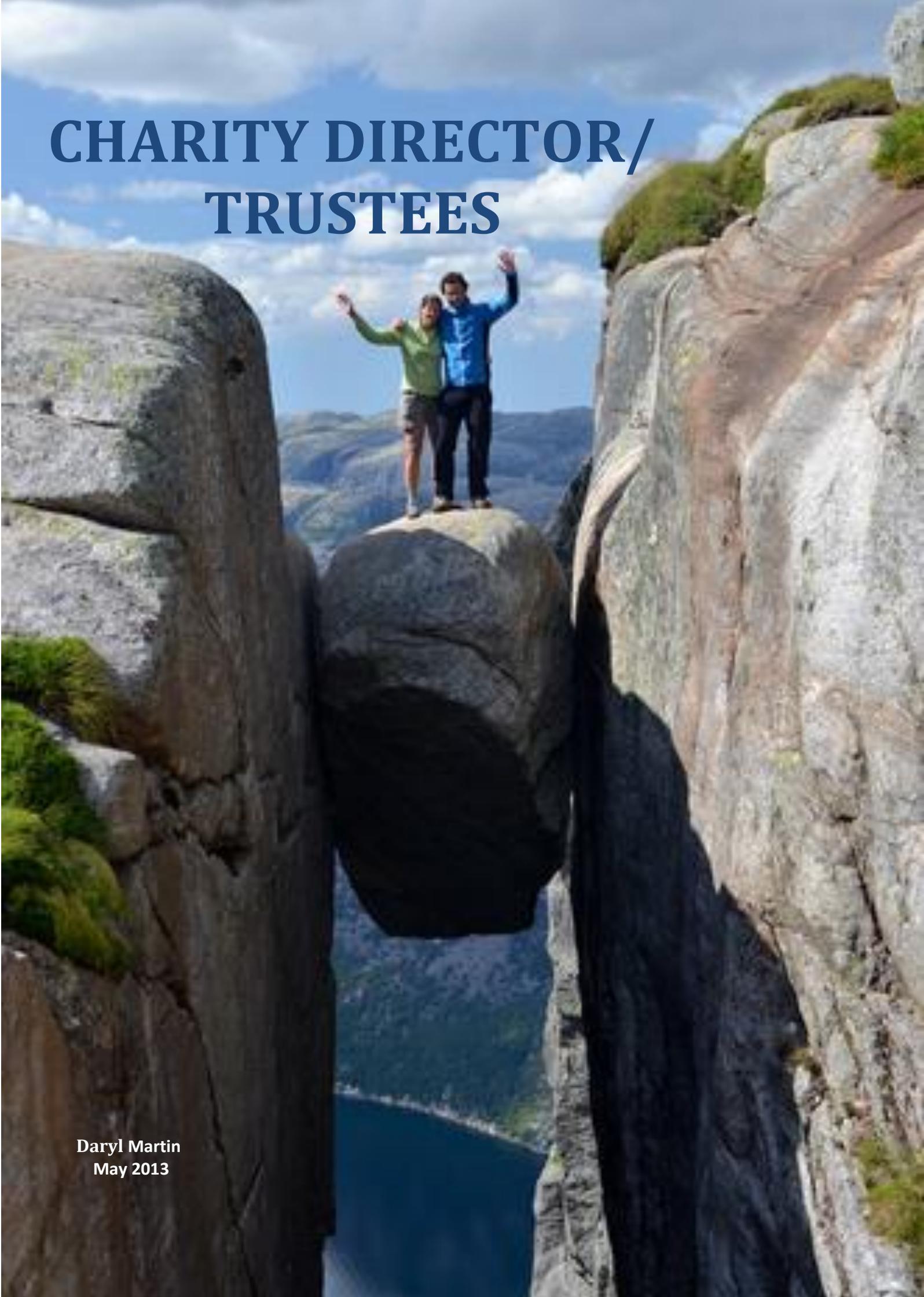


# CHARITY DIRECTOR/ TRUSTEES

A man and a woman are standing on a narrow, flat rock ledge that protrudes from a cliffside. They are both wearing outdoor gear; the woman is in a light green long-sleeved shirt and dark shorts, and the man is in a blue long-sleeved shirt and dark pants. Both have their arms raised in a celebratory gesture. The background shows a vast, scenic landscape with rolling hills, a valley, and a body of water under a blue sky with scattered white clouds. The rock formations are grey and rugged, with some patches of green moss or lichen.

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## INTRODUCTION

These notes have drawn heavily on work carried out by John Carver in his 10 Universal Policy Governance Principles, and Lencioni's Five Dysfunctions of a Team. This paper started off as pure Carver but as I have developed the different strands I have adapted and adjusted some of his and Lencioni's principles and added to them from my own and others' experiences.

If your board is struggling to find an effective way to operate or if you want to measure your board against good practise, you may find these notes helpful.

## A. BACKGROUND:

### 1. Common Board Challenges

- a. Trivial matters consuming available time
- b. Focus on the short term, urgent rather than important
- c. Being reactive rather than proactive
- d. Duplicating staff work
- e. Confusion of roles between board and executive
- f. Doing rather than being or thinking

### 2. All too commonly Governance is

- a. Micro-managing: controlling too much
- b. Rubber stamping staff decisions: controlling too little
- c. Being re-active, trivial or ritualistic (Carver's words!)
- d. Following tradition
- e. Allowing grey areas (lack of clarity between board and staff)
- f. Appointing board members because of prestige or other agendas
- g. Failure to distinguish governance from management.

**Most charities start out with the CEO as visionary and the board is little more than a rubber stamp. In charities that outlive the founder, boards often move into micro-management. (Olan Hendrix)**

### 3. Good Governance is

- a. Holding the vision
- b. Communicating values
- c. Keeping an external focus
- d. Organising around outcomes
- e. Determining what are the big issues
- f. Thinking about the future
- g. Being proactive

### 4. Absolute importance of Board unity & good practise

- a. Deliberating in many voices. Importance of honesty and openness. Robust debate.
- b. Speaking in one voice. Once the decision is made it must be actively supported by every member. Decisions must be respected and accepted.
- c. Self-discipline
- d. Identifying what information is needed to govern – key indicators
- e. Loose/ tight ethos

- f. Effective use of time in board meetings. Time is often limited.

### **5. Key questions**

- a. From whom do we obtain our authority? The owners or members
- b. To whom are we accountable? Same plus other stakeholders
- c. For what are we accountable? The vision

### **6. Expectations must be**

- a. Defined
- b. Delegated. Staff must have maximum freedom within clear limits. Decisions should be made at the lowest level
- c. Checked. Simple key indicators
- d. Control and flexibility is achieved through policy and expressing ends positively or negatively

### **7. The Carver Principles:**

- a. View boards as 'servant-leaders' of owners
- b. Clarify expectations, values and roles
- c. Differentiate between ends and means – Benefits, beneficiaries, cost
- d. Ensure that all board activity is directed towards ends
- e. Means are:
  - i. Anything that is not an end
  - ii. Methods, practises, situations, circumstances
  - iii. Board means are its own job of governing, its procedures and practises
  - iv. Staff means are services, programmes, finances, personnel

### **8. The dangers of adopting the Carver Principles wholesale**

- a. Limiting boards to simply setting ends with no involvement in means can be de-motivational. The board can end up feeling like little more than auditors rather than participants.
- b. The experience of being on the board must be enjoyable, fulfilling, and fun.
- c. There are areas e.g., Finance, Risk, Health and Safety where the board may have joint and several legal accountabilities. This is not an argument for departing from Carver; but we must make sure that we have a robust reporting and accountability system in place.
- d. Always remember; if the Carver principles are adopted the board will be freed from the tyranny of the urgent to do the important work that it is there to do.
- e. Refer to C) below for an alternative view.

## **B. THE WAY AHEAD. SOME PRACTICAL STEPS**

- 1. See the Big Picture:** In essence Carver states that the board should not micromanage. Its role should be policy making rather than operational, leaving operations to the Chief Executive or other designated staff. This is a good principle to follow, otherwise there is likely to be confusion over where the board's role ends and the CE's role begins.

**2. Decisions should be taken at the lowest possible level.** To take an absurd example the board would not be expecting to approve the monthly stationery indent. But I have seen too many boards lose the big picture by focusing on the minutiae of everyday operational issues which should have been clearly delegated.

**3. One size or method does not fit all.** Every charity is unique and has its own way of carrying out its task. Size is an important consideration and in a small charity the board may be the implementers as well as the policy makers, much as they might like to be above having to do the work! Also when everything falls apart, there are times when the board members have to put their shoulders to the wheel and be operational.

As a charity grows in size its governance style and method should be reviewed from time to time. The origin of future failure is often seeded in past success. There may not be a Chief Executive, because of size or other reason, in which case the board will have more operational and managerial involvement and will structure accordingly.

**4. Other Factors.** Personnel, volunteer availability, staff skills, experience levels and other resource issues may help determine the extent to which these principles may be appropriate in your organisation. There will also be certain tasks that the board may decide they should retain operationally. I am not giving examples, but I can think of some.

**5. Mix and Match.** If any of the Carver criteria are violated this does not mean that the board is dysfunctional in any way (although it might be of course). I am taking it that the reasons for not applying Carver criteria are sound (no CEO, inadequate resources etc.), and not poor reasons such as lack of trust, a dominant chair, passive trustees etc. which simply means yet another dysfunctional team is in place. If this is the case, the issues should be dealt with urgently. It is the job of the board (a first job) to consider the extent to which they should be operational and how much can and should be clearly delegated.

**6. The chair's role in meetings.** The chair should make sure that the board's time is well used and that every meeting counts. Papers should be circulated beforehand (and read before the meeting) so that every member is prepared to contribute meaningfully to the discussion. The chair should allow appropriate discussion time and a decision should be made and then acted upon. It is important that when a decision is made, next steps are agreed, and then every board member is required to get behind the decision and help make it happen. Each agenda item should be timed, so that its relative importance is understood and slippage is minimised. Effectiveness lies in the chair's commitment to good process, good governance, good communication (carried out with persistence), patience, humour, care, and integrity. The chair must be on top of practical issues, and set the tone, i.e., all mobile phones, Blackberries etc. to be turned off etc.

**7. Role of the chair.** Since the board is by definition a group of peers, no one has authority over anyone else. However the first action of the group will be to

create a chairperson – a first among equals – to help it stay on track. Whilst each board member continues to take responsibility for the board’s group behaviour, the board grants the chair extra authority to make rulings that keeps the board on track. The chair is truly the servant-leader of the board (Carver 1999).

- 8. The chair in relation to the CEO.** It is usually expected that the chair has authority over the CEO, but only the board has that authority and exercises it through carefully crafted policies. It may be positively harmful for the chair to tell the CEO what the board wants; the board must speak for itself. Both the chair and the CEO work for the board as a whole but their roles do not overlap as they each have authority in different domains. The chair’s job is to see that the board gets its job done. The CEO’s job is to see that the organisation gets its job done. Advice is a concept often used carelessly. It can be well intended but in practise can it be seen as direct instruction? Advice can be rejected, so the question to ask is, can that advice be rejected or must it be acted upon? If there is any doubt clarity of relationship will be undermined.

**In practise I can see an important mentoring, caring role of the chair in relation to the CEO, but this is quite outside any authority structure. Someone should be looking after the CEO who after all is one of the board’s main assets, and the chair should make sure that this is done.**

- 9. Board’s interface with the staff.** It is important that staff clearly understand the board’s relationship with them and the CEO. I have seen situations where certain staff have been allowed to bypass the CEO and report directly to a board member. If this is done for good reason, fine, but if it is to keep the peace it’s dysfunctional and dangerous. If it is done, there must be a clear rationale and a clear understanding of the implications.
- 10. Role of the Treasurer:** Board Treasurers commonly threaten CEO accountability, but we must remember the one voice principle. Treasurers should not be exercising authority over staff or any staff function or department. If they do have to do this, it should be ‘under’ the control and direction of the CEO.
- 11. Board members should define their roles and their involvement in activities.** They should take care when stepping outside their roles. However they should remember that boundaries have fences and fences have gates and gates should not be kept locked all the time. Don’t lose the keys. Ryan Chait and Taylor have developed a model of governance to embrace three key areas: Financial (Stewardship), Strategic and Generative. They say that good boards will be involved in all three areas, rather than being bystanders as in the Carver model. They suggest a fundamental shift to seeing governance as leadership (servant leadership). See section C) below for more detailed notes.
- 12. The place of committees.** Traditionally committees are often created to assist or advise the CEO or staff, Personnel, finance, property etc. Such committees, especially if they are headed up by a board member can interfere with the CEO’s sphere of accountability or authority and can damage the board’s ability to hold the CEO accountable. If a board member is needed

because of a particular skill or ability he should be there not on behalf of the board or even reporting to the board, but wearing a different hat, one that is accountable to the CEO.

- 13. Board skills.** Carver requires that board members be appointed for their expertise relevant to governance not management: able to take a long term perspective, able to cope with diversity but abide by board decisions. I agree with this, to a degree. Others require that members are appointed because of their financial or legal or other skills.

**Skills can be helpful but it is absolutely essential that board members are appointed because they are tried and trusted and called to do the job, without any agenda of their own.** I have seen too many boards fail because of lack of trust or personal ambitions. Skills can be bought in; character can't, and character and integrity is more important than skills. Look out for good role models, people generous with their time and their money. They will set the tone and will be examples. One way or another, these people will serve as examples, culture builders, coaches, enforcers, peacemakers, managers, consultants, mentors and so on.

- 14. Future versus Past:** Carver warns against being pre-occupied with the past and says that the main focus should be on future goals and events. I agree that too many boards focus on the past when they should be looking forward. Nevertheless an understanding of history and outcomes is important. We need to ensure that we have learned the lessons, good and bad. Otherwise there is a danger of mistakes being repeated. Rather than spend a lot of time in meetings monitoring data about the recent past (financial reports etc.) information should be sent to board members in good time before the meeting, so that discussion is kept to the minimum.

## C. GOVERNANCE AS LEADERSHIP

(Drawn from Chait, Ryan and Taylor)

They speak of 3 elements of governance:

1. **FINANCIAL:** Concerned primarily with Stewardship
  - a. Ensuring faithfulness to the objects or the mission, resources are deployed effectively, accountability for performance, and ensuring legal and regulatory compliance, including risk
  - b. Much of this will be achieved by probing and challenging questions and testing assumptions, reviewing budget process and regular review, overseeing the work of the CEO
  
2. **STRATEGIC:**
  - a. Setting the strategic direction and approving the strategic plan developed under the direction of the CEO.
  - b. Ensuring that resources are appropriately and effectively deployed.
  - c. Regular progress reviews
  - d. Engage with the CEO and team on strategic thinking
  - e. Build a strong supportive relationship with the CEO and operations team to ensure that the whole is undergirded by mutual respect and understanding

3. **GENERATIVE:** Concerned with making sense of the environment (cultural, technological, economic etc.)
  - a. A means by which the operations team can utilise and benefit from the rich store of wisdom, experience and skills and expertise that board members possess.
  - b. Board acting as a sounding board, providing a forum for discussion, testing ideas, looking for alternatives, helping to find answers, looking at new approaches etc.
  - c. This will require an open, healthy and trusting relationship between the board, the CEO and the management team.
  
4. **THOUGHTS ON CHAIT, RYAN & TAYLOR**
  - a. There are some important issues to consider. My fear is that if the board is going to be based more on Chait than Carver, unless it is very well structured and coordinated it could end up as a talking shop, with the real work going on somewhere else.
  - b. There is enough in Carver to enable the board to find a significant and fulfilling role without having to be found something to do to keep them out of mischief. I think the box between 3.13 and 3.14 above gives a board member plenty of opportunity in a relatively unstructured way.
  - c. Remember too that board members are often busy people, chosen because they are in the thick of things. Too much structure and expectation to deliver papers and project involvement could drive away the very people you want to attract.

## **D. CHURCHES AND OTHER CHARITIES WITH A SPIRITUAL DIMENSION**

1. **LEGAL POSITION:** The position is the same as for a secular charity. I often wonder whether a strong leader who makes the decisions would be regarded as a 'Shadow Director' by the CC. I've seen no evidence of this. With a company charity it's always on the cards.
  
2. **PRACTICAL POSITION:** Prior to the regulation of charities which effectively began with the 1993 Charities Act, the spiritual leaders were generally let to get on with things, leaving the trustees with a relatively passive role. Since then increasing regulation and risk has meant that trustees are expected to play a far more significant role in the governance.
  
3. **HOW TO INTEGRATE THE TRUSTEES AND THE LEADERS:** This pathway is heavily mined and if a church does not have an effective system in place, the casualty rate can be high and painful. I speak from experience and observation. It is useful if the governing document contains an appropriate 'Spiritual Authority' clause. This makes it clear that whilst the trustees are tasked with certain areas, the leaders are appointed to run the church. When things are going well, this isn't usually a problem, unless there are relational issues, but when serious problems occur there is scope for collision. My considered view is that the trustees

are there to facilitate and empower and serve the leaders. If they come to a position where they are unable to do this, perhaps because of lack of trust or confidence, they should seriously consider whether it's time to stand down. This may not always be possible and Christian principles of grace and forgiveness, openness and understanding must be there in copious dollops.

## **E. THE FIVE DYSFUNCTIONS OF A TEAM**

**Taken from Lencioni's book.** As I travel around looking at boards of charities and other teams, it is clear that most of the issues that arise are relational. People have their own agendas, the leader is not sufficiently secure in himself and that dreadful term 'control freak' is on people's lips. Leader is too strong, too weak, or there are people vying for control. The chair is usurping the CEO, or the CEO is dismissive of the chair.

A grasp of the principles set out by Lencioni is absolutely vital for any team to be successful.

These are the Five Principles in order of progression:

1. Absence of Trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of accountability
5. Inattention to results

It's important to understand how one stage leads into another and how the leader and team members can work together to ensure a high functioning team. The book is worth studying and more detailed notes are set out below. Some of the material is also built into the preceding notes at appropriate points.

### **1. ABSENCE OF TRUST**

High trust levels mean that there is no reason to be protective or careful within the group. Team members are comfortable being vulnerable with one another, and weaknesses, mistakes, skills deficiencies and requests for help are clearly evident. No need for politics! Without trust, energy is spent on saving face, avoiding risk; meetings drain energy rather than create it. Tools to help overcome this dysfunction: Personal history exercise, Team effectiveness exercise, Personality profiling (i.e. MBTI). The team leader must set an example of vulnerability without manipulation. Vulnerability must not be punished.

### **2. FEAR OF CONFLICT**

Trust makes conflict possible. People will not engage passionately unless there is high trust. Conflict can be designed to create the best solution in the shortest time. If we don't share what we really think to avoid hurting people's feelings this can damage effectiveness and there's no buy in. Disagreement ends up being expressed behind the scenes which is dangerous. Overcome by admitting that conflict is productive and its

'natural' to try and avoid it. (Opposition is the highest form of friendship - Wm Blake. Discuss.) Other tools: mining, (someone who is sensitive and probing to call out issues from others), Real-time permission, (even if it's hard it's necessary). The leader must show restraint when conflict occurs and not try to close it down, however messy it gets. Might seem like the leader has lost control at times

### 3. **LACK OF COMMITMENT**

Commitment comes with clarity and buy-in. Even those who voted against a decision must be able to move forward with total commitment for the good of the team. There are 2 main barriers to commitment; lack of consensus: reasonable people don't need to get their own way to support a decision, but they have to be genuinely heard and considered. In an impasse the leaders are allowed to make the call and be supported. The second barrier is uncertainty. Sometimes a decision is better than no decision which can lead to drift. You can usually change direction later. Conflict helps the quality of the decision because it brings everything onto the table. Lack of commitment at the top has big consequences everywhere else. It creates ambiguity, opportunities are lost, and there is a lack of confidence and fear of failure. (Discussions and decisions are revisited ad infinite item) Overcome by maximising clarity and buy in, resist premature consensus, Good system to cascade communications and implementation with time frames. Good contingency, worst case planning. Leader must be comfortable with making a wrong decision without hiding it, and be able to push the team for a decision. Don't worry overmuch about certainty or consensus.

### 4. **AVOIDANCE OF ACCOUNTABILITY**

This refers to the willingness of members to hold one another accountable for performance or behaviours that might hurt the team. People avoid this because they can't cope with conflict or hurting one another. (We are all so much nicer than God!) Failure to hold one another accountable leads to resentment, which is more harmful than confrontation. It also leads to mediocrity with missed deadlines and key deliverables. Peer pressure is so much better at maintaining high standards than bureaucratic systems, and keeps pressure off the leader. A team that practises accountability will improve (or remove) poor performers, identify issues and problems, and avoid complex bureaucracy. Overcome by publishing goals and standards: who, how, what, when. Simple and regular progress reviews are important; how does each person measure up? Team rewards are important. No prima donnas. Leader should let members hold one another accountable in a safe, healthy environment, and be willing to step in when necessary.

### 5. **INATTENTION TO RESULTS**

Greater priority is given to individual goals rather than corporate. Team status and individual status is more important than team results. The team will stagnate, fail to grow, lose high performing people from the organisation, and is easily distracted by the latest fad or problem. Overcome by being open about goals and progress and their importance, a

leader's job is to set the tone, focus on results, reward good performance and real contribution to team and goals.

## **F. PERSONALITY PROFILING:**

A significant chunk of my life is spent travelling round the country to talk to groups of trustees, pastors, leaders, managers about the dynamics of working together and how to construct effective relationships. People fall out and teams become dysfunctional when individuals no longer like or appreciate or understand one another. A common aim or vision can only take us so far. In a commercial environment fear of losing one's job or income can carry us a long way, albeit unhappily at times, but, when we are working as volunteers and using valuable, scarce discretionary time the stakes are higher. We'll take only so much, and then we back off. This is why everywhere I go I am told: this is a town/ city known for church splits. I've heard that so many times now that I conclude that everywhere you have people working and building together, if they don't take care how they build, there's potential for a parting of the ways and it happens again and again.

The principles developed by Lencioni are a valuable aid to keeping a team sweet. But now I'm going to look at a couple of other important tools that have stood the test of time. One tool began to be developed in around 400 BC; the other is taken right out of the New Testament; so it's 400 years younger. The first tool is a Stone Age axe. No of course not, that's the weapon of last resort tempted as you might be at times. First I want you to consider the work that Hippocrates did on Personality Profiling. Someone had made the startling discovery that people are all different and that's why we find it so hard to get on with one another; we want everyone to be like us and they aren't. When they began to look at this, they found that everyone fits more or less into four groupings which they named: Sanguine, Choleric, Melancholy and Phlegmatic.

**SANGUINES:** High energy, fun loving, outgoing people, happy camper sort of person. Sanguine is the same as optimistic.

**CHOLERIC:** Naturally goal oriented, lives to achieve, great organiser, task focussed. The downside of course is that they can be dictatorial, bossy, and manipulative. But they will get the job done.

**MELANCHOLY:** Quiet, deep, thoughtful, artistic, striving for perfection. If it's worth doing, it's worth doing well. (I blogged a while ago on the importance of Ready Fire Aim, rather than Ready, Aim, Fire. This could cause a melancholic physical pain, whilst, to me a Phlegmatic it's an obvious approach.)

**PHLEGMATIC:** These are more balanced, contented, keen to keep everyone on side, caring, and natural pastors.

Over the years there has been a lot of teaching on this subject. Larry Crabb writes about Emotional, Volitional, Rational and Personal. Trent writes about the Otter, the Lion, the Beaver, and the Golden retriever. But in the end they all come back to the four basic personality types first described 2,500 years ago. They could be summarised thus:

SANGUINE	Popular	Emotional	Influencing	Socialiser	Expressive
CHOLERIC	Powerful	Volitional	Dominance	Director	Driving
MELANCHOLY	Perfect	Rational	Cautious	Thinker	Analytical
PHLEGMATIC	Peaceful	Personal	Steadiness	Relater	Amiable

You, dear reader, will fit into one of these categories. There are tests that will help you determine where you are if you're not too sure of your fit. (If you aren't sure, it could be that you are float between two or more categories.) The tests are a simpler version of Myers-Briggs. I'm a great believer in Myers-Briggs, which is a great tool for helping teams to understand one another and work together without resorting to the Stone Age axe. I see this as a simple way to help us understand firstly ourselves and then one another.

There are two important benefits when we understand our personality. First we can be a little more comfortable with who we are. God made us this way. I'm (mostly) phlegmatic. This means I have certain rock like qualities, I relate well. I can anchor a team or group and help it to be a safe place to be and grow. On the other hand I'm not artistic; I'm not the powerful driving force that will build a big business or a big church. My church will be gentle, friendly, caring, also chaotic at times and very flexible.

Secondly, we can begin to understand why people in other categories can really get up our noses. Imagine the Choleric, used to high standards, tight deadlines, having to encompass the social sanguine, who is never in a rush and wants to make friends with everyone he meets on the journey. He will get frustrated with the melancholic who gets depressed when she can't meet her very high standards of perfectionism, and wants to analyse everything that's going on around her. (Forgive me attributing gender; I suspect that choleric tend to be male, but I'm well aware of where Margaret Thatcher would undoubtedly have slotted in. I'm tempted to go off on my theory that we are all a mixture of male/female in different ratios but I'd better not go there right now. Oh, and melancholics might tend to be female, but I can think of many male melancholics.)

So, where is all this taking us? Simply this; the leader of the pack might well be a choleric, with a high sense of calling and vision. He is gifted with a good sense of strategy and he is a skilled communicator. He will gather around him people, men and women who are quite different but who, for different reasons want to share the journey with him. He has to understand their different temperaments and how they respond in different situations and how they work together as a team. Also he has to have a clear vision of what to do with other choleric who jump on board. The danger is that, like an alpha male, he will see a threat and seek to neutralise it. A threat might exist, but often it doesn't and he will weaken himself, the work, and his credibility if he is unable to find a way to work with all temperaments including other choleric.

During a recent briefing I mentioned a church I knew that had grown from 50 to 400 in 4 years. The minister of the group I was working with asked what the

secret was, his church being nearer 50 than 400. I told him that first he had to become a choleric personality with the drive and the strategy to be able to grow quickly. He looked to me more like a phlegmatic. "I can take you to a church that 10 years ago had perhaps 100 in the congregation. The leader was a phlegmatic, and over 10 years it grew slowly to around 500"; very pastoral and caring. Possibly there might have been a bit of choleric tucked away in the mix somewhere. Who knows?

To tidy up, and add to that last remark, most of us have one dominant and one secondary type, with perhaps bits of the other 2. I think I have a dominant phlegmatic, a secondary sanguine, but I have bits of choleric which I seem to hold in reserve in case there aren't any dominant choleric around. (I recall an occasion when I took strong control over 2 dominant choleric. They were battling each other for supremacy and were surprisingly happy to submit to me to achieve a win win)

Now, there's a lot more I could write about this system, but I hope I have made my point. There are plenty of books if you want to research and understand more of this. I particularly like the work Florence and Marita Littauer have done on this subject, relating it to almost every area of life from marriage, teaching and home schooling to friendship and hospitality. Their work on church issues is particularly valuable. (What personality was Jesus I hear you ask? Read the book and find out)

## **G. FINALLY, WHAT DOES THE BIBLE SAY ABOUT HUMAN RELATIONSHIPS?**

I've left this 'till last but to me, it's of absolute importance that the following principles are understood and enshrined at the heart of whatever work you are engaged in. If you are a Christian this should be second nature (but mostly isn't!). If you aren't a Christian, you still need to understand and apply these important rules in every area of your life.

The principle is enshrined in Matthew 18. Verse 15: If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. But if he does not listen take two or three others along, so that every matter may be established by the testimony of two or three witnesses. If that doesn't work, it's time to involve the church.

I wonder how many church splits would have been avoided, how much pain and hurt and shattered dreams would have been avoided if only we had followed these so simple rules set in place 2000 years ago.

The church today generally lacks understanding of Matthew 18. I went to a church of 400 recently and spent the day there. I asked the senior minister how they maintained good relationships in the church and how they managed difficulties. He simply said, 'we follow Matthew 18 to the letter'. There was a good atmosphere there and I believed what he told me, in front of 20 or so other leaders who didn't seem in awe of him. I'd follow a man like that any day. I went to another church, much smaller and when I read through their governing

document written 80 years ago I saw, clearly stated, 'order in the church will be maintained by clearly following the guidelines laid down in Matthew 18'.

Everything else is gossip, and gossip destroys trust faster than anything. (I think leaders are often more guilty of gossiping than any other group, putting it down to pastoral work and the need to know what's going on in the flock.) Matthew 18 is underrated and under used but if you think about it, it underpins all of Lencioni's work; being open, honest and transparent.

If you haven't been doing anything apart from pay lip service to Matthew 18 in your organisation (we all say we do it!), it's hard to make the shift and bring in a culture of honour and openness, speaking the truth in love. Nevertheless it will pay rich dividends so make the effort.

**TO SUMMARISE:** It starts with the leader who must make sure that a 'Culture of Honour' where every individual in the organisation is valued and honoured is firmly established, even the awkward brigade who don't quite fit (but who, properly harnessed, can make a huge beneficial difference). This starts at the top and must be evident everywhere in the organisation. Danny Silk has done some good work on this.

**FINALLY: Remember there is no perfect model.** It is what is right for your organisation, having regard to all relevant factors. The simpler way is likely to be the more effective way.

This is very much work in progress; please send me any material or comments I might find helpful.

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