



Organizational Behavior

Albert Einstein once stated, *"Out of complexity, find simplicity."* Leadership is one of the most complex and versatile developments from the first century church in Acts to the many 21st century churches that are currently present. Organizational behavior can be defined as the actions and attitudes of individuals and groups toward one another and toward the organization as a whole, and its effect on the organization's functioning and performance. (Daft 2008) in, "Essentials of Organizational Theory and Design stated that, "The key element of an organization is not a building or a set of policies and procedures, organizations are made up of people and their relationships with one another. A organization exists when people interact with one another to perform essential functions that help attain goals".

The primary purpose I will focus on is Organization Behavior in Above & Beyond Fellowship

1. Vision

As the senior Pastor of our church I must constantly keep the vision before the people and set the direction as I hear from God. It takes a compelling vision with a strategic action plan to start everything in the right direction. We have a written vision statement that we constantly keep before the membership on a weekly basis. We have vision casting night where I cast vision twice throughout the year with the entire congregation to keep the vision before them. Our vision statement is, "REACHING SEEKERS, BUILDING BELIEVERS."

(Stanley 2007) stated, "It is the leader's responsibility to ensure that people understand and embrace the vision of the organization. If the student hasn't learned, the teacher hasn't taught. The same could be said of leadership and casting vision. If the people around us don't know where we are going, it's because we haven't made it clear." I have learned through the years that vision leaks, so I try to keep the vision before the people. Vision is what energizes people, gives meaning to work, unifies people, encourages faith and hope, raise standards, deals with change, defines the destination and journey, it makes you dance, it makes you leap, it makes you jump, it

makes you run. I've also learn that you can never over communicate the vision and that without vision people perish.

2. Leadership

As the Senior Leader in our church organization we value leadership and we teach it throughout the leadership pipeline of our church. True leadership is servant-hood and I realize that my desire to serve others must be stronger than my desire to lead others. It is imperative that each leader of an organization realize that in a servant leader relationship, the word servant comes before leader. A great example of this is Jesus who led his disciples, but yet served them by washing their feet. (John 13:12 NIV)

We training our currently leaders twice a month and new emerging leaders once a month. We have established a culture of leadership for all servant-leaders and ministry servants. We make learning leadership a matter of priority at Above & Beyond. (Kouzes and Posner, 2010, Page 120), "The truth is that the best leaders are the best learners. Leadership can be learned. It is an observables pattern of practices and behaviors, and a definable set of skills and abilities. Skills can be learned, and when we track the progress of people who participate in leadership development programs, we observe that they improve over time. They learn to be better leaders as long as they engage in activities that help them learn how." We want to continue to develop leaders who can develop leaders of leaders.

My Leadership Process

I would use a 3D Leadership approach of **Discovering, Developing and Deploying** Leaders for ministry.

By using the biblical model, the Senior Pastor can develop leaders of leaders who can develop ministry servants. When ministry is carried out by teams of people, more work can be done which creates synergy and church wide alignment. When there's church wide-alignment then the Great Commission and the Great Commandment can be lived out. I have used a biblical model of leadership as a Diffusion Theory example of how Jesus, Paul and I would transfer our leadership to ownership to our followers. (**Delegating Duties-Diagram A.**)

Diagram A. (Delegating Duties) The biblical model of leadership multiplication 2Tim.2:1-2

Senior Leadership	Jesus	Paul	Above & Beyond Fellowship Senior Pastor
Junior Leadership	The 3	Timothy	ABF Senior Management Team
Sophomore Leadership	The 12	Faithful Men	ABF Leaders
Freshman Leadership	The 70	Others Also	ABF Ministry Servants

This is a Functional Structure

In this structure the Senior Management Team make all final decisions. The Senior Pastors focus on Macro managing and allow the leaders to micro manage. Just on yesterday our Minister of Music had to fire the drummer, he made the decision because he has that power because we delegated it to him and we trust his God-lead decisions to carry out specific duties. We hope to move to the Multidivisional Structure in the next two years.

My Leadership Style

My leadership style is to be fast and continuous learner. I believe all leaders are learners and I have committed myself to be a lifelong learner. I believe the more you learn, the more you earn. If we overlook the five behaviors of a leader by Whitesel, we will be not be able to lead nor to lead on the next level. (Smith & Wright, Page 2869 Kindle) stated, “Effective leadership is one of the most crucial factors in creating and sustaining organizational growth and health.”

3. Values

Values are basic convictions, beliefs or ideals shared by the members of a culture about what is good or desirable and what is not. I believe values are important to the study of organizational behavior because they lay the foundation for the understanding of people’s attitudes and motivation, and because they influence our perceptions. Our values will influence the attitudes and behaviors of the leaders and ministry servants at ABF. Our values communicate what our organization is all about and what we are willing to die for.

Above & Beyond Fellowship’s Values

We value Prayer, People, Authenticity, Unity, Excellence, Innovation (Change), Leadership, Learning, Church Planting and Site Worship Experiences.

4. Teams

The unity and the synergy of God’s people working together for God’s purpose can be a powerful thing in and through our church organization. Conflict in the church can be a very

damaging element to the body of believers. If the church can work together and be on one accord, we can make a big impact locally and globally with the Good News of Jesus Christ. I can remember vividly when I attended a Willowcreek Community Church Conference in 1998, and I heard Pastor Bill Hybels echo these words, “There’s nothing like the local church, when the local church is working right”. What a statement! It’s amazing to see each member of the body Christ use their gift and the whole church get’s blessed and go to another level of ministry. When non-serving members of the body of Christ sit on their gifts, the entire church gets cheated. One is too small a number to achieve greatness. It takes a team effort. Jesus was not solo in ministry. He had a team of 12 members to help him achieve God’s mission on planet earth. Individuals may play the game, but teams win championships. Our leadership ministry teams work for the greater good of the vision of ABF. We have a leadership team, praise team, finance team, and implementing a problem-solving team in 2012.

(James M. Kouzes and Barry Z. Posner, Page 242) states that, “Through the years, leaders from all professions, from all economic sectors, and from around the globe have continued to tell us, “you can’t do it alone. Leadership is not a solo act, it’s a team effort.” Collaboration is a critical competency for achieving and sustaining high performance and that why every member must be involved in ministry to help us be more effective as a church and to help prevent burnout.

5. Organizational Culture

Organizational culture is often deep-rooted beliefs and values in which an organization shares together. Culture is so powerful because of the impact it can make on a group of people in a particular organization. Culture influences behavior so avidly, it’s what makes the difference when it comes to results. Organizational culture helps to create solidarity and meaning, and inspire commitment and productivity. That’s what makes it so powerful. It’s basically the way we do things around here. (Chad, Copyright 2011, Page 2) states that, “Culture, not vision, nor strategy is the most powerful factor in any organization. Ultimately, the culture of an organization shapes individual moral, teamwork, effectiveness and outcomes.”

Our church has established a culture of winning, change, innovation, creativity, and of learning. So on a typical Sunday at our church we are dressed causal, the music is contemporary, we welcome the arts (praise dance, video, drama, hip-hop gospel) and we are very friendly and extra nice to our guests. That’s our culture, everybody with a happy upbeat Christ-like attitude. (Daft 2011 Page 112) in “Essentials of Organizational Theory and Design” stated that, “Everyone participates in culture, culture generally goes unnoticed. It is only when organizations try to implement new strategies or programs that go against basic culture norms and values that they come face to face with the power of culture.” That’s why I believe culture is a key to organizational behavior.

6. Systems

I think every church must have healthy systems in the Church which would included, Worship, Fellowship, Ministry, Discipleship, Evangelism, Leadership, Stewardship, and Assimilation. Below a list of our systems and how we work in them at Above & Beyond Fellowship.

The Eight Systems below will help our church to live out the Purpose Driven Church Systems.

Worship	(Sunday-Corporate and daily personal worship)
Fellowship	(3 rd Place Connect Group Life every 1 st & 3 rd Week)
Ministry	(Serve were gifted and Needed by your SHAPE in Ministry)
Discipleship	(Fusion 5 & 2/4/5 Refuel Mid-week Worship)
Evangelism	(sharing Jesus with lost people/Marketing through groups)
Stewardship	(A Tithe (10%), an offering, a sacrificial offering, Pastors love gift)
Assimilation	(Keeping those we reach, closing the back door)
Leadership	(Discovering, Developing, & Deploying)

We must have the right people overseeing these systems. I believe in healthy systems and healthy people. (Craig Groesche, Catalyst 2011)I stated, “Healthy churches never happen by accident, they must be created.

I believe you can have the right people, but if your systems are no longer effective you cannot have a healthy growing thriving church. (Smith & Wright 2011) stated, “As a congregation grows, it’s organizational and management structure must also evolve. If these structures do not evolve, the church will cease to progress, and may even die due to an outdated organizational leadership.”

Small Groups

We have small community groups that meet on different nights, days, and locations to help build fellowship, bible studies and community among the Above & Beyond members. From men, to women, to singles, to couples, to single parents, to mixed groups. I like to call group’s safe places where people can pull off the mask and be real.

Our Group strategy is to prayer, study the bible, fellowship, support and outreach. Once or twice a year we have church wide-group studies where the entire church studies the same lesson at the same time. Groups are another way to build teams throughout the ministry. Some of our groups are based on affinity, but we need more groups based on locations and different times.

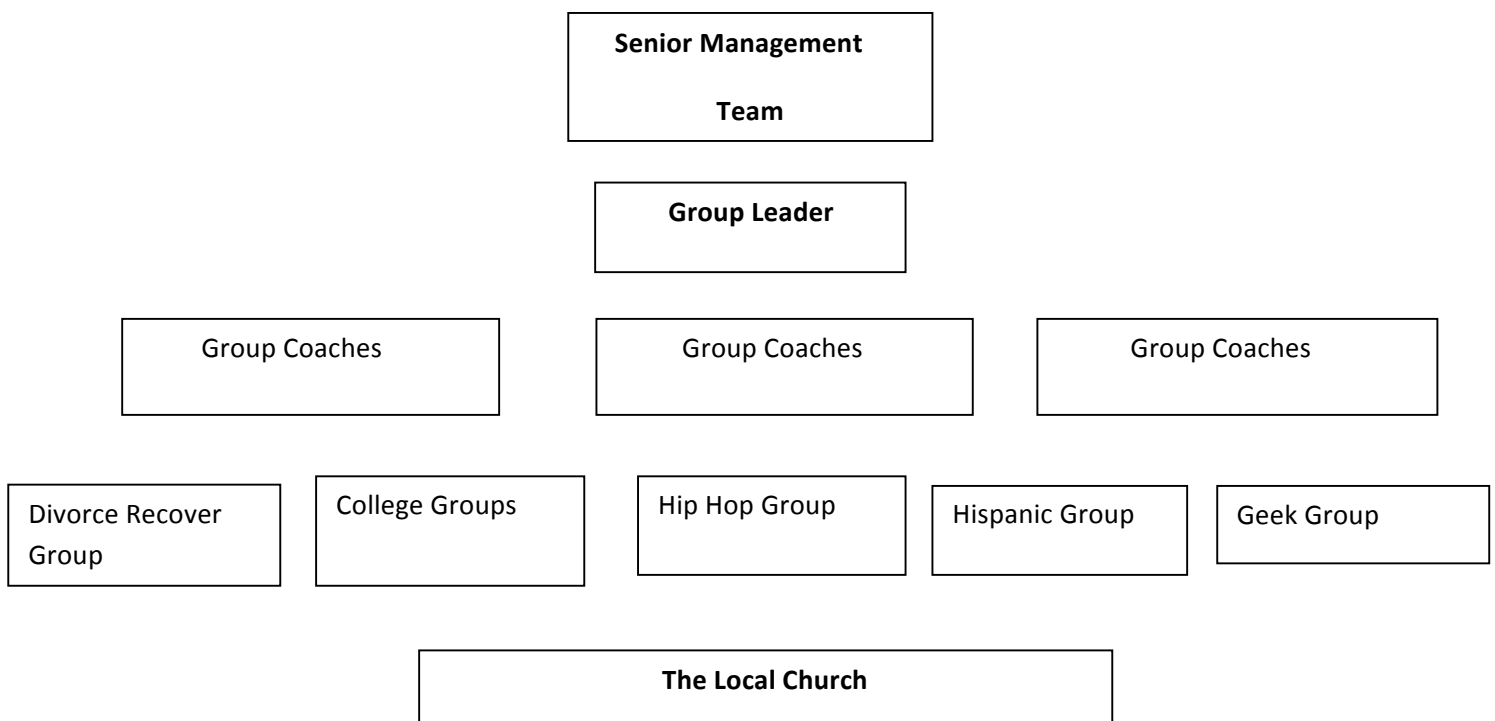
We have a group director who need to establish coaches who can oversee the Small Group Leaders along side of him.

As we establish more groups, in more locations, we can become more than a church, we can become a movement. This is the church becoming missional. Now we can re-connect people back to God not only in our community, but now in our city. These multiple sites and venues will become the new norm in our church. We would have different groups to meet different needs. We would have a Hispanic, Carcauisn group, College group, Hip hop group, Artist group, Geek group, Motor cycle club group, Etc.

Small Group Projects

Small groups consist of community projects, Back to School Supplies drive, Thanksgiving and Christmas Community Events as well.

Sub-Congregational Leadership Flow Chart:



The new organic communities will meet the needs of their cities and reproduce more groups and new churches with the same DNA throughout all the leadership.

(Ferguson, Leadnet.org), states, “the multisite movement is a new thing God is doing. It gives churches desiring to help people find their way back to God. The first option is to grow larger in one location, the second is to start new churches in another location, but the third option is to grow larger in multiple locations. The multisite strategy is the preferred option for most growing churches. Multisite strategies reach more people faster, with higher quality, greater results, and lower cost. With small groups becoming missional movements and multiplying ABF’S DNA in other locations can become a vehicle to transforming a community in need.

Gatherings vs. Moments

Old Team

verses

New Team

Sunday School	Small Groups
Sunday School Books	Group Discussion Lessons
Be Still While I in Still	Play Ping Ball with Lesson
Limited to Sunday	Any day of the Week
Limited to at the Church	Meets in Homes/Coffee Houses
Addition	Multiplication
Stiff	Social

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