

FROM THE CEO

It's never too soon to start sharing the good news about next year's conference!

Thanks to this Month's
Sponsor:

**Advanced Solutions
International**

**Exclusive Webcast: Using
Technology to Meet the
Challenges Faced by
Today's Faith-based
Organizations**

June 20 - 3:30-4:40 pm
EST

July 18 - 3:30-4:30 pm
EST

**Learn how *iMIS* software
can meet the unique
needs of your faith-based
organization at this
complimentary one-hour
webcast:**

1. Managing and Collecting Member Data
2. Maximizing Member Relationships
3. Communicating Effectively
4. Integrating Marketing Activities
5. Maintaining Revenue Controls
6. Performing Effective Reporting and Analytics

**To register, visit
www.imis.com/webcasts**

- ***Be Inspired*** by the beauty and desert calm of **Palm Springs, California**
- ***Be Uplifted*** by Dove Award-winning artist **Kathy Troccoli**, multi-talented comedic sensation **Anita Renfro**, and praise and worship by the anointed team of **Dick and Mel Tunney**
- ***Be Connected*** during **networking time** with ministry colleagues
- ***Be Challenged*** by **Gordon McDonald, Lee Strobel and Patrick Lencioni**

Why don't you plan on joining us at CMA Palm Springs 2007, March 12-15, **and** save up to \$220 on full conference prices by registering before June 30!

Frank Lofaro
CEO

CULTURE WATCH

Tapping into teens' cell phones

We bought them cell phones so they could call us when they needed a ride home from school, a soccer game or church activity. But it didn't take long for our teens to turn their cell phones into their own private underground phone company!

We swallowed that, but now teens routinely have turned their cell phones into a typewriter, with hundreds of tapped out messages via text messaging taking the place of real conversation, that is, the old-fashioned vocal kind.



www.advsol.com
info@advsol.com
Phone: (703) 739-3100
Fax: (703) 739-3218

Four years ago, Carol Weston did "the nice mom-thing" of getting her older daughter, Lizzi, 14, her own landline. It lasted only two years. "I realized we were paying for nothing, really," says Weston. (Instant messaging had become Lizzi's medium of choice.)

--USA Today, May 30, 2006

USA Today reports that "text-messaging is wiping out the art of conversation." It seems this generation is out to continually amaze us technologically and they're at it again. With some kids admitting to more than 1,000 text message interactions a month, some worry that teens are no longer *listening* to conversation (instead, *re-reading* it before responding) while others feel these young students are learning to write more "eloquently" and "fluently." One work place author, when asked to teach a class about college admission interviews, saw students verbalize short and not very informational answers, concluding that the skill of flowing conversation is becoming more challenging for younger people.

Guys especially may admit that texting is a life rope, countering their aversion to phone conversations. They feel more in control when chatting via the keyboard, instead of having to vocalize their thoughts or feelings instantly on the phone.

Parents may worry that texting is replacing the real life interaction of audible words, replaced instead by easily tapped out words with no accountability for how they may be interpreted through the ear. One girl laments meeting a guy while out with friends, swapping cell phone numbers, but never calling each other, instead resorting to texting four or five times a day. In the end, trying to figure out his interest level was too hard and she stopped texting.

Phone companies have noticed the tapping craze and are responding with phones that will rise to meet the demands of punching out text messages. In the USA Today article, Virgin Mobile's Howard Handler says, "We really think that text is the new talk. We are living in a 160-character nation," citing the maximum text message length.

Implication for Christian Managers: Accept the fact that younger employees will be adept at texting colleagues. But don't be afraid to create opportunities for them to communicate their ideas verbally in front of others. You'll be doing them a favor.

For more information go to: USA Today, May 30, 2006, Life Section D, page 1, "Technology leaves teens speechless."

MANAGEMENT INSIGHTS

The Latest Management Fad Might Be Wrong for Your Organization

Your last trip through the business section in any Borders or Barnes and Noble reveals the obvious: every conceivable management and leadership topic is covered—from a variety of angles and authors. As the writer of Ecclesiastes might say, "of the making of **business** books, there is no end." Unless you are just out of college or brand new to the world of management, you

soon see a trend: most new ideas are really old ones in new packages and words.

As managers and leaders we have to juggle being life-long learners (reading, listening to outside counsel including the Holy Spirit) and yet not follow every new fad or idea for management that comes along.

Stanford University business professor Jeffrey Pfeffer offers some counsel. Co-author of a new book, *Hard Facts, Dangerous Half-Truths and Total Nonsense*, he suggests in his book to, "systematically examine evidence about what's gone right and what's gone wrong", instead of following what everyone else is doing. You may need some outside consultant or advisor to help you do that, but jumping on the management fad train is probably not the first best thing you can do. He's not giving us license to just trust our instincts and fall back on only what we know. He's encouraging us not to blindly follow gurus or other businesses, but to find and use the management principles that work for us. As Christian managers, that actually puts us in a spot to hear from God through His Word or others.

For more on this "think for yourself, the teacher might be wrong" way of managing, go to: [Managing](#).

Build the Team That Will Help You to Succeed

Facing a new hire in the next few months to accommodate growth? Jim Collins (author of *Good to Great*) advocates "getting the right people on the bus." So as you are interviewing, praying and considering a person, what else can you do? Tom Taulli of Forbes.com says, "Growth is a good problem to have--IF you can add enough good people to manage it." Recently he polled some successful leaders about how to build a good team. Their insights are useful to keep in mind as you make future hires:

"In talking with candidates, I directly describe our weaknesses and the challenge they will have to overcome to [help the company] reach the next level. I talk about how the challenges are similar to ones they've overcome in the past, and also how they are different... We want people who are energized by their work and get real satisfaction and pride from their accomplishments. That happens more often when people have to stretch a bit."

Roger Greene, founder and chief executive of **Ipswitch**, a network-management software company:

To me, success is one's ability to keep the faith, develop his God-given talents, and be able to honestly say at the close of life, "the world is a better place because I have lived."

--Belle S. Spafford

"I look for people who have had major successes and who have tasted some failures as well... [This environment] demands fortitude under fire." **Steve Ciesinski**, chief executive of **Laszlo Systems**, a web-design firm.

"We always have three or more interviews with each prospective hire, and we check references diligently... [If we're not certain], we pass and keep looking. This is hard, especially in today's fast-paced environment, but it is

essential." **Mitch Lowe**, founder and chief executive of **Jumpstart Automotive Media**, a digital advertising firm.

For more information on Building the 'A' Team:
[BuildATeam](#)

The Stewardship of "You"

How self-aware are you day to day? In our culture, and especially for men, being mindful about the amount of stress in our lives can seem like weakness. After all, "pace of the leader, pace of the team", right? As managers we often feel like we need to set the pace for things like:

- > Accomplishing more through hard work
- > Absorbing crisis after crisis--sans emotion
- > Effortlessly meeting challenges with an apparent endless reservoir of wisdom

Be flexible.

--*Advice from a Tree* by Iain Shamir

It's easy to take those characteristics home as well, into the way we interact with family, friends and of course, at church where image maintenance is usually in high gear. Finding balance in the day-to-day can seem like a never ending quest. But sometimes it's better to make small changes, especially in areas of most concern.

Susan Pilgrim, Ph. D., says, "There are five aspects of living that need your attention. They are the physical, mental, social, emotional, and spiritual dimensions. Too little attention to any one of them will create the feeling of being out of sync with your self."

We offer some actions to consider from Dr. Pilgrim that can assist you in creating more balance between work and life:

At work: *Keep focused on the mission of the organization. Make your decisions based on what the organization is all about. Set aside time to reflect. Retreat with your executive team to spend time evaluating the vision, mission, and goals against the actual behavior of the employees and the performance of the organization. Reflect daily about your personal goals and behavior. Consider if you're on the most appropriate path for you. Determine if your daily activity is aligned with what you truly want to accomplish.*

Plan your work and your time. Be sure to include your personal appointments, like your daughter's soccer game, in your scheduling. Look for ways to eliminate time-bandits, by using technology, uncluttering your office, and saying "no" to requests that don't fit with your master plan. Set reasonable timelines for project completion. Hire staff who enthusiastically support the vision and mission of the organization. Delegate the work you don't really need to be doing.

Honor relationships through open communication and conscious cooperation. Treat everyone--employees, customers, and vendors--with dignity and respect. Look at

situations from different points of view. Look for the humor in running a business.

Take frequent breaks. Move around. If you find you're sitting a lot, stand up and move around about every 15 minutes. If you're on your feet, wear comfortable shoes, stretch your back and legs, and sit down periodically. Invest in an ergonomically correct work area. Take time for well-balanced meals.

In life: *Schedule family and personal activities. Unclutter your home. Simplify. Let go of perfectionistic tendencies about how things should be. Set goals that allow you to discover yourself. Pursue a variety of interests unrelated to work.*

Nurture your relationships. Refrain from canceling personal "appointments" because you have too much work to do. Do things for their pure enjoyment. Laugh often, especially at the silly things you do. Look for the humor in life.

Monitor the emotions you feel. Take time to process what you observe. Refrain from dumping your feelings on another, especially when you're feeling angry. Take a break before dealing with an emotionally-charged situation so you can respond in an appropriate manner. At the end of the work day, release all of your concerns so you can be ready for time outside of work. Leave work at work.

Take time for your self daily. Meditate, read inspirational material. Get a massage. Sit and do nothing. Become comfortable with who you are outside of your title and occupation. (And, we would add, get outside and into God's nature. A short walk in the middle of your work day can refresh your mind and spirit for the afternoon.)

So, take an opportunity to step away from the "it all depends on me" treadmill and spend some time caring for God's important creation...you! Your value is important in carrying out the purposes He's put into your heart. Steward you...carefully!

For more information:

<http://pertinent.com/pertinfo/business/spilgrim6.html>

How's Your Company Picnic?

If the company picnic is still in your budget and on your calendar – good for you! This potential morale booster, team builder and employee appreciation venue still carries a lot of value—if done right. The Picnic People Company ("San Diego's Original Picnic Company") says, "Playing together is rejuvenating, and friendly competition is fun! Working together on activities that encourage fun and collaboration is a great way to build team effectiveness and a feeling of camaraderie. Playful, interactive games and activities are designed to encourage people to get to know each other and accomplish specific goals." (see <http://www.hospitalityinc.com/about.asp>) They've hosted

There's something unique about being a member of a family that really needs you in order to function well. One of the deepest longings a person can have is to feel needed and essential.

--*The World According to Mister Rogers*

company picnics for companies like Qualcomm, Pacific Life and Action Instruments in the San Diego area with reviews complimenting both service and the value to employees.

Event Planner Phyllis Cambria advises adding some pizzazz to the company picnic this year, without necessarily impacting the company budget. Although *the picnic* might be annual, she advocates taking *the site* somewhere new. "If you have held your picnic at the same spot for more than two or three years in a row, consider moving it. Look for alternative locales. If your barbecue is generally held in a park, move it to the beach. If you're at the beach, move it to a lake. Even if you have to keep it at the same park as always, try to set up your event at another location in the park to offer a slight change of vista."

Whether it's potluck or catered, the picnic can be refreshed by planning it around a theme this year. "Themes not only add a little excitement, they allow you to make small changes to your plans that have a big impact. Best of all, themes can provide focus to your plans and help you stay on track. "Under the Big Top," "Country Fair," "It's Best Out West," or "Out On Safari" are all popular, easy-to-execute and affordable themes. Your menu may stay the same if you wish, but by changing the atmosphere or even how it is served, your familiar fare will take on new appeal."

Delegating responsibilities (site, theme, food, entertainment or games) can be out-of-the-norm short term responsibilities that can serve to get different groups together to work on the picnic planning teams. These responsibilities are more light hearted than the day to day intensity of your office goals. And what's wrong with a little competition between groups to help pull off the company event of the summer!

Don't forget though: this is 2006 and it's important to contact your insurance provider to determine if you have sufficient coverage for this employee event and make sure that vendors are covered for potential liabilities as well. A company attorney may be willing to look over any contracts.

Expressing appreciation, team building and morale boosting are important parts of any unit trying to accomplish goals. Your company is no exception. So take time to plan an event that will refresh and honor your employees.

For more information on planning the themed events above and ideas for initial planning and inviting ("the party starts when the invitation arrives") go to:
<http://www.businessknowhow.com/manage/copicnic.htm>

WORTH READING, SKIMMING, KNOWING ABOUT

Managing When You're Not Perfect

Leading With a Limp – discover how to turn your struggles into strengths, by Dr. Dan Allender (WaterBrook Press, 2006)

"My gracious power is all you need. My power works best in your weakness. So now I am glad to boast about my weaknesses, so that the power of Christ may work through me. Since I know it is all for Christ's good, I am quite content with my weaknesses and with insults, hardships, persecutions, and calamities. For when I am weak, then I am strong."

**-- 2 Corinthians 12:9-10
(NLT)**

"Nothing comes easily, enemies outnumber allies, and the terrain keeps shifting under your feet." No *formulas* for success here, though. Rather, "It's a vision for authentic leadership that gains *power* from brokenness." Assuming the many challenges in leadership, the author advocates for a more effective leadership style in handling those crises when: "a successful leader names his failures – without being a confession junkie or inviting pity from others. Acknowledging our failures is an opportunity to clear the air and open a new path for resolution." Author Dr. Dan Allender.

This book is built around a core idea: "To the degree you face and name and deal with your failures as a leader, to that same extent you will create an environment conducive to growing and retaining productive and committed colleagues."

You can imagine that any leader might naturally feel it would be best to try anything else rather than disclose shortcomings to colleagues. But Allender asks us to consider the alternative: if you don't have the capacity to confess in "real time", the workplace can become a place with "more cowardly employees...grow more self-committed, more closed to you and one another, and more manipulative. They will look out for themselves, not for you or the organization or their colleagues."

Allender admits, "Much of the current literature on leadership is swelled with the notion of self-disclosure, the importance of authenticity, and the need to own one's weaknesses as a means of bolstering credibility." He advocates, going beyond "mere acknowledgment of your shortcomings." Instead he suggests "an outright dismantling of them – in the open and in front of those you lead."

You'd have to be pretty well convinced that there are going to be recognizable benefits that make the cost of such authenticity worthwhile, and the book seems to boil it down to this: "If you try to keep your life, you are fated to lose it. If you give up your life, you will find it." (Mark 8:35)

Although this book may sound like it's inviting you into a brutal endeavor, it is indeed very practical in coaching *authenticity* in the midst of corporate crises. It advocates attention to our inner person in developing effective leadership.

“We can expect nothing more or less from ourselves and our leaders than to know Jesus better through their brokenness as well as our own. We must demand of ourselves and our leaders to limp and fall forward into the strong arms of grace.

It is our weaknesses that make us most dependent on Jesus and, oddly and mysteriously, that do the most to make him known to us. I wish it weren't the case. I often pray that there might be another way, but when I most exhaust myself in the crisis and complexity of leadership by my narcissistic efforts to control and manipulate, I find that I have no one but him – and that he is more than enough.”

An accompanying workbook co-authored with Matthew D. Baugher is also available to aid in gaining an understanding of why God has placed you in leadership, how He is using the very things you consider to be your worst qualifications for leadership, overcoming feelings of being defeated by your mistakes and discovering how to practice authentic leadership, which the authors say, “compels others to follow you.”

For more information: www.waterbrookpress.com

TRAINING OPPORTUNITIES

The Leadership Crucible

Sponsored by Mars Hill Graduate School, with events scheduled in the Seattle area for January 25-27 and May 10-12, 2007.

The Leadership Crucible is an “exciting three-day experience that simulates real world leadership challenges instead of just talking about them.” Conference attendees will be part of the leadership team of one of four distinct organizations within the created city of Enoch Hills. “Together your team will live right in the midst of the complexities and challenges that are inevitable in any leadership context.”

Mars Hill Conferences believe that the best way to become a better leader is by experiencing yourself and knowing how others experience you as a leader. “The Leadership Crucible is a unique opportunity for you to watch yourself and others in action. The Leadership Crucible provides a powerful framework in which to incorporate new practices and approaches to relationship throughout a three-day simulation. You'll experience yourself leading in a whole new way. You'll get the rare opportunity to look into your own personal leadership mirror, to replay the *game films* on your leadership, and make important adjustments in real time.”

For more information go to:

<http://mhgs.edu/leadershipcrucible/index.asp>

Managing Your Private World

It's not too early to put CMA's conference on your calendar for early next year to be held in Palm Springs, California, in March.

For more information on this conference, go to www.CMAonline.org.

Willow Creek Leadership Summit (in 130 Locations)

Not just geared to the church staff or its lay leadership, the Willow Creek Association's Leadership Summit is dedicated to strengthening and sharpening leadership gifts and abilities and offers practical strategies for personal leadership growth. Speakers include: Bill Hybels, James Meeks, Andy Stanley, Peg Neuhauser, Ashish Nanda, Jim Collins, Pat Lencioni and Wayne Cordeiro.

The Leadership Summit, August 10-12, 2006, at the Willow Creek main campus in South Barrington, IL or LIVE at more than 130 locations around North America via satellite.

For more information go to: www.willowcreek.com

Halftime Summit

Is there life after success?
What do I want to be remembered for?
What do I want to be when I grow up?

If you have an interest in exploring the possibility of moving from success to significance, you may be interested in Leadership Network's *Halftime Summit*. It is designed for you and your spouse, and purposes to help you to discover and live out God's unique calling on your second half of life.

This event features:

A keynote address from Bob Buford - Author of *Halftime*, *Game Plan*, *Stuck in Halftime*, and *Finishing Well* (Bob is not present at all Summits)

Facilitation by Lloyd Reeb -- Author of *From Success to Significance*

Curriculum proven to pave the way for your midlife transition

Personal "real life" halftime stories

Networking opportunities with peers

Solid "Next Steps" to pursue this most important time of life

The *Halftime Summit* is coming to Grace Community Church, October 5, 2006 in Fort Smith, AR.

For more information go to:

http://www.halftime.org/news/index.cfm#halftime_date

FINALLY, TAKE THIS WITH YOU...

**“Let us cross over to the other side of the lake.”
(Mark 4:35)**

Even when we go forth at Christ's command, we need not expect to escape storms; for these disciples were going forth at Christ's command, yet they encountered the fiercest storm and were in great danger of being overwhelmed, so that they cried out in their distress for Christ's assistance.

Though Christ may delay His coming in our time of distress, it is only that our faith may be tried and strengthened, and that our prayers may be more intense, and that our desires for deliverance may be increased, so that when the deliverance does come we will appreciate it more fully.

We never know how much real faith we have until it is put to the test in some fierce storm; and that is the reason why the Savior is on board.

If you are ever to be strong in the Lord and the power of His might, your strength will be born in some storm.

Christ said, "Let us go to the other side" – not to the middle of the lake to be drowned.

Tonight, my soul, be still and sleep;
The storms are raging on God's deep –
God's deep, not thine; be still and sleep.

Tonight, my soul, be still and sleep;
God's hands shall still the tempter's sweep –
God's hands, not thine; be still and sleep.

Tonight, my soul, be still and sleep;
God's love is strong while night hours creep –
God's love, not thine; be still and sleep.

Tonight, my soul, be still and sleep;
God's heaven will comfort those who weep –
God's heaven, not thine; be still and sleep.

June 1 and June 3 entries from Streams in the Desert by Mrs. Charles E. Cowman (Zondervan).

ASSOCIATION NEWS: The Latest on CMA

Register Now for CMA Palm Springs 2007--Early Bird Deadline is June 30!

Don't miss the June 30 early bird deadline for CMA Palm Springs 2007, March 12-15. You will save \$180 on the full conference price and be entered to win the Super Early Bird Grand Prize Drawing (courtesy of Bank of the West). You can register online at www.CMAonline.org.

Audio Recordings from CMA Colorado 2006

If you missed Joe Stowell's message on Wednesday evening at CMA Colorado 2006, you can order his recording, and all other audio recordings of the Conference sessions, at our website www.CMAonline.org. You will be blessed!

CMA CALENDAR & DIRECTORY OF SERVICES: Everything You Need To Know

CMA SERVICES

CMA Website: www.CMAonline.org
Audio Recordings: (800) 874-8730
Membership Info: (949) 487-0900, ext. 3024
CMA Chapter Meetings: www.CMAonline.org

CMA SPONSORED PROGRAMS

Envoy Financial (a Christian Retirement Coalition Company) provides group benefit and retirement plan design and implementation for ministries and churches. Info: www.envoyfinancial.org.

CMA MANAGEMENT MONTHLY

The Management Monthly eNewsletter will be sent 11 times in 2006 to all CMA members. Subscriptions for non-members are \$100 per year for 11 issues. Editorial material may be reprinted if credit is given. David Schmidt, editor (David@wiseplanning.net); Suzy West, production (Suzy@CMAonline.org); and Sandy Huston, circulation (Sandy@CMAonline.org). Copyright, 2006, Christian Management Association. CMA is a charter member of the Evangelical Council for Financial Accountability and has adopted "The Peacemaker's Pledge" of Peacemaker Ministries.

CMA JOB MARKET

Management classified ads are updated every Monday noon (PST) on CMA's website. To run an ad or to review the latest job opportunities, go to www.CMAonline.org/jobmarket.

**CHRISTIAN MANAGEMENT
ASSOCIATION**

P.O. Box 4090

San Clemente, CA92674

Phone 949-487-0900, Fax 949-487-0927

Email: CMA@CMAonline.org,

www.CMAonline.org
