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"Every generation has a generation gap. However, because of the accelerating pace of change, it's possible that more than a mere gap will emerge... We are poised on the edge of a societal rift."

-- Dr. Mary Manz Simon

FROM THE CEO

Friends: I hope your summer is going well. We're now about two-thirds of the way through summer, so I encourage you to grab that golf game, picnic or weekend away before time slips away (and the school bandits come for our children!).

Our annual conference in March next year is taking shape as each week passes! Early registration pricing is still in effect. For more information, go to:

[CMA Palm Springs 2007](#)

Frank Lofaro
CEO

CULTURE WATCH

Know These Words? Rookie Targets, Faloween, Rewinders, Smorgasbord Surfers, Ratings Creep

Author Dr. Mary Manz Simon says of writing her latest book, *Trend-Savvy Parenting*, "This book gave my computer a headache." No wonder. What spell-checker can keep up with words like KAGOY, Rewinders, Faloween, Pay2Play and the like? This handy book names and explains many of the trends facing young families, but you might appreciate it in a way that reaches past that scenario: Getting a grip on the language and mindset of your future ministry employees, donors and volunteers.

Understanding trends that encompass the era in which children are growing up ('Age of Entitlement'), can help you to know your emerging audience, no matter how hard it may be to give in and get connected to a "landscape that is changing at hyper speed. The mindscape is also changing."

Trends like:

'Cause Marketing' - Informing customers that corporate donations are being given from profits. Kids choose to spend money at a particular store because billboards promise the store "gives back" to the community. But "A five-year-old cannot see through the corporate greed that may determine a mere one-half of one percent of profits is donated to a worthy agency", or ' PC Immersion' - the 24/7 influence of music, sports, television, celebrities, video games, movies and Internet-generated media.

Simon encourages readers that although "we are raising a brand-aware, media-savvy generation of multitaskers," God has a purpose for you in this 21st century and he will help you succeed. In other words, he can help you sort through and understand trends which are sometimes harmless and others potentially negative, and help you to successfully navigate your vision-casting processes for your future audience.

For more information, see Trend-Savvy Parenting – an insider's guide to changes that shape your child's world, by Dr. Mary Manz Simon (Tyndale House Publishers, 2006)

Is Where You Live Killing You?

"Too much of the good life ends up being toxic, deforming us spiritually. The drive to succeed, and to make one's children succeed, overpowers the best of intentions to live more reflectively, no matter the piety," writes David Goetz in *Death by Suburb, How to Keep the Suburbs from Killing Your Soul*.

Goetz takes a sarcastically honest look at suburban living. As a suburban insider, he manages to make you laugh and hit you in the gut with his observations about youth soccer leagues, birthday parties, home sizes and SUVs. You chuckle and feel a sting because you know he's right and you've probably been there. For instance, he recalls the desire for an SUV. "...as soon as I could, I financed my first SUV. I had to start a business, finally, to afford one, thanks to the tax write-off. And not just any SUV. It had to be one such that when I stopped at a red light, my cheeks would flush as I felt

A huge number of us connected to CMA live in the very kind of suburb Goetz describes, and struggle to not let where we live damage our souls.

the gaze of the driver of the smaller vehicle beside me. Nothing is quite as satisfying as idling next to another large Child-Moving Vehicle when mine is bigger, no matter how much I have to pay for gas." Ouch!

Although he points out the environmental toxins of suburban living, he doesn't advocate abandonment. He recommends eight disciplines to being spiritually awake in environments that conspire to put us to sleep spiritually. While all eight are vital, he believes two are absolutely critical: *solitude* and *relationships*: Here's his advice:

Solitude. "Create space in your life so that you can discover where God is at work. Only in solitude do some of the deeper issues of your life begin to surface. For example, why is it so important that when I mention my kids, I always have to say how smart my son is? Why am I willing to travel three states over just to make sure my son stays on the travel hockey team? Why don't I invest that time in my marriage?"

Relationships. "Build relationships with those who have less than you. We tend to build friendships, unintentionally, with those who have just a little more than we do. We keep a sharp eye to those who have more than we do and a blind eye to those who have less. *Spirituality without social justice is narcissism*. And do you think we need more narcissists in the 'burbs whose sole mission in life is to get their 'talented and gifted' kids into an Ivy League school and to live in the biggest house on the block? I don't."

This book isn't just for suburban residents. It's for those who want a spiritually meaningful life—wherever you live. If you go to www.deathbysuburb.net, you'll find free resources such as a discussion guide for reading groups, a regularly updated blog by author Dave Goetz, downloadable curriculum, and other valuable resources for individuals and small groups.

MANAGEMENT INSIGHTS

Younger Workers Have Different Work Attitude

Watch for your August issue of *Christian Management Report*, which focuses on challenges and opportunities of managing a multi-generation workplace.

Here's an advance look at this timely topic.

According to an article called *Can You Manage Different Generations?* from the Working Knowledge section of the Harvard Business School website (June 1, 2006), managing a multigenerational workforce is an art in itself.

Author Eric McNulty says: "Companies that expect to compete in the very near future must recognize new attitudes among their workers. They must acknowledge that new relationships will exist between employees and organizations. They need to revisit assumptions about which workers are appropriate for which roles, and rethink ways they hire, motivate and retain employees."

McNulty suggests that companies consider savvy advice from The Concourse Group, a Texas-based consulting firm which has done extensive research among age-cohorts in the workforce. Consider these observations if you manage various generations, or to see if this describes your age cohort:

Workers under 35 tend to...

Feel less loyal to institutions or the larger workplace than older workers—but while they're working for you consider themselves—very loyal

Want to take on responsibility right way

Want to give input and not earn their way up

Be unafraid to make decisions

Application for Christian managers: Put younger workers into responsible roles quickly to retain them and get the most out of them before they move on. Show them a career path. Make it easy for them to return after their education, travel, or even after taking another job. Create a strong social fabric at work so you can leverage their network-centric attitudes.

Workers age 35 to 54 tend to...

Be more anti-authoritarian and idealistic

Be ambitious, flexible and people-oriented

Have more distrust for leadership

Stay in their role longer, because people ahead of them are retiring later

Application for Christian managers: Make their work fulfilling and keep them believing in the mission. Otherwise, they run the risk of disengaging and stagnating. Rejuvenate them through mentoring, knowledge-sharing roles, and lateral career opportunities. Re-examine their compensation packages so they're not penalized for staying at the same level if opportunities aren't available to move up.

Workers age 55 and up tend to...

Be more loyal to their organization

Trust authority and respect rules

"Superior service is a wonderful differentiator, because it requires no capital investment and is often easier for a smaller firm or solo practitioner to enforce than it is for a larger, more bureaucratic organization to maintain."

*-- Alan Weiss, Ph.D.
Consultation in Executive
Education*

Feel people should pay their dues before being given responsibility
Value financial security
Have higher social skills, making them ideal for customer service

Application for Christian managers: Tap older workers for both entry level positions and for higher skill positions. Eliminate age bias, and craft roles that take advantage of their expertise and experience. Ensure that younger managers affirm their wisdom with workers and don't assume someone with gray hair can't become tech savvy. Their continued presence will help ensure that tasks are being managed by highly competent people when younger managers are taking advantage of job flexibility, something they value. For younger managers who are leading their seniors, have them consider what it would be like to be the boss of their mother or father or to imagine how parents would feel being led by them.

Organizations Tune Up Customer Service Thanks to Tips from the Ritz

No one typically does it better than a five-star hotel when it comes to customer service. And according to the Wall Street Journal (July 18, 2006), a growing number of companies are turning to four- and five-star hotels for a primer, even training, on how to deliver exemplary customer service that sets them apart. That includes banks, law firms, hospitals – even car dealers.

That's where some Lexus dealers—who are now seeing a boost in their sales — got the idea of adding welcoming valet service, marble bathroom floors, and inviting fresh flowers in the showroom. People who pick up their cars from being serviced might find a cold bottle of water and chocolates in their cup holder.

Companies like Starbucks, Macy's and others are among those turning to hotels like the Ritz-Carlton and Four Seasons, which are offering training classes. According to the WSJ article: "The goal for companies is to get tips on how top hotels train their own staffs and treat customers. At the Four Seasons' training sessions, topics include maintaining consistency in different locations (housekeepers have a 77-item checklist for readying guest rooms) and hiring staff with instincts for good service (at most Four Seasons hotels, one in 20 applicants is hired).

A key focus in the Ritz-Carlton training is that employees who make customers happy and feel valued also feel valued and are happy themselves. The Ritz-Carlton has a number of ways of rewarding employees for good service, including cash incentives, but, more importantly, it takes great care in recruiting people who are service-oriented.

Application for Christian managers: how we treat volunteers and donors matters. Next time you're the beneficiary of exceptional customer service, ask, "How does this translate to our organization?" "What can we do to empower our team to be creative and consistently exceed our 'customer' expectations?" It doesn't take a big budget or training at a 5-star hotel —kindness, courtesy and thoughtfulness don't have a price tag. Actually as Christians, this should come naturally from our hearts. Sort of the way it did for Jesus.

Seven Marks of Stellar Customer Service from a Pro

Exemplary customer service has never been more critical in distinguishing the good from the best organizations—and that's even more important for Christian organizations. Million-Dollar consultant Alan Weiss, Ph.D., put himself in the client's shoes and it wasn't hard for him to come up with what he would call "top drawer service." Below is a summary of seven marks he finds critical.

1. Get back to people the same day.

Make it a practice to return calls the same day, or first thing in the morning if calls come late in the day. Email responses, ideally, should come within 24 hours.

2. If you promise a deadline, do your best to honor it.

If you promise something to a customer, constituent, client, or even co-worker, deliver it on time. Better yet, surprise them and be early. Don't make people follow up to find out if it's coming, or to see if you forgot about them.

3. Treat those you serve like they're a priority.

Give customers your undivided attention, which means don't take calls on your cell phone while in another meeting, or make those you serve feel rushed or patronized. Granted, you won't always be accessible when someone needs you, but when you do connect by phone or in person, make your customer your primary focus.

4. Be sure your support functions are professional.

From the moment your customer makes the first contact with a staff member or voice mail, treat them with respect. Say their name correctly; don't misspell it. Don't make them jump through hoops when they call; don't leave them on hold, and don't make them endure listening to commercials about your service while they wait. Your emails should be error-free, and if you send

electronic files, make sure they're compatible with their applications.

5. Be trustworthy and candid.

Make certain you don't add to your customers' problems, and quickly inform them when anything goes wrong, including admission of your own mistakes.

6. Show respect for the culture and operation of those you serve.

Don't make unreasonable demands and commit silly mistakes. For example, park in the correct area, observe office policies, and request expense reimbursement commensurate with the situation.

7. Be proactive.

Provide more than what your customer expects and do it in such a way as to be non-promotional or self-serving.

For more tips from Dr. Alan Weiss, an expert in executive education, visit www.summitconsulting.com.

Office Humiliation Goes Underground

Public humiliation at work is rare these days. But it's still there. The biggest difference is that it seems to be more subtle.

Says Jared Sandberg in a July 11, 2006 WSJ article: "It [public humiliation] takes the shapeless form of tones of voice and nasty looks doled out not by hotheads, but by seemingly normal people. The devil, it turns out, also wears shoddy wing tips and down-market pumps."

The article highlights findings from a 2006 survey by Randstand USA, a temporary-staffing firm in which 37% of the respondents called "public reprimand" among their biggest pet peeves at work – irritating them more than micro-managers (34%), loud talkers (32%), and cell phones ringing (30%). Most annoying, however, were "condescending tones" by those they work with, cited by 44%.

Office humiliation isn't necessarily verbal and can be very sophisticated from both managers and fellow workers. For example, it could be reflected in how quickly an email gets answered, how quickly eye contact is made, and whether a person's comment in a meeting is followed by silence when the same remark by a co-worker is acknowledged or affirmed.

Application for Christian managers: Passive or aggressive, humiliation in our organizations is a poor reflection of putting our faith into action. We should have zero tolerance for it and encourage our staff that good manners is one way we show God's love to those with whom we work.

Dodge the Bullets: No More Predictable PowerPoints

There are many curious questions that keep us up at night:

If a tree falls in the forest, and no one is there to hear it, does it make a sound?

If the cereal has neither grapes nor nuts, why is it called GrapeNuts?

Would a Microsoft Office PowerPoint presentation without bullet points still be a PowerPoint presentation?

While we're still debating answers to the first two questions, Cliff Atkinson in *Beyond Bullet Points* solves the last conundrum for us: YES, you CAN have a PowerPoint presentation without bullet points—and it can be great.

Atkinson likens PowerPoint presentations to Hollywood films: "Both use spoken words and projected visuals to communicate information, and both aspire to engage people and keep them interested throughout an entire experience." But, contends Atkinson, Hollywood does its job successfully without bullet points. The secret: Hollywood films tell stories. PowerPoint presentations generally do not.

Beyond Bullet Points shows readers how to create engaging stories using PowerPoint. To create a PowerPoint presentation without bullet points, the author advises you to:

1. Write a script to focus your ideas
2. Storyboard your script to clarify your ideas
3. Produce your script to engage your audiences.

He then coaches the reader through each step to bring your story to life.

Beyond Bullet Points is filled with step-by-step instructions, rules, helpful notes, reminders, and free resources. Even the best presenter and most tech-savvy among us make mistakes when it comes to PowerPoints, says Atkinson. For instance, "It might sound counterintuitive, but when you put less information on a slide, you increase the audience's attention because the audience is then dependent on the speaker for explanation, and the speaker is dependent on the audience for feedback."

Check out the book: *Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations that Inform, Motivate, and Inspire* by Cliff Atkinson; and the website: www.beyondbullets.com.

Getting the Real Scoop on Employers

Traditional wisdom says: *If you really want to know what a place is like to work at, ask someone who works there.* And that's about to get a whole lot

*"Whatever is in the heart
overflows into speech."*

-- Luke 6:45 (TLB)

easier, thanks to technology.

Springing from social networking via the Web, companies are now launching sites that connect job seekers with current employees of prospective employers. You can get the scoop on the company's culture and more. For instance:

Facebook Inc. (Facebook.com) has begun letting users log on with their work email addresses to connect with fellow employees.

Jobster Inc.'s job-search Web site allows you to post what it's like to work for your employer. Job hunters can ask to be contacted by these employees.

Application for Christian managers: Manage carefully! Those patterns you've been encouraged to change just might show up on the Web. Plus, post your comments carefully. What you post can be viewed by your current or future boss!

Wall Street Journal, July 13, 2006.

TRAINING OPPORTUNITIES

Willow Creek Leadership Summit

It's not too late to register for this year's Leadership Summit, August 10-12, 2006, at the Willow Creek main campus in South Barrington, Ill., or LIVE at more than 130 locations around North America by satellite.

Not just geared to church staff, the Willow Creek Association's Leadership Summit offers you and every leader on your team an opportunity to strengthen and sharpen your leadership skills and abilities. More than 70,000 will gather worldwide to learn practical strategies for personal leadership growth.

This year's lineup of speakers include Bill Hybels, James Meeks, Andy Stanley, Peg Neuhauser, Ashish Nanda, Jim Collins, Patrick Lencioni, Wayne Cordeiro, worship with Nicole Mullen, and an interview with Bono. Hybels' keynotes include "The Life Cycle of a Leader" and "The Power of Clarity."

For more information or to register, visit www.willowcreek.org.

National Youth Workers Convention

No one does youth ministry like Youth Specialties. Once again this fall, YS will be hosting its National Youth Workers Convention in four regions of the country: Austin (Oct. 5-9); Anaheim (Nov.2-6); Cincinnati (Nov. 16-20); and Charlotte (Nov. 30-Dec.4). Last year, 13,500 youth workers attended to get pumped and equipped for youth ministry. Log on to www.youthspecialties.com for information on this year's keynotes, 80 plus seminars, conventions, bands and more.

For other conferences and training opportunities go to:
<http://www.christianitytoday.com/conferences>.

FINALLY, TAKE THIS WITH YOU...

The paddle whispers, the canoe glides...

"A canoe trip could in fact be described as paddling – paddling until arms ache, back hurts, skin is burned, legs are cramped, and butt falls asleep. Finally, a portage and chance to stop paddling, stretch legs and get out of the sun. Also a chance to deal with blackflies, deerflies and various other versions of evil incarnate; a chance to climb up and down hills with loads that would crush a burro, that strain neck, back and hamstrings and threaten to drive shoulder blades through hips; a chance to wade through mud, muck and other corruption, to climb over and under deadfalls and trip over stuff, and to figure that death will probably arrive – mercifully – before this infernal trail reaches sight of blue, open, sunlit water. Where, of course, the cycle begins again.

"So why... why go through it? Why even be here? Because 'here' is where the beauty is. Here is where the sunsets are. Here is where the campsites and campfires are, and the clear, deep waters, and the loons, and the pines and the islands. And yes, the storms and the big winds and the rapids. Here is where the journey is.

"But why go through it? Why do I...why do I go through it? I think because no one else can go through it for me. And because the modern city-world system uses people to get work done. Important work, supposedly. That's the whole idea. That's why we get paid. But here – here I'm using work...to get myself done. What better work is there than that?"

Quoted from Paddle Whispers, written and illustrated by Douglas Wood (Pfeifer-Hamilton Publishers, 1993)

ASSOCIATION NEWS: The Latest on CMA

CMA Palm Springs 2007

CMA's 30th Annual Conference - March 12-15, 2007

Be Inspired by the beauty and desert calm of Palm Springs, California, for a time of spiritual renewal and personal reflection

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, Patsy Clairmont, Patrick Lencioni, Priscilla Evans Shirer, Israel Gaither, Alistair Begg and many other powerful speakers as they focus on how we can develop greater authenticity and live out our Christian values

Register online at www.CMAonline.org. Any who registers between now and September 30 will receive a Kathy Troccoli CD, with blessings, from CMA!

Have You Visited CMA's Website Lately?

If you have, you undoubtedly have noticed some changes and additions: **CMA Member Spotlight** -- Get to know more about your Kingdom co-workers
Daily Reflection -- Inspirational and thought-provoking
Resource Focus -- Resources at your fingertips as you go about your management day
If you haven't, check us out at www.CMAonline.org. You will be blessed!

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

2006

August 10-12 - Willow Creek Association (WCA) (South Barrington, Ill.)
Sept. 12 - Rocky Mountain Regional Christian Management Institute (RCMI) (Colorado Springs, Colo.)
Sept. 17-20 - Evangelical Development Ministry (EDM) (Rosemont, Ill.)
Sept. 27-Oct 1 - Mission America Coalition (St. Louis, Mo.)
Nov. 8-11 - Outreach (San Diego, Calif.)
Nov. 27-30 - Christian Camp and Conference Association (Philadelphia, Pa.)

2007

March 12-15 - CMA Palm Springs 2007 (Palm Springs, Calif.)

CMA DIRECTORY OF SERVICES

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CMA Chapter Meetings: www.CMAonline.org

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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

"All hard work brings a profit, but mere talk leads only to poverty."

-- Proverbs 14:23



P.O. Box 4090
San Clemente, CA 92674
Phone: 949-487-0900, Fax: 949-487-0927
Email: CMA@CMAonline.org, www.CMAonline.org