

Dedication

"Jesus called them together and said, 'You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave—just as the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many.'" **Matthew 20:25-28**

A true leader understands the progression of descending to greatness. It's been said that he or she is first a steward, then a servant, then finally graduates as bond slave. To all those tired leaders who feel misunderstood and alone in their leading, remember: as we rest in Christ, He leads through us. Change is inevitable until we go home to be with our God.

To the Father, our God, for Your lavished gift of Your Only Son and Your Holy Spirit who is ever-present to lead us, as He leads others through us. It is He who is the Master builder and architect of both the organization and the organism.

Acknowledgements

A special thanks to Julie my bride, who has been a constant inspiration to me and who has believed in and prayed for me to never doubt what our Father has called me to Be and to do for His glory.

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Thank you my dear friends Sam and Amy Gambina. You have been a constant, living, breathing example of Father's lavish giving and never ending mercy. You have inspired me to be a different kind of person and a different kind of giver and leader.

FORWARD

My experience in ministry began in 1975, shortly after I exchanged my life for Jesus' eternal life. Father has given me numerous ministry opportunities, which I am eternally thankful for.

Leaders introduce vision and strategies that take the organization to the next level. Leaders inspire the people to participate in the changes, to share their ideas, build the new organization, and then move into and operate that new organization.

I met Bobby Allen in 2003. Since then I have been learning about the leadership life, and relationships of transformation, which is the organism. What I have enjoyed learning most from Bobby is how to participate in Jesus' leadership of me and of those whom He allows me to serve.

This book introduces you to many of the dynamics of participating in Jesus' transformational leadership – participating in His love for you, those you lead, and those served by your ministry. I found this book encouraging, inspiring, practical in its application to life and ministry and most importantly centered on Christ as our life. My great thanks to Bobby for his labor of love in writing such a vital work and for sharing his loving heart for leaders, their ministries, the body of Christ and of course our Lord Jesus!

Brian Lee Founder of The Worldwide Institute of Organization Ontologies

INTRODUCTION

In 1999, we started a church that from day one, started to grow and continued growing for almost 4 years. God was blessing it in ways we could not explain and definitely beyond what we could manage in our own strength, abilities and talent. Many people were meeting the God of the bible for the first time. Many families and marriages were being transformed and the grace and power of God was bringing healing to many people's lives.

I was amazed that the dream God had given me years before while speaking and teaching in Vienna, Austria was finally coming true! Tragically, this dream would eventually turn into a nightmare, which thankfully by God's mercy, turned out to be a transforming blessing. What I affectionately refer to as the tragic blessing!

There were several reasons for the demise of that precious church family that I love with all my heart, such as my immaturity as a young pastor and leader and my need to grow in the area of emotional intelligence. Let me focus on the one reason that caught me most off guard. I would bump into a reality that at the time I did not know existed – the health (organization) side of the ministry! Up to this point, I had only known of the life (organism) side of the ministry. I liken this to only knowing the partial gospel of Christ. It would be like getting saved and realizing that all my sins were forgiven, but not knowing how the Christian life is lived. When I learned the rest of the gospel, my entire relationship with Christ changed. When I understood the differences between organism and organization, my approach to ministry changed.

Not only were my sins forgiven, but also Christ wanted to live His Life through me! He doesn't just impart life to us. He is Life! This was very freeing to me. I experienced the same type of new freedom when I began to learn about the health side of the ministry. When we began to experience amazing growth in our ministry, the organization/health side, which still needs to be led by Christ as Life, demanded that we respect it and understand it.

Well I did not know how to respect it and it became one of the reasons that the church we started would go through an ugly split. This experience would not only affect me, but everyone involved. I felt devastated both in my personal life and professional life. Thankfully, God promises to use ALL things for good in our lives. He did graciously choose to use that situation. He began to show me Himself in a new, fresh and intimate way. He also helped me to see and understand my ugly flesh patterns. He brought me to the end of myself in order that I would learn how to trust Christ as my Life and to understand the health side of an organization.

Are you experiencing any challenges in your ministry that you find difficult to understand and work through? Do you find that the ministry seems to run smoothly when it comes to the message and programs, yet when it comes to the organization it feels like you're running uphill? Are you aware that your ministry consists of life and health, an organism inside of an organization? Most of the leaders that I have had the opportunity to coach and mentor do a wonderful job leading the organism in the ministry, but very few know much about how to lead the organization in the ministry. I was one of those leaders and I found this out the hard way. It is usually taken for granted that you trust God for the organism part of the ministry, praying for the people and trusting God for the people. However, the organization side of the ministry is usually led and run like a business. People forget that with Father, there is no sacred and secular side. All of it is under His domain and concerns Him. Everything is spiritual to God. He wants us to trust Him with the organization as well as the organism. We deal with people in both aspects of ministry and so we can trust Him to deal with all matters in both areas.

CHAPTER 1 TAKING THE ORGANIZATION FOR GRANTED

When you think of taking something for granted, does that have a negative connotation for you? Does it sound bad or at least counter intuitive? It did for me until I learned the value of understanding how God designed organizations to work and exist. The proper foundation and framework in the organization leads to smooth operations and freedom in the ministry. The more aspects of your ministry/organization you can take for granted, the better it can run and the more at peace your staff will be. Simply put, the more you can take for granted, the more reliable it is - you don't have to be concerned with it. These are usually areas that are surrendered to the Spirit.

Not being able to take things for granted may lead to serious glitches in your organization, such as vision leakage or mission drift. However, most of them are not that serious. Here's a basic example. If you have a copy machine that everyone knows does not work properly in the office unless you jimmy rig it and pray over it. It eventually drains life out of the people because of the amount of emotional energy that is spent dealing with it each day. Not to mention the broken machine prevents you from completing your work at the highest level of excellence that you desire. Because you cannot take that copy machine for granted you cannot unconsciously depend on it.

The less you can take for granted, the more glitches your ministry and staff will experience. It's at this time that I have seen many ministries that were doing well, begin to unravel like a cheap sweater. Why? Because they didn't know enough about the structure of their ministry and the value of being able to take things for granted in the organization that God has called them to lead. A healthy organization is one that is led by the Spirit with total dependence on Christ. The more we depend on Father; the more we can take for granted, the healthier the organization is. To not understand this truth leaves one vulnerable to defaulting to depending upon worldly business models to run their organization.

While I was on staff at a counseling and training ministry located in Georgia, our entire staff knew that the microwave on our middle floor located in the kitchen did not run properly. In fact, we couldn't get our food out of the microwave after it had finished cooking unless we held the handle just right, by lifting it up and asking God for a miracle, while standing on one foot. Yes, a slight exaggeration, but the point is this.

This is an example of something that we could not take for granted. Therefore it caused us unnecessary stress and would eventually affect our daily work routine. Yes, it is something simple, but it can add up with all the other little organizational glitches throughout a day, week and month that are not remedied. Instead of purchasing a new microwave, we chose to allow this to be a daily concern that would little by little add to the stress that drains time and emotion from the people. The more serious glitches that wear on the people and the organization are the lack of document control, vision leakage, mission drift, inadequate office space, out of date technology and computer systems, etc.

Not being able to take these for granted can result in your staff feeling bogged down and therefore unable to work freely or feel as motivated as they would and could. In essence, it robs life from them. These distractions end up interfering with their ability to accomplish the work that they believe Father has given them to do. This can leave them feeling discouraged.

In other words, they end up working harder instead of smarter. An absence of the flow of His Life in an area, results in an unhealthy area to contend with. Instead of trusting in His Life, it conditions us to try to "pull life off" in the flesh in the context of working inside the organization.

What are some of your organizational glitches that can become distractions and add to your daily stress at the office, ministry or organization? Let me offer a couple of practical examples of what it might look like when you are able to take something for granted inside the organization.

When driving to your office, were you concerned that the building may not be there when you arrived? Were you concerned that the electricity in your office might be out when you arrived for work? Most likely you would say no, that was not on my mind at all. Then to that degree, you could take those realities for granted. Therefore those issues would not turn into concerns that take up space in your mind and emotions. You will not have to think about it, pray for it, worry, or feel bogged down with any concerns. You can relax and leverage the fact that you will have adequate lighting in a building that is safe and secure to work in. The organization works for you instead of you trying to work for it.

Let's review. The less you can take for granted, the more ambiguity and confusion will be present and may cause organizational glitches and stutter steps in your ability to be productive. Eventually it can take its toll on the staff, mentally and emotionally. This has the potential to affect the entire organization. It sounds like a nightmare doesn't it? Even worse, people may not be able to put their finger on the exact problem or know why they feel so demotivated or tired at times. I have found that most ministries do a great job with the life side of the ministry, (organism) but because of lack of awareness and training, do not do as well with the health side of the ministry (organization).

Ideally, the whole organization is to be resting in Christ. To the degree that it isn't, the staff will be suffering needlessly. For the health of the organization, something has to change. Imagine a place of work that is being cultivated by Christ as a place of flowing rest. It would almost be a shame to call it work (at least the negative connotations associated with the word, "work").

The point is this. Life is the organism side of the ministry; health is the organization side of the ministry. Both should be based on Christ as Life! Is Christ as Life the center of the workings of your organization? Even Jesus had a sense of the organization within His ministry. There was a treasurer, if you will, taking care of the finances. We read in **John 13:28-30** the following:

"But no one at the meal understood why Jesus said this to him. Since Judas had charge of the money, some thought Jesus was telling him to

buy what was needed for the festival, or to give something to the poor. As soon as Judas had taken the bread, he went out. And it was night."

Sadly, yet strangely, Jesus knew what it was like to be betrayed by people in His organization (especially by the treasurer). In essence, these two work together to create flow and the feeling of effortless ministry organizational movement as you and your staff restfully follows Jesus to wherever He desires to lead you. Will you still experience problems at times? Yes. But problems are best solved in rest! In order for an organization to depend on Jesus as Life, He may even allow a glitch or hiccup. He may say, "My grace is sufficient for you." Let's take some time to talk about the first organization that was birthed by our God and Father.