (314) 785-0564

Compiled by John Comer

## INSTRUCTIONS FOR CONDUCTING THE SESSION

1. Get the name, gender, address, profession/occupation, church affiliation, roles filled in the denomination, local association and local church, age, etc., **using form on page 11**. We will need these for data analysis, and for sending copies of reports to each participant.
2. Give each participant a copy of the "Nominal Group Technique," pp. 6 to 11, telling them that having gone through the process with you, they will be able to use it in their own work. (the advantage of giving them a copy is so they can follow along with you as you give instructions, point to examples, etc.)
3. The session is designed to require 90 minutes (steps I-VI), or 120 minutes (steps I-VII). Alterations can be made if necessary.

For examples, if you only have 60 minutes you may follow the schedule through the preliminary vote with these adjustments: step 1, 5 minutes; step II, 5 minutes; step III, 10 minutes; step IV, 20 minutes; step V, 5 minutes; step VI, 15 minutes--then collect their 3x5 cards and dismiss the group with the promise that you will construct a rank ordering of their votes and send it to them.

Or you may choose to use 90 minutes to work through steps I-V, concluding that the "preliminary vote." (This is my preferred design) choosing to do the second vote only when the discussion is filled with surprises for the participants, or seems to generate a significant disagreement among the participants. In no case and under no circumstances, however, should you allow more than five minutes to step II, generating ideas.

### **HAVING ASKED THE PARTICIPANTS TO GIVE YOU EITHER 60, 90, OR 120 MINUTES, STICK TO IT**

4. The focus group is designed to have 5-9 members. If you have more you may want to divide the group into two groups. See item VII for working with two or more groups. You can, however, work with a much larger group by making adaptation to the design.

For example, when working with a large group: in step II you might ask each person to list only the one idea they feel is most important from their list. Then you might spend 45 minutes for step III. Finally you will ask each person to prepare a list of the five items they now think are most important and collect their lists without showing a public result of their "voting." You will tell them that a ranked list of their voting will be made and sent to them. Using this format, you can work with 30 or more in a group and hold the meeting to less than an hour.



5. You will need newsprint, a good easel or chalkboard to hold the newsprint you are writing on, masking tape and two or three colors of felt tips pens. For each of the participants you will need a copy of the focus group kit, five 3x5 cards, paper and pens (in case some do not bring their own). You will also need wall space in the room to hang the newsprints of items as the group generates them.
6. You may break the session into two parts, with lunch between if your schedule demands it. A good place to break is between step IV, serial discussion, and step V, duplications/combinations.
7. During step III, round robin, you will need to write quickly, number 3 each item, write the item in a few words or phrases so persons can remember its meaning. Don't waste any seconds here!
8. As soon as possible (within a day or two sit down with the materials and prepare your report of the focus group. Your report can be hand written, not fancy.

An essential part of the report is to "flesh out" the meaning the groups gave to the items in the round robin and the serial discussion. You will not have time to record much of this information during the session, and will have to rely on your memory. **You will need to send us as much information as you can regarding the meaning of each item for the group, without adding to or interpreting their thoughts.**

Your report should contain the following:

1. List of participants
  2. List of all items put on news print in round robin
  3. Show duplicates and clusters of items
  4. Show vote results (of round robins)
  5. Observations and reflections
9. Please send your report--along with all the participants information forms--to us as soon as possible the sooner we receive it the more valuable it is to us. You may fax your report to (314) 785-0564
  10. If you have any questions, please do not hesitate to call Dwight Chapman at (314) 785-7746 or John Comer at (417) 886-7089.

## INTRODUCTION

The national (or world) organization of the General Association of General Baptist, an organization of nine boards, has developed over the 170 years since Rev. Benoni Stinson established the first congregation in 1823 in (Howell) Evansville, Indiana. Some forty-seven years later, the churches in Indiana, Illinois and Kentucky, met to organize what is now known as the General Association. One year later the forerunner of the first major denominational Board, the Central Committee on Home Missions, was appointed. This national (or world) organization has expanded since that time to nine boards. Autonomous units beginning at the local church, and continuing through the local association to the boards at the denominational level, comprise this organization. 94.7 percent of the General Baptists live in seven states of the United States of America (Indiana, Illinois, Kentucky, Arkansas, Tennessee, Missouri, and Michigan.) The growth patterns parallell migration patterns. In recent years, this basically rural denomination has reached a plateau and is now declining.

Among the various boards, the General Board is unique in the following ways: It recommends to the delegates of the General Association a candidate for Denominational Executive Director for their consideration and election. This board is granted the executive right to have the Denominational Executive Director to sit in the regular meetings of all other denominational boards; this Board develops a recommendation as to the distribution of the Unified Budget monies for the decision of the delegates of the General Association; this Board has the responsibility to collect and disburse those funds accordingly; and the Denominational Executive Director, the Executive Staff person of the General Board, is considered the denominational representative to fraternal organizations.

There is open recognition and a growing concern regarding a lack of a clear understanding and agreement as to the relationship between the boards, particularly between the General Board and other denominational boards. In 1993, a recommendation, *"requesting that a committee be appointed to study these concerns and to propose a plan whereby the General Association of General Baptist might be more efficient and effective in the stewardship of its resources to the fulfilling of its purpose, under God,"* was received by the General Board. An Ad Hoc Committee was appointed to propose a means of studying denominational efficiency and effectiveness. After researching the possibilities, the committee made its proposal to the General Board. The General Board approved the recommendation and proposed the following to the delegates of the General Association at its annual meeting in 1994:

"That an external consulting firm (Shawchuck and Associates) and an Internal Consultant (John Comer) undertake an objective evaluation of the General Association of General Baptists with the expense of the study to be shared by boards funded through the Unified Budget in proportion to their allocations. By motion and second the body agreed to the recommendation by voice vote. (Proceedings and Report of the General Association of General Baptists 1994, p 35)

The "process model" of consultation has been adopted for this study: the client is involved in the diagnostic and solution finding processes. Two sessions have been conducted involving the Executive Staff persons of each of the nine boards. It is therefore, the opinion of Shawchuck and Associates that we need to move to involve a second level of staff (the non-executive staff) of the boards, and establish and involve a Renewal Task Force who will involve key constituents across the denomination through the Focus Group method. The Study Task Force members have been trained to dialogue with interested constituents, especially--but not exclusively--those in the supporting churches. The process is intended to create the conditions for broad engagement of the constituency in its diverse expressions. Through the small group meetings, questionnaires, individual interviews, and the Focus Group process the General Board hopes to understand and clarify the ways in which the national (or world) organization can "be more efficient and effective in the stewardship of its resources to the fulfilling of its purpose, under God."

Through intense listening, this process will enable the General Board, via the Task Force members, to gain reliable feedback on how the national (or world) organization is perceived and evaluated within the constituency of the denomination. The General Board hopes to gather information in the following areas:

- To discover the strengths and weaknesses within the current national organization of General Baptist as perceived by its constituents.

- To discover, in view of the purposes of the denomination organization and its vision for the future, the gaps existing between the actual and ideal reality as perceived by key constituents.

- To discover through the opinions of the constituency at the Local Association and Local Church levels what they perceive as their needs in terms of services and information, as they relate to the purpose and function of the local churches.

You are here to participate in a focus group for the General Board of the General Association of General Baptist. Your insights are valuable to us and will be added to the insight of many others across the General Baptist Denomination to form the foundation for the evaluation of the efficiency and effectiveness of the national organization of General Baptist.

Your insights will have an influence on this process as the national organization seeks to better fulfill the mandate of leading, empowering and equipping General Baptists to become more efficient and effective in the stewardship of their resources to the fulfilling of their purpose, under God.

## NOMINAL GROUP TECHNIQUE

**QUESTION: (No. 1) (No. 2)**

**-----tentative questions-----**

- 1) What constitutes the purpose of the national (or world) organization of General Baptist?**
  - 2) What must the national organization of General Baptist pay attention to in order to be more efficient and effective in the stewardship of its resources?**
- 

### **I - SETTING THE STAGE: (10 min)**

Begin the session with prayer and then by:

- 1) Welcoming the people on behalf of General Baptist, and thank them for giving their time to help in the denominational study.
- 2) Tell them what the meeting is about; please see the INTRODUCTION, pp 3 and 4, for help in doing this.
- 3) Allow some discussion and questions.
- 4) Distribute a copy of the focus group kit to each participant and briefly describe the process you will use. Write the above question on newsprint.
- 5) Take care of logistics and get down to work.

### **II - SILENT GENERATION OF IDEAS: (5 min)**

"Working silently and alone for the next five minutes, list your ideas in response to the above question in a brief phrase, or in a few words, on the sheet of paper we have provided for you. (Example -related to questions)

Do not talk to others, interrupt their thinking, or look at their sheets.

This is the opportunity for each to prepare their contributions to this meeting--  
work **INTENSELY** for the next five minutes."

### III - ROUND ROBIN RECORDING OF IDEAS: (15 min)

"Now I want each of you to share your ideas with the other members of your group. Go around the group--one idea from each member in a brief phrase, or a few words. After the entire list is on the board, you will have the opportunity to discuss, clarify and dispute the ideas. If someone lists an idea which you had, you need not repeat the idea. If, however, in your judgement yours contains a different emphasis, list it. You may drop out at any time, and come back in again when your turn comes. We will stop if you run out of ideas before the 15 minutes are up, but we will not continue more than 15 minutes."

### IV - SERIAL DISCUSSION FOR CLARIFICATION: (30-45 min)

"Now go back and discuss the meaning of each item on the chart to clarify it. Express your understanding of the logic of the idea and its relative importance. Feel free to express varying points of view, agreeing or disagreeing, but do not argue over it.

Pace yourself so that each item on the chart receives some attention. Finally, the author of the item need not feel obliged to clarify or explain it. Any member of the group may do so. Begin with your question and comments, if there are any, for item number one."

### V - REMOVE DUPLICATIONS AND COMBINE HIGHLY SIMILAR ITEMS THAT CLEARLY CLUSTER TOGETHER: (10 min)

"Now I want you to quickly go over the list to see whether there are items that are clearly *duplicates* so that we might remove duplications. After that we will go over the list one more time to see whether there are items that are so closely related that they might be combined together under a common theme into a *cluster*. The cluster will be one of the items in the vote which will follow.

In either case if there is not a quick and clear consensus about the duplication or the common theme we will not combine the items. We don't want to "squeeze" any items to make it fit with another. Now, do you see any items that are clear duplications? Do you see any items that would clearly cluster together?

### VI - PRELIMINARY VOTE ON ITEM IMPORTANCE: (15 min)

"At this time I want the judgement of the group concerning the most important ideas on the list. To accomplish this, please take five 3x5 cards. Select the five most important items. This requires careful thought and effort on your part. As you look over the list and find an item you think is important, write the item's first three words on a card and write the number of the item on the card. When counting clusters, use the lowest number of those clustered.

**EXAMPLE:**

-----  
3

(Write item here)

-----

**TALLY THE VOTES OF THE GROUP**

**NOTE:** You may call a coffee or lunch break while the votes are tallied.

**VII - DISCUSSION OF THE PRELIMINARY VOTE: (15 min)**

(If working with two or more groups, have one representative from each group work together to make a master listing of items, with ratings. See procedure below.)

**TALLY GROUP**

"Are there any inconsistencies, surprises or differences on which you wish to comment?"

The purpose is not to change your vote--but with added clarification you may wish to modify your original vote."

**VIII - FINAL VOTE: (10 min)**

Using a rating form for final vote. (a sample rating form is attached, p 10)  
Develop group averages...

**FINAL COMMENT:**

"The data from this session and other focus groups will be combined and used by General Baptist to design a survey questionnaire. The results of the questionnaire will help General Baptist plan its future. You will receive a copy of the report of your focus group."

## PROCEDURE FOR BUILDING "MASTER LIST"

1. Each recorder reads the top five priorities and explains meaning of each item.
2. Each recorder independently combines duplicate items.
3. Discuss any disagreements and decide whether items should/should not be combined.
4. Prepare statements to convey accurate meaning of each item.
5. Prepare new list in order of priority, numbering each item and showing total score given to each item.
6. Present to group--serial discussion for clarification.

**RATING FORM FOR FINAL VOTE**

**FIGURE 1:**

**Rating Form for Establishing Priorities**

<b>No. from Flip Chart</b>	<b>ITEM DESCRIPTION</b>	<b>MOST IMPORTANT</b>
_____	_____	100
_____	_____	90
_____	_____	80
_____	_____	70
_____	_____	60
_____	_____	50
_____	_____	40
_____	_____	30
_____	_____	20
_____	_____	10
		<b>LEAST IMPORTANT</b>

-----

**INSTRUCTIONS:**

1. Choose the five most important from the flip chart, and list them above
2. Identify the item by using the number and description from the flip chart.



**PARTICIPANT INFORMATION FORM**

Name \_\_\_\_\_

Gender \_\_\_\_\_

Address \_\_\_\_\_

Occupation/Profession: \_\_\_\_\_

Congregational Affiliation \_\_\_\_\_

Roles filled in the Local Association, Denominational level: \_\_\_\_\_

\_\_\_\_\_

Roles filled in the local Church \_\_\_\_\_

\_\_\_\_\_

Age:

\_\_\_\_\_ 18-30

\_\_\_\_\_ 31-44

\_\_\_\_\_ 45-60

\_\_\_\_\_ 61 and older

## Interview Guide

1. What are your duties?
2. Given your duties, what would you do to be more effective?
3. As a member of the General Association of General Baptists, what are the things that could be done to make General Baptists more effective?

## Listening Session Guide

### Question:

"What is the most important thing the General Association of General Baptists could do now to insure the revival and growth of its ministry?"

### Process:

Participants were given time in silence to record their responses on identical sheets of paper provided. After collecting the responses they were shuffled and redistributed, and each shared from the list they received. All responses were presented as anonymous.

General Baptist Self-Study  
Laity Questionnaire

Appendix D

Please fill in the requested information, or check the appropriate blank.

Male \_\_\_\_\_ Female \_\_\_\_\_

Education: Elementary school \_\_\_\_\_ Some high school \_\_\_\_\_ High school grad \_\_\_\_\_  
Some college \_\_\_\_\_ College graduate \_\_\_\_\_

Did you attend Oakland City College (University)? \_\_\_\_\_

College Degrees: BS or BA \_\_\_\_\_ MS or MA \_\_\_\_\_ Ph.D \_\_\_\_\_ Other \_\_\_\_\_

Born: 1966 or later \_\_\_\_\_ 1946 to 1965 \_\_\_\_\_ 1926 to 1945 \_\_\_\_\_ Before 1925 \_\_\_\_\_

Household Income: Less than \$15,000 \_\_\_\_\_ \$15,001 to \$25,000 \_\_\_\_\_ \$25,001 to \$35,000 \_\_\_\_\_  
\$35,001 to \$50,000 \_\_\_\_\_ \$50,001 to \$100,000 \_\_\_\_\_ Over \$100,001 \_\_\_\_\_

Ethnic Group: Black \_\_\_\_\_ Caucasian \_\_\_\_\_ Native American \_\_\_\_\_  
Asian \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_

Mark as many as currently apply to you: Ordained Deacon \_\_\_\_\_ SS Superintendent \_\_\_\_\_  
SS Teacher \_\_\_\_\_ Denominational Board Member \_\_\_\_\_  
Association Moderator \_\_\_\_\_ Association Clerk \_\_\_\_\_

Average worship size of the church you attend: 1 to 25 \_\_\_\_\_ 26 to 50 \_\_\_\_\_ 51 to 100 \_\_\_\_\_  
101 to 150 \_\_\_\_\_ 151 to 200 \_\_\_\_\_ 200 or more \_\_\_\_\_

How many years have you been a General Baptist? \_\_\_\_\_ How many generations of General Baptists  
are in your family? \_\_\_\_\_

How many children do you have? \_\_\_\_\_ How many of your children are General Baptists? \_\_\_\_\_

How long have you been regularly attending association meetings? 1-5 years \_\_\_\_\_ 6-10 years \_\_\_\_\_  
11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

How long have you been regularly attending presbytery meetings? 1-5 years \_\_\_\_\_ 6-10 years \_\_\_\_\_  
11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

How long have you been regularly attending the General Association? 1-5 years \_\_\_\_\_  
6-10 years \_\_\_\_\_ 11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

Does your church participate in the Unified Budget? Yes \_\_\_\_\_ No \_\_\_\_\_

Do you read and find the *Messenger* helpful? Very helpful \_\_\_\_\_ Somewhat helpful \_\_\_\_\_  
Not very helpful \_\_\_\_\_ Not helpful at all \_\_\_\_\_ do not read \_\_\_\_\_

*General Baptist Self-Study  
Clergy Questionnaire*

Please fill in the requested information, or check the appropriate blank.

Male \_\_\_\_\_ Female \_\_\_\_\_

Education: Elementary school \_\_\_\_\_ Some high school \_\_\_\_\_ High school grad \_\_\_\_\_  
Some college \_\_\_\_\_ College graduate \_\_\_\_\_

Did you attend Oakland City College (University)? \_\_\_\_\_

College Degrees: BS or BA \_\_\_\_\_ MS or MA \_\_\_\_\_ Ph.D \_\_\_\_\_ Other \_\_\_\_\_

Seminary Degrees: M.Div. \_\_\_\_\_ D.Min. \_\_\_\_\_ Other \_\_\_\_\_

Born: 1966 or later \_\_\_\_\_ 1946 to 1965 \_\_\_\_\_ 1926 to 1945 \_\_\_\_\_ Before 1925 \_\_\_\_\_

Church Related Income: Less than \$5,000 \_\_\_\_\_ \$5,001 to \$10,000 \_\_\_\_\_ \$10,001 to 20,000 \_\_\_\_\_  
\$20,001 to \$30,000 \_\_\_\_\_ \$30,001 to \$40,000 \_\_\_\_\_ \$40,001 to \$50,000 \_\_\_\_\_ Over \$50,000 \_\_\_\_\_

Other Household Income (if bi-vocational): Less than \$10,000 \_\_\_\_\_ \$10,001 to \$20,000 \_\_\_\_\_  
\$20,001 to \$30,000 \_\_\_\_\_ \$30,001 to \$40,000 \_\_\_\_\_ \$40,001 to \$50,000 \_\_\_\_\_  
\$50,001 to \$100,000 \_\_\_\_\_ Over \$100,000 \_\_\_\_\_

Ethnic Group: Black \_\_\_\_\_ Caucasian \_\_\_\_\_ Native American \_\_\_\_\_  
Asian \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_

Mark as many as currently apply to you: Full time minister \_\_\_\_\_  
Bi-Vocational Minister \_\_\_\_\_ Denominational Board Member \_\_\_\_\_  
Association Moderator \_\_\_\_\_ Association Clerk \_\_\_\_\_

Average worship size of the church you serve: 1 to 25 \_\_\_\_\_ 26 to 50 \_\_\_\_\_ 51 to 100 \_\_\_\_\_  
101 to 150 \_\_\_\_\_ 151 to 200 \_\_\_\_\_ 200 or more \_\_\_\_\_

How many years have you pastored? \_\_\_\_\_ How many churches have you pastored? \_\_\_\_\_

How many years have you been a General Baptist? \_\_\_\_\_ How many generations of General Baptists  
are in your family? \_\_\_\_\_

How many children do you have? \_\_\_\_\_ How many of your children are General Baptists? \_\_\_\_\_

How long have you been regularly attending association meetings? 1-5 years \_\_\_\_\_ 6-10 years \_\_\_\_\_  
11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

How long have you been regularly attending presbytery meetings? 1-5 years \_\_\_\_\_ 6-10 years \_\_\_\_\_  
11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

How long have you been regularly attending the General Association? 1-5 years \_\_\_\_\_  
6-10 years \_\_\_\_\_ 11-20 years \_\_\_\_\_ 21 years or more \_\_\_\_\_ usually never attend \_\_\_\_\_

Does your church participate in the Unified Budget? Yes \_\_\_\_\_ No \_\_\_\_\_

Do you read and find the *Messenger* helpful? Very helpful \_\_\_\_\_ Somewhat helpful \_\_\_\_\_  
Not very helpful \_\_\_\_\_ Not helpful at all \_\_\_\_\_ do not read \_\_\_\_\_

Please indicate how you believe the Unified Budget should be spent. (How should every \$100 be divided? Please use numbers larger than \$1 and use whole dollars.)

Support for smaller existing churches	_____
Developing religious education material	_____
World Relief	_____
Revivals	_____
Starting new churches abroad	_____
Starting new churches in the United States	_____
Support for needy General Baptists	_____
Supporting existing missions in the United States	_____
Supporting existing missions abroad	_____
Supporting Ministers (insurance, pension, etc.)	_____
Training ministers	_____
Youth programs	_____
Total	\$100

Which of the following do you wish to see as the future of the General Baptist denomination? (*Please choose as many as you want, but rank them in order* with the number 1 being the most important.)

More overall accountability at the denominational level	_____
Collaborating with other denominations	_____
Headquarters communicating well with churches	_____
Directly supporting missionaries	_____
Excellent music in church worship services	_____
Having trained ministers	_____
Many churches over 500 members	_____
Most churches over 150 members	_____
Providing community services	_____
Using the church facilities for ministry seven days a week	_____
Planting new churches	_____
Receiving more respect for the denomination and churches	_____
Supporting the priorities of the churches	_____
Using modern curriculum materials	_____
Working together at every level of the denomination	_____



Please choose your response to the following questions by circling *only* one choice. (Neutral means your response is not strong one way or the other. No opinion means you do not have enough information and/or knowledge or that you do not care to respond.)

*For Your Information*, current Unified Budget Allocations are:

Foreign Missions (23.5%)    Home Missions (19.9%)    Oakland City University (25.0%)  
 Christian Education (7.4%)    Ministerial Services (8.3%)    General Board (15.9%)

The Home Mission Board should receive more funding from the Unified Budget.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The Home Mission Board, Foreign Mission Board, and Christian Education Board should be combined into one board.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Oakland City University should receive more funding from the Unified Budget.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The "Word" should be kept basic to all teaching and preaching.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

There is good cooperation between the General Baptist Boards.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

There is not enough evangelism (marketing churches, visitation, follow-up, and discipleship training).

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The General Baptist Headquarters should have one central financial processing and bookkeeping system.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Women should be ordained by associations.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Women should participate in mission work.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Youth programming at the denominational level should be a priority for General Baptists.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Mission personnel should be professionals, not trained volunteers.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Denominational boards should be consultants and trainers to associations and churches.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Denominational boards should be consultants and trainers to associations and pastors.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Local churches do not need to be resourced (consulting, programs, materials, etc.) by boards.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Partnerships between churches, associations, and/or boards are desirable to carry out our mission.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Board Executive Directors must primarily administer their boards.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Board Executive Directors should spend their time communicating with, training, and consulting churches.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Leadership training is needed at all levels.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Many competent ministers are leaving General Baptists because of a lack of salary and benefits.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Many small churches have no drive to grow or change.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

More churches are closing than are being planted.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

Pastors and missionaries need to be cared for (salaries, health insurance, retirement).  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

General Baptists should find God's will or recapture a new vision so clear goals can be established.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The Christian Education and Publications Board should receive more funding from the Unified Budget.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The denominational Executive Director should have more authority over the other Boards and Executive Directors.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The Foreign Mission Board should receive more funding from the Unified Budget.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The General Association of General Baptists is open to significant change.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The General Association of General Baptists has been losing membership.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The General Association of General Baptists is healthy and growing.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

General Baptists need more and better leaders at all levels.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

General Baptists should buy their educational materials from other religious publishing houses.  
Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The General Board should receive more funding from the Unified Budget.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
There are programs for people of all ages in the denomination.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
Churches should promote and advertise.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
Churches that do not contribute to the Unified Budget should not be allowed to have voting delegates at the General Association.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
Denominational communications with local churches are excellent.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
Funds should be directed to helping small churches instead of starting new ones.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Association delegates are not well informed.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptist Boards need to be more accountable.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptists have an inferiority complex.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptist Headquarters is viewed with suspicion and disapproval.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptist Headquarters should be moved to a more accessible place (e.g., St. Louis, Louisville).					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptists need to be open to alternative approaches to worship.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptists need to give more attention to personal disciplines, such as prayer and study.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptists need to recapture the meaning of genuine worship.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
General Baptists should tithe.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion
Having a third of the Headquarters building unoccupied is a problem.					
Strongly agree	Agree	Neutral	Disagree	Strongly disagree	No opinion

National leaders need to be more responsible and accountable.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

The Women's Mission Board, Foreign Mission Board, and Home Mission Board should be combined into one board.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

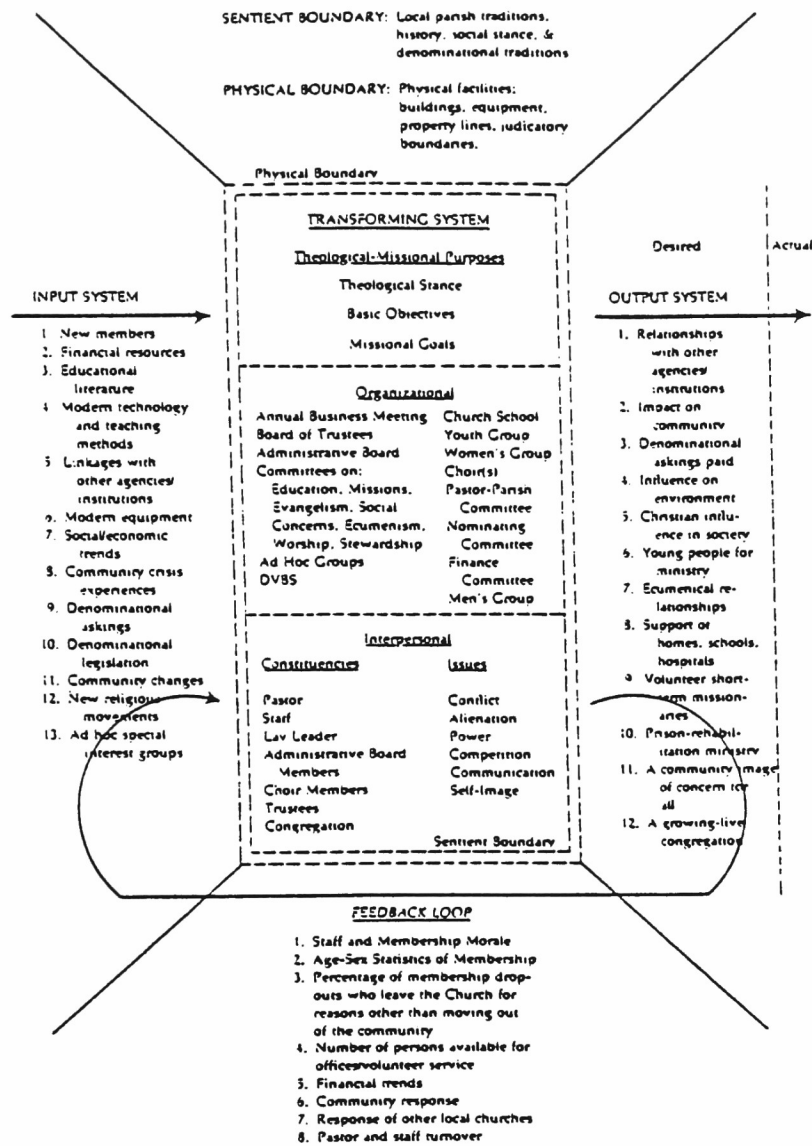
There is a good working relationship and cooperation between Board Executive Directors.

Strongly agree      Agree      Neutral      Disagree      Strongly disagree      No opinion

You are encouraged to use the following space to make any further comments, or suggest any changes which you feel are important for the future of General Baptists. If you need more space, please feel free to write on extra pages.

You can obtain a copy of the compiled results of this questionnaire by sending your name and address to:

Self-Study Results  
General Baptist Headquarters  
100 Stinson Drive  
Poplar Bluff, MO 63901



MANAGEMENT FOR YOUR CHURCH:  
A SYSTEMS APPROACH

Alvin J. Lindgren  
Norman Shawchuck

LEADING THE CONGREGATION:  
CARING FOR YOURSELF WHILE SERVING OTHERS

Norman Shawchuck  
and  
Roger Heuser

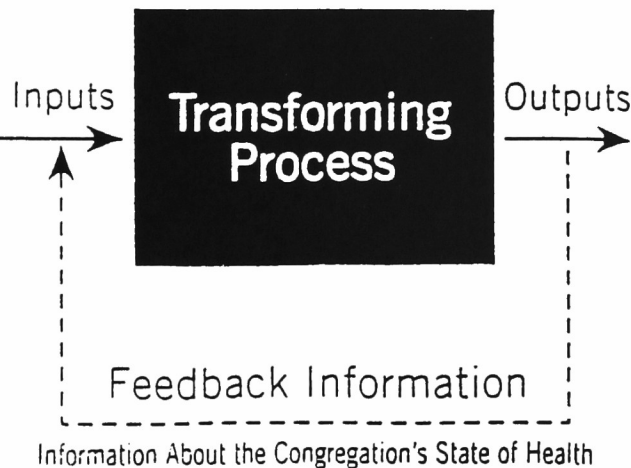


Figure 14.1

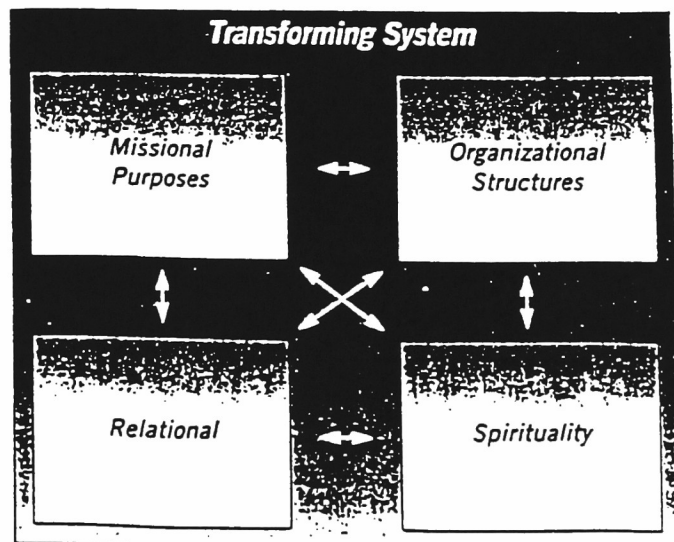
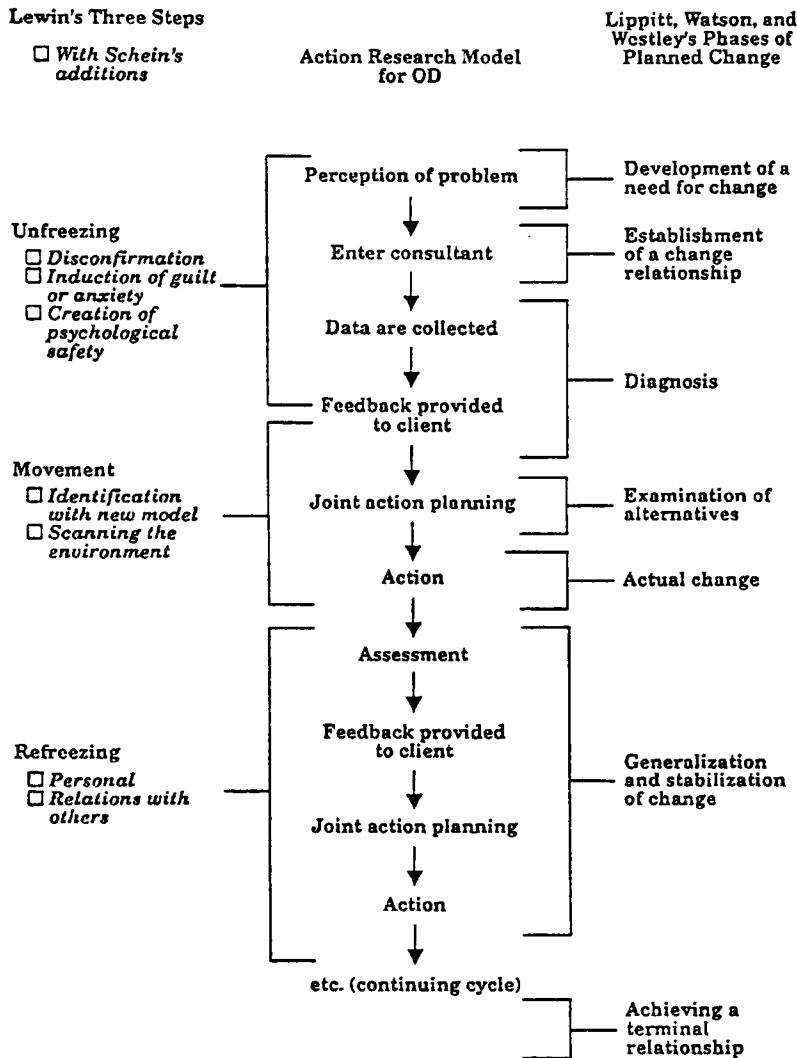


Figure 14.2

*Organization Development: A Process of Learning and Changing*



**Figure 4.2**  
*Comparison of the Four Models of Change*

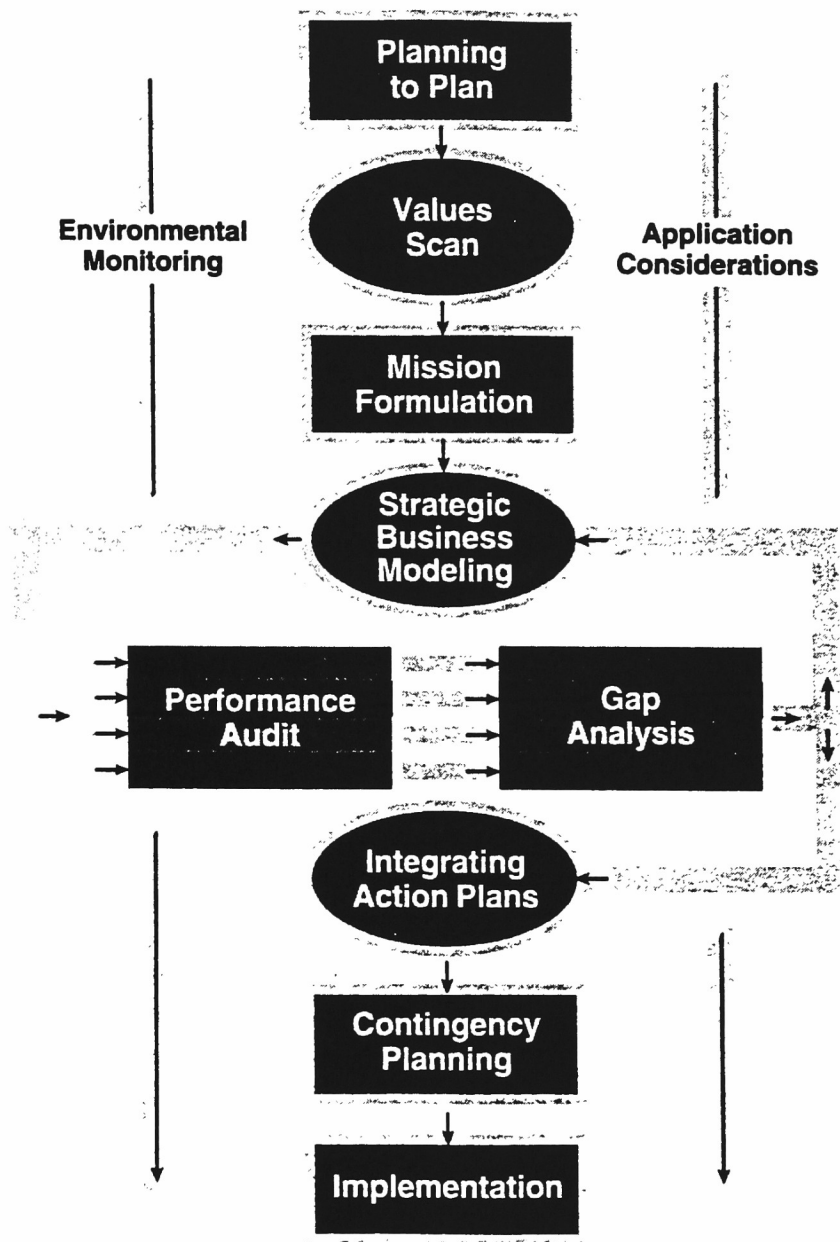


Figure 1-1. The Applied Strategic Planning Model

Original 18 members appointed to the Renewal Task Force

Rev. Ray Phelps, Flint, MI  
Rev. Dave Kelle, Flint, MI  
Mr. David Vernon, Springboro OH  
Rev. Oren Alcorn, Ava, MO  
Rev. Joe Gaddy, Kansas City, MO  
Mr. Larry Summers, Fenton, MO  
Rev. Byron Beck, Poplar Bluff, MO  
Rev. Clint Cook, Rochester, IL  
Mr. Curtis Bradley, Ridgway IL  
Mrs. Connie Miller, McLeansboro, IL  
Rev. John Sloan, Evansville, IN  
Mr. Jack Boyer, Newburgh, IN  
Rev. Franklin Dumond, Mt. Vernon, IN  
Mrs. Marie Doud, Evansville, IN  
Mrs. Mary Lou Howard, Evansville, IN  
Mrs. Sharon Kearby, Jonesboro, AR  
Rev. Clayton Hall, Portland, TN  
Rev. Dean Jagers, Bowling Green, KY

Members added to expand the Renewal Task Force

Rev. Dwight Bland, Boonville, IN  
Rev. Jack Eberhardt, Prinseton, IN  
Rev. John Swain, Evansville, IN  
Mrs. Ellen Victory, Mishawaka, IN  
Mr. Charles Lindhardt, Indianapolis, IN  
Mrs. Nadine Horner, Taneyville, MO  
Rev. Luther Rhodes, Jackson, MO  
Rev. Dr. Kenneth Kennedy, Poplar Bluff, MO  
Mrs. Coyita Thomas, Sikeston, MO  
Rev. Larry Ward, Lake City, AR  
Rev. Dwight Decker, Heber Springs, AR  
Mr. Jim Whitledge, Dixon, KY  
Rev. Bob Heath, Louisville, KY  
Rev. Curt Yarbrough, Greenville, KY

Executive Committee of the Renewal Task Force

Rev. Ray Phelps, Flint, MI - Chair of Michigan and N-Indiana Region  
Rev. Joe Gaddy, Kansas City, MO - Chair of W-Missouri and Arkansas Region  
Rev. Clint Cook, Rochester, IL - Chair of SE-Missouri and Illinois Region  
Mrs. Mary Lou Howard, Evansville, IN - Chair of the S- Indiana Region  
Rev. Dean Jagers, Bowling Green, KY - Chair of the Kentucky/Tennessee Region



**GENERAL ASSOCIATION OF GENERAL BAPTISTS  
NATIONAL NON EXECUTIVE STAFF MEMBERS INTERVIEWS  
AUGUST 12-15, 1995**

**Summary of interviews**

Eleven non-executive staff members were interviewed at Poplar Bluff General Association of General Baptists offices. The interviewees represented the University, Stinson Press, and Headquarters. Gustave Rath conducted all the interviews which lasted from 15 minutes to 1 1/2 hours.

Staff members interviewed consistently seemed to be sensitive and committed to the welfare of the General Association of General Baptists.

The interviewer conducted the interviews around the following questions:

- What do you do on your job?
- What would allow you to do your job better?
- What would allow your agency or organization to do its job better?
- What would allow the General Association of General Baptists to work better.

The primary themes discussed by the interviewees were problems at the level of the various denominational boards and the structural weakness of the Denominational Executive Director's office and function (the office of Rev. Dwight Chapman). The interviewees offered many positive suggestions for dealing with the problems and conditions of the General Association of General Baptists. Overall the interview responses tended to cluster around four themes: The Denominational Executive Director and Board of Executive Directors. The denomination, administration at the denominational level, and the congregations.

**The General Program Boards and Their Directors**

The antagonism and competition between the Board Directors and between the various Boards was a major concern in the staff interviews. Quotes include:

- "Individual boards watch out for number one."
- "Everyone protects their own department."

People have a highly negative view of headquarters. One interviewee said people turn away from her when they discover she works at headquarters.

- "Local people hear of all the dissension between the boards and executives of boards. This is terrible Public Relations for the church."

## **The Denomination**

Generally, the interviewees describe the General Baptists Denomination as having an "inferiority complex." Virtually every interviewee expressed the opinion there is a lack of leadership in the denomination, there is a need for new leadership at the level of the denominational boards and a need for more leadership to come from the church-at-large.

Comments regarding the denomination include:

"We react, not act."

"The denomination needs to gain some positive attitudes."

"We need new leaders who have a good spirit and common sense."

"I am more pessimistic about the future of the General Association of General Baptists than ever."

One person said: "I refuse to go to a General Baptist church just because my grandma went! The church must offer me something. The General Association of General Baptists is dying. We need young people. I want to go to church, but, I find no reason for going. It feels like going to work."

Suggestions offered to deal with the problems facing the denomination include:

- Leadership development (as a major need).
- Do a goal setting and planning process that includes the entire denomination.
- Offer more training at all levels of the denomination.
- General Association delegates need to be better informed.

## **Administration at the Board and Headquarters Level**

Several administrative suggestions were made:

- Competition in fund raising mailing must stop.
- More communication between departments and agencies is required.
- Unoccupied space in Headquarters building is bad stewardship.
- Everyone is a bookkeeper, a centralized financial management system is needed.
- The General Association of General Baptists needs to build endowment to support staff.
- The Stewardship department could take over the pension program.

There is a critical need for a common purpose among General Baptists. The national organization could be operated by one Board replacing the present structure and departmentalize the tasks related to the purpose.

A common theme was that "The churches need better service from boards," and that specific boards have serious problems which they seem unable or unwilling to resolve. The University "does not have a positive attitude." The role of Oakland City University "should be to meet the needs of General Baptists."

Some persons reported problems related to the Christian Education Department. The statements reflect distrust in business practices and ethics as well as failing to build good relationships with other parties of General Baptists.

Suggestions offered to solve the problems which are resident within the boards include:

**Making boards accountable to one main governing board invested with the power to call the program boards to accountability and to discipline directors when necessary.**

**Give more authority to the General Board and strengthen the office of Denominational Executive Director (the office of Rev. Dwight Chapman) so that he can call the board directors to accountability when necessary.**

**A quote was: "We need tighter leadership, the national offices must be more of a functioning unit. We need a central, well operated office of the Denominational Executive Director."**

**Several persons suggested that Rev. Dwight Chapman be given more authority. Every interviewee expressed high respect and support for Dwight and believes he is doing as well as the present structure allows him to do.**

**It was suggested that boards be combined to create a leaner structure: for example, combining missions, Christian Education and Foreign Missions.**

## **The Congregations**

A few comments regarding the congregations were:

**"Many little churches have no drive to grow and change."**

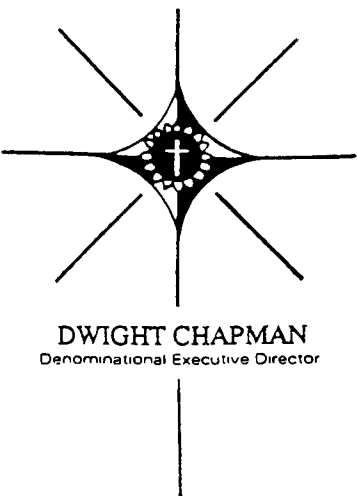
**"More authority over local churches needs to be exerted."**

**"Some churches don't have contracts with pastors."**

**"Public Relations is not good at the level of the recipients of the congregation's ministries."**

**"Women should be included in missions work."**

**"We need to evaluate the need for Associational Presbyteries and consider being organized by regions, not Associations."**



THE GENERAL ASSOCIATION OF  
*General Baptists*

■ 314-785-7746  
■ Fax: 314-785-0564  
■ 100 Stinson Drive  
Poplar Bluff, MO 63901

March 21, 1996

**MEMO**

**To:** Pastors, Church Clerks, Denominational Board Members, and Liaison Officers

**Information Packet:** Focus Groups Summaries, Listening Session Summaries, and Questionnaire results.

The materials in this packet are a partial report from the Renewal Task Force (RTF). They can and should be shared with each member of your church and association. The RTF is still conducting Listening Sessions with denominational boards as well as preparing to do Listening Sessions with all the local associations. A RTF member will be contacting each association to schedule a Listening Session between April 14 and May 4, 1996. This information will then be added to the report.

The Focus Groups were conducted across the denomination by the RTF asking the question, "What must General Baptists do to survive and grow?" The Listening Sessions were conducted by the Consultants with the different boards asking the question, "What is the most important thing the General Association of General Baptists could do now to insure the revival and growth of its ministry?" A summary of these reports is included.

To interpret the survey questionnaire, use the following. All the demographics (pages 1 & 2) are given as percentages (except for the "how many" questions). The "budget" and "future" sections (page 2) have been reordered to indicate their order of importance (most important at the top, less important at the bottom). The "opinion" questions (pages 3 to 6) give the percent in each category, and the average ( $\bar{X}$ ) of the responses (from 1 to 5). The symbol "n" equals the total number of respondents for each question/comment.

If you have questions or comments you can call my office or send them in writing. Thank you for sharing this information with those around you. Continue to pray for God's guidance and direction as General Baptists look to the future.

Grace and peace,

*Dwight Chapman*

Dwight Chapman

**GENERAL REPORT**  
By Internal Consultant, John Comer

**COMPILATION OF FIVE REGIONAL REPORTS**  
(Containing information from 72 focus group reports)

-----

**PARTICIPANTS:** 248 Females, 318 Males and 43 where gender was not given for a total of 609 persons.

Under 18 -	42	18-30 -	47
31-44 -	132	45-60 -	145
60 + -	150	not given	93

**QUESTION: "What must General Baptists do to survive and grow?"**

**I - DENOMINATION**

A) The two items given the most weight (most often mentioned) relate to restructuring the denomination and discerning the will of God to find a common purpose for General Baptists.

**RESTRUCTURING THE DENOMINATION:** All five of the regions listed this as a high priority. In three of the regions the item includes the restructuring bring all boards and committees under central leadership or one Executive Director. Other related information includes a need for better team work and a greater sense of accountability; reducing political behavior; that a department be established to work with existing churches; and that Home Missions and Foreign Missions be consolidated.

**DISCERNING THE WILL OF GOD:** The items in this area almost all relate to going before God in prayer and with an openness to his leading related to a common purpose for General Baptists. There is generally the indication that we be open to change wherever needed and be willing to step out and follow God's will.

B) The use of **Unified Budget** funds, when mentioned were clustered around the following issues:

- Strengthen Unified Budget by promoting it and enlisting non-participating churches.
- Use funds to strengthen existing churches
- Use funds to contract with OCU rather than granting funds.

## II - LOCAL CHURCH

A) Two highest ranking items are the areas of evangelism and outreach and commitment to prayer and Bible study.

**EVANGELISM AND OUTREACH:** High weight was given to the need to develop and implement outreach programs targeting people of all age groups and needs. There is a need for improved visitation and follow-up programs.

**COMMITMENT TO PRAYER AND BIBLE STUDY:** The need for a greater commitment to our spirituality in the areas of prayer and Bible study is emphasized by all of the focus groups. Items include training in how to study the Bible and understanding that the need for prayer includes private devotions as well as corporate prayer. The items related to prayer often are directed to discern the will of God and are specific regarding being united in prayer for growth as a denomination.

B) The next cluster of items ranking very close to the first two are the areas of developing **stronger youth programs** including programs for young families; **educating and training** in a range of Christian life issues; and the need to disciple new Christians.

C) The items ranking in a third cluster include: **Marketing the church** through better advertising and issues relating to location of existing and new churches; improving the **music programs** of the local church; being open to a **variety of worship styles** including contemporary worship; and the **consolidation or merger of small churches**.

## III - PASTORS

A) The items ranking highest relate to; develop **programs to establish better benefits, salaries and support for pastors**; and strengthen programs aimed at the **training and educational needs** of pastors. Specific areas include: conflict management, counseling, and assisting pastors to be willing to grow and change. Other items include: grants for pastors attending Oakland City University and other schools and Universities; and establishment of a Bible College to train pastors.

B) Other concerns include a desire for more **full-time pastors** and ways to assist the process: using funds to support churches as they move to full-time pastorates on a graduated annual reduction scale. This also relates to attracting and keeping young pastor and leaders.

**CONCLUSION:** The items which seem to be the most important to those General Baptists involved in the focus groups across five regions and in all of the seven states where 94% of General Baptists live seem to be very clear and are stated above.

In my opinion, it is wise that any effort to develop a common purpose for General Baptists be informed by the information related to the needs of the local church and that any restructuring efforts be directly informed by common purpose once it is established.

## College Trustees Listening Sessions Summary

Quotes taken from the board member's responses:

### *Restructure and Accountability:*

- "Restructure is eminent. We have no choice but to restructure in a way that deals with our own autonomy."
- "It is a terrific time of change and the denominations must be willing to change too."
- "Bring together of all boards under the leadership of one office, the boards being responsible for all actions to this one office. And, this office being responsible to the wishes of the General Association."
- "Change the system of hierarchy and accountability from the executive level by eliminating the autonomy of each office. The structure would be changed to ensure that each office would see itself as part of the whole mission of the denomination with responsibility for developing its objectives to better fulfill the whole mission."
- "Merge the mission programs into one mission."
- "Re-evaluate the structure of the officials of the denomination...Set term limits."

### *Trust and Communication:*

- "Create an atmosphere of unity within the leadership directors of our denomination."
- "Find a way to generate a more unified, cooperative image from headquarters' staff that can result in true leadership based on the spiritual needs of the membership."
- "Work on relationships among denominational leaders and with people of grassroots."
- "Keep the general congregation informed..."
- "I feel more education about the university, financial matters, need to be addressed more often."

### *Youth and Congregations:*

- "Adopt youth programs to encourage younger people..."
- "Develop a denominational youth organization."
- "Education for the young people."
- "A general upgrading of the church is needed to hold the interest of our teens."
- "Place younger people in policy making groups, and make them a part of the system."
- "An outreach program to youth."
- "Join smaller churches with larger churches."
- "Strive to change the rural philosophy of the denomination."
- "(We) must be relevant for the times."



## National Missions Board Listening Session Summary

Quotes taken from board members' responses:

### *Restructure and Accountability:*

- “Restructure our denomination, where the person at the top has authority over our boards, and be accountable to the General Board, or some board in a restructured denomination. Work close together and keep everyone informed; cooperate boards to boards; headquarters to people; people to headquarters; develop consistency or standard from association to association.”
- “While changes in our operative structure seem to be needed, unless each of us devotes ourselves to doing God’s will, change will have little effect.” •“Be willing to allow God to change us.”
- “We must be willing to change to meet today’s needs...but to change without purpose is not acceptable.”
- “We need to do some restructuring.”
- “Restructure our denomination.”
- “Reorganize to ensure progressive change to occur.”
- “Evaluate critically (General Baptist) mission and methodology of doing ministry.”
- “Clearly define positions of leadership.”
- “Greater accountability across our denominational leadership structures is needed
- “We must have a clearly defined position of leadership.”
- “Our changes should effect all areas not providing collective positive responses to the mission of General Baptist.”

### *Leadership:*

- “Leadership training should be stressed and classes provided.”
- “We need leadership that will attack the issue of each board, office, etc., (from) doing its own thing without ownership in the denomination as a whole.”
- “Have a unifying spirit drawing us together and work close together.”

### *Vision:*

- “Restructure methods of service. Remove barriers traditions.” •“Strengthen existing churches, evangelize and plant new churches.”
- “Have a common vision with all churches, associations and denominational boards working in unity to accomplish goals.
- “Focus more on ministry.”
- “Pay attention to *today’s* families.”
- “Encourage and support youth...Many churches have nothing to offer young people and children.”
- “Communicate what we as General Baptists believe.”

## Foreign Missions Board Listening Session Summary

Quotes taken from the board members' responses:

### *Re-structure/Accountability:*

- “We need to be willing to make any changes necessary to fulfill His will.”
- “Establish a structure that will give communication and accountability.”
- “(Have) a more defined job description of its executive director (broaden the scope of responsibility and leadership role).”
- “Re-evaluate the purpose and need of the presbytery and its structure.”
  - “Each ministry of our denomination needs to see itself as part of the whole ministry and not an entity of its own.”
- “(Make) the adjustments that need to be made in order to be more effective and efficient in the use of all the resources at our disposal in order to expand ministry.”

### *Leadership:*

- “We need to have strong leadership at the executive levels, who have the total ministry of our denomination at heart and able to lead our people to buy into the goal. We need to have a unified spirit.”

### *Youth and Family:*

- “Nurture children and teens in missions involvement and education.”
- “Develop youth and young adult programs, young adults with children”
- “Reach out more to families.”

### *Vision:*

- “Look outward as (our) purpose for being.”
- “Bring revitalization teams into local churches...”
- “Provide pastoral training...”
- “Provide stewardship training...”
- “Keep in mind the imperative of Evangelization. Kingdom building must be the priority.”
- “Church planting should be a priority.”

## General Board Listening Session Summary

Quotes taken from the board members' responses:

### *Restructure and Accountability :*

- “Denominational ministries must be restructured to meet the needs of the 20th century, or even the 21st century. Centralize authority into the office of Executive Director and have all boards and staff accountable to Executive Director who, in turn, is responsible to the General Board and the General Association.”
- “Accountability and a code of conduct for General Board members, along with assuming responsibility and authority for dealing with issues.”
- “Adjust the denominational structure in such a way that there is responsibility and accountability throughout the leadership.”
- “There must be a change in the planning committee structure.”
- “Restructure to allow for an arm of the organization to hold others accountable.”
- “Accept change, which includes accountability and a focus on the overall efforts and goals of the denomination. A complete restructuring of our organization is necessary.”
- “Focus on a specific strategy of what we want - 1) a unified denomination with a lean executive staff focused on delivery of quality services to our churches and associations; 2) eliminate independent boards in favor of a strong single denominational board and power and authority to a chief executive officer or an executive director; 3) create departments that don't overlap ministries that will strive to deliver a total package of services to our churches.”
- “Combine our two mission boards.”
- “Regain a sense of working together, instead of working so independently on the denominational level.”
- “Restructure the boards to come under the authority of one board with one executive in authority to establish accountability.”
- “Set term limits.”

### *Trust and Communications:*

- “(Communicate) to local congregations that they are important.”
- “Unified front must be projected from headquarters' staff.”
- “Trust level must be regained.”
- “End fighting at the higher levels of leadership in our denomination.”
- “Executives can't get along in the same building together.”

### *Leadership and Training:*

- “Require/encourage more education for ordained ministers.”
- “Be culturally relevant to reach our generation.”
- “Focus the leadership efforts toward support and help for the local pastorate.”
- “Put best leaders on a planning committee for the General Association.”
- “A major issue seems to be, who leads. We must have leadership that is united.”
- “Less reporting, and more teaching and instructing.”
- “More personal contact with pastors to help train them...”

*Vision:*

- “Develop strategies to grow larger churches.”
- “Train our people for outreach.”
- “Be culturally relevant to reach our generation.”
- “Re-design the vision of the General Board.”
- “More emphasis on youth...a denominational youth organization must be in place.”
- “Meet the entire family needs from the children to the seniors.”
- “Become involved in the communities where we are.”
- “Our vision as a body is not clear to all who are involved, or who are a part of our body. Therefore, we must clarify, restate, or re-design the vision of the General Baptist.”

## Christian Education Board Listening Session Summary

### Quotes Taken From Board Members' Responses:

#### *Restructure and Accountability:*

•“Put all boards under the direction of the General Board. This will bring more cooperation and communication to the whole group. With better cooperation and communication, there will be more trust for each board.”

•“Someone, or some group, has to have the final word in our denomination's organizational program. Each board or outreach has to be under the same roof eating at the same table, sleeping in the same house.”

•“We have all these boards and outreach programs, and sometimes all go a different direction and lose sight in the meantime.”

•“I used to believe that the most important thing was to *restructure*. As I have had time to think, I believe the most important thing is *renewal*. Trust has been lost, integrity is questioned, finger pointing and accusations are commonplace. To restructure on the same foundation will lead to similar problems.”

•“The leadership (most) exist currently to maintain their jobs - not to further the mission. Security has replaced risk taking. Instead of impacting society, we are now a reflection of society.”

•“Set up a task force to review our present structure and taking data from previous focus groups, begin formulating a re-structuring of our headquarters' operation and our handbook (doctrine and usage) to present to General Association for discussion and eventual approval.æ

•“We need a specific statement of purpose that clearly identifies who we are at General Baptist. What our primary purpose and directive is in ministering to our world (and communities) and a unified plan that gives us clear, measurable directives (goals) in applying our purpose and mission.”

#### *Trust and Communications:*

•“Break down barriers between lay persons and church leaders, especially leaders at the denominational level.”

•“Greater unity and affirmation between various boards.”

•“We need to stop blaming one another for the failures and weaknesses of the denomination, and take responsibility for our own actions, making a commitment to work together in a cooperative spirit for the good of the whole body and not just one minute small group.”

•“Unity and vision for all our denominational leaders (move in the same direction).”

#### *Leadership:*

•“Focus on equipping and training people for leadership roles, rather than just placing an individual in a very key position for the sake of filling the slot.”

•“Equipping and training needs to even trickle down into the local church setting as it applies to the average everyday General Baptist member.”

•“A renewal among our leaders and pastors of sacrificial service. We need people who we can look up to, not because of their position or office, but because of their heart for God and others which are reflected, not in their words, but in their actions.”

### *Youth and Congregations:*

- “Provide education to local church members about the importance of growing in knowledge of the church’s task on the local level and the universal level.”
- “(The) concept of equipping and training needs to even trickle down into the local church setting as it applies to the average everyday General Baptist member.”
- “Get the churches to take time in training the young converts and existing members as to the importance of good stewardship. Have quality education for the different age groups, as to their role in making a difference in their schools or workplace.”
- “Concentrate more effort into having “quality” churches not “quantity” of churches. There are too many “struggling” small churches that are ineffective.”
- “For too many years all we have wanted to do was “plant more churches”, but then could not or did not really nurture and care for them as we should have.”

### *Spiritual Renewal:*

- “Spiritual renewal of all General Baptist people, individuals, churches, boards and denominational leaders.”
- “For the survival of a spiritual group, prayer must always be a priority; seeking direction from God is the key to spiritual survival.”
- “Take immediate action toward emphasis on spiritual renewal; individually, local church and denomination wide.”
- “Take an honest, scriptural based look at (our) current position relative to cessation of gifting and manifestations of the Holy Spirit.”

TOTAL # OF RESPONDENTS  
N=603

CLERGY n=236  
LAITY n=367

General Baptist Self-Study  
Combined Questionnaire Response

Please fill in the requested information, or check the appropriate blank.

Male 62.0 Female 38.0 n=600

Education: Elementary school 5.0 Some high school 5.3 High school grad 28.5  
Some college 30.0 College graduate 31.2 n=600

Did you attend Oakland City College (University)? 22.9 n=536

College Degrees: BS or BA 51.3 MS or MA 23.0 Ph.D. .4 Other 25.2 n=226

Seminary Degrees: M.Div. 45.9 D.Min. 13.5 Other 40.5 n=37

Born: 1966 or later 4.4 1946 to 1965 39.6 1926 to 1945 41.3 Before 1925 14.7 n=593

Household Income: Less than \$15,000 15.1 \$15,001 to \$25,000 22.8 \$25,001 to \$35,000 19.1  
\$35,001 to \$50,000 21.5 \$50,001 to \$100,000 19.4 Over \$100,001 2.2 n=325

Church Related Income: Less than \$5,000 23.0 \$5,001 to \$10,000 20.8 \$10,001 to 20,000 21.2  
\$20,001 to \$30,000 23.9 \$30,001 to \$40,000 11.1 \$40,001 to \$50,000 \_\_\_\_\_ Over \$50,000 \_\_\_\_\_

Other Household Income (if bi-vocational): Less than \$10,000 19.0 \$10,001 to \$20,000 26.4  
\$20,001 to \$30,000 23.9 \$30,001 to \$40,000 15.3 \$40,001 to \$50,000 9.8  
\$50,001 to \$100,000 4.9 Over \$100,000 .6 n=163

Ethnic Group: Black \_\_\_\_\_ Caucasian \_\_\_\_\_ Native American \_\_\_\_\_ n/a ALL CAUCASIAN  
Asian \_\_\_\_\_ Hispanic \_\_\_\_\_ Other \_\_\_\_\_

Mark as many as currently apply to you: Full time minister n=129 Bi-Vocational Minister n=111  
Denominational Board Member n=85 Ordained Deacon n=69 SS Superintendent n=18  
SS Teacher n=163 Association Moderator n=25 Association Clerk n=18

(attend)  
Average worship size of the church you serve: 1 to 25 7.6 26 to 50 20.2 51 to 100 36.1  
101 to 150 18.9 151 to 200 8.6 200 or more 8.6 n=593

How many years have you pastored? 20.2 How many churches have you pastored? 3.9

How many years have you been a General Baptist? 32.7 How many generations of General Baptists are in your family? 2.6

How many children do you have? 2.4 How many of your children are General Baptists? 1.7

How long have you been regularly attending association meetings? 1-5 years 10.3 6-10 years 11.9  
11-20 years 18.0 21 years or more 38.7 usually never attend 21.1 n=582

15. Partnerships between churches, associations, and/or boards are desirable to carry out our mission.  
 Strongly agree 23.3    Agree 66.0    Neutral 6.3    Disagree 3.8    Strongly disagree .5    No opinion n =  
 $\bar{x} = 1.92$
16. Board Executive Directors must primarily administer their boards.  
 Strongly agree 4.9    Agree 60.5    Neutral 18.8    Disagree 12.7    Strongly disagree 3.1    No opinion n =  
 $\bar{x} = 2.48$
17. Board Executive Directors should spend their time communicating with, training, and consulting churches.  
 Strongly agree 7.6    Agree 51.4    Neutral 23.9    Disagree 15.9    Strongly disagree 1.2    No opinion n =  
 $\bar{x} = 2.52$
18. Leadership training is needed at all levels.  
 Strongly agree 33.3    Agree 61.2    Neutral 4.1    Disagree 1.2    Strongly disagree .2    No opinion n =  
 $\bar{x} = 1.74$
19. Many competent ministers are leaving General Baptists because of a lack of salary and benefits.  
 Strongly agree 27.5    Agree 48.4    Neutral 14.2    Disagree 8.5    Strongly disagree 1.4    No opinion n =  
 $\bar{x} = 2.08$
20. Many small churches have no drive to grow or change.  
 Strongly agree 23.4    Agree 52.2    Neutral 6.9    Disagree 14.0    Strongly disagree 3.4    No opinion n =  
 $\bar{x} = 2.22$
21. More churches are closing than are being planted.  
 Strongly agree 11.3    Agree 47.9    Neutral 26.8    Disagree 13.1    Strongly disagree .9    No opinion n =  
 $\bar{x} = 2.45$
22. Pastors and missionaries need to be cared for (salaries, health insurance, retirement).  
 Strongly agree 33.8    Agree 56.9    Neutral 6.3    Disagree 2.4    Strongly disagree .5    No opinion n =  
 $\bar{x} = 1.79$
23. General Baptists should find God's will or recapture a new vision so clear goals can be established.  
 Strongly agree 41.5    Agree 54.0    Neutral 3.3    Disagree 1.2    Strongly disagree    No opinion n =  
 $\bar{x} = 1.64$
24. The Christian Education and Publications Board should receive more funding from the Unified Budget.  
 Strongly agree 4.5    Agree 24.0    Neutral 31.3    Disagree 29.3    Strongly disagree 11.0    No opinion n =  
 $\bar{x} = 3.18$
25. The denominational Executive Director should have more authority over the other Boards and Executive Directors.  
 Strongly agree 21.5    Agree 23.9    Neutral 28.4    Disagree 18.8    Strongly disagree 7.5    No opinion n =  
 $\bar{x} = 2.67$
26. The Foreign Mission Board should receive more funding from the Unified Budget.  
 Strongly agree 3.4    Agree 17.1    Neutral 29.9    Disagree 40.0    Strongly disagree 9.6    No opinion n =  
 $\bar{x} = 3.35$
27. The General Association of General Baptists is open to significant change.  
 Strongly agree 5.5    Agree 32.1    Neutral 27.1    Disagree 25.6    Strongly disagree 9.7    No opinion n =  
 $\bar{x} = 3.02$
28. The General Association of General Baptists has been losing membership.  
 Strongly agree 11.8    Agree 60.1    Neutral 22.7    Disagree 5.4    Strongly disagree    No opinion n =  
 $\bar{x} = 2.22$
29. The General Association of General Baptists is healthy and growing.  
 Strongly agree    Agree 9.8    Neutral 27.4    Disagree 48.1    Strongly disagree 14.7    No opinion n =  
 $\bar{x} = 3.68$
30. General Baptists need more and better leaders at all levels.  
 Strongly agree 24.1    Agree 57.7    Neutral 13.6    Disagree 4.2    Strongly disagree .4    No opinion n =  
 $\bar{x} = 1.99$
31. General Baptists should buy their educational materials from other religious publishing houses.  
 Strongly agree 5.1    Agree 12.0    Neutral 34.3    Disagree 36.1    Strongly disagree 12.5    No opinion n =  
 $\bar{x} = 3.39$



32. The General Board should receive more funding from the Unified Budget.	Strongly agree 3.8	Agree 11.9	Neutral 35.9	Disagree 36.7	Strongly disagree 11.7	No opinion	n = 4
	$\bar{x} = 3.41$						
33. There are programs for people of all ages in the denomination.	Strongly agree 2.8	Agree 47.8	Neutral 18.2	Disagree 25.8	Strongly disagree 5.3	No opinion	n = 5
	$\bar{x} = 2.83$						
34. Churches should promote and advertise.	Strongly agree 16.3	Agree 68.4	Neutral 11.7	Disagree 3.0	Strongly disagree .5	No opinion	n = 5
	$\bar{x} = 2.03$						
35. Churches that do not contribute to the Unified Budget should not be allowed to have voting delegates at the General Association.	Strongly agree 8.6	Agree 35.2	Neutral 10.8	Disagree 30.2	Strongly disagree 15.3	No opinion	n = 5
	$\bar{x} = 3.08$						
36. Denominational communications with local churches are excellent.	Strongly agree 2.0	Agree 19.7	Neutral 20.9	Disagree 42.8	Strongly disagree 14.5	No opinion	n = 5
	$\bar{x} = 3.48$						
37. Funds should be directed to helping small churches instead of starting new ones.	Strongly agree 9.0	Agree 34.1	Neutral 19.8	Disagree 30.6	Strongly disagree 6.4	No opinion	n = 5
	$\bar{x} = 2.91$						
38. General Association delegates are not well informed.	Strongly agree 14.5	Agree 48.5	Neutral 26.8	Disagree 9.2	Strongly disagree 1.0	No opinion	n = 4
	$\bar{x} = 2.34$						
39. General Baptist Boards need to be more accountable.	Strongly agree 28.8	Agree 49.7	Neutral 18.8	Disagree 2.3	Strongly disagree .4	No opinion	n = 5
	$\bar{x} = 1.96$						
40. General Baptists have an inferiority complex.	Strongly agree 8.6	Agree 33.6	Neutral 18.8	Disagree 33.4	Strongly disagree 5.6	No opinion	n = 5
	$\bar{x} = 2.94$						
41. General Baptist Headquarters is viewed with suspicion and disapproval.	Strongly agree 14.0	Agree 41.7	Neutral 20.9	Disagree 20.9	Strongly disagree 2.6	No opinion	n = 5
	$\bar{x} = 2.56$						
42. General Baptist Headquarters should be moved to a more accessible place (e.g., St. Louis, Louisville).	Strongly agree 10.1	Agree 13.8	Neutral 21.2	Disagree 34.6	Strongly disagree 20.4	No opinion	n = 5
	$\bar{x} = 3.41$						
43. General Baptists need to be open to alternative approaches to worship.	Strongly agree 14.6	Agree 47.2	Neutral 17.8	Disagree 14.6	Strongly disagree 5.8	No opinion	n = 5
	$\bar{x} = 2.50$						
44. General Baptists need to give more attention to personal disciplines, such as prayer and study.	Strongly agree 35.6	Agree 59.9	Neutral 3.1	Disagree 1.2	Strongly disagree .2	No opinion	n = 5
	$\bar{x} = 1.70$						
45. General Baptists need to recapture the meaning of genuine worship.	Strongly agree 34.9	Agree 55.2	Neutral 7.1	Disagree 2.4	Strongly disagree .3	No opinion	n = 5
	$\bar{x} = 1.78$						
46. General Baptists should tithe.	Strongly agree 54.3	Agree 39.8	Neutral 5.1	Disagree .7	Strongly disagree .2	No opinion	n = 5
	$\bar{x} = 1.53$						
47. Having a third of the Headquarters building unoccupied is a problem.	Strongly agree 22.2	Agree 43.8	Neutral 26.5	Disagree 5.9	Strongly disagree 1.6	No opinion	n = 5
	$\bar{x} = 2.21$						

48. National leaders need to be more responsible and accountable.  
 Strongly agree 41.5    Agree 49.7    Neutral 8.6    Disagree .2    Strongly disagree    No opinion    n = 5  
 $\bar{x} = 1.68$

49. The Women's Mission Board, Foreign Mission Board, and Home Mission Board should be combined into one board.  
 Strongly agree 15.6    Agree 25.3    Neutral 21.1    Disagree 27.4    Strongly disagree 10.5    No opinion    n = 4  
 $\bar{x} = 2.92$

50. There is a good working relationship and cooperation between Board Executive Directors.  
 Strongly agree 1.4    Agree 8.8    Neutral 38.9    Disagree 26.0    Strongly disagree 24.9    No opinion    n = 3  
 $\bar{x} = 3.64$

You are encouraged to use the following space to make any further comments, or suggest any changes which you feel are important for the future of General Baptists. If you need more space, please feel free to write on extra pages.

### SURVEY TOP TEN

1. Change is needed in all areas of the GB denomination (n=59)
2. We need to depend on God in everything that is done. (n=46)
3. We need more programs for all types of groups, especially youth. (n=46)
4. We need more communication — people feel ignored and uninformed. (n=36)
5. Pastors need more support. (n=22)
6. We need better trained ministers and leaders. (n=22)
7. The Executive Director needs more authority. (n=15)
8. We need more accountability at all levels. (n=13)
9. We need less competition and fighting among boards. (n=12)
10. The Home Mission Board and the Foreign Mission Board should combine. (n=1)

You can obtain a copy of the compiled results of this questionnaire by sending your name and address to:

Self-Study Results  
 General Baptist Headquarters  
 100 Stinson Drive  
 Poplar Bluff, MO 63901

SCREENS FOR PRESENTING THE DATA  
TO THE PEOPLE  
IN THE ASSOCIATIONAL LISTENING SESSIONS

----- Cover -----

The  
General Association of General Baptist

Listening To The People

----- 1 -----

General Association of General Baptists

- Decides to evaluate its ministries and national offices...
- How the study began and proceeded...

----- 2 -----

April 1993 - Home Missions Board proposes to General that:

- A study be carried out to make the General Baptist Denomination more...
  - efficient and
  - effective

----- 3 -----

July - November 1993

General Board

appointed ad hoc committee to propose a means to study the denomination.

May 1994

General Board

approved a plan for denomination wide study

July 1994

General Association

adopted a plan "that an external consulting firm undertake an objective evaluation of the General Association of General Baptists..."

----- 4 -----

October 27-28 and December 6-8, 1994

- Decision made that the Board Executives would serve as the denomination planning team
- They were to develop deeper community and interpersonal trust among themselves
- And prepare a plan\* for the renewal of the denomination.  
\*This did not happen.

May 24, 1995

The consultants recommend that a Renewal Task Force representing the denomination be appointed to conduct the study.

----- 5 -----

May 25 - January 27 & 28, 1995

- Renewal Task Force (of 18) appointed by the Denomination's Executive Director:
  - various age groups
  - male & female
  - lay & clergy
  - experience on denomination's boards
  - understands the denomination's national operations

The Board Executive asked to nominate more members to the RTF  
The request was granted and the RTF was increased to 32 members.

----- 6 -----

January 28, 1995 - November 11, 1995

Renewal Task Force Conducted:

- focus groups
  - 72 groups
  - 609 people in eight states
  - open to everyone
- interviews of support staff
  - 11 interviews
  - open to all support staff members
- board listening sessions
  - 9 sessions
  - 148 board members
- interviews with Board Executives
  - 9 interviews

----- 7 -----

Renewal Task Force conducts, con't:

Questionnaire survey

2700 surveys distributed to  
770 church clerks  
805 pastors  
54 board members (all lay)  
1062 random sample persons

603 surveys returned

22% of the sample  
367 lay persons  
236 pastors

----- 8 -----

Focus Group Results

Focus Group Question: "What must General Baptists do to survive and grow?"

Major themes:

- restructure of the denomination
- take better care of the pastors
- provide quality services to the churches

----- 9 -----

Restructure the denomination

- all boards and committees under one accountability structure
- have all boards and departments work as a team

Take better care of the pastors

- train pastors to be more effective
- provide better support systems for the pastors

-----10 -----

Focus Groups results, con't.

Take better care of the churches

- Evangelism and outreach
- commitment to prayer and Bible study

## Interviews of support staff at Poplar Bluff

Questions: What do you do on your job?

What would allow you to do your job better?

What would allow your agency or organization to do its job better?

What would allow the denomination to work better?

## Primary themes discussed by the interviewees

- Antagonism and competition between Board Executives
- The people have a highly negative view of headquarters
- Critical need for a common purpose among General Baptist:
  - a unifying vision
  - a guiding mission
- The churches need better service from the boards

## Suggestions offered to solve the problems:

### The Boards

- make the boards accountable to one main governing board
- give more authority to the General Board
- give more authority to the denomination's Executive Director

### The denomination

- leadership development and training at all levels of the denomination
- a planning process and goal setting that includes the whole denomination
- General Association delegates need to be better informed

## Listening Sessions with the Boards

### Foreign Missions Board - major themes

#### Restructure & accountability

- establish a structure to assure communication and accountability
- each board needs to be a part of the whole, and not an entity of its own

#### Leadership

- need strong leaders at the executive levels, who are about the denomination and not their own agenda
- a planning process and goal setting that includes the whole denomination

## Foreign Missions Board, con't

### Youth and Family

- nurture children and teens in missions involvement and education
- develop programs for youth, young adults and young families

### Vision

- provide training for pastors
- church planting as a top priority
- revitalize local churches

## Listening Sessions with the Boards

### Home Missions Board - major themes:

#### Restructure & accountability

- restructure the denomination, so the Executive Director has authority over the boards
- clearly define leadership roles
- greater accountability of denominations' leadership structure

#### Leadership

- leadership training of pastors and lay leaders
- select leaders who will attack the problem of each board doing its own thing without caring for the denomination as a whole

## Home Missions Board, con't

### Vision

- strengthen the churches
- a common vision for the boards and churches
- focus on families
- develop programs to support youth and young families

Listening sessions with the boards  
Christian Education Board - major themes:

Restructure & accountability

- put all boards under the direction of a general board

Leadership

- train and equip leaders at all levels
- train and equip the local churches to be more effective in ministry

Youth and congregation

- help the small churches to be more effective
- provide quality programs and seminars for youth and young families

Christian Education board, con't  
Trust and communication

- a breakdown of trust and communication between the denomination's leaders and the lay persons and pastors at the local level
- we need unity and vision for the denomination's leaders--so they all move in the same direction

Spiritual Renewal

- focus on spiritual renewal of denominational leaders, pastors and lay people
- programs to emphasize spiritual renewal

Listening Sessions with the Boards  
College (University) Trustees - major themes:

Restructure & accountability

- we have no choice but to restructure to eliminate the autonomy of the Board Executives and the General Board.
- bring all boards under the leadership of one office
- structure to ensure that each national office cooperates with the others to serve the overall good of the denomination

Trust and accountability

- create unity among the national leaders
- work on the relationship between the national leaders and churches



College (University) trustees, con't

Youth and congregations

- develop a denominational youth organization
- help the local churches to hold the interest of the youth
- stop the drain of losing our young people
- help churches to be relevant for the times

Listening sessions with the boards

Women's Missions Board - major themes:

Restructure & accountability

- every facet of the denomination needs an overhaul
- make changes to cause everyone at Headquarters to be accountable to the people

Trust and communication

- trust is lost between Headquarters staff and the local congregations
- eliminate 'we' and 'they' feeling between Headquarters and the people

Women's Missions Board, con't.

Youth and congregations

- provide resources services aimed at young couples and youth
- Denomination leaders should provide programs specifically for you and congregations

Spiritual renewal

- promote a denomination-wide spiritual renewal emphasis, with resources for the local church
- teaching resources for learning how to pray and meditate upon the Scriptures

Listening sessions with the boards  
General Board - major themes:

Restructure and accountability

- make all boards and staff accountable to the Executive Director
- the Executive Director accountable to General Board and General Association

Trust and communication

- trust must be regained between Headquarters and the local churches
- stop the fighting among the leaders in the denomination

General Board, con't.

Leadership and training

- require/encourage more education for ordained ministers
- focus leadership to help and support local churches
- leaders must become united

Vision

- develop strategies to grow larger churches
- more emphasis upon youth, create a denomination youth organization

Listen Sessions with the Board Executives

- each board executive was interviewed
- content of the interviews is confidential

Questionnaire Survey of the Denomination

- 13 items received very high ratings
- the responses clustered into two main categories:
  - national organization and Headquarters Staff
  - program services to the local churches

National Organization and Headquarters Staff

- 96% agree G B should find God's will and recapture a new vision so clear goals can be established.
- 95% agree leadership training is needed at all levels.
- 91% agree national leaders need to be more responsible and accountable.
- 91% agree pastors and missionaries need to be cared for (salaries, health insurance, retirement).

National organization and Headquarters Staff, con't

- 89% agree partnerships between churches, associations, and/or boards are essential to carry out our mission.
- 82% agree GB need more and better leaders at all levels
- 79% agree GB need to be more accountable.

Program Services to Local Churches

- 96% agree GB need to give more attention to personal disciplines, such as prayer and study
- 94% agree GB should tithe
- 93% agree the "Word" should be kept basic to all teaching and preaching
- 90% agree GB need to recapture the meaning of genuine worship

Program Services to local churches, con't.

- 88% agree there is not enough evangelism (marketing churches, visitation, follow-up, and discipleship training).
- 84% agree youth programming at the denominational level should be a priority

A structured response to what we have heard  
Proposed organization design / prepared by: Renewal Task Force

(see next page)

Attention!

This Is A Tentative Plan

- suggestions from all listening sessions will be collected and studied
- changes called for by the local churches and associations will be made to the plan
- the revised plan will be presented at General Association in July 1996 for adoption.

Your opinion, please

5 minutes - gathering your thoughts

20 minutes - small group discussion

- what is good about the plan?
- how can the plan be made better?

15 minutes - large group

- reports from small groups
- discussion for clarity

Prayer for wisdom and guidance regarding

- where God wishes to lead us in our planning?
- what we should be donning now?

**GENERAL REPORT**  
By Internal Consultant, John Comer

**COMPILATION OF FIVE REGIONAL REPORTS**  
(Containing information from 72 focus group reports)

-----

**PARTICIPANTS:** 248 Females, 318 Males and 43 where gender was not given for a total of 609 persons.

Under 18 -	42	18-30 -	47
31-44 -	132	45-60 -	145
60 + -	150	not given	93

**QUESTION: "What must General Baptists do to survive and grow?"**

**I - DENOMINATION**

A) The two items given the most weight (most often mentioned) relate to restructuring the denomination and discerning the will of God to find a common purpose for General Baptists.

**RESTRUCTURING THE DENOMINATION:** All five of the regions listed this as a high priority. In three of the regions the item includes the restructuring bring all boards and committees under central leadership or one Executive Director. Other related information includes a need for better team work and a greater sense of accountability; reducing political behavior; that a department be established to work with existing churches; and that Home Missions and Foreign Missions be consolidated.

**DISCERNING THE WILL OF GOD:** The items in this area almost all relate to going before God in prayer and with an openness to his leading related to a common purpose for General Baptists. There is generally the indication that we be open to change wherever needed and be willing to step out and follow God's will.

B) The use of **Unified Budget** funds, when mentioned were clustered around the following issues:

- Strengthen Unified Budget by promoting it and enlisting non-participating churches.
- Use funds to strengthen existing churches
- Use funds to contract with OCU rather than granting funds.

## II - LOCAL CHURCH

A) Two highest ranking items are the areas of evangelism and outreach and commitment to prayer and Bible study.

**EVANGELISM AND OUTREACH:** High weight was given to the need to develop and implement outreach programs targeting people of all age groups and needs. There is a need for improved visitation and follow-up programs.

**COMMITMENT TO PRAYER AND BIBLE STUDY:** The need for a greater commitment to our spirituality in the areas of prayer and Bible study is emphasized by all of the focus groups. Items include training in how to study the Bible and understanding that the need for prayer includes private devotions as well as corporate prayer. The items related to prayer often are directed to discern the will of God and are specific regarding being united in prayer for growth as a denomination.

B) The next cluster of items ranking very close to the first two are the areas of developing **stronger youth programs** including programs for young families; **educating and training** in a range of Christian life issues; and the need to disciple new Christians.

C) The items ranking in a third cluster include: **Marketing the church** through better advertising and issues relating to location of existing and new churches; **improving the music programs** of the local church; **being open to a variety of worship styles** including contemporary worship; and the **consolidation or merger of small churches**.

## III - PASTORS

A) The items ranking highest relate to; **develop programs to establish better benefits, salaries and support for pastors**; and strengthen programs aimed at the **training and educational** needs of pastors. Specific areas include: conflict management, counseling, and assisting pastors to be willing to grow and change. Other items include: grants for pastors attending Oakland City University and other schools and Universities; and establishment of a Bible College to train pastors.

B) Other concerns include a desire for more **full-time pastors** and ways to assist the process: using funds to support churches as they move to full-time pastorates on a graduated annual reduction scale. This also relates to attracting and keeping young pastor and leaders.

**CONCLUSION:** The items which seem to be the most important to those General Baptists involved in the focus groups across five regions and in all of the seven states where 94% of General Baptists live seem to be very clear and are stated above.

**In my opinion, it is wise that any effort to develop a common purpose for General Baptists be informed by the information related to the needs of the local church and that any restructuring efforts be directly informed by common purpose once it is established.**

**REGIONAL REPORT**

By Internal Consultant, John Comer

**SOUTHERN INDIANA REGION**

Team Leader, Mary Lou Howard

Compilation of 15 focus group reports  
-----

**PARTICIPANTS:** 43 Females and 36 Males TOTAL - 79 persons

Under 18	- 0	18-30	-10
31-44	- 25	45-60	-23
60 +	- 15	not given	- 6

**QUESTION: "What must General Baptists do to survive and grow?"**

**COMPILATION OF RESPONSES:** Responses are cluster around three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

**I - DENOMINATION**

- A) Encourage, train and develop young leadership
- B) Discern the will of God through prayer and be open to change
- C) Restructure the denomination, placing all boards under one Executive Director
- D) Unify the denomination
- E) The following items share 5th place:
  - Evaluate who we are and accept new ideas
  - Develop interest in who we are
  - Teach our people how to study the Bible
  - Strengthen existing Churches
  - Strengthen the Unified Budget

**II - LOCAL CHURCH**

- A) Unite in prayer about direction and growth
- B) Evangelize through outreach, visitation and follow-up
- C) Educate and train local leadership
- D) Disciple new converts

**III - PASTORS**

All items were given equal importance:

- Develop programs with better benefits in order to retain pastors
- Develop training programs to rejuvenate pastors
- Educate pastors in conflict management.

## REGIONAL REPORT

By Internal Consultant, John Comer

### SOUTHERN ILLINOIS AND SOUTHEAST MISSOURI REGION

Team Leader, Clint Cook

Compilation of 10 focus groups reports

-----  
**PARTICIPANTS:** 31 Females and 61 Males - TOTAL - 87 persons

Under 18	- 0	18-31	- 4
31-44	-18	45-60	-18
60 +	-29	not given	23

**QUESTION: "What must General Baptists do to survive and grow?"**

**COMPILATION OF RESPONSES:** Responses are given in three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

#### I - DENOMINATION

- A) -Restructure and unify the denomination under one CEO
- B) -Develop a more effective organization
  - Discern the will of God
  - Combine Home and Foreign Missions Boards
  - Combine Christian Education and Oakland City University Boards
- C) The following items were given equal importance:
  - Develop and articulate a common purpose for the denomination
  - Replace denominational leaders who are pastors with Christian business men
  - Give church planting high priority
  - Encourage Unified Budget support
  - Enlarge membership of General Bd.
  - Cooperate with denominational leaders
  - Trust denominational leaders
  - Consolidate small churches
  - Return to basic belief system
  - Restructure Associations into Districts

#### II - LOCAL CHURCH

- A) Be committed to prayer and Bible study
- B) Evangelize through outreach to youth and young families
- C) Disciple young Christians
  - Market the church through advertisement, etc.
  - Strengthen educational and training programs related to giving
- D) All items are equally important:
  - Improve accountability of leadership
  - Inform membership of denominational efforts
  - Churches work together to evangelize
  - Provide alternative approaches to worship
  - Develop ministry to people of all age groups and needs.

#### III - PASTORS

- A) Provide support, security and better salaries for pastors
- B) Establish a Bible College to train pastors



## REGIONAL REPORT

By Internal Consultant, John Comer

### MICHIGAN AND NORTHERN INDIANA REGION

David Kelle, Team Leader

Compilation of 15 focus group reports

-----  
**PARTICIPANTS:** 76 Females and 59 Males (18 not given) TOTAL 153 Persons

Under 18	- 4	18-30	- 8
31-44	-33	45-60	-45
60 +	-45	not given	-18

**QUESTION: "What must General Baptists do to survive and grow?"**

**COMPILATION OF RESPONSES:** Responses are given in three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

#### I - DENOMINATION

- A) **Restructure the Denomination** giving more authority to Denominational Executive Director, unifying the boards, and producing better team work
- B) **Discern God's will** and follow it
- C) **Be open to change**, don't fear change, try new things
- D) **Provide counseling and leadership** to local churches
- E) All items are equally important
  - Get a vision and follow through
  - Try new things
  - Give direction on social issues
  - Consolidate small churches
  - Develop more regional programs, i.e. traveling advisor associationally based

#### II - LOCAL CHURCH

- A) Develop stronger youth programs
- B) Provide better training and educational programs
- C) Give higher priority to prayer and Bible study
  - Evangelize through reaching out to people of all age groups and needs
- D) Develop greater commitment and faithfulness
- E) Improve music programs
  - Disciple new Christians
- F) All items equally important:
  - Lift up the Name of Jesus
  - Teach doctrine
  - Develop small groups
  - Develop stronger leadership

#### III - PASTORS

- A) Provide financial support and better benefits
- B) Be able to change and grow

**REGIONAL REPORT**  
By Internal Consultant, John Comer

**SOUTHWEST MISSOURI AND ARKANSAS REGION**

Joe Gaddy, Team Leader  
Compilation of 20 focus group reports  
-----

**PARTICIPANTS:** 68 Female, 103 males and 15 not given TOTAL 186 persons

Under 18	- 4	18-30	-19
31-44	-47	45-60	-49
60 +	-52	not given	-15

**QUESTION: "What must general Baptists do to survive and grow?"**

**COMPILATION OF RESPONSES:** Responses are given in three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

**I - DENOMINATION**

- A) **Evaluate the functioning of and restructure the denomination, making all boards and committees accountable to one Executive Director**
- B) **Discern the will of God and establish unity in (and the purpose) of the denomination**
- C) **Improve communication between Headquarters and churches**
- D) **Other restructuring recommendations:**
  - Establish a department to have responsibility for existing churches
  - Contract with Oakland City University for training needed rather than giving 25% of Unified Budget as a grant.
- E) **All items are equally important:**
  - Be open to new ideas
  - Plant new churches in population centers
  - Merge with Free Will Baptist
  - Churches be more accountable to Headquarters
  - Headquarters accept more responsibility for local churches
  - Use Unified Budget funds to help church finance full-time pastor on graduated scale, reducing the UB contribution annually
  - Cut out the politics in headquarters organization
  - Headquarters should not lord over the churches

**II - LOCAL CHURCH**

- A) Pray, discerning God's will
- B) Develop better programs for youth
- C) Evangelize by reaching out to young families and people of all age groups and needs
- D) Improve visitation and follow-up
- E) Combine small churches.

F) All items are equally important:

- Do planning in local churches
- Have all areas represented on denominational boards
- Strengthen existing churches
- Develop greater accountability in local leadership
- Teach what we believe to new converts
- Focus on renewal and revival

### **III - PASTORS**

A) Train pastors, i.e., counseling

Strive for full-time pastors

B) Pastors must preach the Word

Make grants for Pastors going to schools other than Oakland City University

Develop programs to encourage young ministers to remain or be General Baptists.

**REGIONAL REPORT**  
By Internal Consultant, John Comer

**KENTUCKY AND TENNESSEE REGION**  
Dean Jagers, Team Leader  
Compilation of 4 focus group reports  
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**PARTICIPANTS:** 9 Females, 12 males and 10 not given (one other report involving 2 Sunday School classes with no number or gender given) TOTAL of more than 31 persons

**QUESTION: "What must General Baptists do to survive and grow?"**

**COMPILATION OF RESPONSES:** Responses are given in three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

**I - DENOMINATION**

- A) **Discern** the will of God
- B) **Structure** for greater accountability
- C) All items are equally important
  - Direct some funds for small churches rather than all being directed to new ones
  - Merge small churches

**II - LOCAL CHURCH**

- A) **Greater emphasis** on prayer
- B) **Improve outreach, visitation and follow-up**
- C) All items are equally important
  - Keep churches informed about denominational work
  - Find better methods to reclaim church property
  - Have worship that is more contemporary

**III - PASTOR**

Note: Nothing given.

**REGIONAL REPORT**  
By Internal Consultant, John Comer

**CALIFORNIA REGION**  
2 Focus Groups led by Gene Koker  
-----

**QUESTION: "What must General Baptists do to survive and grow?"**

**PARTICIPANTS:** 1 Female and 8 Males

Age range: 18-30 - 0;      31-44 - 0;      45-60 - 4;      60 + - 5

**COMPILATION OF RESPONSES:** Responses are given in three categories. In each category the responses are given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

**I - DENOMINATION**

A) We must be mission minded, more evangelistic, and meet human needs as we serve God and others.

B) All items are equally important:

- We need formally trained pastors
- We need to reach and retain youth and young adults
- All geographic areas of denomination must have representatives on boards
- Denomination needs to get to know and appreciate the pastors

**II - LOCAL CHURCH**

A) We must be mission minded, more evangelistic, and meet human needs as we serve God and others.

B) We need to reach and retain youth and young adults

**III - PASTORS**

Items are equal in importance:

- Denomination needs to get to know and appreciate pastors
- We need formally trained pastors

**SPECIAL REPORT**

By Internal Consultant, John Comer

**INVOLVING YOUTH ONLY**

Three groups in Indiana, Team Leader, Mary Lou Howard

One group in Arkansas, Team Leader, Joe Gaddy

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**QUESTION: "What must General Baptists do to survive and grow?"**

**PARTICIPANTS:** 16 Females and 18 Males - TOTAL 34 All under 18

**COMPILATION OF RESPONSES:** Responses are given TWO CATEGORIES, and given in order of importance determined by the number of times the related issues are found in the top 5-10 priorities of the focus group reports.

**I - DENOMINATION**

- A) Develop a stronger national youth organization
- B) Fund the National Youth Conference so that individual registration is not needed

**II - LOCAL CHURCH**

- A) Develop programs which assist in getting youth to keep Jesus first, read their Bible, and witness to unbelievers
- B) Have special Youth Sundays, Casual Sunday, and hold two services for variety
- C) Do service projects
- 4) Have youth activities regularly
- 5) Use up-to-date music
- 6) Ask the youth what they think more often.

**SPECIAL REPORT**  
By Internal Consultant, John Comer

**INVOLVING 11 STUDENTS OF OAKLAND CITY UNIVERSITY**  
Focus Group led by Rev. Dwight Chapman  
**SOUTHERN INDIANA REGION - Mary Lou Howard, Team Leader**

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**QUESTION: "What must General Baptists do to survive and grow?"**

**PARTICIPANTS:** 11 Males

Ages 18-30 - 5                      31- 44 - 5                      45 - 60 - 1

**COMPILATION OF RESPONSES:** Priority responses were determined by the focus group method and are as follows:

**I - DENOMINATION**

- A) We must be Christ centered in all that we do
- B) We must emphasize evangelism, focusing on youth and young adults, and including a larger youth witnessing program
- C) We need to redefine who we are with clear vision
- D) We need to educate laity to "full time" ministry with adequate support
- E) Our Autonomous structure needs to be reviewed
- F) We need education for ministers and laity
- G) Ordination for ministers and deacons need to be standardized
- H) Pastors need greater support from headquarters
- I) We need more church planting in urban areas
- J) A pastoral networking group needs to be developed

**II - LOCAL CHURCH**

- A) Churches need to be more contemporary and relevant to today, with diversification of ministry, varied worships services, working to meet the needs of the community it serves, and develop good public relations through community involvement
- B) Change churches from transitional to growing
- C) More accessibility to ministries and pastor by members
- D) Combine small rural churches in geographical areas.

**III - PASTORS**

- A) We need to educate laity to "full time" ministry with adequate support for pastors
- B) We need education for ministers and laity
- C) Ordination for ministers and deacons needs to be standardized
- D) Pastors need greater support from headquarters.

## **SPECIAL REPORT**

By Internal consultant, John Comer

### **INVOLVING THE HOME MISSIONS BOARD**

Led by Board Member, Jack Boyer

**QUESTION: "What must General Baptists do to survive and grow?"**

**PARTICIPANTS:** All members of the Home Missions Board; 4 Females and 10 Males  
**Age range:** 18-30 - 1; 31 - 44 - 4; 45-60 - 5; 60 + - 4

**COMPILATION OF RESPONSES:** Priority responses were determined by the focus group method and are as follows:

#### **I - DENOMINATION**

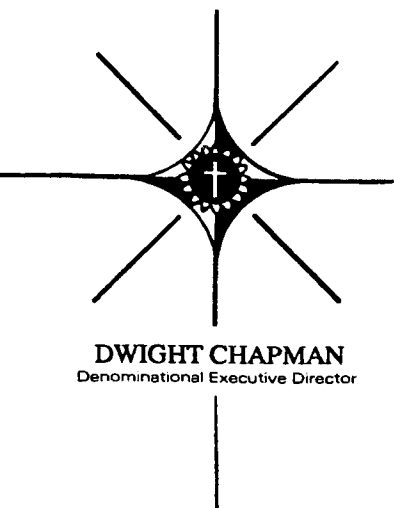
- A) Restructure and streamline all boards and departments, giving Executive Director more authority, developing better working relationships between the boards and departments so that a teamwork mentality prevails and acceptability is required
- B) Seek a genuine spiritual renewal, encourage all individuals to pray and study more and rediscover personal evangelism and train the membership to do it
- C) Strengthen existing churches, through providing training resources for leadership and how to be shapers of their communities, emphasizing youth ministry, and taking responsibility for things as they are and stop passing the buck
- D) Develop unity by restructure of our informational data base so that it is accessible to all boards so there is no duplication of information or work, realign all associations geographically, removing barriers, i.e., racial, income, status, and standardize ordination
- E) Improve communications regarding all plans, promoting the Unified Budget enlisting non-participating churches into the program, and requiring churches to support the Unified Budget in order to attain voting status at the annual General Association.
- F1) Clearly define the denominational purpose and goals by developing a missions statement that drives General Baptists for the next 10 to 20 years
- F2) Develop pride in our heritage among all ages, being mindful that we are servants/children of God and His purpose must be our purpose
- G) Evaluate and re-examine GB mission and methodology of doing ministry, focusing on and changing ministry for today and in the future.

#### **II - LOCAL CHURCH**

- A) Seek a genuine spiritual renewal, encourage all individuals to pray and study more and rediscover personal evangelism and train the membership to do it
- B) Develop pride in our heritage among all ages, being mindful that we are servants/children of God and His purpose must be our purpose
- C) Evaluate and re-examine GB mission and methodology of doing ministry, focusing on and changing ministry for today and in the future.

**III - PASTORS** - Not specifically identified.





DWIGHT CHAPMAN  
Denominational Executive Director

# THE GENERAL ASSOCIATION OF *General Baptists*

■ 314-785-7746  
■ Fax: 314-785-0564  
■ 100 Stinson Drive  
Poplar Bluff, MO 63901

July 1, 1996

Dear Pastors, Clerks, and Delegates,

The General Association of General Baptists will meet in Springfield, Missouri July 16-18, 1996. *Investing Today in God's Tomorrow Through Christian Ministries* will be the theme under the leadership of Moderator, Rev. Ron Austin. The General Association will begin at 2:00 p.m. on Tuesday the 16th and conclude Thursday the 18th by 4:00 p.m.

Two years of "hard work" by the Renewal Task Force (RTF) has given General Baptists a "good honest" look at our present structure. The following pages of information give a summary of the two years of work and the recommendation to be presented at this General Association. The report will be broken into three sections. The consultants, Shawchuck and Associates, will give their report Tuesday evening. The RTF will give their report Wednesday morning before lunch. The delegates will be divided into groups at the beginning of the Wednesday afternoon session to ask questions about the study and the recommendation. The delegates will then be asked to vote on the report of the RTF and the recommendation Wednesday evening after the worship service.

This report is the result of many hours, miles, telephone calls, prayers, and faithfulness of the RTF. I cannot thank them enough for their "endurance to the end" for the sake of the Kingdom and General Baptists. I believe God is leading General Baptists into the 21st Century with a new vision and purpose. I encourage you to continue to pray for God's guidance and direction for our denomination. I cannot help but believe that He has brought us to this place to ask us as General Baptists to renew our commitment to ministry. Rev. A. D. Williams in his famous sermon at the General association in 1893 said, *We need a consecration that shall devote all we are, and all we have, to God's service. We are not our own. We are Christ's. He has bought us with his own precious blood. So all we have is his, the cattle on a thousand hills, the farms we cultivate, the money in our vaults or pockets. The only question is-What would HE have us do with ourselves and all we control? . . . We lack in this direction, or God's ministry would be better supported, God's poor would be better cared for, our children would grow up to a better manhood, Christian Colleges would be easily endowed and supported, young men, instead of fleeing to the Tarshish of medicine, law, or the store, would be fitting themselves for the preaching God bids them engage in, and the process of the church becoming a great mountain and filling the whole world, would be wonderfully accelerated. God speed the day! But, quite as much, since we are here "in Christ's stead," let a consecrated church, in God's name, speed that glorious day.*

I believe that prophetic sermon was for this General Association in Springfield, Missouri in the year of our Lord 1996. What is it God is asking "us" to do TODAY?

Grace and peace,

*Dwight Chapman*

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## RATIONALE FOR CHANGE

Over the last decade, many conversations have occurred related to the lack of growth being experienced by the General Baptist denomination. Many programs and new ventures have been **aimed at changing the trend of declining as a denomination**. Some were successful and some were not.

At the end of a 1993 session where serious dialogue had occurred among the members of the Home Missions Board in an informal evaluation of the denomination's progress, a motion was made to request action from the General Board. In May of 1994 the General Board approved the recommendation, **"requesting that a committee be appointed to study these concerns and to propose a plan whereby the General Association of General Baptists might be more efficient and effective in the stewardship of its resources to the fulfilling of its purpose, under God."**

As a result, the General Board appointed an ad hoc committee **to propose a means to study the denomination** in May of 1994. This action was reported to the General Association in July 1994. The Delegates adopted a plan "that an external consulting firm (Shawchuck and Associates) and an Internal Consultant (John Comer) **undertake an objective evaluation of the General Association of General Baptists** with the expenses of the study to be shared by boards funded through the Unified Budget in proportion to their allocations." By motion and second the body agreed to the recommendation by voice vote. (GA minutes 1994, p 35)

Meetings were held with the denomination's Executive Directors, the University President, and Nursing Home Administrators who were in agreement that the study was needed. **There was consensus that while changes needed to be made there was a need for a greater sense of community among the denomination's leaders.** In a retreat setting leaders **openly recognized existing conflicts and began working to develop a stronger sense of community.** They **discussed areas where work needed to be done and changes could be made:**

- 1) **All Types of Ruralness** (Old rural, Rural mind set in cities, New rural living around cities.
- 2) **Selective Diversity** (Ethnic issues, and serving only GB)
- 3) **Deliverance, Development and Deployment** (Evangelism, discipleship, lay-leadership.
- 4) **Care and Feeding of Ministers.**

An article published in the January 1995 issue of the General Baptist Messenger stressed the systems management model as the approach used to introduce the study. The model included four major areas:

**Mission.** This will address the process to accomplish our business

**Structure.** This will outline the process to accomplish our mission

**Relationship.** This will emphasize the importance of healthy interpersonal relationships in the process.

**Spirituality/Vision.** This will affirm that vision must grow out of our spiritual relationship with the Lord.

The study process, the proposed organization design, and accompanying recommendations have continued true to these principles. The proposed changes

recognize the need for a clear purpose/mission for the national organization of General Baptists. The proposal deals directly with structure and relationships and strongly recognizes the need for vision to grow out of our spiritual relationship with the Lord.

A plan to **expand the planning team by adding clergy and lay leaders** was discussed in the November and December 1994 meetings. In May of 1995 a Task Force of 18 persons was appointed by Executive Director, Rev. Dwight Chapman and expanded to 32 persons at the request of the Board Executive Directors in June 1995. The Task Force included persons both lay and clergy, male and female, from various age groups, with experience on the denomination's boards, with knowledge of the rationale for the study, and persons representing 7 states where 95 % of General Baptists live.

The Task Force now known as the Renewal Task Force (here after known as the RTF) began its work guided by two major themes: 1) **Renewal (spiritual and relational)**, 2) **Organization (study, programs)**.

In order to bring about **spiritual renewal**, the RTF members were instructed to establish covenant groups in their local areas. In order to determine how the denomination was viewed by its people, 72 focus groups involving more than 600 General Baptists in 9 States were conducted by RTF members, Denominational Staff and the Internal Consultant. The focus groups were conducted by asking the question, "**What must General Baptists do to survive and grow?**" This positive question generated important information which can be summarized into themes in three general areas: The Denomination, The Local Congregation, and Pastors.

**Denomination.** General Baptists have said, **we need to restructure the denomination bringing all boards and committees under central leadership of one Executive Director. There must be better team work, a greater sense of accountability, and a reduction in unhealthy political behavior.** General Baptists have said, **we must go before God in prayer with an openness to his leading related to a common purpose for General Baptists and be open to change wherever needed, being willing to step out and follow God's will.**

**Local Church.** General Baptists have said, **we must develop and implement outreach programs targeting people of all age groups and needs; we must be committed to prayer and Bible study; we must give attention to stronger youth programs including programs for young families; we must learn how to market the church and be open to a variety of worship styles.**

**Pastors.** General Baptists have said, **we must establish better benefits, salaries and support for pastors and strengthen programs aimed at the training and educational needs of pastors.**

As General Baptists answered the question, "**What must General Baptists do to survive and grow?**" they gave clear mandates relating to restructuring for accountability, seeking God for direction and purpose, looking carefully at the needs of the local congregation and taking better care of pastors. This gave direction to the study which continued in the form of Listening Sessions open to all

members of every General Baptist Board. Interviews were conducted with Executive and other staff employed at the General Baptist Headquarters, Stinson Press and Oakland City University. **The data from the Listening Sessions and Interviews, supported and expanded the same themes produced by the Focus Groups.**

The information collected was published and made available to General Baptists. The Consultants developed and conducted a Questionnaire Survey which would produce quantitative data based on the more qualitative data produced by the Focus Groups, Listening Sessions and Interviews.

**The Questionnaire Survey produced solid quantitative data calling for change in the Denomination's national organization relative to accountability and working as a team. The data calls for greater attention and assistance directed at the needs of the local congregations particularly in relationship to youth and young families. The data calls for a strengthening of the ways we care for pastors and the kinds of training and education provided for them.**

In response to the data collected from General Baptist people, the RTF tentatively designed an organization with appropriate commentary. New input came from General Baptist leadership offering an improved system of representation directly connected to the local Associations in the form of a Council of Associations. The design was modified to include this information, and sent again to the people at large. Working through local association Moderators, Listening Sessions were conducted across the denomination sharing the results of the process and the tentative organization design. Feed back was collected and reported. While real concerns were voiced, **the report gave strong support to the tentative design. General Baptists speak clearly to the broad strokes of this plan: restructuring to bring about accountability, moving to find God's will, and establishing departments including present Mission Programs and to serve the Local Congregations and Pastors.**

It seems very clear that **General Baptist people want change and they repeatedly call for change in the areas described in the material above.** The RTF continued to have valid and good input from interested General Baptists and some special interest groups. Input was considered and incorporated when the RTF felt: 1) it was appropriate to facilitate a successful transition from our present system to the system being proposed, 2) did not violate the clear mandates which came from GB people at large.

General Baptists live and work in a real world that is changing more rapidly than ever before. The changes often relate to the move from an industrial age to an information age. In order to reach and minister to the church and unchurched of our time we must be aware of the changes in our culture. Scholars and Churchmen are struggling to know about the nature and structure of organizations including religious organizations which function best in our day. **A number of things are very clear. The organization that listens to the customer, its own constituency, and restructures to better relate to its constituency in order to know their needs and to serve them is most likely to survive. Administrative structures which learn to**

**be accountable through partnerships and become a learning organization ready to continue to change in order to better serve its constituency are most likely to survive.** These considerations have influenced the proposed design and can give direction to the future plans for General Baptists.

Please review the proposed organization design, the attached commentary, and the proposed recommendations keeping in mind the rationale expressed in this document.

**PROPOSED ORGANIZATION DESIGN**

Prepared by: **Renewal Task Force**

**GENERAL ASSOCIATION OF GENERAL BAPTISTS**

**COUNCIL OF ASSOCIATIONS**  
-----  
**GENERAL BOARD**  
(of Council of Associations)

**EXECUTIVE DIRECTOR**  
-----  
**LEADERSHIP TEAM**

**INSTITUTIONAL MINISTRIES**  
OCU, Nursing Homes,  
Compassionate Care, Stinson Press,

**ADMINISTRATIVE/FINANCIAL SERVICES**

- GBIF
- MINISTER'S RETIREMENT FUND FOUNDATION
- COMMUNICATIONS
- RESEARCH
- CENTRALIZED ACCOUNTING

**SUPPORT SERVICES**

- MEN'S BROTHERHOOD**
- WOMEN'S CONFERENCE WMB**

**MINISTRIES**

- INTERNATIONAL MISSIONS**
- NATIONAL MISSIONS**
- CONGREGATIONAL MINISTRIES**
- PASTORAL MINISTRIES**

-----  
**RESOURCE NETWORKS**  
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## PROPOSED ORGANIZATION DESIGN

### I - GENERAL ASSOCIATION

The General Association, made up of representatives of the local churches, in its yearly celebration of General Baptist ministry, will give the Council of Associations direction regarding mission objectives, hear comprehensive evaluation of each ministry, approve budgets, elect the denomination's Executive Director and sanction the appointment of all Ministry Directors.

The Council of Associations in consultation with the members of the Leadership Team shall report annually to the General Association regarding the progress and plans of the various ministries.

In addition, the General Association will establish the standards for membership on the Council of Associations, the term limits for serving on the Council, and the formula for determining the number of representatives to the Council from each local association.

### II - COUNCIL OF ASSOCIATIONS

Historically the General Association of General Baptists has been very loosely structured. The body has recognized the need for establishing various departments such as Home Missions, Foreign Missions, etc., and assigning certain functions to those departments. Out of this process there evolved legally constituted boards, each with a certain number of directors. Although directors have been elected by the General Association, and the delegates to the General Association have had the privilege of submitting nominees from the floor, boards have been basically self-perpetuating and the people have really not been equally or fairly represented.

Therefore, it is proposed that a system be employed whereby the people of this denomination have a more direct hands-on participation in the planning, implementing and management of the various ministries to which God has called General Baptists as His people. This will be achieved through the adoption of this proposal whereby the people at the local association level will elect representatives which will be designated as the Council of Associations. This Council will be assigned various functions by the General Association some of which are alluded to in the following recommendations. The matter of election should be taken very seriously and prayerfully inasmuch as the Council of Associations will, on one hand, be representing the people, and, on the other hand, will be a strong deliberative body affecting the ministry of the denomination both present and future. The Council of Associations shall be the parent corporate body for the denomination. The Moderator of the General Association will be an ex officio member of the Council of Associations.



**MEMBERSHIP.** Each local association with two or more churches which is a reporting member to the General Association of General Baptists shall elect its own representatives to serve on the Council of Associations. The number to be elected by each association shall be pro-rated according to the number of individual members. Each association shall be permitted to elect one representative per each one thousand members or fraction thereof. Following is a scale by which membership shall be allocated:

0 - 1000	one member
1001 - 2000	two members
2001 - 3000	three members
3001 - 4000	four members
4001 - 5000	five members
5001 - 6000	six members

In order to maintain continuity, the first number of representatives will be based on the reported number of members to the next association meeting following the adoption of this plan by the General Association. Thereafter, the association will base its representation on the census number each third year. The initial Council of Associations, at the first meeting, shall draw numbers to determine an equal representation for one, two, and three year terms.

**GUIDELINES FOR THE LOCAL ASSOCIATIONS.** The local association will establish a nominating committee of at least three persons. These should be elected for three year terms with one third of the terms expiring each year. The association will establish guidelines limiting successive terms of service on this committee.

**GUIDELINES FOR MEMBERSHIP.** The following standards are suggested to further help facilitate equality on the Council of Associations.

1. Nominees should be persons with a deep sense of Christian commitment toward fulfilling the Great Commission of Christ, and who are visionary toward and committed to the present and future ministry of General Baptists.
2. Care should be given toward equal representation such as clergy-laity; male-female; age groups, etc.
3. Persons submitted for election to the Council of Associations should be available to attend meetings of the Council of Associations and/or other board or committee meetings through the year.
4. A plan should be developed at the local association level whereby representatives are accountable to the association. Inasmuch as local churches

have a voice in all matters at the local association level, it is construed that the Association shall give input and counsel to its representatives.

5. Membership on the Council of Associations will not transfer from one association to another.

6. In order to share responsibility the association will develop guidelines pertaining to the length of time an individual may represent on the Council of Associations. It seems fair that associational policies should be similar. Therefore, it is suggested that representatives be limited to two successive three year terms after which there should be a lapse of at least two years before he/she is eligible for re-election.

7. The association will be responsible for the expenses (travel, food, lodging) of its representatives to the regular meetings of the Council of Associations. (Expenses of those who serve on other boards and committees should be borne by that auxiliary, etc.)

**FUNCTION/RESPONSIBILITIES.** The Council of Associations will meet as necessary to fulfill its assigned responsibilities. At the initial meeting, the Executive Director will act as convener and shall chair the meeting. The Council may opt to elect the Executive Director to continue to serve as chairman of the body or may elect one of the members. In either case election shall be for a period of one year. The Council shall establish two regular meeting dates each year, and shall be subject to called meetings. It shall have all the powers of a deliberative body vested by the General Association, but shall always be subject to the General Association.

The Responsibilities of the Council of Associations shall include:

- 1) The Council of Associations, through its representatives, works to ascertain and establish the needs of the local church and local association toward a broader outreach ministry, and shall endeavor to communicate these needs to those who are responsible for denominational planning.
- 2) The Council of Associations shall function as the communication channel between the local church, local association, and the General Association.
- 3) The Council of Associations shall evaluate the various ministries of the denomination (subsidiary corporations, auxiliaries, etc.) and shall convey to the Leadership Team its findings and recommendations, and shall likewise include such findings in its report to the General Association.
- 4) The Council of Associations shall be empowered to act in behalf of the General Association when the General Association is not in session on

matters which are of an emergency nature and which are not otherwise covered in the constitution and by-laws. However, all such action shall be subsequently submitted to the General Association in its next regular session or ratification.

5) A basic function of the Council of Associations is to be the eyes, ears, head, and heart of the body to enable the most effective means of fulfilling God's will for a people called General Baptists.

### III - GENERAL BOARD

The General Board (of the Council of Associations) shall have twenty-four members nominated by the Nominating Committee of the Council of Associations from among the members of the Council of Associations and elected by the Council of Associations. The General Board shall serve as the Board of Directors of the parent corporate body, the Council of Associations. There shall be no more than one member on the General Board from any one association.

The General Board shall function as the Executive Committee of the Council of Association. It shall organize itself with necessary committees, including a five member Personnel Committee and a five member Budget Committee elected by the General Board.

The General Board shall approve the appointment of Ministry Directors.

The expenses of those serving on the General Board will be paid out of the denomination's Unified Budget prior to its breakdown into ministry allocations.

### IV - PERSONNEL COMMITTEE

The Personnel Committee is comprised of five members elected by the General Board to guide the search process for the Executive Director and for the Directors of the Ministry Departments who are subject to the direction of the Executive Director. The Personnel Committee shall conduct annual and periodic evaluations of staff and of program performance, and negotiate in conflict situations.

### V - INSTITUTIONAL MINISTRIES

The Oakland City University Board of Trustees, the Nursing Home Board, Compassionate Care Board/Commission, and Stinson Press/Book Stores Board (publishing and marketing) shall function as separate institutional units. These units shall elect their board members at the General Association, shall be responsible to and report to the General Association via the General Board of the Council of

Associations, and remain in a communication relationship with the Executive Director.

All of the Boards listed in the Institutional Ministries will function as they presently exist except for the Stinson Press/Book Store Board (publishing and marketing). Its function is now a part of the Christian Education and Publication Board. This board shall be a subsidiary board to the parent corporation, the Council of Associations, and shall select an appropriate name. A contractual agreement for the use of the present property, known as Stinson Press, will be negotiated.

While the institutional ministry boards will select and employ their Directors, President and Health Care Administrators, the General Association Delegates shall have the right to sanction such appointments.

## VI - EXECUTIVE DIRECTOR

The Executive Director is nominated by the Personnel Committee of the General Board, selected by the General Board of the Council of Associations, approved by the Council of Associations, and elected by the delegates of the General Association. The Executive Director reports to the General Board and works with the Personnel Committee in the appointment of Ministry Directors. The Executive Director establishes and maintains strong relationships with the Council of Associations relative to training the Council, vision, long range planning, denominational missions and programs. The Executive Director shall be the Chair of the Leadership Team, leading the efforts of the partnerships among the various ministry departments as a partner in charge. (See Attachment A)

## VII - LEADERSHIP TEAM

The Executive Director, the Ministry Directors, Brotherhood Director, and the Women's Mission Board Director shall comprise the Leadership Team. The Leadership Team shall function in a partnership role with the Executive Director as the partner in charge. This team shall function as a planning, leadership/management body for the General Association of General Baptists. It shall be the team's duty to study, coordinate, and implement the goals, purposes, objectives, and directives of the General Association of General Baptists. The team shall study and coordinate the ministry of each department to maximize the efficiency and effectiveness of the total ministry of the Association. The team, in conjunction with the Council of Associations, submit future goals and objectives along with suggested methods/ strategies for attainment of goals and objectives.

The Leadership Team shall work closely with each subsidiary corporation and the unincorporated support groups of the General Association to ensure that each is organized and assigned specific functions relative to the overall purpose of General Association.

## VIII - BROTHERHOOD BOARD

The Brotherhood Board shall function according to its present purpose and constitution; functioning through its Conference, raising its own support, and electing its own Director subject to the sanction of the General Association. The Brotherhood Director shall be a voting member on the Leadership Team.

## IX - WOMEN'S CONFERENCE AND WOMEN'S MISSION BOARD

Due to the history of its development as a Women's Auxiliary some twenty years prior to recognition by the General Association as a denominational board and the tradition regarding its financial support, the Women's Conference and Women's Mission Board have some unique distinctions which account for the working relationship described herein. The Women's Mission Board functions in a unique relationship with the Women's Conference electing its board members and making decisions regarding the disbursement of the funds raised by the Women's Missionary Societies of the local churches. The Women's Mission Board raises all of its financial support and makes significant contributions to mission work at home and abroad.

The Director of the Women's Mission Board shall be a full voting member of the Leadership Team.

**CONFERENCE AND WOMEN'S MISSION BOARD.** The Conference will govern and give direction to the Women's Board. The Women's Board will plan, organize, and implement its own programs and ministries and will receive and manage its own income and contributions from the Love Gift and the World Missions Endowment.

**WOMEN'S MISSION BOARD MEMBER ELECTION.** A Nominating Committee of three will be elected at the annual Women's Conference. This committee will present nominations for board members and officers at the next annual conference for approval. The board members and the officers will be presented at the General Association for approval.

**WOMEN'S MISSION BOARD DIRECTOR SELECTION.** The candidate (s) for Women's Board Director will be screened and interviewed by the Personnel Committee of the Women's Board. This committee will recommend a candidate to the Women's Board for approval. Upon approval the candidate will be presented at the Women's Conference for appointment. She will be presented and introduced at the General Association for confirmation.

**FUNCTION WITH DENOMINATION LEADERSHIP TEAM.** As a member of the Leadership Team, the Director of the Women's Mission Board will function in an equal capacity as other Ministry Directors. She will be accountable to them and to

the Executive Director, but will be ultimately accountable to the Women's Mission Board, who will conduct an annual evaluation of the Women's Director.

DENOMINATION SUPPORT FOR WOMEN'S BOARD. The Women's Board asks that its portion of the shared cost at the Headquarters be covered as a minimum of support from the denomination's Unified Budget.

## X - MINISTRY DIRECTORS

(International Missions, National Missions, Congregational Ministries, Pastoral Ministries, Administrative/Financial Services.)

Each ministry (listed above) shall have a Director. The Executive Director, in consultation with the Personnel Committee of the General Board, will nominate individuals for the Director of Ministry positions to the General Board of the Council of Associations. The General Board will appoint qualified persons to the Director of Ministry positions and such appointments shall be approved by the Council of Associations and sanctioned by the delegates of the General Association.

## XI - MINISTRY DEPARTMENTS

The following is a general description of the areas of ministry and/or service delegated to the ministry and service departments:

ADMINISTRATIVE/FINANCIAL SERVICES. The services offered through this department will include two units. One unit will manage the General Baptist Investment Fund, Ministers Retirement Fund, and the General Baptist Foundation. The other unit will provide administrative services to the ministries: centralized accounting, coordination of all communication to the denomination, and the necessary ongoing research related to the denomination's progress and future plans.

WOMEN'S MISSION BOARD. (Director Elected by the Women's Board/Conference) The Ministry of the Women's Board shall be to support the missions outreach of the denomination and promote mission education emphasis among women, youth, and children. The Women's Mission Board shall develop and implement ministry programs for women.

BROTHERHOOD BOARD. (Director Elected by the Brotherhood Board) The Ministry of the Brotherhood Board shall be to support the mission outreach of the denomination promoting mission emphasis for men and boys.

INTERNATIONAL MISSIONS. The ministry of International Missions shall be the ministry conducted by the current Foreign Mission Board/Foreign Missions

Society: initiate and implement the mission work outside the boundaries of the United States and to promote the work within the denomination.

**NATIONAL MISSIONS.** The ministry of National Missions shall be the ministry conducted by the current Home Mission Board: initiate and implement outreach programs for church planting, church extension and evangelism within the boundaries of the United States and to promote such work within the denomination.

**CONGREGATIONAL MINISTRIES.** Congregational Ministries shall include the ministry programs currently conducted by the Christian Education and Publications Board (church renewal, youth, family and seniors) and the programs and services currently conducted by the Stewardship Department. Congregational Ministries shall function as a response system to the congregations through the Council of Associations. As such, its mission objectives shall be determined by the congregations. The Director will be authorized to work with the other Ministries and Support Services to plan and offer systemic responses to the congregations.

**PASTORAL MINISTRIES.** This ministry will assume the program and service responsibilities carried out by the present Ministerial Services Board except for the Ministers Retirement Fund. In addition the ministry shall include the Ministers' Home Study Program and other training and educational functions. Other programs which speak to the needs of Pastors will be developed.

## XII - RELATIONSHIP TO SUBSIDIARY CORPORATE CHARTERS

Some of the auxiliaries of the General Association of General Baptists appear to have no specific need to be incorporated while others, for legal and other functional reasons, need to have limited corporate status. This can be achieved by making those which need corporate status subordinate to the parent body with limited powers. Such subordinates would merge assets and liabilities to become subsidiary corporations.

Subsidiary Corporations shall be so structured as to limit their purpose and function to comply with the fulfilling of objectives and purposes of the General Association of General Baptists. They will be empowered to engage only in activities and ministries which are assigned by the parent body, and shall be accountable to said parent body.

Thus the planning and operation of each subsidiary must be aligned with and conformed to the total objective of the parent body through its Leadership Team, General Board and Council of Associations.

Subject to the approval of the new system by the General Association, the Council of Associations in conjunction with the Leadership Team shall study the

various ministries and determine which departments need to maintain corporate status. (See Attachment B)

### XIII - RESOURCE NETWORKS

Ministry departments and support units subject to the Executive Director may be supported by resource networks providing planning, assistance, and consultation. The resource networks will not be constituted as standing committees, but as departmental task forces whose participation will change according to needed expertise, experience etc. Participation on a resource network will not exceed a period of three consecutive years, will generally be short term, and be limited to the duration of a specific study or project. In the case where subsidiary corporations are retained to support a particular ministry they may choose to add the resource network function to the duties of the corporation. When the Corporate Board functions as a resource network it is accountable to the Leadership Team and the office of the Executive Director.

### XIV - FUNDING

A committee of the General Board shall function as the Council of Associations Budget Committee. The Leadership Team shall study the total program and submit recommendations for allocating the Unified Budget. All such budget recommendations shall be submitted to the annual meeting of the General Association of General Baptists for final approval.

All designated funds shall be applied as stipulated by the donor. All profits earned from foundations, and endowments shall be applied to ministries as stipulated, or where no definite stipulation is made, the Budget Committee shall recommend allocations to the General Association.

All profits over and above actual operating expenses earned by General Baptist Investment Fund and Minister's Retirement Fund shall be retained by said entity to be applied to its equity. The Minister's Retirement Fund profits shall be prorated and credited to the accounts of the participants. General Baptist Investment Fund profits shall accrue to its equity toward establishing a stronger financial base. (See attachment B)



## ATTACHMENT A

## PARTNERSHIP AND PARTNER IN CHARGE

The **partnership relationships** shall be guided by the following principles:

Partnership means to be connected to another in a way that the power between the partners is roughly balanced. Partnership includes a direct accountability to the other partners and the partner in charge. This accountability includes the areas of planning and coordination of ministries as they relate to the overall purpose of the denomination. Accountability must be exchanged both vertically and horizontally; demands and requirements flow both ways. Partners have a commonality of purpose, a shared vision, and an understanding of how to complement one another's efforts. Individuals do not sacrifice their personal interests to the larger team vision; rather, the shared vision becomes an extension of their personal visions.

The following are considered essentials in partnerships:

**Absolute Honesty.** Not telling the truth is an act of betrayal. Openness and honesty will be standard practices of the leadership team because all partners have equal right to all information.

**Straight Talk.** Straight talk or plain talk is different from honesty. It is more than words; it includes actions, openness, and transparency.

**Right to Say No.** While there are limits to this, partners each have the right to say no. To take away the right to say no is to claim sovereignty over the partner. If partners cannot say no, then saying yes has no meaning. Partnership does not mean that you always get what you want. It means you may lose your argument, but you never lose your voice.

**Joint Accountability.** Each partner is responsible for outcomes and the current situation. There is no one else to blame. Each partner has emotional responsibility for their own present and their own future. The partner in charge is no longer responsible for morale, learning, or career of his or her subordinates. In order to have the freedom that partnership offers, partners take personal accountability for the success and failure of themselves and their department

**No Promises of Security.** Security comes in many different forms: emotional security, job security and a sense that the organization is headed in the right direction. Partners are responsible and accountable to work toward these ends.

**The Elimination of Status Symbols and Perks.** Status symbols and perks such as reserved parking spaces, an office with furniture more plush than others, and or insisting that one be addressed by titles even in a working relationship are set aside.

**Exchange of Purpose.** In partnership, every level of the organization has the right to know the truth, and has responsibility to help define vision and values. Work and planning processes should include enough time for the purpose to become defined and refined through dialogue with the partners and people at the various levels of the department. Those who do not participate when invited to do so are

choosing some kind of compliance or dependency. They are choosing not to be partners. Partners are then held accountable for that portion of the overall purpose over which they are stewards as understood by the partners of the leadership Team. Partners are also accountable for necessary horizontal and vertical linkages.

**The role of the partner in charge** shall be guided by the following principles:

Partnership does not do away with hierarchy and we still need a partner in charge or "first among equals" People in higher levels do have a specialized responsibility, but not so much for control as for clarity, clarity of requirements and clarity about value-added ways of attending to the ministries and services offered. The partner in charge as Executive Director is directly involved in the selection of persons to be appointed as Ministry Directors. The partner in charge holds a special guardianship relative to the overall purpose of the denomination's national organization. The partner in charge must carefully and comprehensively represent the Church at large to the Leadership Team and to represent the Leadership Team to the Church at large. This requires a strong two-way communication. The partner in charge will chair the meetings of the Leadership Team. In cases where resolution of issues cannot be reached by the council, the partner in charge has the authority to make decisions to bring about resolution or to seek the assistance of the Personnel Committee of the General Board in personnel matters and the General Board in program matters.

Summarized from (Shawchuck and Heuser, *Managing the Congregation*, pp 183-204)

ATTACHMENT B

**GENERAL BAPTIST INVESTMENT FUND AND MINISTER'S RETIREMENT FUND**

Each of these entities were established by respective Boards (General Baptist Investment Fund-Home Missions---Ministers Retirement Fund-Ministers Aid) to provide a ministry for and to individuals and churches. Both were, in essence, sanctioned by the General Association through the reporting process. Neither has received financial support from the denomination. The General Baptist Investment Fund in particular, has assisted the denomination through the provision of a significant amount of money in the form of church loans. Also, the denomination has received considerable assistance through employees salaries, management fees, etc.

Since these two organizations are entities and not auxiliaries of the General Association of General Baptists, and, in fact, belong to the people (minister participants and investors) and not to the General Association, it seems only right and fair that the owners have management and control rights of both corporations. This could be done by organizing them similar to a stock company whereby participants (stock holders) would determine policy as well as elect board members and officers.

It would seem that these two entities could be managed in one office operation, although they would need to be incorporated as separate entities. The same officers (President, Vice President, Secretary/Treasurer) could serve both corporations. It is conceivable that the same board of directors could serve both corporations. However, since there are different owners involved this would require their input and further planning. There could be as few as three directors or as many as desired by the owners.

If these were set out as separate, self-sustaining entities, the owners, not the General Association, would be voting members. Therefore, a report should be given to the General Association each year, but the General Association would have no control or vote in the operations.

This idea should be further explored through the year of transition as the decisions are made regarding the disposition of these funds.

## TRANSITION PRINCIPLES

A) There shall be a duplicate operation at headquarters through the transition for no longer than one year. The Transition Team will work along side the present system and staff to assure that present ministries and operations continue and that the new system is implemented in a timely fashion.

B) The present members of the Renewal Task Force and the Transition Team shall direct the transition implementation until the Council of Associations can be formed and elect its General Board. Local associations are asked to elect their representative (s) to the C of A at their regular or called setting as soon as possible between General Association 1996 and May 1, 1997. (This will necessitate a called meeting for some associations.)

C) The 5 member Executive Committee of the Renewal Task Force will serve as the acting Personnel Committee until the Personnel Committee of the General Board can be appointed.

D) A Transition Team shall be established to guide the transition from the present structure to the organization's new design. The team shall be comprised of the (5) members of the Executive Committee of the Renewal Task Force and an equal number of persons serving in the present Executive Director positions.

E) Constitutional changes, if needed, will be proposed and will be allowed the time required for changes to be approved and implemented. Amendments to the by-law changes will follow the requirements of the Constitution.

F) Since the new design calls for new positions with new job descriptions, and since Ministry Directors will not be employed by subsidiary boards, the present Executive Directors shall be asked to submit their resignations subject to the call of the Personnel Committee. Present Executives may be offered employment in a reassigned temporary position during the transition by the Personnel Committee. Persons now holding positions could of course apply for any position they desire and will be considered along with other qualified persons.

**RECOMMENDATION TO APPROVE THE PROPOSED  
ORGANIZATION DESIGN**

WHEREAS, at its annual meeting in 1993, the General Association of General Baptists authorized the appointment of a committee to undertake an objective evaluation of the General Association of General Baptists and to propose a plan whereby the General Association of General Baptists might be more efficient and effective in the stewardship of its resources in the fulfilling of its purpose, under God; and

WHEREAS, the delegates of the 1994 General Association of General Baptists adopted a plan that an external consulting firm undertake an objective evaluation of the General Association of General Baptists; and

WHEREAS, said objective evaluation is now complete and as a result of the evaluation and in direct response to the information gathered, a plan for reorganization has been proposed and approved by the General Board of the General Association of General Baptists. (See attached Proposed Organization Design)

NOW, THEREFORE, BE IT RESOLVED, that the Proposed Organization Design is hereby ratified and approved in its entirety; and

BE IT FURTHER RESOLVED, that the Transition Team and the Renewal Task Force adhering to the Transition Principles and acting as the General Board of the Council of Associations (until that body can be formed) are authorized and directed to implement the Proposed Organization Design and to prepare such instruments and to do any and all such acts as are or may be necessary or appropriate to effectuate the Proposed Organization Design.

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July 3, 1996

Mr. Dwight Chapman  
Denominational Executive Director  
The General Association of  
General Baptists  
100 Stinson Drive  
Poplar Bluff, MO 63901

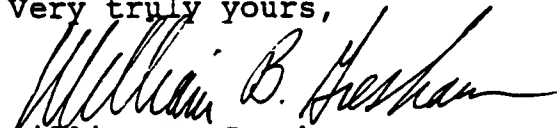
Re: Proposed Changes to Organization of General Association  
of General Baptists

Dear Mr. Chapman:

In the process of considering the proposed reorganization of the General Baptist Association you have asked me to render an opinion as to what, if any, changes will be necessary to the current Constitution and Bylaws which now govern the General Association of General Baptists. Whether the reorganization is accomplished through the process of merger or consolidation, it is my opinion that the existing Constitution and Bylaws of the General Association of General Baptists will not be altered or amended in any fashion. If the recommendation concerning the proposed organization design is approved by the delegates of the General Association, the next step will be the formation of a new corporation which will have its own constitution and bylaws. The constitution and bylaws of the newly formed corporation will be subject to approval by the delegates of the General Association. Until such time as the new corporation is formed and the proposed constitution and bylaws for that corporation have been approved, the current Constitution and Bylaws of the General Association will remain in effect and will continue to be the governing authority for the General Association of the General Baptists. Again, it is my opinion that no changes to the current Constitution and Bylaws will be necessitated as a result of the approval of the recommendation by the delegates.

Should you require any further clarification on this point, please do not hesitate to contact me.

Very truly yours,



William B. Gresham  
Attorney at Law

**General Association of General Baptist Report  
by Dr. Norman Shawchuck  
of Shawchuck & Associates - July 1996**

I count it a distinct privilege to stand in front of you and report to you tonight. I hold all of you to be my real client. During the past two years I have worked with Dwight Chapman, John Comer and the Renewal Task Force. They have been my clients; but I have always looked forward to the moment I could come and stand with you, and say to you what I believe I have seen and learned in the study we have conducted in your denomination. You are the ones to whom I have wanted most of all to make my report. What a privilege — what a distinct pleasure to be with you tonight!

In the study we have done, most of you have been involved at least once or twice in providing information—whether it was through one of the questionnaires we did in the survey, or being in one of the focus groups we conducted across the United States, wherever General Baptists are; or, perhaps you served on one of the ministry boards and were in the listening sessions that we conducted. We interviewed the Executives in Poplar Bluff and several of the staff there; and finally, I imagine many of you were involved in the Associational Listening Sessions that were conducted across your denomination.

Through the processes of listening, I believe we have identified four values that are very important to you. They are values that help define who you are as General Baptists.

One of those values that I became very aware of as I listened to you and read your comments in the questionnaire is your rural heritage. You are a people born out of the mid section of America. You have not left, by very far, your roots and your heritage of ruralness. I like that. I like it basically because I too am a rural person. I live on a little ranch in North Dakota, 10 miles from the nearest town, which is about 43 people. We drive about 80 miles to do most of our shopping. So, being rural is not bad; it is very good.

Secondly, we have clearly seen in the information you have provided us, that you are a faithful people. You are a people that clearly love Jesus with all of your heart. The love of Jesus is important to you. We have heard in your studies, loud and clear, that as a people you desire a deeper spirituality both for yourselves and your congregation. Whatever comes out of the study, this should come out: that you are asking the people in Poplar Bluff to work with you, and to provide (along side of you and your pastors) a way to deepen the spirituality of your denomination.

Next, we clearly heard, over and over again, that you value your autonomy. I was not surprised by that because, after all, you are Baptists. One of the values that makes people Baptists is that they value autonomy. The autonomy of the congregation is something that must never be violated in a Baptist Church. We have worked in our study to make sure we did not, in any way shape or form, do injustice to your sense of autonomy at the local congregation. However, the autonomy of the local congregation in a Baptist Denomination must not pass down to your servants. The boards and agencies which you provide for yourselves and which you support, the executives who work for you in Poplar Bluff and all of your servants, are not autonomous. You are autonomous at the level of the congregations, but the people who work for you are under accountability.

When your boards are autonomous, and your servants are autonomous, you do not have autonomy—you have chaos! So we marked in this study, *Guard and value* the autonomy of each and every congregation.

The fourth value we discovered in our process of listening is how much value you place upon bi-vocational pastors. I have never worked with a denomination who makes larger and better use of bi-vocational pastors. I have met many of them. They are outstanding. They are men of great character. If there are women who are bi-vocational pastors, I'm sorry, but I have not met you. I have met some of the men, however, and see them as men of great character. There are *two things* we know about them—the persons who serve in a bi-vocational kind of work.

*First of all*, they stand in a great heritage—a wonderful heritage. The Apostle Paul was a bi-vocational pastor. He makes it clear, over and over again, that he would rather work with his hands for a living in order that he may freely serve the church. I think that is what your pastors who are bi-vocational pastors do. They have made a choice under the leading of God to work with their hands, or with their minds, to make a living in order to better serve you as congregations scattered across this country. Bi-vocational pastors make a terrific sacrifice to be bi-vocational. They do two jobs at once. They constantly have to balance the stress of being with the family and being with the congregation. Bi-vocational pastors, therefore, must be cared for—especially cared for because they carry a heavy burden. What we have heard in your study and what we have listened to as we talked with the bi-vocational pastors, is that they need insurance. You could care better for your bi-vocational pastors, and all your pastors by providing them with insurance. They need a security plan to keep them when they are old. It is not too much to ask of a denomination that it should support its pastors in this way. I encourage you as a denomination not to let go of the idea that your work is not done until you have put together the kind of plans that will better provide for your pastors.

*Secondly*, the pastors need training. Bi-vocational and full-time pastors need training—life long training. It is the responsibility of the denomination first to provide training programs for its pastors. We live in a world today that is changing rapidly and radically. There is no way to predict the change that will come tomorrow. The changes of yesterday seem almost passé to us today. In the midst of such a rapidly changing society, pastors must learn, grow and sharpen their skills. What worked for us yesterday, in all likelihood, will not work for us tomorrow. What it took to build a General Baptist Church three years ago, or ten years ago, will not work for us today. More than likely, it won't work at all ten years from now either. Pastors must be learners—life-long learners. Lay people must support them in this. It won't hurt if you insist that your pastors be learners.

The Renewal Task Force that was put together from among you, and with whom we have worked for two years, without equivocation, I can say that your Renewal Task Force is as competent and capable as any change team we have ever worked with in any denomination. In the past twenty to twenty-five years my colleague, Gus Rath, my senior associate, have worked with so many denominations that, frankly, I cannot remember them all. We have worked with a lot of change teams—none of them better or more committed or effective than your own Renewal Task Force. I commend them to you and as my consultation to you, I suggest you listen carefully to their recommendations which will be given to you over the next couple of days.



The heart of the plan which they are going to give you —I thought I would give it to you in a nutshell's nutshell— so that when you hear all the long stuff, you could remember the heart. The heart of the plan they are going to give you is basically this: Your denomination will appoint a single board that will rise out from the congregations and be accountable to the congregations through a new Council of Associations. This board, which you will put in place and to whom you will give instructions, will hold accountable all other processes and activities of the church which happen, so that you can have a sense of feeling that someone rising up from the congregations is in a leadership position to keep your best interest at heart — a single board to whom all other boards and agencies will be accountable.

The second piece at the heart of the plan is that you will have an Executive Director in Poplar Bluff who has authority to call all other workers and all other executive workers into accountability. Unless you do these two things, it is my opinion you will never achieve the kind of good ministry you may have as a denomination. This is the heart of the plan: A board with authority rising up out of the congregations, and an Executive Director in Poplar Bluff who has the authority to call all other executives into accountability.

The Executive Director himself (or herself) however, will be accountable to your Council of Associations. We are not looking at a plan that would have everyone accountable *except* the Executive. That would never work—this is not what we are asking. We are asking for accountability to begin with the congregation and work its way through the denomination and then back to the congregation. And, in that accountability coming from you and back to you, we expect that every board, every agency, every executive, every person, should be accountable to the congregations for their quality of ministry.

There are many other parts to the plan. Over the next couple of days you will hear other parts. But, I want to tell you the many other parts of the plan are basically things that are to be done in order to make the plan possible. They are things that need to be done in order to get the plan into place.

I think I owe it to you—I know I owe it to you, as your consultant, to tell you what I think you should do with this plan. It is my recommendation that you adopt this plan in its entirety, and that you take it as the Renewal Task Force presents it to you tomorrow. As they present the plan to you tomorrow, it may not give you everything you want, but I feel secure in telling you if you adopt the plan as it is, by the time you live with the plan two years, (that's about the time frame we are looking at) it will give you everything you want.

Many of you have asked, and you have asked correctly, “Why does the plan that is going to be presented to us tomorrow differ from the plan presented to us in the associational listening sessions?” The plan that we presented to you in the associational listening sessions is still essentially in place. I guarantee you that. The changes that have been made from the associational listening sessions until the plan you will hear tomorrow, are basically changes to facilitate a smooth transition from one plan to another, from the old structure to a new.

Since I have been working for you I have read many of the journals that you read. I was so impressed, so pleased to get the July Messenger and to see in it the prayer that Dr. Kennedy put in as he talked about General Baptist at the crossroads. I was encouraged and delighted in what I saw in Dr. Kennedy's message to you.

For basically I heard him say to you, the General Baptist, in the past, have faced many such cross roads. General Baptists in the past have faced times when they had to make scary decisions to turn themselves in new directions. But, as I read the article again and again, I realized that what Dr. Kennedy was saying to you was that General Baptists have many times stood at the crossroads and always, always acted courageously and have chosen the way that will make the denomination stronger.

From the time in 1823 when Benoni Stinson created your wonderful organization, you and your grand parents have stood at many crossroads. Many changes have confronted you. I'm sure many of them seemed as large to the people then as the plan we are discussing tonight seems to you — for example, when you had to make the decision whether to leave the Messenger in Owenville IN, or to move it to Poplar Bluff, MO, or the time the Association had to decide whether to buy an old hotel building in Campbell, MO in order to launch what is today a very exciting nursing home ministry. He reminds us in his article that in the 1960s, the Association took steps to create a headquarters and to appoint an Executive Director in Poplar Bluff. And, when you out grew that facility, you built new. I suppose all of you have seen the facilities you own in Poplar Bluff. I have been there many times and I will tell you that the grounds which house your denomination and Stinson Press are beautiful. They are works of art and a reason for great pride and joy to say, "Thank God someone in the 60's took the steps so that we can enjoy these facilities today."

Dr. Kennedy says that in the 70's you were faced with the crossroads of great indebtedness on your college, today known as Oakland City University. But, he says, "You would not give up!" You faced that indebtedness and you conquered that indebtedness and today you have in Oakland City a university that any denomination would be proud to own and call its own. You have done it before; you have stood at many crossroads; you have come to this meeting standing at yet another crossroad. I think what Dr. Kennedy is saying to us, is that General Baptists are not afraid of the crossroads. General Baptists are not afraid of change but, in fact, thrive on change.

Finally, I want to say one more thing to you, and I do so seriously as your consultant. Do not table the motions that come to you tomorrow and the next day from the Renewal Task Force. Do not table them! To table those motions is to kill them. You must understand that. When you move to table, you move to dispatch. I can almost guarantee you if you table the motion, you will never hear of them again. To table a motion is a polite way to kill it. Do not do that! It is a cowardly way out! If you disagree, disagree with the motion! If you agree, agree with the motion! Talk it through. Think it through. Wrestle it through, but do not table it! For if you table this, you will have put in the garbage can thousands and thousands of hours which have been put in by hundreds and hundreds of Baptist people in this study. There is too much cost, both in money and volunteer time, to take a coward's way out and table the motion. *Either do it or don't, but don't table it!*

Well, that's enough of that. I don't like giving you this kind of report anyway. What I really enjoy doing more than anything else in the whole world is telling stories. And, so now, since I've got you, I would like to tell you a story. I have chosen this story because I think it fits exactly where you are today. Most of you in the room have heard the story before.

St. John, the Apostle, tells it this way. He says, "There was a man whose name was Lazarus who lived in Bethany with his sisters, Mary and Martha. Mary

was the same one who had anointed the feet of Jesus with very precious ointment and had dried his feet with the hair of her head. And, Lazarus was very sick. When, therefore, Lazarus had fallen very sick, his sisters sent word to Jesus, saying to Jesus, Lord the one whom you love is very sick. But, when Jesus heard it he said to his disciples, this is not a sickness unto death. This sickness is that you may see the power of God and come to believe. Now, Jesus did love Lazarus very much. Therefore, when he heard he was very sick he stayed two more days in the place where He was.” What a line— “Now he loved Lazarus very much, therefore, when he heard he was sick he stayed two more days in the place where he was.”

And after the time had passed Jesus said to the disciples, “Well, come on now for we will go to Bethany.” They said, “But Lord, the last time you were in Bethany the Jews tried to kill you. What are you going to do, go up there a second time so they can finish the job?” But, Jesus said to them, “Lazarus has fallen to sleep and I will go and wake him up.” But, they said to him, “Lord, if Lazarus is fallen to sleep and taking his rest, then surely he will recover.” For they thought that he was talking of literal sleep, but really he was talking to them of death, so He said plainly, “Lazarus is dead and I am glad for our sakes that I was not there when it happened. For now, if you dare to believe you, will see the glory of God.” So, Thomas who is also called the doubter, said to the rest of the disciples, “Well, we might as well all go along with him so that we can all die with him.”

And, so it was that they all came to Bethany. And when they were still outside the village, word came to Martha that Jesus had come. When Martha heard that he had come, she got up and went out of the house and went to the place where Jesus was because he was still outside the village. And when Martha came to him she said to him, “Lord, if you would have been here my brother would not have died.” But, Jesus said to her, “Martha if you can believe, you will still see the Glory of God. Your brother will live again!” Well, Martha said, “I know he will live again in the resurrection on the last day.” Jesus said to her, “Martha, I am the Resurrection and the Life and whoever believes in me shall never die. Even if he does die he will live again. Do you believe this?” Well, she said, “I do believe that you are Christ the son of God and even now God may do whatever you ask him.” Having said this, she left him outside the village and went back to her home and said to Mary secretly, “The Lord has come and is looking for you.” When Mary heard it, she jumped and ran out of the house to go to where Jesus was for he was still outside the village. Now Bethany is a little town about two miles from Jerusalem, therefore, when Lazarus had died many Jews came out to Bethany to be with Mary and Martha in order that they might comfort them. When they saw Mary jump and run out of the house, they assumed she was going to the tomb in order that she may weep there. And so they all went along with her. And so it was that they all came to Jesus for he was still outside the village. When Mary came to Jesus, she fell on her knees and said to him, “O Lord, if only you had been here my brother would not have died.” When Jesus saw her weeping, he too became deeply grieved and moved in his spirit and, *Jesus wept.*

When the Jews saw him weeping, they said to one another, “Look—look how much he must have loved him who died.” Others said, “Huh, could not this man, who has given sight to the blind and hearing to the deaf, not keep him from dying if only he would have been here?”

But, Jesus said to them, “Where have you laid him?” They said to him, “Come and we will show you.” And so it was that they all came to the tomb. Now

the tomb was simply a big cave in which they had put the body of Lazarus when he died, and they had rolled a huge stone in the opening of the cave. When Jesus saw the stone, he stood where he was and once again became deeply moved and grieved in his spirit. And He said to them, "Take that stone away!" But Martha, who had now come and was standing beside Jesus, said to Him, "Lord, if they take that stone away, there is going to be one big stink! He has already been dead four days." But Jesus said to her, "Martha, Martha, how often have I said to you that if you could only believe you could see the glory of God?" And, so they rolled the stone away.

And after they had rolled the stone away, Jesus lifted his face toward heaven and said, "Father I know that you hear me; I know that you always hear me; nevertheless, for their sake I will say it out loud. And having said this, He cried with a loud voice, "Lazarus! Come out here!"

And behold, he who was dead came and stood in the door of his tomb. But, his face was all wrapped in grave cloth, and his hands and feet were wrapped also. When Jesus saw him there in his grave clothes, Jesus said to them, "Loose him and set him free! Loose him and set him free!" "This," said John, "is the last sign which Jesus performed that you and I may see the glory of God and come to believe!"

I have chosen this story for you because I believe it fits so well where you good people are today. This story is about a church being in partnership with Jesus. We see some amazing things. Apparently, in this story, there are some things which Jesus cannot do. When he saw the stone rolled before the tomb, we are told he stood where he was and he asked the others to roll away the stone. Either he could not roll away that stone or he chose not to roll away the stone. I believe he could not roll away the stone. However we see that when, acting in faith, some separated themselves out of that crowd and rolled the stone away, it energized Jesus. In the language of the pop culture, it turned Him on! And, when a moment ago, He was standing still, now He is very active. In the process of rolling the stone away, Jesus catches something of the spirit of the people. It energizes Him! Then, in that energy, He is able to do for them what they can never do. They might roll the stone away, but they can never call Lazarus from the dead. Only Jesus possesses the power to call into the deep tombs of death and have people hear and come alive again. We need to understand that. We are all in partnership with a wonderful God, with a loving Lord and a powerful Jesus who can do for us, and for others, what we can never do. However, there is something we must do. We must be about the business of rolling the stone away—opening up the way that Jesus may work with us!

Another neat thing about this story for me is, Martha makes it very clear that ministry is a stinky business. None of you were a pastor very long, or served on the women's committee or served on the church board very long before you knew that. Ministry is a stinky business. For the very people we are trying to reach all lie within their entombing experiences that have broken their hearts, bent their wills, filled them with fear and hostility, and we are called upon to work along side of Jesus to find these people and call them from their entombing experiences to life again. But, when they come to life again, they all come dragging their grave clothes with them. Jesus calls to life—the church must remove the grave clothes. Jesus brings life—the church must teach people how to live. The church must set them free from their entombing memories—from their many dyings and multitudes of disappointments.

This is one of my favorite stories. I basically make it one of my enjoyments to memorize stories from the Bible. This is always one of my favorites. I decided, “certainly I should tell it to you tonight.” This story is not just a favorite, but it is also very important to me. A few years ago, it became especially important to me when I was in Israel sitting with a group of Palestinian Bedouins and talking about Lazarus. I had just been in the tomb of Lazarus outside of Bethany a day or two before and we were talking about that. One of the Bedouins—one of the nomads I was with said, “Well, you have been to the first tomb of Lazarus; do you know where the second tomb of Lazarus is?” It suddenly dawned on me I had never thought about the fact there had to be a second tomb. If he was resurrected from the dead and he isn't living anymore, there has to be a second tomb. I said, “No! I have never thought of that!” “Well,” they said, “if you will go to Cyprus by the city of Larnica you will find a church by the name of the Church of Lazarus, and under the altar of that church is the second tomb of Lazarus.” A couple of days later, Verna, my wife, and I caught a little plane and went to the city of Larnica and asked the people where the second tomb of Lazarus was. They said, “Sure we'll show you.” One night, about 10:00 PM, we entered that little church, went in down beneath the altar and sat there beside the second tomb of Lazarus.

You know what Lazarus did between his first and second death? You have read it, but it hasn't registered when you have read the book of Acts. Between his first and second death, Lazarus evangelized Cyprus. He became the first evangelist to carry the message of the Gospel to the Island of Cyprus.

Wow! That's good news. It tells me, and I hope it tells you, that there is still life after death—that there is still ministry after resurrection. This is a principle of God that, without death—no life; without death—no resurrection. In all of God's plan of nature, something must die in order for something new to be born.

I have chosen to tell you this story because I believe it speaks directly to your condition tonight. What is true for persons is also true for a denomination. Without death, no resurrection. It is very hard for us to let go of the things we have loved and created. But, even in our churches and denominations, some things must be let go of so that new things may come to life. The abiding promise of God is this: *For all of our 'dyings' and for all of our 'lettings' go, there is always the promise of new life.*

Dear people, Dr. Kennedy is right. You stand at the crossroads today. But I want to tell you, you stand at the crossroads with Jesus! Even as you are looking at your denomination, I have every right to believe that Jesus is also looking at your denomination. As you love your church, so He loves your church. Hear the word of Jesus, “*Loose it and set it free!*”

**RTF REPORT TO GENERAL ASSOCIATION - JULY 1996**

**FIRST PRESENTER:**

A brief but powerful statement answering the **WHY**, giving the rationale for change. This information can be gleaned from Rational For Change but be careful not to spill over into a description of the process... **FOCUS ON WHY THE CALL FOR CHANGE...**

**SECOND PRESENTER:**

Concisely lay out the **results of study..** repeating such words as "WE LISTENED, AND YOU SAID....." (give themes..)

**THIRD PRESENTER:**

As a result and in direct response to the information gathered the RTF designed this organization....  
Present the **Organization Design** with brief and concise explanation pointing out representation, accountability, and team work...

**FORTH PRESENTER:**

Pull together and carefully describe the three major broad strokes of the proposal....

- 1) the new **representation system...**
- 2) **Personnel and Program accountability** through the Leadership team, Executive Director, and C of A
- 3) The powerful call for **team work among leaders**

Giving assurance if these ideas are in place, the new system will allow for dealing with issues and implementing solutions

**FIFTH PRESENTER:**

Explain transition principles and offer assurance that a transition can be made.

**NOTE;** This 5 part presentation deals with the "facts." We move to sell the plan in small groups...

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## FIRST PRESENTER - MARY LOU HOWARD

Over the last decade, many conversations have occurred related to the lack of growth being experienced by the General Baptist denomination. While there has been growth in some churches and new churches planted, the number of members reported and number of active churches is declining. Many programs and new ventures have been **aimed at changing the trend of declining as a denomination**. Some were successful and some were not.

In its 1993 session, the Home Missions Board by motion made a request for action from the General Board. In May of 1994 the General Board approved the recommendation, "**requesting that a committee be appointed to study these concerns and to propose a plan whereby the General Association of General Baptists might be more efficient and effective in the stewardship of its resources to the fulfilling of its purpose, under God.**"

As a result, the General Board appointed an ad hoc committee **to propose a means to study the denomination** in May of 1994. This action was reported to the General Association in July 1994. The Delegates adopted a plan "that an external consulting firm **undertake an objective evaluation of the General Association of General Baptists**. The delegates agreed to the recommendation.

Meetings were held with the denomination's Executive Directors, the University President, and Nursing Home Administrators who were in agreement that the study was needed. There was **consensus that changes** needed to be made.

A plan to **expand the planning team** was discussed in the November and December 1994 meetings. In May of 1995 a Task Force of 18 persons was appointed by Executive Director, Rev. Dwight Chapman and expanded to 32 persons at the request of the Board Executive Directors in June 1995. The Task Force included persons both lay and clergy, male and female, from various age groups, with experience on the denomination's boards, with knowledge of the rationale for the study, and persons representing 7 states where 95 % of General Baptists live.

The Task Force now known as the Renewal Task began its work guided by two major themes: 1) **Renewal** ( establishing covenant groups 2) **Organization** (study, programs).

Focus groups involving more than 600 General Baptists in 9 States were conducted by RTF members, Denominational Staff and the Internal Consultant. The focus groups were conducted by asking the question, "**What must General Baptists do to survive and grow?**" This positive question generated important information calling for change in the following areas:

On the **Denominational level** the change called for **restructuring the denomination** bringing all boards and committees under central leadership; change calling for better **team work**, and a greater sense of **accountability**; and change which would include a **common purpose for General Baptists and an openness to change wherever needed**.

The change must include **taking better care of our Pastors** in terms of better benefits, salaries and support for pastors including their training and educational needs.

The change must include more attention to the **Local Church**, to a system that is driven by the needs at the grass roots level rather than from the top down.

As General Baptists answered the question, "**What must General Baptists do to survive and grow?**" they gave clear mandates relating to restructuring for accountability, meeting the needs of the local congregation and taking better care of pastors.

These themes gave direction to the study which continued in the form of **Listening Sessions** open to all members of every General Baptist Board, **Interviews** with Executive and other staff, and conducted a Questionnaire Survey. The data from these sources **supported and expanded the same themes produced by the Focus Groups.**

It seems very clear that **General Baptist people want change and they repeatedly call for change.**

General Baptists live and work in a real world that is changing more rapidly than ever before. (note: Norm will have dealt with the changing world around us in his report/inspirational information on the prior PM) We live in an information age. As we have struggled to know what changes should occur, some things seem very clear. 1) We have listened and we must continue to listen you the Church members at the grass roots, and 2) leadership must learn to be accountable through partnerships and become a learning organization ready to continue to change in order to better serve the needs of the local church and unchurched peoples of you communities. Change is hard, but you have clearly called for change.



## SECOND PRESENTER - REV. RAY PHELPS

The Renewal Task Force went out across the denomination doing Focus Groups; Consultants conducted Interviews with leaders and staff, Consultants and Staff conducted Listening Sessions with Denominational Boards. We went out and listened to General Baptist people.

### (EMPHASIZING "WE LISTENED AND YOU SAID")

**As we listened you spoke to us** in three major themes:

- Restructure the denomination
- Take better care of the pastors
- Provide quality services to the churches

**We listened and you said** "Restructure the denomination by:

- placing all boards and committees under one accountability structure
- and have all boards and departments work as a team."

**We listened as you said,** "Take better care of the pastors by

- training pastors to be more effective
- and by providing better support systems for the pastors."

**We listened as you said,** "Take better care of the churches by developing a system that can better respond to the local churches in the areas of:

- Evangelism and outreach,
- commitment to prayer and Bible study"
- and we must give attention to youth and young families."

**WE HAVE LISTENED TO YOU AND WE HAVE DONE OUR VERY BEST TO HEAR YOU AND HAVE MADE EVERY EFFORT TO RESPOND TO YOU WITH THE PROPOSAL WE PRESENT TO YOU TODAY.**

### THIRD PRESENTER - REV. JOE GADDY

As a result of and in direct response to the information gathered, we the Renewal Task Force have designed and are pleased to recommend to you a new system for General Baptist which we feel speaks clearly to the issues you have raised.

The **GENERAL ASSOCIATION** will give the **Council of Associations** direction regarding mission objectives, **hear reports, do comprehensive evaluation** of ministries, **approve budgets, elect** the denomination's Executive Director and **sanction** the appointment of all Ministry Directors.

In addition, the General Association will establish the standards for **membership on the Council of Associations**, the term limits for, and determining the number of representatives to the Council from each local association.

The **COUNCIL OF ASSOCIATIONS** will be formed as each local association (with two or more churches which is a reporting member to the G A) elects its own representatives to serve on the C of A. Each association shall elect one representative per each one thousand members or fraction thereof. (scale is provided)

This Council will be assigned various functions by the GA. The Council of Associations shall be the **parent corporate body** for the denomination. The Moderator of the GA will be an ex officio member of the C of A.

The C of A shall establish two regular meeting dates each year, and meet as necessary to fulfill its assigned responsibilities. It shall have all the powers of a deliberative body vested by the GA, but shall always be subject to the GA.

The Responsibilities of the Council of Associations shall include:

1) to **ascertain needs of the local church** communicate these needs to those who are responsible for denominational planning;

2) to function as the **communication channel** between the local church, local association, and the GA;

3) shall evaluate the various ministries of the denomination (subsidiary corporations, auxiliaries, etc.) and convey to the Leadership Team its findings and recommendations, and shall include the findings in its report to the GA.

4) The Council of Associations shall be empowered to act in behalf of the General Association when the General Association is not in session .

5) A basic function of the Council of Associations is to be the eyes, ears, head, and heart of the body to enable the most effective means of fulfilling God's will for General Baptists.

The association will be responsible for the expenses (travel, food, lodging) of its representatives to the regular meetings of the Council of Associations.

The **GENERAL BOARD** (of the Council of Associations) shall have twenty-four members elected by the Council of Associations. The Gen. Board will:

- serve as **the Board of Directors of the parent corporate body**, the C of A.

-function as the Executive Committee of the C of A and will organize itself with necessary committees.,

-approve the appointment of Ministry Directors.

The **PERSONNEL COMMITTEE** is comprised of five members elected by the General Board will:

-guide the search process for the Executive Director and for the Directors of the Ministry Departments subject to the Executive Director.

-conduct evaluations of staff and of program performance, and

-negotiate in conflict situations.

**INSTITUTIONAL MINISTRIES** - The Oakland City University Board of Trustees, the Nursing Home Board, Compassionate Care Board/Commission, and Stinson Press/Book Stores Board (publishing and marketing) shall function as separate institutional units.

These units shall elect their board members at the GA, shall be responsible to and report to the GA via the General Board of the C of A, and remain in a communication relationship with the Executive Director.

The Stinson Press/Book Store Board (publishing and marketing) which now functions as a part of the Christian Education and Publication Board shall be a subsidiary board to the parent corporation, the C of A. A contractual agreement for the use of the present property, known as Stinson Press, will be negotiated.

The institutional ministry boards will select and employ their Directors, President and Health Care Administrators, the GA delegates shall sanction such appointments.

**(NOTE : Joe, here may be the best place to talk about subsidiary corps...)**

*Some of the auxiliaries of the G A G B appear have no specific need to be incorporated while others, for legal and other functional reasons, need to have limited corporate status. The corporate status will be subordinate to the parent body with limited powers, limiting their purpose and function to comply with objectives and purposes of the GB denomination. They will be empowered to engage only in activities and ministries which are assigned. Such subordinates would merge assets and liabilities to become subsidiary corporations.*

*Subject to the approval of the new system, the C of A in conjunction with the Leadership Team will study the ministries and determine which departments need to maintain corporate status.*

The **EXECUTIVE DIRECTOR** is nominated by the Personnel Committee of the General Board, selected by the General Board of the Council of Associations, approved by the Council of Associations, and elected by the delegates of the GA.

The Executive Director

-reports to the General Board

-works with the Personnel Committee in the appointment of Ministry Dir.,

-establishes and maintains strong relationships with the C of A relative to training the Council, vision, long range planning of missions and programs.

-will be the Chair of the Leadership Team, leading the efforts of the partnerships among the various ministry departments as a partner in charge.

The **LEADERSHIP TEAM** shall be comprised of the Executive Director, the Ministry Directors, Brotherhood Director, and the Women's Mission Board Director. The Leadership Team will:

- function in a partnership role with the Exec. Dir. as the partner in charge.

- function as a planning, leadership/management body for the GA,

-developing, coordinating, and implementing the goals, purposes, objectives, and directives of the GA.

The Leadership Team shall work closely with each subsidiary corporation and

the unincorporated support groups to ensure that each is organized and assigned specific functions relative to the overall purpose of GA.

### **SUPPORT SERVICES**

The **BROTHERHOOD BOARD** shall function according to its present purpose and constitution; functioning through its Conference, raising its own support, and electing its own Director subject to the sanction of the G A. The Brotherhood Director shall be a voting member on the Leadership Team.

The **WOMEN'S MISSION BOARD** functions in a unique relationship with the Women's Conference electing its board members and making decisions regarding the disbursement of the funds raised by the Women's Missionary Societies of the local churches. The Women's Mission Board raises all of its financial support and makes significant contributions to mission work at home and abroad. The Director of the Women's Mission Board shall be a full voting member of the Leadership Team.

The Conference will govern and give direction to the Women's Board and will receive and manage its own income and contributions from the Love Gift and the World Missions Endowment. The Women's Mission Board will elect its own board members and officers who will be presented at the General Association for approval. The Women's Conference through its Board shall appoint the Director Women's Mission Board. She will be presented and introduced at the General Association for confirmation.

**MINISTRY DIRECTORS** shall be appointed for each of the following: (International Missions, National Missions, Congregational Ministries, Pastoral Ministries, Administrative/Financial Services.)

The Executive Director, in consultation with the Personnel Committee of the General Board, will nominate individuals for the Director of Ministry positions to the General Board of the Council of Associations. The General Board will appoint qualified persons to the Director of Ministry positions and such appointments shall be approved by the Council of Associations and sanctioned by the delegates of the GA.

The functions of **MINISTRY DEPARTMENTS** are described as follows:

(Those in green are recipients of Unified Budget Monies)

The services offered through the **ADMINISTRATIVE/FINANCIAL SERVICES** will include two units. One unit will manage the General Baptist Investment Fund, Ministers Retirement Fund, and the General Baptist Foundation. The other unit will provide administrative services to the ministries: centralized accounting, coordination of all communication to the denomination, and the necessary ongoing research related to the denomination's progress and future plans.

-----already described-----

**BROTHERHOOD BOARD.** *(Director Elected by the Brotherhood Board) The Ministry of the Brotherhood Board shall be to support the mission outreach of the denomination promoting mission emphasis for men and boys.*

**WOMEN'S MISSION BOARD.** *(Director Elected by the Women's Board/Conference) The Ministry of the Women's Board shall be to support the missions outreach of the denomination and promote mission education emphasis among women, youth, and children. The Women's Mission Board shall develop and implement ministry programs for women.*

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The ministry of **INTERNATIONAL MISSIONS** shall be the ministry conducted by the current Foreign Mission Board/Foreign Missions Society: initiate and implement the mission work outside the boundaries of the United States and to promote the work within the denomination.

The ministry of **NATIONAL MISSIONS** shall be the ministry conducted by the current Home Mission Board: initiate and implement outreach programs for church planting, church extension and evangelism within the boundaries of the United States and to promote such work within the denomination.

**CONGREGATIONAL MINISTRIES** shall include the ministry programs currently conducted by the Christian Education and Publications Board (church renewal, youth, family and seniors) and the programs and services currently conducted by the Stewardship Department. Congregational Ministries shall function as a response system to the congregations through the Council of Associations. As such, its mission objectives shall be determined by the congregations. The Director will be authorized to work with the other Ministries and Support Services to plan and offer systemic responses to the congregations.

**PASTORAL MINISTRIES** will assume the program and service responsibilities carried out by the present Ministerial Services Board except for the Ministers Retirement Fund. In addition the ministry shall include the Ministers' Home Study Program and other training and educational functions. Other programs which speak to the needs of Pastors will be developed.

Ministry departments and support units may be supported by **RESOURCE NETWORKS** providing planning, assistance, and consultation. The resource networks will function as departmental task forces and will generally be short term, and limited to the duration of a specific study or project. Where subsidiary corporations may choose to add the resource network function to the duties of the corporation.

You have information in your packet regarding **FUNDING...**

**We have made every effort to design a system which responds directly to what you the people have told us.....**

.....

(NOTE: Joe, I think this information about funding can be referred to but not spelled out, But if spelled out see below...

#### **FUNDING**

- A committee of the General Board will function as the C of A Budget Committee.
- All such budget recommendations will be submitted to the annual meeting of the G A for final approval.
- All designated funds shall be applied as stipulated by the donor.
- All profits earned from foundations, and endowments shall be applied to ministries as stipulated.
- All profits over and above actual operating expenses earned by Gen. Bapt. Investment Fund and Minister's Retirement Fund shall be retained by said entity to be applied to its equity.

## FORTH PRESENTER - REV. CLINT COOK

And now after the details of the proposed design, lets step back and give attention to **three broad strokes** which we bring to you in this proposal:

**FIRST a new system of representation** through the Council of Associations. Historically the General Association of General Baptists has been structured into nine boards. Although directors have been elected by the General Association, and the delegates to the General Association have had the privilege of submitting nominees from the floor, boards have been basically self-perpetuating and the people have really not been equally or fairly represented.

The new system calls for the local association through its own nominating committee to elect representatives to the Council of Associations. (one for each 1000 members or fraction there of)

The GA will establish standards for members of the C of A and in order to facility equality, we recommend the following

1. Persons with a deep sense of Christian commitment, and who are visionary, and committed to the present and future ministry of GBs.
2. Persons form clergy-laity; male-female; age groups, etc.
3. Persons available to attend meetings of the Council of Associations
4. persons who will be accountable to the association and the local church.
5. membership on the C of A will not transfer from one association to another.
6. each association will develop guidelines for term limits on the C of A
7. The association will be responsible for the expenses of its representatives to the regular meetings of the C of A.

In this system, the people of this denomination are more directly participating in the planning, implementing and management of the various ministries.

**SECOND area**, is that of **one accountability structure** where personnel and programs are accountability, through the leadership team, the Executive Director and the General Board of the Council of Associations to the GA. The description given by Rev. Gaddy gave the details this kind of accountability. Ministry departments will no longer function independently but will all answer to one accountability structure.

**This accountability** is done in part through the **Personnel Committee** of the General Board of the C of A who guide the search process for the Executive Director and for the Ministry Directors conducts annual and periodic **evaluations** of staff and of program performance, and **negotiate in conflict** situations.

The Institutional Ministries are also accountability to the GA through the Council of Associations. It is here that all the system comes together in terms of being accountable with reference to programs and personnel.

**THE THIRD AREA**, is that of **team work**. The proposed system very clearly calls for team work on the part of Ministry Directors and to some extent the leadership of the Institutional Ministries.

Team work is best understood in the concepts of partnerships and partner in charge spelled out in Attachment A.

But, in short it is essential in the team work relationships that there be:

**Absolute Honesty.**

**Straight Talk.**

**Right to Say No.** ( which does not mean that you always get what you want but it does mean you never lose your voice)

**Joint Accountability.**

**No Promises of Security.** Security is related to being responsible that the organization is headed in the right direction.

**The Elimination of Status Symbols and Perks.**

**Exchange of Purpose.** (purpose is defined and refined through dialogue with the partners) Partners are then held accountable for that portion of the overall purpose over which they are stewards.

Partnership does not do away with hierarchy and we still need a **partner in charge** or "**first among equals**".

**The Partner in charge will:**

-as Executive Director be directly involved in the selection of persons to be appointed as Ministry Directors.

-hold a special responsibility for the overall purpose of the denomination's national organization.

-carefully represent the Church at large to the Leadership Team and the Leadership Team to the Church at large, requiring a strong two-way communication.

-chair the meetings of the Leadership Team.

(In cases where resolution of issues cannot be reached by the Leadership Team, the partner in charge has the authority to make decisions to bring about resolution or to seek the assistance of the Personnel Committee of the General Board in personnel matters and the General Board in program matters.)

The new system brings these **three very important concepts** to us:

-A new **system of representation,**

-a new **accountability structure** and

-an expectation for real **team-work** through the Leadership Team.

## FIFTH PRESENTER - REV. DEAN JAGGERS

*Note: this portion of the report was given by Jack Boyer in the absence of Dean Jagers who had to return home due to his mother's illness.*

There remains one very **large question,**

**"How do we get from where we are to the proposed system?"**

We recommend that the following transitions principles serve to give direction to that very important process.

### TRANSITION PRINCIPLES

A) There shall be a duplicate operation at headquarters through the transition for no longer than one year. By this we mean, the Renewal Task Force and the Transition Team will work along side the present system and staff to assure that present ministries and operations continue and that the new system is implemented in a timely fashion.

B) The present members of the Renewal Task Force (see list in packet) and the Transition Team shall direct the transition implementation until the Council of Associations can be formed and elect its General Board. Local associations are asked to elect their representative (s) to the C of A at their regular or called setting as soon as possible between General Association 1996 and May 1, 1997. (This will necessitate a called meeting for some associations.)

C) The 5 member Executive Committee of the Renewal Task Force (those giving this report) will serve as the acting Personnel Committee until the Personnel Committee of the Executive Council can be appointed.

D) A Transition Team shall be established to guide the transition from the present structure to the organization's new design. The team shall be comprised of the (5) members of the Executive Committee of the Renewal Task Force and an equal number of persons serving in the present Executive Director positions:

(Rev. Dwight Chapman, Rev Leland Duncan, Mrs. Sandra Trivitt, Rev. Sam Ramdial, and Rev. Jack Eberhardt).

E) Constitutional changes, if needed, will be proposed and will be allowed the time required for changes to be approved and implemented. Amendments to the by-law changes will follow the requirements of the Constitution.

F) Since the new design calls for new positions with new job descriptions, and since Ministry Directors will not be employed by subsidiary boards, the present Executive Directors shall be asked to submit their resignations subject to the call of the Personnel Committee. Present Executives may be offered employment in a reassigned temporary position during the transition by the Personnel Committee. Persons now holding positions could of course apply for any position they desire and will be considered along with other qualified persons.

(Closing remarks.... by Dean J and Dwight C...)





