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Church and Ministry Culture: Measurement and Management

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ABSTRACT. This study develops a culture index for measuring culture in religious organizations. The cultures of five churches/ministries were studied using the index. Ethics, social responsibility, values, and people were high scoring culture index components for all churches, while planning and goals components tended to be lowest in priority. This research demonstrates that religious organizations can use the culture index to make comparisons on two broad fronts. First, it allows a ministry to identify its views of the relative importance of various culture components within their congregation. Second, by expanding the number of participating organizations, churches can make meaningful comparisons of their culture against other ministries.

KEYWORDS. Ministry culture, culture index, values, organizational priorities, ethics

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INTRODUCTION

During the 1980s, U.S. business became caught up in the idea that developing a strong organizational culture was an effective means of gaining a competitive edge. This was a central theme of one of the best selling management books of that time, *In Search of Excellence* by Peters and Waterman (1982). In a world where the technological playing field is basically level, Peters and Waterman emphasized that the essential difference in those companies with excellence performance was their ability to instill commitment in their employees to certain core values of the organization.

Over a period of time any organization will develop its own culture. This is true of religious institutions as well. For churches to be able to develop and adapt cultures that increase the effectiveness of their ministries, a working knowledge of organizational culture components and being able to identify them is required.

DEFINING CULTURE

In a societal context, culture can be defined as "the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristics of a community or population" (The New American Heritage Dictionary of the English Language 1978). Organizational culture is different from ethnic or national cultures in its focus only on organizational or work life versus every aspect of living (del Bueno 1986). For organizations, culture is generally viewed as a complex set of beliefs, ethics, values, ideologies, assumptions, and symbols reflecting the fundamental character of the firm.

Another definition of culture is "basic and enduring values and beliefs which are widely held throughout the organization. These values and beliefs comprise the content of an organization's culture and are common understandings which are frequently taken-for-granted and which are reinforced by stories, symbols, rituals, and language systems. Intangible and unseen but known, these values and beliefs are distinguished from the concrete or visible manifestations of culture" (Byles).

Most researchers conclude that culture involves the convictions.

principles, and behavior patterns that come together to shape the central individuality of each organization. Culture takes on many aspects such as "a company's dress code, philosophy, public functions, communications, material goods, and physical environment" (Bowen 1983).

Culture is the combination of the symbols, language, assumptions, and behaviors that overtly manifest an organization's norms and values. It is the taken-for-granted and shared meanings people assign to their social surroundings that can have a profound effect on an organization's decision making and performance (Wilkins 1983). In a real sense, culture is the personality of the organization.

A strong culture denotes agreement among the members of the organization. Core values are those values that are intensely held and shared throughout the organization. A strong culture promotes cohesion of all those who wish to be an active part of the organizational structure or membership body.

HOW DOES CULTURE APPLY TO MINISTRY?

Every church and ministry that has been in existence for any period of time has a culture. Culture represents the internal patterns of behavior that have developed over time as churches have adapted to problems and opportunities within their ministries. Successful adaptation distills itself into certain fundamental values which identify how "things are really done around here."

Successful adaptation exhibits itself in many ways. In some cases the ministry is a source of community pride. An image is conveyed through some combination of buildings, decoration, space, attitudes of its people, and its way of doing things. Its employees are proud to work there, and there is a certain status for being involved.

A church's experiences in adaptation may not always be positive and successful however. For some there is a we/they continuing confrontation. A hostile work atmosphere exists which inhibits both ministerial and personal growth. Employees are unhappy, trapped, and ashamed to work there.

Why are some ministries and churches supercharged with spirit and enthusiasm while others are cold, damp, ineffective, and dead? The differences lie in their respective cultures. Strong cultures

where critical performance values are clearly understood can propel the organization towards greater effectiveness. There is less of a need for formal written policies, procedures, and rules to guide behavior. People are committed to these core values and do what is necessary to be true to them with less overt supervision. "Organizations with pervasive cultures are more efficient because people know what programs or ideas are possible, feasible, and likely to succeed. Members do not waste time on projects or objectives that are obviously culturally unacceptable. Members know who wants what from whom, who influences whom, and who will support what and when" (del Bueno 1987).

Consequently, it is important to be able to measure and compare culture. Like a physical examination, a culture examination can confirm to a church or ministry that it is on track or identify where its problems are.

DEVELOPMENT OF A CULTURE INDEX

Since many aspects of culture in a ministry involve unwritten ways of how the church really goes about doing things, tapping the potency of culture can be elusive. It must be identified and measured before it can be put to effective use.

Because a church's leadership is so influential in developing and maintaining a ministry's culture, they represent an excellent source of information about the nature of a church's culture. To tap this source, a questionnaire was developed which can be used to measure and quantify a church or ministry's culture. The culture index is based on answers given by the pastor, associate pastor, staff, and board members about the church/ministry.

A basic assumption when developing an index is to know what to measure and how much weight to put on each factor involved. For purposes of this research, the following categories were determined as important in measuring the culture in an organization.

- | | |
|---------------------------|---------------------------|
| 1. Goals | 11. Values |
| 2. Planning | 12. Training |
| 3. Planning Effectiveness | 13. Unique |
| 4. Morale | 14. Social Responsibility |

- | | |
|--------------------------|-----------------|
| 5. Performance Appraisal | 15. Ethics |
| 6. Rewards | 16. Leader |
| 7. Freedom | 17. Interaction |
| 8. Communication | 18. Benefits |
| 9. Job Satisfaction | 19. Perception |
| 10. People | 20. Environment |

After working with a wide range of organizations, including public and private companies, government related, nonprofit, and ministry/church related, questions were developed for each category above which could then be analyzed by computer and scores developed for each of the 20 areas to be measured (Migliore, Martin, and Horvath 1989). (Sample questionnaire items are shown in Appendix A.) A maximum of five points are possible for each of the 20 areas. As the index approaches 100, it signifies the strongest possible culture index. Lower scores indicate weaker cultures.

Since a five point scale is used, a 3 represents a median score for individual culture index items. Thus, for a 20-item questionnaire a score of 60 would indicate that the church's overall culture index was just average. In the absence of norms based on research, the median value of 60 could be used as a base score for comparisons. If an individual church's overall index is less than 60, it is below average, and if it is greater than 60, it is above average.

STUDY OF MINISTRY CULTURE

Using the culture index questionnaire, a study of one ministry and four churches was completed during the fall of 1988. In each case the pastor, his staff, and members of the board filled out questionnaires. Each person's responses were scored and one-way frequency tables accumulated by computer analysis for each question. These results were then tabulated under each of the 20 categories noted above for each of the church's studied. Finally, an overall culture index score for each church/ministry was developed by combining totals for each of the 20 category scores.

For analysis and discussion, the five ministry/churches were categorized by size. One ministry and one large ministry/church (identified as Large One and Two) were analyzed together and three

mid-size churches (identified as Mid-Size One, Two, and Three) were analyzed together.

RESULTS

Large Ministry/Church

The following summarizes specific culture index (CI) scores from the overall profiles for the church designated Large One:

- Culture Index 57.93
- Highest Ethics 4.00
- Values 3.89
- Lowest Planning Effectiveness 1.68
- Rewards 1.70

Specific CI scores for the ministry designated Large Two were:

- Culture Index 63.65
- Highest Ethics 4.28
- Social Responsibility 4.28
- Lowest Goals 1.37
- Planning 1.79

Taken by itself, a culture index score of 57.93 for the church/ministry designated Large One has little meaning. However, comparing it against Large Two, Large Two has a stronger culture overall based on its CI of 63.65. This indicates that the leadership of Large Two appears to hold more fiercely to certain key values in their ministry.

Looking at specific culture index components for these two churches, the ethical operation of their ministries ranked as the highest value for both. Values and social responsibility also registered as important aspects of their respective cultures. In contrast, rewards, goals, and planning and its effectiveness were perceived as least consequential.

Mid-Size Ministry/Church

The following summarizes highest and lowest culture index component scores for three mid-size ministries designated Mid-Size One, Two, and Three respectively:

- Mid-Size One
- Culture Index 69.34
- Highest Ethics 4.46
- People 4.28
- Values 4.28
- Benefits 4.28
- Lowest Training 2.32
- Planning 2.02

- Mid-Size Two
- Culture Index 59.98
- Highest Ethics 4.37
- People 4.06
- Lowest Goals 1.64
- Perception 1.87

- Mid-Size Three
- Culture Index 67.19
- Highest Ethics 4.68
- Social Responsibility 4.37
- People 4.06
- Values 4.06
- Lowest Planning Effectiveness 1.63
- Goals 2.03

For these mid-size congregations, One and Three had similar and stronger overall culture index scores when compared to Two. The importance of ethics again led the way for all three ministries. People and values were also consistently ranked high by each church while goals, planning, and planning effectiveness received low scores.

DISCUSSION

Ethics listed as the highest on the Culture Index (CI) score in every church/ministry involved in the study. All five perceived

themselves as operating in a highly ethical manner. This result might be anticipated since it appears consistent with Christian precepts regarding behavior toward one another. On the other hand, had this shown up as a low scoring culture value for a certain church, it would have indicated a clear source for concern given the caring nature fundamental to a church's purpose.

The other high scores listed in both the large ministry/church and mid-size churches were social responsibility, values, and people. Accordingly, these churches perceive themselves as taking their social responsibilities seriously. They see their ministries as important efforts toward improving communities in which they are located. A consistently high score on the values component indicates that all churches in the study view the Christian values they promote as central to their operation and not simply as platitudes for the congregation's consumption. Similarly, responses to the people component of the culture index emphasize that the ministries consistently value the people with whom they work and those to whom they minister.

In contrast, planning, planning effectiveness, and goals were some of the common categories that were rated lower by every organization involved in the study. Questions under the planning category explore the respondent's perceptions regarding the degree to which formal planning is employed in the operation of the ministry. The planning effectiveness component takes this line of inquiry a step further by seeking views on whether plans are actually carried out. The goal component focusses more on an essential element of planning, the setting of specific targets by which performance can be measured.

The consistently lower scores for these planning oriented CI components imply that there is a relatively weak commitment to planning and goal setting as a fundamental value for these churches. This may be due, in part, to a traditional perspective that formal planning is too much a business orientation and that "the Lord will provide." Taken in conjunction with a frequent trend of shrinking memberships, the low priority given to planning may indicate a weakness in the ministry's functioning.

For instance, especially important for attracting new members and motivating existing ones at this time is how the church is perceived

by the outside community. Coupled with declining membership trends, scores in these planning categories indicate a need for serious self-examination so that public relations plans can be developed on how to improve any negative images that may be held by the public.

Effective planning includes identifying and meeting the needs of present and potential members in an ever-changing environment. Ignoring such types of formal planning efforts may serve only to the detriment of the ministry. In contrast, closer examination of an organization's culture as it relates to planning could help it adapt and be more effective.

Beyond these general conclusions regarding planning importance, a closer examination of the 20 items can provide more information as to how an individual organization perceives itself on a CI component such as planning effectiveness. Comparisons can then be made with other organizations on these components. For instance, in the area of planning effectiveness Large One shows a low 1.68 score, while Large Two scores 3.2 on this item. This suggests that while in the overall scheme of operations neither church views planning as that important, Large Two believes that what planning it does, however limited, is carried out and is relatively effective.

Finally, in looking at the overall strength of culture for all churches studied, Mid-size One, with a 69.34, had the highest score, with Mid-size Three, at 67.19, a close second. This suggests that these two ministries have developed the strongest commitments among the five churches toward certain operational values noted earlier. Since these were smaller ministries, the relatively strong CIs may also indicate that achieving such harmonies of perspective and commitment may be more easily accomplished in smaller religious groups.

While large size may not contribute toward strengthening culture, the reverse may be more applicable. Developing a strong culture may lend itself toward greater ministry effectiveness and potentially larger membership.

CONCLUSION

The experiences of business organizations in developing strong cultures to improve their performance has important implications for religious organizations. Churches have cultures as well which

may support or thwart effective ministry. The first step for churches in building a supportive culture for its ministry involves developing an understanding of their culture as it relates to their effectiveness. To accomplish this, churches must be able to identify and measure specific components of their cultures.

This study developed a culture index for use in religious organizations and employed it to identify both the most strongly held values and those weakest in perceived importance for five churches/ministries. The culture index provides comparisons on two broad fronts. First, it allows a ministry to identify its views of the relative importance of various culture components within their congregation. Individual component comparisons are important because a relatively high overall score like 60 to 70 might hide one or two component areas which may actually be extremely low and represent areas for attention.

Second, by expanding the number of participating organizations, churches can make meaningful comparisons of their culture against others. As additional ministries/churches are evaluated, norms can be developed. This suggests the need for additional culture index research with religious organizations to improve the generalizability of comparisons.

Presently, since no national norms or averages exist for the culture index, the median score of 60 may be used as a norm. Therefore, a relatively low overall score such as 25 to 30 would indicate that a great deal of improvement is possible in many aspects of the church's culture. Thus armed with information about relative strengths and weaknesses in their ministerial culture, churches will be in a better position to target areas for improving their performance.

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CHURCH CULTURE QUESTIONNAIRE

CODE
[1-3]

Please give your honest opinion to each question. There are no right or wrong answers. Your opinion is what is important. Your cooperation in filling out the questionnaire is appreciated.

1. For the list below, please rank these personal church board goals in the order of importance to you.

		not at all	slightly	moderately considerable	very much so	
[4]	A. Satisfying head pastor's expectations.....	1	2	3	4	5
[5]	B. Need to feel important to others.....	1	2	3	4	5
[6]	C. Maintaining a position on a church board/committee.....	1	2	3	4	5
[7]	D. Opportunity for independent action and control.....	1	2	3	4	5
[8]	E. Recognition for good performance	1	2	3	4	5
[9]	F. To secure a more prominent position on a board.....	1	2	3	4	5
[10]	G. Personal growth/spiritual development.....	1	2	3	4	5
[11]	H. Need for personal fulfillment (self-actualization).....	1	2	3	4	5

2. I believe I would be more effective on the board or committee if I had: (circle the NUMBER to indicate answer)

		not at all	slightly	moderately considerable	very much so	
[12]	A. More training for the position .	1	2	3	4	5
[13]	B. Better supervision	1	2	3	4	5
[14]	C. More control over board members or pastor	1	2	3	4	5
[15]	D. Greater personal commitment to produce more	1	2	3	4	5
[16]	E. More clearly defined position description and/or duties	1	2	3	4	5
[17]	F. More freedom to use my own judgement	1	2	3	4	5
[18]	G. Better conception of how pastor or others on board evaluates my performance	1	2	3	4	5
[19]	H. Clearer goals to work toward .	1	2	3	4	5
[20]	I. Better understanding of churches purpose or mission	1	2	3	4	5
[21]	J. Better resources (facilities, equipment, materials, etc.), to work with	1	2	3	4	5
[22]	K. Better team to work with.....	1	2	3	4	5

3. I believe that: (circle the NUMBER to indicate answer)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[23]	A. There is not any acclamation or praise on my performance	1	2	3	4	5
[24]	B. My leadership position is deserved	1	2	3	4	5
[25]	C. I am unhappy with my committee or board position	1	2	3	4	5
[26]	D. My anxiety of my committee chairman(s) is high	1	2	3	4	5
[27]	F. My morale is low	1	2	3	4	5
[28]	G. My suggestions are listened to	1	2	3	4	5
[29]	H. I am free to make improvements in church operation	1	2	3	4	5
[30]	I. My capabilities are fully utilized ...	1	2	3	4	5
[31]	J. I am recognized for good work	1	2	3	4	5
[32]	K. This ministry is interested in my welfare	1	2	3	4	5
[33]	L. Two-way communication is present	1	2	3	4	5
[34]	M. My pastor or staff cares about my personal needs	1	2	3	4	5
[35]	N. I conform to accepted professional and ethical standards of conduct	1	2	3	4	5

4. I believe my pastor would classify my job goals as a board member as:

		not at all	slightly	moderately considerable	very much so	
[36]	A. Satisfying head pastor's expectations.....	1	2	3	4	5
[37]	B. Need to feel important to others.....	1	2	3	4	5
[38]	C. Maintaining a position on a church board/committee.....	1	2	3	4	5
[39]	D. Opportunity for independent action and control.....	1	2	3	4	5
[40]	F. Recognition for good performance					
[41]	G. To secure a more prominent position on a board.....	1	2	3	4	5
[42]	H. Personal growth/spiritual development.....	1	2	3	4	5
[43]	I. Need for personal fulfillment (self-actualization).....	1	2	3	4	5

5. In this ministry: (circle the NUMBER to indicate answer)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[44]	A. Pastor's pay is based on performance....	1	2	3	4	5
[45]	B. Leadership positions are given to those who deserve them	1	2	3	4	5
[46]	C. Boards are unhappy with their positions or work required	1	2	3	4	5
[47]	D. In my opinion the anxiety of pastor is high	1	2	3	4	5
[48]	F. In my opinion church boards moral is high	1	2	3	4	5
[49]	G. Board members suggestions are listened to	1	2	3	4	5
[50]	H. Board members are encouraged to make improvements in their position	1	2	3	4	5
[51]	I. Board members capabilities are fully utilized	1	2	3	4	5
[52]	J. Board members are recognized for good work	1	2	3	4	5
[53]	K. Two-way communication is present	1	2	3	4	5
[54]	L. Pastor cares about board member's personal needs	1	2	3	4	5
[55]	M. Board members conform to accepted professional standards of conduct (excluding yourself)	1	2	3	4	5

6. Check one response for each of the following questions:

- [56] A. How well does your Pastor keep board members informed on matters important to board members interests?
- ()1 Practically no effort is made to keep boards informed
 ()2 Tries to keep us somewhat informed
 ()3 Tries to keep us moderately informed
 ()4 Tries to keep us usually informed
 ()5 Tries to keep us always informed

- [57] B. To what extent can boards have faith that the information distributed by pastor or key leaders, (chairpersons) is believable?
- ()1 Practically never believable
 - ()2 Somewhat believable
 - ()3 Moderately believable
 - ()4 Usually believable
 - ()5 Always believable
- [58] C. How satisfied are you with your face-to-face communication with your pastor or chairperson about your position needs?
- ()1 Not at all satisfied
 - ()2 Somewhat satisfied
 - ()3 Moderately satisfied
 - ()4 Usually satisfied
 - ()5 Always satisfied
- [59] D. Which one of these statements would you say reflects the attitude of pastor or key leaders, (chairpersons) in getting opinions/information from board members?
- ()1 They have practically no interest in boards' opinions/information
 - ()2 They are somewhat interested in boards' opinions/information
 - ()3 They are moderately interested in boards' opinions/information
 - ()4 They are usually interested in boards' opinions/information
 - ()5 They are always interested in boards' opinions/information
- [60] E. How would you describe the overall atmosphere existing in your ministry for open and free exchange of information and ideas?
- ()1 Poor
 - ()2 Fair
 - ()3 Average
 - ()4 Good
 - ()5 Excellent
- [61] F. How well do persons in different boards share information for the purpose of coordinating their job efforts?
- ()1 Poor
 - ()2 Fair
 - ()3 Average
 - ()4 Good
 - ()5 Excellent

7. For the list below, please classify how you believe the persons working directly with you would rate their goals:

		not at all	slightly	moderately	considerable	very much so
[62]	A. Satisfying head pastor's expectations.....	1	2	3	4	5
[63]	B. Need to feel important to others.....	1	2	3	4	5
[64]	C. Maintaining a position on a church board/committee.....	1	2	3	4	5
[65]	D. Opportunity for independent action and control.....	1	2	3	4	5
[66]	F. Recognition for good performance					
[67]	G. To secure a more prominent position on a board.....	1	2	3	4	5
[68]	H. Personal growth/spiritual development.....	1	2	3	4	5
[69]	I. Need for personal fulfillment (self-actualization).....	1	2	3	4	5

[CODE]
[1-3]

8. Describe your current system of planning.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[4]	A. There is not any written plan to follow	1	2	3	4	5
[5]	B. We have a concise or clear 5-year plan	1	2	3	4	5
[6]	C. We have a concise or clear 3-year plan	1	2	3	4	5
[7]	D. We have a concise or clear 1-year plan	1	2	3	4	5
		Never	Hardly Ever	Neutral	Sometimes	All the Time
[8]	E. We set goals but do not have any specific plan for completion	1	2	3	4	5
[9]	F. We set goals that are nearly impossible to accomplish	1	2	3	4	5
[10]	G. We only hold the pastor to the plans agreed upon	1	2	3	4	5
[11]	H. There are unrealistic expectations of what the pastor can accomplish	1	2	3	4	5
[12]	I. The pastor is held to a standard of excellence in plan performance that most secular jobs would not ever require	1	2	3	4	5

9. Describe your theological persuasion and that of this ministry.
(theological is defined as concept or doctrine of God)

		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
[13]	A. The majority of the congregation is on the same theological wave length	1	2	3	4	5
[14]	B. The majority of the congregation has the same basic theology as the pastor	1	2	3	4	5
[15]	C. Jesus Christ is the only way to heaven	1	2	3	4	5
[16]	D. Serving God uncompromising is the most important thing in my life	1	2	3	4	5
[17]	E. I believe the Bible is the infallible word of God	1	2	3	4	5
[18]	F. I believe in a eternal lake of fire for the unsaved, (those without Jesus as their savior)	1	2	3	4	5
[19]	G. I believe women should be ordained for ministry	1	2	3	4	5

Note: Liberal in next question is used as additional ways to heaven other than though Christ Jesus

		Ultra Liberal	Liberal	Undecided	Conservative	Ultra Conservative
[20]	E. I consider myself	1	2	3	4	5
[21]	F. I consider the congregation	1	2	3	4	5
[22]	10. I have heard of the terminology; accountability management, management by objective (MBO), and/or strategic planning, and know what they are: 1() YES 2() NO					
	11. The present planning and control system of management (Strategic Planning or something like it) in my ministry has accomplished the following in the past few years: (CIRCLE ANSWER)					
		not at all	slightly	moderately	considerable	very much so
[23]	A. Gives me more opportunity for personal recognition	1	2	3	4	5
[24]	B. Has increased enthusiasm in the ministry	1	2	3	4	5
[25]	C. Has helped me know what is expected of me	1	2	3	4	5
[26]	D. Has reduced the need for tight personal control	1	2	3	4	5
[27]	E. Has resulted in better planning	1	2	3	4	5
[28]	F. Has contributed to better teamwork	1	2	3	4	5
[29]	G. Salary increase for staff is now based on performance	1	2	3	4	5

12. In which of the following ways could our planning and control system of organization be improved?

Answer to the degree it would help churchs ministry ability. (CIRCLE ANSWER)

		not at all	slightly	moderately	considerable	very much so
[30]	A. More top-leadership support	1	2	3	4	5
[31]	B. Less influence by other boards	1	2	3	4	5
[32]	C. System should be more widely encouraged and promoted	1	2	3	4	5
[33]	D. Better feedback of results	1	2	3	4	5
[34]	E. Bring in outside consultant	1	2	3	4	5
[35]	F. More formalized planning system	1	2	3	4	5
[36]	G. Reduce the amount of "busy work"	1	2	3	4	5
[37]	H. Promotions and pay should follow achievement..	1	2	3	4	5
[38]	I. Increase opportunity to discuss and negotiate. ministry and personal goals with pastor	1	2	3	4	5
[39]	J. More time is needed to implement such a system	1	2	3	4	5
[40]	K. More clearly defined purpose or mission of ministry	1	2	3	4	5
[41]	L. Make goal setting easier	1	2	3	4	5

13. In terms of planning: (CIRCLE ANSWER)

		Never	Hardly Ever	Sometimes	Usually	All the Time
[42]	A. We make a total plan as a road map to go by each year	1	2	3	4	5
[43]	B. My contribution is needed in making total board or pastor plans	1	2	3	4	5
[44]	C. We really strive to follow yearly plans ...	1	2	3	4	5

14. Answer YES or NO to the following as it applies to your church:

- [45] A. Performance and personal objectives are set for the coming year for board members.
1() YES 2() NO
- [46] B. Objectives are submitted to board or staff, discussed and negotiated,
and then you are held accountable for achieving.
1() YES 2() NO
- [47] C. Progress toward meeting objectives are reviewed periodically.
1() YES 2() NO
- [48] D. At year end actual performance is compared with objectives.
1() YES 2() NO

CIRCLE the number that most closely describes your feeling on #15 - #32.

- [49] 15. Our organization should use a better type of management
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [50] 16. I would rate the effectiveness of our entire church leadership team as:
- | | | | | | |
|--|-------------|-------------|----------------|-------------|------------------|
| | <u>Poor</u> | <u>Fair</u> | <u>Average</u> | <u>Good</u> | <u>Excellent</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [51] 17. I would rate the communication in our church as:
- | | | | | | |
|--|-------------|-------------|----------------|-------------|------------------|
| | <u>Poor</u> | <u>Fair</u> | <u>Average</u> | <u>Good</u> | <u>Excellent</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [52] 18. I would rate the planning in our church as:
- | | | | | | |
|--|-------------|-------------|----------------|-------------|------------------|
| | <u>Poor</u> | <u>Fair</u> | <u>Average</u> | <u>Good</u> | <u>Excellent</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [53] 19. I would rate the performance-appraisal system in this church as:
- | | | | | | |
|--|-------------|-------------|----------------|-------------|------------------|
| | <u>Poor</u> | <u>Fair</u> | <u>Average</u> | <u>Good</u> | <u>Excellent</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [54] 20. Feedback in this church is:
- | | | | | | |
|--|-------------|-------------|----------------|-------------|------------------|
| | <u>Poor</u> | <u>Fair</u> | <u>Average</u> | <u>Good</u> | <u>Excellent</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [55] 21. I have a firm sense of direction and values for my life:
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [56] 22. I believe I am accepted as part of the "team" in this church:
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [57] 23. Individuals within the boards have the opportunity to be involved in the decision making, (other than chairpersons)
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [58] 24. I believe our church is open to change:
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [59] 25. The boards in our church widely share the same philosophy.
- | | | | | | |
|--|-----------------|-----------------|----------------|--------------|--------------|
| | Strongly | | | | Strongly |
| | <u>Disagree</u> | <u>Disagree</u> | <u>Neutral</u> | <u>Agree</u> | <u>Agree</u> |
| | 1 | 2 | 3 | 4 | 5 |
- [60] 26. I believe the work environment of our church is:
- | | | | | | |
|--|-----------------|-----------------|----------------|-----------------|-----------------|
| | Very | | | | Very |
| | <u>Negative</u> | <u>Negative</u> | <u>Neutral</u> | <u>Positive</u> | <u>Positive</u> |
| | 1 | 2 | 3 | 4 | 5 |

[61]	27. I believe this church offers sufficient job training for board members.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
[62]	28. People in this church share a common set of moral principles:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
[63]	29. I am pleased with the opportunities I have to obtain a better board position in this church.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
[64]	30. The pastor of this church symbolizes the values and beliefs of this organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
[65]	31. Your ministry does its fair share to support community projects and or joint community church.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
[66]	32. Our pastor values the board members of this church.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

33. In your opinion:

		Strongly Non-Favorable	Non- Favorable	Neutral	Favor- able	Strongly Favorable
[67]	A. The local, city planners and officials view this church as:	1	2	3	4	5
[68]	B. The businesses which supply goods and services to this church view this church as:	1	2	3	4	5
[69]	C. The neighbors and friends view this church as:	1	2	3	4	5
[70]	D. The local press (T.V., radio, newspapers, etc.) view this church as:	1	2	3	4	5

[71] 34. Into which marital category do you fit?

- 1 Single 3 Widowed
 2 Married 4 Separated or Divorced

[72] 35. Into which age category do you fit?

- 1 Under age 25 4 Age 45 - 54
 2 Age 25 - 34 5 Age 55 - 64
 3 Age 35 - 44 6 Age 65 and Older

[73] 36. What is the highest level of education you have obtained?

- 1 Did not complete high school 4 College graduate
 2 High school graduate 5 Some Graduate work
 3 Some college 6 Graduate degree holder

[74] 37. Into which race category do you fit?

- 1 American Indian 4 Caucasian
 2 Asian 5 Other, please specify _____
 3 Black

[75] 38. What is your sex?

- 1 Female 2 Male

R. HENRY MIGLIORE

Dr. Migliore is President of Managing for Success, an international consulting company. He was Professor of Strategic Planning and Management at Northeastern State University/Oklahoma State University—Tulsa from 1987-2002; Dr. Migliore teaches at the graduate and undergraduate levels. He was formerly Professor of Management and former Dean of the ORU School of Business from 1975 until 1987. He was a visiting professor at the University of Calgary, fall 1991; ITESM Campus Guadalajara, Guadalajara, Jalisco, Mexico, spring 1995; and Singapore in 1997.

He is former manager of the press manufacturing operations of Continental Can Company's Stockyard Plant. Prior to that, he was responsible for the industrial engineering function at Continental's Indiana plant. In this capacity, Dr. Migliore was responsible for coordinating the long-range planning process. In addition, he has had various consulting experiences with Fred Rudge & Associates in New York and has served large and small businesses, associations, and nonprofit organizations in various capacities. He has made presentations to a wide variety of clubs, groups, and professional associations. Dr. Migliore has been selected to be on the faculty for the International Conferences on Management by Objectives and the Strategic Planning Institute Seminar Series. He is also a frequent contributor to the Academy of Management, including a paper at the 50th anniversary national conference. He served for 12 years on the Board of Directors of T. D. Williamson, Inc., and was previously on the Boards of the International MBO Institute, Brush Creek Ranch, and the American Red Cross/Tulsa Chapter, and is chairman of a scholarship fund for Eastern State College. In 1984 he was elected into the Eastern State College Athletic Hall of Fame. Dr. Migliore has been a guest lecturer on a number of college campuses. He has lectured for the Texas A & M—Pepperdine, ITESM—Guadalajara, and the University of Calgary Executive Development Programs. He serves on Chamber and/or Civic Committees, and he served on the Administrative Board at The First United Methodist Church, Tulsa, Oklahoma. He was selected Who's Who on a list of 31 top echelon writers and consultants in America.

To date, previous articles on management and business subjects have appeared in *AIIE Journal*, *Construction News*, *Management World*, *Management of Personnel Quarterly*, *Journal of Long-Range Planning*, *Dental Economics*, *Health Care Management Review*, *MBO Journal*, *Business and Society Review*, *Parks and Recreation Journal*, *The Journal of Business Strategy*, *Daily Blessing*, *Ozark Mountaineer*, *On Line*, *Real Estate Today*, *Communication Briefings*, *Journal of Sports Management*, *Alberta Business Review*, *The Planning Review*, *Hospital Topics*, *Journal of East-West Business*, *Journal of Ministry Management*, *IIE Solutions*, *Industrial Safety and Hygiene*, *Debt-Free Living*, *Supply Chain Management*, and two Mexican journals. His books include *MBO: Blue Collar to Top Executive*, *An MBO Approach to Long-Range Planning*, *A Strategic Plan for Your Life*, *Strategic Long-Range Planning*, *Strategic Planning for Church and Ministry Growth*, *Common Sense Management: A Biblical Perspective*, *Personal Action Planning: How to Know What You Want and Get It*, and *Tales of Uncle Henry*. They describe personal theories and experiences. He contributed to the books, *Readings in Interpersonal and Organizational Communication* and *International Handbook on MBO*. The book *The Management of Production: A Productivity Approach* is coauthored. Other books include *Strategic Planning and Management*, *Strategic Life Planning*, and *Common Sense Management*. The manuscript *People, Productivity, and Profits* has been completed. He is coauthoring a series of books with Haworth Press. Released so far are *Church and Ministry Growth* (1995), *Planning for Nonprofit Management* (1995), *Strategic Planning and Health Care* (1996), *Strategic Planning for Private Universities* (1997), and *Strategy Planning for Collegiate Athletics* (spring 2000). *Strategy Planning for Higher Education* and *Planning for City Government* will be completed in the year 2003. *Strategic Long-Range Planning for the New Millennium* was updated and published in June of 2002. His books have been translated into Russian, Chinese, Korean, Spanish, German, and Japanese. A Spanish version of *Strategic Planning* coauthored with Gonzalo Rivero, will have an early edition out in February 2002. He has also produced "Personal Financial Success," an ORU video training kit offered on nationwide television, and video/audio tapes to go with his books. Dr. Migliore has developed three complete videotaped and computer Internet web-based correspondence courses.

In November 1985 the daily "Managing for Success" cable television program was inaugurated and was on the air until March 1986. It was on Tulsa Cable. The series began again on Tulsa Cable in September 1986. He writes occasional columns for the *Tulsa World*, *Tahlequah Pictorial Press*, *Collinsville News*, *Jenks Journal*, and *Muskogee County Times*. A complete video series with four summary units and thirty-six support units covering planning, management, and common sense management supports other material.

In November 1998 Dr. Migliore was inducted into the Eastern Oklahoma State Hall of Fame. This followed his induction in 1988 into the Eastern Athletic Hall of Fame.

Dr. Migliore has been a small business consultant for the Oklahoma Small Business Development Center for 13 years. Dr. Migliore holds degrees from Eastern Oklahoma State, Oklahoma State University, St. Louis University, and completed his doctorate at the University of Arkansas. He belongs to the Academy of Management and the Planning Executives Institute and is a senior member of the American Institute of Industrial Engineers.



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