



CMA MANAGEMENT MONTHLY

TRENDS & NEWS FOR MEMBERS OF
CHRISTIAN MANAGEMENT ASSOCIATION

March 12, 2005

Dear CMA Member,

What's New at CMA?

1. More than 150 faculty members are ready to serve you at CMA Long Beach 2005, April 25-28. Details at www.CMAonline.org. Record attendance expected.

2. More than 45 organizations renew their 2005 membership at the new "Gold Level." Memberships include one **complimentary registration**, per organization, to CMA Long Beach 2005.

3. CMA welcomes Alan Bergstedt and David North as new senior advisors, joining Ted Engstrom and George Duff.

4. New jobs posted every Monday noon (PST), at the CMA Job Market. Go to: www.CMAonline.org/jobmarket.

www.CMAonline.org

Thanks to This Month's Sponsor:

Masterworks, a direct-marketing agency, comprised of senior executives that have all "walked a mile in your shoes." We've been leaders in development for many of North America's most respected Christian nonprofits. And we've built an agency that we would have liked to partner with in our former careers. That's why we call ourselves an "agency of clients."

For more information, please contact: Todd Baker at (360) 394-4300, or at tbaker@masterworks.com

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FIRST THOUGHTS

Three Cardinal Principles from Peter Drucker

I have learned, from the wonderful coaching of Peter Drucker, three cardinal principles that guide my work at Leadership Network and help me keep control over my life:

- 1) Build on the islands of health and strength.
- 2) Work only with those who are receptive to what you are trying to do.
- 3) Work only on things that will make a great deal of difference if you succeed.

From: *Halftime: Changing Your Game Plan from Success to Significance*, by Bob Buford (Hear Buford at CMA Long Beach 2005.)

MANAGEMENT TRENDS & RESOURCES

TRENDS, NEWS AND ISSUES IN MANAGEMENT

[] The Acid Test: Do People Work Harder for You?

"Leaders, managers and individual star performers are hard-wired differently, says author Marcus Buckingham, and someone who is good at one is often not good at another," according to a *USA Today* review of his latest book, *The One Thing You Need to Know...About Great Managing, Great Leading, and Sustained Individual Success*.

What do great managers do? "Discover what is unique about each person and capitalize on it. Great sales managers know that they don't have 10 salespeople, but rather 10

individuals who happen to sell. One salesperson has a forceful personality. Another has technical expertise. Great managers don't grind differences down, but capitalize on unique talents. They may have to spend some time on weaknesses, but real mileage comes from developing strengths. The acid test: Do people work harder for you than for anyone else?"

You may agree, or disagree, with many of Buckingham's conclusions, but colleagues will be talking about it all year. For an excerpt of the book, go to www.amazon.com.

[] **Airplane Story #1. Boeing Fires CEO for Poor Judgment.** According to the *Los Angeles Times* (March 8), the Boeing Company fired their president and CEO, Harry C. Stonecipher, age 68, who was having an extramarital affair with another executive. The company board "demanded Stonecipher's resignation after concluding that his relationship with the executive represented poor judgment on his part and would impair his ability to lead."

The company said the CEO "violated a company rule that states, 'Employees will not engage in conduct or activity that may raise questions as to the company's honesty, impartiality, reputation or otherwise cause embarrassment to the company.'"

What legal options do Christian organizations and churches have when a team member crosses a lifestyle line? Find out at CMA Long Beach 2005 in Workshop #63, "How Far Do You Go in Regulating the Private Lives of Your Employees?" It will be led by Frank Sommerville, attorney, Weycer, Kaplan, Pulaski, and Zuber, PC, Arlington, Texas.

[] **Airplane Story #2. The Wright Way.** Alan Bergstedt, co-founder and first chairman of the board of CMA (and new CMA senior advisor) recommends you read *The Wright Way*, by Mark Eppler. It includes seven problem-solving principles that the Wright Brothers used in inventing the airplane. The author, a Christian businessman, also discusses his own spiritual convictions in the book. Eppler's first book, *Management Mess-Ups: 57 Pitfalls You Can Avoid (and Stories of Those Who Didn't)* is now in its fifth printing, including a Chinese language edition.

[] **Airplane Story #3. The KODIAK.** Bruce Kennedy, chairman emeritus (and current director) of Alaska Air Group, Inc., Seattle, Wash., will speak at CMA's Christian Management Partners 5th Annual Summit, during CMA Long Beach 2005, on April 26. Kennedy will give an update on the innovative mission aviation project, the KODIAK, a 10-place single engine turboprop utility airplane, designed to be float capable. Bruce is chairman of the Quest Aircraft Trust, headquartered in Sandpoint, Idaho. Info: www.questaircraft.com. For info on Christian Management Partners, go to www.CMAonline.org.

[] **Hot and Growing Trend: Workplace Ministries Movement.** According to Os Hillman, president of Marketplace Leaders (www.marketplaceleaders.org), and director of The International Coalition of Workplace Ministries (www.icwm.net), there are now more than 800 local and national workplace ministries in the U.S. According to Hillman:

--Of Jesus' 132 public appearances in the New Testament, 122 were in the marketplace.

--Of 52 parables Jesus told, 45 had a workplace context.
--Of 40 divine interventions recorded in Acts, 39 were in the marketplace.
--Jesus spent more than 50 percent of His life as a carpenter until age 30, before he went into a preaching ministry in the workplace.
--Jesus called 12 workplace individuals, not clergy, to build His church.
--Work, in its different forms, is mentioned more than 800 times in the Bible—more than all the words used to express worship, music, praise and singing combined.

[] **Workshops for Marketplace People at Long Beach.** There's a bonus track this year for board members of churches and ministries who will be attending CMA Long Beach 2005. Wednesday workshops on "Blending Faith and Work" will feature Bob Buford, author of *Finishing Well: What People Who REALLY Live Do Differently!*, Dennis Bakke, author of *Joy at Work: A Revolutionary Approach to Fun on the Job*, and a third workshop on "Models for Workplace Ministry."

[] **Are Audit Fees Increasing Under Sarbanes-Oxley?** The cover story in the March issue of *Chief Executive* magazine reports that some public company CEOs are finding that tighter controls in-house (because of "Sarbox") have not caused outside auditor fees to drop. (They assumed the opposite.) To read, "Are the Big Four Gouging?" go to www.chiefexecutive.net.



[] **Define Success for Every Team Member.** Bob Andringa, president of the Council of Christian Colleges and Universities, Washington, D.C. (and a workshop leader at CMA Long Beach 2005), recommends that you answer these six questions for your direct reports:

1. What am I expected to do?
2. Why is this important?
3. Do I have authority to do it?
4. When I need help, where can I get it?
5. To whom can I give my ideas?
6. How am I doing so far?

"Most miscommunication," says Andringa, "is a result of differing assumptions." For Andringa's sub-points, go to www.CMAonline.org/mrc.

[] **STOP E-SHOUTING!** Typing your email messages in ALL CAPITALS is considered shouting, warns Nick Nicholaou, president of Ministry Business Services, Huntington Beach, Calif. (a CMA Founders Council member). He has more than a dozen other email savvy suggestions in his recent article, "Email Etiquette." Nick and his CMA Information Technology Section Resource Commission team will have hundreds of new ideas for members in the I.T. workshop track at CMA Long Beach 2005. Go to www.mbsinc.com for a copy of the etiquette article.

[] **Phone Seminar on 5 Keys to Major Donor Event**

Success. Join Butch Maltby for an exciting 60-minute conference call, Thursday, March 31 (12 noon E.S.T) You'll be energized and inspired with fresh, proven approaches for developing major donor relationships through special events. CMA members save 20 percent (only \$39). To register, call 877/810-2183.

[] **Blessing People With Pocket Pennies.**

George Duff, CMA senior advisor, recommends every manager start the day with 10 pennies in your left hand pocket. When you affirm a team member, move one penny from your left pocket to your right pocket. (Make the switch without being seen, of course.) If you have an affirmation mind-set, you'll have an empty left-hand pocket at the end of the day. *Women may want to use another memory device, if your outfits don't always have pockets.*



[] **New President at Focus on the Family.** James D. Daly is the new president and CEO at Focus on the Family, Colorado Springs, Colo., succeeding Don Hodel who retired last month. Daly, most recently the COO, has been with the ministry since 1989. Hodel has served since May 2003, when James Dobson turned over the presidency to him. Dobson will remain as chairman of Focus on the Family and Hodel will continue to serve on the board. Info:

<http://www.family.org/welcome/press/a0035651.cfm>.

[] **Young Evangelicals Recruiting 20-Somethings.**

Young Evangelicals (YE), a ministry of the National Association of Evangelicals, is seeking leaders, ages 18 to 28, to invest one year on a working team in Colorado Springs to focus on public policy, the media, and the inner-workings of a national nonprofit ministry. Info at: www.nae/net/images/YBFINAL.PDF.

[] **Arrow Leadership Tops 1,000 Graduates.** The innovative leadership program begun by Leighton Ford in 1992, will serve its 1,000th young leader in 2005, according to Carson Pue, president of Arrow Leadership, Vancouver, B.C. Their programs operate in Australia, Canada, New Zealand, Norway, Poland, United Kingdom and the U.S. A new program, for ministry executives, launched last month and the 2006 "Executive Arrow" class begins Jan. 14. Info: www.arrowleadership.org.

[] **Homegoing for Ted Engstrom's Wife.** Dorothy Engstrom, beloved wife of Ted Engstrom, went to heaven in February. James Dobson, and others, shared in the memorial service on Feb. 12 in Pasadena, Calif. The Engstroms had celebrated their 65th wedding anniversary recently. Ted Engstrom, president emeritus of World Vision, is a senior advisor for CMA and former chairman of the CMA board of directors. He is on the workshop faculty for CMA Long Beach 2005, along with Bob Andringa, in an all-day Monday institute on board and CEO roles and relationships.



[] Email a Colleague About CMA Long Beach

2005. Whether you're registered or still thinking about it, you will bless a ministry colleague, senior pastor, executive pastor, church business administrator, board member or volunteer—by introducing them to CMA Long Beach 2005. Just “cut and paste” the paragraph below and email it to your 100 closest friends. Thanks!

**CUT, PASTE AND EMAIL
TO YOUR COLLEAGUES:**

Dear Colleague,

Quick! Go to www.CMAonline.org and check out CMA Long Beach 2005, CMA's 28th annual leadership and management conference, April 25-28, at the Long Beach Convention Center, Long Beach, Calif.

The conference, hosted by Christian Management Association, features more than 100 workshops, 17 all-day Monday Intensive Training Institutes, and Ken Blanchard, popular *One Minute Manager* author, as the opening keynote speaker. The theme is *Lead Like Jesus: Turning the One Minute Manager® Into a Servant Leader*. More than 2,000 people are expected. Info: www.CMAonline.org or call 800/727-4CMA, ext. 3005, for a free brochure, or email Bob@CMAonline.org.

Sincerely yours,

Your Name Here

[] CMA Welcomes Two Senior Advisors. CMA now has four senior advisors. **Alan Bergstedt**, CMA's co-founder and first chairman of the board, and president of Visionary Ventures, Carlsbad, Calif., joined the team last month. **David North**, recently retired president of Volunteers of America Texas, Fort Worth, Texas, is coming on board this spring, following a move to Colorado. Both Bergstedt and North are faculty members at CMA Long Beach 2005. They join **Ted Engstrom**, president emeritus of World Vision, Monrovia, Calif., and **George Duff**, former president of the Greater Seattle Chamber of Commerce, Seattle, Wash.

[] New Business Member Benefits. There are new benefits for all three Business membership levels for 2005: Premier, Gold and Founders Council. For the brochure and 2005 application form, go to www.CMAonline.org and click on “Business Opportunities.” For more information, contact Joe Voorhies at 800/727-4CMA, ext. 3022, or Joe@CMAonline.org. Joe also has information on remaining space at the CMA Long Beach 2005 exhibition hall.

[] **Almost 50 Organizations "Go Gold" So Far!** The new CMA membership category, "CMA Gold Membership," has immediately become a popular option for 2005 membership renewals. This level includes 10 individual memberships (with options to add more people at just \$39 each), plus a complimentary registration to CMA Long Beach 2005 and a complimentary 2005 compensation handbook (to be published Oct. 1, 2005). Membership renewal invoices for Christian organizations and churches were mailed to each organization's contact person. For information, call Sandy Huston, CMA Member Services Manager, at 800/727-4CMA, ext. 3024, or email Sandy@CMAonline.org. The new membership brochure is posted at www.CMAonline.org.

[] **Introductory E-Membership for New Members.** CMA members are encouraged to email their non-member colleagues about the new "E-Membership" level available to new members only for just \$99 (for one member) in 2005. For more information, call Sandy Huston, CMA Member Services Manager, at 800/727-4CMA, ext. 3024, or email Sandy@CMAonline.org.

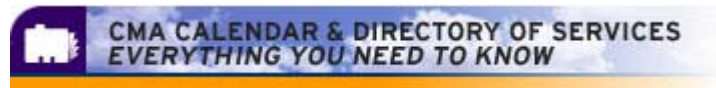
[] **Next CEO Dialogues: Seattle, Long Beach and Colorado Springs.** Future CEO Dialogues will be in Seattle, March 17, with **Rich Stearns**, president of World Vision, and **Jerry White**, president emeritus of The Navigators. The next dialogue will be held April 25 during CMA Long Beach 2005, and then June 8 in Colorado Springs. For information, go to www.CMAonline.org or contact Bill James (coordinator for 2005) at Emerging Leaders Institute at 724/444-8871, or willjames@mindspring.com.

[] **Up to \$250 Credit for CMA Job Market Ads.** CMA Christian Organization/Church members and Business Members (in good standing) receive one free job listing (up to a \$250 value, based on membership level) each calendar year on the CMA Job Market. Submit your ad using the online ad placement form and mention this credit offer. Go to: www.cmaonline.org/jobmarket.

[] **Inter Cristo: 10% Discount.** CMA member organizations receive a 10 percent discount on Inter Cristo's hot jobs listings and resume service when accessing the service through CMA's website at www.CMAonline.org/jobmarket.



Join us at the Long Beach Convention Center in Long Beach, California for CMA Long Beach 2005!



2005

- [] March 17 - CEO Dialogue (Seattle)
- [] April 25 - CEO Dialogue (Long Beach)
- [] April 25 - CXO Dialogue (Long Beach)
- [] April 25-26 - Christian Management Partners Summit (Long Beach)
- [] April 25-28 - CMA Long Beach 2005 (Long Beach)
- [] May 28 - CEO Dialogue (Cleveland)
- [] June 8 - CEO Dialogue (Colorado Springs)

CMA Directory of 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.

Note: Axia Merchant Services is no longer a CMA Sponsored Program.

CMA MANAGEMENT MONTHLY will be sent 11 times in 2005 to all CMA members. Subscriptions for non-members are \$100 per year for 11 issues. Editorial material may be reprinted if credit is given. John Pearson, editor, (John@CMAonline.org); Suzy West, production (Suzy@CMAonline.org); and Sandy Huston, circulation (Sandy@CMAonline.org). Copyright, 2005, 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, CA 92674, Phone 949-487-0900, Fax 949-487-0927

Email CMA@CMAonline.org, www.CMAonline.org

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