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#### TCN PROFESSIONAL JOURNAL

welcomes all material of value to leaders in church administration including Letters to the Editor, news of members, reports on chapters, papers on technical items, and book reviews.

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# FROM THE EDITOR

CULTURE ISSUE, FALL 2024



**CULTURE AFFECTS SO MANY THINGS.** Whether it's staff culture, the culture of a region or community, or your church culture, it has an impact on performance, morale, and overall effectiveness.

This issue is filled with many takes on culture – various types, nuanced facets of culture, how to improve it, and why it's important. It very well could be the most important thing you try to improve, because of its effect on everything else.

In John 10:10, Jesus said that He came so we could have an abundant life. When I think of culture, I can't help but think of that verse. Is the culture around you fostering an abundant life, or sucking the life right out of you? How can you be an agent of change in the culture? How can you have influence, shining light and life in someone else's direction, adding value, abundance, and hope?

## AT THE CHURCH NETWORK, OUR CULTURE IS BASED ON THESE VALUES:

**Serve Others** - We are kind and helpful doing our work and interacting with others, understanding that Jesus is our example.

**Learn for a Lifetime** - Learning is never done, so we will continue to learn and provide opportunities for others to do the same.

**Embrace Community** - We weren't created to do life or work alone, so we will link arms with others and avoid operating in isolation.

**Provide Tools** - Tools can make work more effective, so we will use technology and talents to facilitate and strengthen ministry.

A few months ago, we experienced a wonderful display of our culture at our annual conference in Lexington, KY. You can see some photos of our



time together on the page opposite this letter. We invite you to experience one of our upcoming events, whether it be a webinar, a regional event, a metro roundtable for larger churches, one of our certification modules, or the 2025 conference in Omaha.

Ministry can be challenging, no matter the culture you find yourself in. At TCN, we're here to help. We're in this together, making a difference in the world, for an eternal impact.

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*Denise Craig*

Denise Craig, CAE, CCA  
Chief Executive Officer





# SAVE THE DATE



## JULY 15-18 2025



# CULTURE MATTERS

## Why the Culture of Your Team is the Linchpin to Achieving Your Mission

BY JENNI CATRON

The community I live in was settled on the banks of the Fox River in northeastern Wisconsin. In the 1700s, this area was still largely undeveloped and sparsely populated, but by the mid-to-late 1800s, Fox Valley became home to paper barons and transformed into a vibrant hub of industry for generations to come.

What was critical to the success of the papermaking industry was identifying the right conditions to accomplish their mission of mass-producing paper. In this case, the current of the Fox River was ideal for helping paper entrepreneurs achieve their mission.

To achieve your mission, the conditions matter. As a leader, you have to create the climate that will most effectively help you achieve your mission. You have to choose the environment in which your team can thrive. In essence, the culture of your organization is the river that is carrying your mission forward. Culture envelops and flows through everything you do.

Is your culture a stagnant pond, a slow trickle, or a rushing river? Are there dry spots in your riverbed? Are people lazily floating along, drowning in the current, or confidently navigating the waters of your culture?

Okay, maybe I'm overworking the analogy a bit, but my hope is to help you comprehend the importance of culture. Your culture carries your mission. If you are passionate about achieving the mission, vision, and goals of your ministry, getting intentional about culture is essential.

Several years ago, I was recruited to an organization to help chart the vision for the future that the senior leader had defined. This organization had gone through some significant changes and there was great hope for a new vision and direction. I was compelled by the opportunity and, after thoughtful evaluation, accepted the job. Unfortunately, what I quickly discovered is that we were trying to drive a speed boat through a stagnant pond. We had an extraordinary mission and vision for the future but a culture that wasn't ready for it.

You can have a great vision. You can be a phenomenal leader. But if you don't understand and value the significance of the

culture, your greatest vision and your best leadership are only going to get stuck in the muck of poor culture.

The environment we work in matters. The people we work with matters. So why do so many leaders struggle to build thriving cultures? Why are employees leaving faster than we can hire them? Why do those who stay seem to be working against us rather than working with us?

A key part of the problem with analyzing organizational culture is that we don't fully understand its place in the success of our organization. For many, culture seems like a luxury we'll get to when we have margin for it. We confuse culture with employee perks that feel frivolous and non-essential. Frankly, we don't understand culture's place and purpose, and therefore we relegate it to a function of the human resources department and underestimate its role in being the current that carries our mission.

The challenge of making culture a priority is not an uncommon one. As leaders, we are expected to focus on vision and strategy. We don't have the luxury of cultivating kumbaya moments. The demands of congregants, tithers, elders, and growth metrics create an urgency to focus on the tactics that will help us meet these unending expectations. And yet, for all your focus and intentionality, you will hit a point where your strategy just isn't working. No matter how powerful the vision, it feels like you're operating in quicksand. You've heeded all the best practices and gone to all the right conferences, but you still feel like you're struggling to get traction toward accomplishing your vision.

There is nothing more frustrating as a leader than to have a vision burning in your heart but the inability to see that vision become reality.

We are wired to grow things. I don't think this desire is wrong. In fact, I think it's in our nature.

Play blocks with any toddler and they will default to building as tall as they can as quickly as they can. If you want to be a witness to a tantrum, stay long enough to see their haphazardly constructed tower come crashing down.



We tend to throw tantrums too when the plans we've built don't meet our expectations.

In order to manage our expectations (and our tantrums), we need to understand the bigger picture of organizational life and the essential building blocks that support the health of our ministry and our vision.

### THE BUILDING BLOCKS

The life cycle of an organization is often depicted as a bell curve. We all aspire to go “up and to the right” as quickly as possible and do everything within our power to resist the backside of the life cycle, which depicts decline and ultimately death.

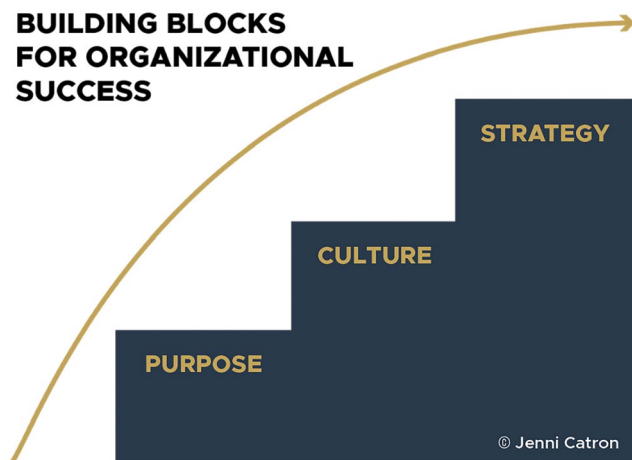
As a Certified Scale Architect of Predictable Success working with organizations on their strategies for growth, I repeatedly see two key areas that are often overlooked in the pursuit of growth. These two key things are foundational for organizational growth to occur.

1. Purpose
2. Culture

These are the foundational steps that support growth up and to the right. I picture it as a set of stairsteps undergirding the curve. Each one of these steps is a key facet we must attend to in organizational development. If the first two steps of purpose and culture are given appropriate attention, the third step of strategy becomes a more natural overflow of our effort rather than an elusive target we can't hit.

This graphic gives us a visual of the importance of these two steps that precede strategy. While strategy is important, a consistent focus on purpose—why we do what we do—coupled with a commitment to our people is essential for us to build the strategy on.

### BUILDING BLOCKS FOR ORGANIZATIONAL SUCCESS



### THE BUILDING BLOCKS

This graphic gives us a visual of the importance of these two steps that precede strategy. While strategy is important, a consistent focus on purpose—why we do what we do—coupled with a commitment to our people is essential for us to build the strategy on.

### 3 CRITICAL CONSIDERATIONS

Let's look more closely at the relationship between these building blocks.

#### 1. Without a keen sense of purpose, you will be crushed under the weight of responsibility as you scale up.

Most ministries start with a strong sense of purpose. You painstakingly craft your mission and vision. Purpose is the only thing you have at the beginning, so you do the initial work to define it. This step is mostly below the surface. It's foundational. It is the biggest step and shoulders the most weight. It's the “why” behind everything you do.

The problem emerges as the ministry grows. Demands of congregants compromise your clarity of vision. New staff members bring new ideas. Opportunities emerge that sound like a good idea, and before you realize it you lack clarity of purpose.

#### 2. If your culture is not healthy, your strategy is irrelevant.

You may have heard the quote, “Culture eats strategy for breakfast.” We even subscribe to axioms such as “People are our greatest asset.”

We often give lip service to the importance of culture but in the pursuit of organizational growth, we focus our efforts on strategic plans, setting audacious goals, and implementing the systems and structures to support them. The busyness of these efforts often causes us to neglect the development of our teams and the creation of environments in which the very people we need to accomplish our vision can thrive.

The second step, culture, is the heart of the work I do with teams. It starts with our personal growth as a leader and extends to how we cultivate the development of our team. This step builds upon purpose in that you're helping a team of people personally and collectively act in congruence with the purpose of the organization.

#### 3. Strategy only succeeds when it's aligned with purpose and culture.

It's not that strategy isn't important. It is. We need to know how we're going to accomplish our mission and vision, but this is often where I see leaders spend disproportionate amounts of time and energy. Eager to identify outcomes and accomplish

audacious goals, we quickly pursue the strategies that will make those goals possible, only to have spent significant budget to build a strategic plan that sits in a binder on a shelf.

Leaders often call me when their repeated attempts at strategy are not resulting in growth. Their eye is on the top of the bell curve—that pinnacle of growth (however growth is defined for your ministry). Unfortunately, I've heard story after story of leaders who have invested in strategic planning year after year with only unmet goals and frustration to show for it.

Where culture and strategy collide is where we see extraordinary outcomes, but we must give disproportionate time to culture development in order for strategy to be successful.

The weight of success will be crushing if we are not attending to our culture. If you trace the trajectory of an organization that has imploded, I'm confident you'll find a compromised culture beneath the rubble.

I was recently speaking at a conference and asked the attendees the following questions:

"How many of you have spent time, maybe even hired someone, to help you write your mission and vision statements for your ministry?"

Nearly all the hands in the room went up. Then I asked:

"How many of you have a written strategic plan?" Again, nearly every hand in the room went up.

Finally, I asked, "How many of you have a plan for your team culture?"

This time only a few hands went up. I wasn't surprised. In fact, research tells us that while 90 percent of leaders believe that an employee engagement plan will help them achieve their mission, only 25 percent of them actually have a plan.

Why is it we fail to give the time and attention to arguably the greatest resource we have — our people?

Another way to think about culture is the stewardship of people in pursuit of a purpose. As a leader you are simultaneously juggling these two mandates: 1) to accomplish the purpose of your ministry, and 2) to build and retain a great staff who make that purpose possible.

We live in an era of organizational leadership where employees have greater expectations of their work culture. They have more flexibility and more options than they've ever had. Work and life collide like never before, and employees want to be a part of a culture that reflects the values they hold and connects them with work that has purpose and meaning. They are less fearful

to change jobs and will prioritize seeking out work that provides fulfillment and purpose.

When we're intentional about designing and building our culture, great team members will clamor to be a part of it, and more importantly they will want to remain a part of it. This dynamic creates a unique opportunity for leaders to build cultures in which purpose is clear and team members can find meaning in their contribution.

As leaders who are shaping the culture of our teams, it's our responsibility to bring clarity to who we are and how we work to achieve our mission. Culture isn't just a nice idea that you'll get to if you have time. It's the very linchpin that ties your purpose and strategy together. You can't achieve your purpose without a team of people to make it happen. Whether it's two people or two thousand, you have the opportunity, privilege, and responsibility to be intentional in leading culture!

\*This article is adapted from Jenni's forthcoming book, *Culture Matters: A Framework for Helping Your Team Grow, Thrive, and Be Unstoppable* releasing February 11th, 2025. You can pre-order at [www.culturemattersbook.com](http://www.culturemattersbook.com)



#### AUTHOR

Jenni Catron is a sought-after leadership coach, author, and speaker with over two decades of experience in both corporate and non-profit sectors dedicated to cultivating healthy leaders and thriving organizations. As the Founder and CEO of The 4Sight Group, she brings her seasoned expertise to consult organizations on values-based leadership, team culture, and overall organizational health. You can find Jenni on social media at @jennicatron and learn more about her work at [www.get4sight.com](http://www.get4sight.com).

I Scale Architects, accessed June 6, 2024, [www.scalearchitects.com/](http://www.scalearchitects.com/).



# Empowering the Introverts on Your Team

BY RON EDMONDSON



Every good leader I know wants to have a culture of inclusion - where everyone on the team feels their opinion is heard and valued. They want meetings to be a team activity - both productive but also participatory. That requires a free-flowing dialogue among all team members.

But do you have people on your team who never seem to contribute anything in meetings? You may even get frustrated with them for never seeming to have an original idea or any input into the decisions being made.

Occasionally I will hear another leader complain about someone on their team who the leader feels doesn't contribute as much as others. "She's too quiet." "I wish he would speak up more." "He doesn't participate as much as some of the others."

Sometimes I wonder if the team dynamics allow them to be heard. When this happens and I am the leader I have one huge initial question. Is the way I'm conducting the meeting keeping certain voices from being heard? Specifically, could it be that some of those not participating are introverts? Have you ever tried to get the introvert on your team talking?

The fact is introverts can be highly creative. They have original ideas. They usually take time to think things through thoroughly, which is a valuable asset for any team. Introverts can lead, take charge; even drive a project to completion. You may be missing out on some of your team's best assets if you don't create a culture that values everyone - where every original thought is heard. Some of the best ideas your team will ever hear are likely not being discovered.

I have written and spoken extensively on the subject and every time I hear from introverts who feel I have captured some of their experiences - and frustrations. So, on behalf of my fellow introverts I should say your team needs to hear from them. As a defined, proud, and certain introvert, I know what it takes to get

me talking. I also know what will keep me from sharing anything in a meeting.

Allow me to share some thoughts from a personal perspective. Here are seven reasons introverts may not be talking in meetings you lead:

- 1. EVERYONE ELSE KEEPS TALKING - EVEN TALKING OVER ONE ANOTHER** - Most introverts are not going to interrupt other people. They will simply wait their turn. If that turn never comes then many times, they will not share their ideas.
- 2. YOU ARE RUSHING FOR THE ANSWERS** - You have to give introverts time to process. Introverts need time to find the right words to say. If you press for quick responses, they will likely share less. This is true in brainstorming too, where you are looking for many responses.  
  
On a side note, I often receive push back from introverts and leaders about the process of brainstorming and their participation. Brainstorming often involves quick thoughts being shared. I don't think the problem is brainstorming, but rather how we do it.
- 3. THERE ARE TOO MANY PEOPLE, ESPECIALLY EXTROVERTS IN THE ROOM** - If there are plenty of "talkers" an introvert will often let others do the talking. Again, they won't likely interrupt. If introverts are easily outnumbered, they are usually silenced. You can sometimes solve this by breaking larger groups into smaller groups.
- 4. YOU HAVE THEM IN AN UNCOMFORTABLE SEAT** - Put an introvert in the awkward front row seat or in the middle of a crowded room and they aren't going to be

as vocal. They will be less likely to share if they feel they are being made the center of attention. The set up of the room is a huge part of team dynamics for everyone, but especially introverts. Give them their space, maybe even let them have a corner, but mostly do not assign seats. Do not force their position in the room – let them choose their comfortable place.

**5. THEY'VE GOT NOTHING TO SAY** – It could be as simple as that. Perhaps it is not their subject of expertise. Introverts are not as likely to talk about subjects they know less about as an extrovert will. Their words are typically based on thoughts they have processed longer, so if it's a new subject, they may still be processing internally.

**6. THE CONVERSATION ISN'T GOING ANYWHERE** – Introverts are not usually fans of small talk or chit chat. If too much time at the beginning of the meeting was about nothing they consider of great importance, then you may have already lost their interest. Consequently, the more you can stick to your pre-arranged agenda (and introverts like to know the agenda) the more likely they will be to participate.

**7. YOU PUT THEM ON THE SPOT WITHOUT WARNING** – This is a big one. Introverts are often NOT opposed to making a presentation. (The “not” is capitalized on purpose.) The myth is that introverts are always silent. That is not true. It is not that they have nothing to say. They simply want to be prepared before they share what is on their mind.



The more advance notice you give an introvert before they need to speak the better outcome you can expect. Even if you need someone to share on the spot, you might say something such as, “Tracy, I’m going to ask you to share in just a few minutes about \_\_\_\_\_” and then come back to them. You will likely get a better answer.

In conclusion, all of this means you need to understand the team you are trying to lead. Knowing who the introverts are on your team is an important leadership strategy to getting the best from your people. Attempt to figure out how introverted they are and what their ideal setting is for being heard. This takes time and practice – and realizing everyone on your team is not the same.

Bottom line is that everyone on our team has thoughts we need to hear. Again, if not, why are they on the team? Our challenge, as leaders, is to create an environment conducive for hearing from everyone.

Let me give a word to my fellow introverts. What happens in meetings in your church or organization is too important not to have the collective thoughts from everyone on the team. You are too important to the mix. If your voice was not important then you would not be needed on the team. So, fellow introverts, we do not get an “out” of everything uncomfortable because we are introverts. No one does. We too must adapt to our cultures. Leaders need to get better at leading everyone, which is the point of this article, but we have a part to play in helping them lead us better.



#### AUTHOR

In addition to being a self-proclaimed introvert, Ron Edmondson is a senior leader with over 40 years’ experience. That makes him a really old guy with lots of mistakes upon which to learn and grow. Ron is currently lead pastor of Immanuel Baptist Church in Lexington, Kentucky and has served in vocational ministry, business, government and the nonprofit sectors. He and wife Cheryl have two grown sons, both married with two daughters each - and a grandson on the way.

You can find more about Ron and connect to all his writings and social media at [RonEdmondson.com](http://RonEdmondson.com)



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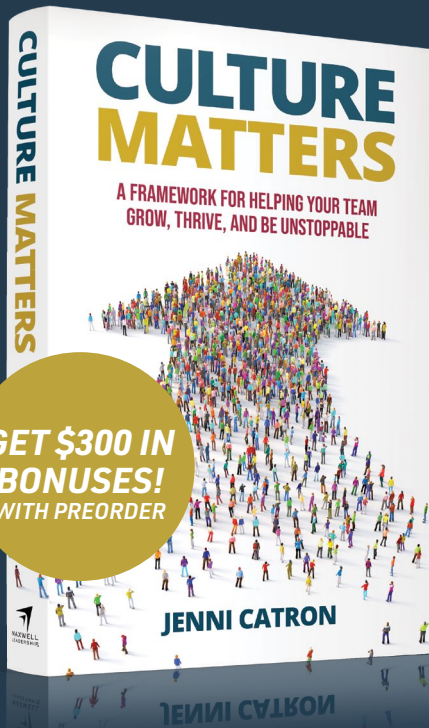
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# Meet the LEADER

BY DENISE CRAIG, CAE, CCA



## Jennifer Childers, Executive Director at Myers Park Presbyterian Church

Jennifer currently serves as the Executive Director for Myers Park Presbyterian Church. Myers Park is an engaged community of faith at work throughout Charlotte, NC and around the world. Denise Craig, the CEO of The Church Network (TCN), had an opportunity to speak with Jennifer about church and culture as well as Jennifer's experience as an Executive Director and female leader. Jennifer can be reached at [JChilders@myersparkpres.org](mailto:JChilders@myersparkpres.org).

**DENISE:** Jennifer, it has been such a blessing to have known you for several years through your membership and volunteer leadership with The Church Network. Your wealth of experience is a huge value to your staff team at Myers Park. What do you find is one of the biggest changes you've seen, not just at your church but in church administration over the years?

**JENNIFER:** Thank you, Denise! It's been a pleasure being part of this community. When I think about the biggest changes in church administration, one thing that stands out is how many churches now operate with fewer dedicated administrative staff. Many roles within churches are expanding to include administrative duties, even for those who may not have education or experience in this area. It's becoming increasingly common to see people stepping into church administration without specific training, which certainly changes the landscape of how we approach our work.

**DENISE:** How have you adapted to that change?

**JENNIFER:** Adapting to this change has really been about embracing the idea of "working smarter, not harder." As churches face increasing demands with sometimes fewer resources, it's crucial to find more efficient ways to operate. This isn't about cutting corners but finding innovative solutions and leveraging tools to streamline processes. For instance, at Myers Park, we're exploring the use of AI to create committee meeting minutes.

Equally important is the emphasis on training our staff to adapt to these new tools and methods. By investing in their development, we ensure that our team is not only equipped to handle current challenges but also prepared for future growth. The focus has shifted to maximizing our impact without overextending our teams, ensuring that everything we do aligns with our mission and is sustainable for the long term.

**DENISE:** As you think about church culture, what are the things that stand out most in your mind?

**JENNIFER:** What stands out is the importance of authenticity. Churches, like individuals, can't be all things to all people. It's crucial to understand and embrace what your church does well and what it's called to be. This clarity helps align everyone—staff and congregation members—around a shared mission and purpose. Being honest about who we are as a church allows us to focus our efforts where they can have the most impact.

**DENISE:** What can a church administration leader do to foster a healthy culture among their church staff?

**JENNIFER:** It starts with clarity and transparency. It's essential to clearly communicate the church's mission and vision, ensuring every staff member understands how their role contributes to these goals. Regular communication and opportunities for feedback keep everyone aligned and engaged. A healthy culture is one where staff members feel valued, informed, and connected to the church's purpose. By maintaining open dialogue and being transparent about the church's priorities, you create an environment where your team can thrive.

**DENISE:** Do you have a story you can share with us about a strategy or technique you have used in the past to improve the culture of your staff team?

**JENNIFER:** One strategy that has been particularly effective is making time for fun and personal connection among staff. For example, we have monthly birthday parties and quarterly team meals where we don't talk about work at all—it's just about getting to know each other as people. These moments of connection build trust and make it easier to navigate any conflicts that arise. In addition to these regular gatherings, we also organize an



annual fun outing for the entire team. We've done things like attending a local baseball game, going bowling, and we're even planning an escape room challenge soon. These larger events are a great way to bring everyone together in a relaxed setting, reinforcing the idea that we're not just coworkers, but a community.

We've also done some Enneagram work with our senior leadership team, which has helped us understand how different team members work and how to best support each other. Another key practice for me as a leader is regularly asking my direct reports, "What can I be doing to support you?" This opens up a space for honest dialogue and shows that I care about their success and well-being.

**DENISE:** How far-reaching are the effects on the team when there is a staff person with unhealthy behaviors?

**JENNIFER:** Unhealthy behaviors can have a ripple effect that extends far beyond the immediate team. It impacts not only the staff but also church members and even outreach partners. The closer you are to the source of the problem, the more intense the impact, but it can eventually affect the entire church community. That's why it's so important to address these issues directly and create boundaries to contain the negative effects as much as possible.

**DENISE:** As you lead a staff team, what are some regular practices you have in place to help foster a healthy culture among team members?

**JENNIFER:** We've implemented a few practices that I believe really help maintain a positive culture. I hold regular one-on-one check-ins with my direct reports, either weekly or bi-weekly. This is a safe space where they can express anything they need to, knowing they'll be heard. I also emphasize that while we are a close-knit team, it's important to set boundaries—like not checking or responding to emails outside of business hours unless it's truly urgent. These boundaries help prevent burnout and ensure everyone is bringing their best selves to work.

**DENISE:** It can be possible for volunteers to lack alignment when it comes to culture and values. How do you ensure church volunteers understand the culture and the values of the team, and make sure they are on the same page with everyone else?

**JENNIFER:** That's definitely a challenge, especially in a larger church with such a diverse congregation. One approach is to have clear and upfront discussions with volunteers about the purpose and goals of their work. These initial conversations often start in committee or team meetings, where we set

the stage for what we're trying to achieve. When there are alignment issues, I believe in addressing them directly with the individual rather than making vague statements to the whole group. It's also important to remain curious and open-minded—sometimes those volunteers bring different perspectives that make us consider things we hadn't thought of before.

**DENISE:** Jennifer, I really appreciate your time, as I know it's valuable. How do you make time for your own health and foster the right frame of mind while serving in a large church?

**JENNIFER:** I prioritize rest and renewal throughout the year. While I'm available to my team 24/7, they know to text me outside of business hours if it's urgent—I don't check emails in the evenings or on weekends. I also try to schedule emails to send during business hours if I happen to draft one after hours. These practices not only help me recharge, but they also set a precedent for a healthy work-life balance within the team. It's crucial for me to be at my best, and that means being intentional to rest and disconnect. I hold my team accountable for this as well.

**DENISE:** Is there anything else you would like to add?

**JENNIFER:** I just want to say how much this organization has meant to me. The Church Network has been a tremendous source of support and knowledge. If anyone ever needs to reach out for ideas or just to chat, I'm always here. It's so important not to go it alone in this work, and I've found great value in connecting with others who are doing the same important work.




#### **AUTHOR**

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# The Power of Culture, The Power of Leadership:

## THE COIN THAT DRIVES EMPLOYEE PERFORMANCE

BY SETH YELORDA



“Culture eats strategy for breakfast.” This famous quote by management expert Peter Drucker encapsulates a reality that leaders across all organizations must grapple with—whether in a corporate setting or a church environment. As pastors, executives, and administrators, our focus is often on strategy, vision, and goals. But there’s an often-overlooked force that can either propel your church staff and volunteers to new heights or hold them back: culture.

Culture is the invisible framework that shapes how work gets done in an organization. It’s the set of shared values, beliefs, and behaviors that determine how people interact, make decisions, and ultimately, how they perform. In the context of a church, culture is the oil that keeps the engine of ministry running smoothly. Without it, even the most dynamic programs and initiatives will sputter and stall.

### THE IMPACT OF CULTURE ON PERFORMANCE

It has been well studied that the culture of an organization directly impacts employee performance. In their seminal study, Denison and Mishra (1995) explored the critical link between organizational culture and performance,

revealing that certain cultural traits—such as involvement, consistency, adaptability, and mission—are strongly correlated with organizational effectiveness. Their research demonstrated that organizations with a robust and adaptive culture tend to achieve higher levels of employee performance.

In a church setting, this applies not only to paid staff but also to volunteers, leaders, and members. In their comprehensive review, Studer and von Schnurbein (2013) highlighted the critical role of organizational culture in enhancing volunteer performance. Their paper, “Organizational Factors Affecting Volunteers: A Literature Review on Volunteer Coordination,” emphasized that when volunteers feel valued, supported, and aligned with the mission of the organization, their commitment and performance significantly increase. This underscores that a positive, supportive culture can inspire people to do their best work, fostering creativity, collaboration, and a sense of purpose.

On the other hand, a toxic or misaligned culture can lead to disengagement, frustration, and burnout. In his foundational work “Psychological Conditions of Personal Engagement

and Disengagement at Work,” Kahn (1990) demonstrated how a misaligned or toxic organizational culture can lead to disengagement among employees. Kahn found that when employees perceive a lack of meaningfulness, safety, and support within their workplace—conditions often shaped by the prevailing culture—they are more likely to disengage from their roles. This disengagement, driven by frustration and a sense of disconnect, directly contributes to lower performance and reduced productivity within the organization.

With the growing body of evidence highlighting the profound impact that organizational culture has on performance, it is increasingly clear that one of the most critical responsibilities of a church leader is to protect and nurture the culture at all costs. This responsibility may at times feel secondary to other pressing concerns—weekly services, budgets, deadlines, program and ministry management—but it is, in fact, the foundation upon which all other work rests. When the culture is strong and healthy, everything else becomes easier; when it is weak or toxic, even the simplest tasks can become insurmountable.



## RECOGNIZING AND SHAPING CHURCH CULTURE

A high-performance culture is characterized by trust, mutual respect, and a shared commitment to the organization's mission (Cameron & Quinn, 2011; Dirks & Ferrin, 2001; Kotter & Heskett, 1992; Schein, 2010). When church staff and volunteers feel that they are part of a positive, encouraging environment, they are more likely to go above and beyond in their roles. This concept, known as organizational citizenship behavior (OCBs), reflects a deep level of engagement where individuals are not just fulfilling their job descriptions but are fully committed to the success of the church as a whole.

Experiencing this level of engagement from your team requires intentional leadership. Edgar Schein, a renowned expert in organizational culture, often described leadership and culture as opposites sides of the same coin because they are intrinsically linked and mutually reinforcing. Leadership shapes culture, and in turn, culture influences the effectiveness of leadership. While leaders are the primary architects of culture, they are also shaped by the culture they create (Schein, 2010).

The visible side of the coin, leadership, involves the actions, decisions, and behaviors of those in positions of influence. This is what people see and experience directly—how leaders communicate, the policies they enforce, and the examples they set. However, the flip side of the coin, culture, encompasses the deeper, often invisible elements that guide those behaviors—shared beliefs, values, and assumptions that are embedded within the organization. This dual relationship means that effective leadership cannot exist without a deep understanding of the culture it operates within, just as a culture cannot thrive, or change, without intentional and aligned leadership. To create and drive a culture where people are developed and performing at a high level, leaders must intentionally shape and guide the underlying beliefs,

values, and assumptions that influence behavior within the organization. This involves setting clear expectations, modeling the desired behaviors, and fostering an environment of trust, mutual respect, and shared commitment to the mission.

However, it is crucial that leaders ensure alignment between what they expect from their teams and what they actually reward—a concept famously discussed in the popular article “On the Folly of Rewarding A, While Hoping for B” by Steven Kerr. In this article, Kerr highlights the common organizational pitfall where leaders inadvertently reward behaviors that are contrary to their stated goals. For instance, if a church leader emphasizes the importance of collaboration but rewards individual achievements that overshadow team efforts, the culture will inevitably drift toward competition rather than cooperation. Leaders must therefore ensure that the incentives and rewards within the organization are consistent with the behaviors they wish to see.

By aligning leadership actions, rewards, and cultural expectations, leaders can cultivate an atmosphere that encourages growth, innovation, and high performance. Ultimately, the reins of culture are firmly in the hands of the leader, whose influence is pivotal in driving a thriving, high-performing organization.

## BUILDING A CULTURE OF HIGH PERFORMANCE

Creating a culture that enhances performance requires a deliberate and strategic approach. One effective way to start is by clarifying the church's mission and ensuring that it is understood and embraced by everyone in the organization. This clarity of purpose is the foundation of a strong culture. Once the mission is clear, the next step is to define the behaviors that will support this mission. These internal values that shape the day-to-day interactions and development within the organization are essential for fostering

a culture that supports and enhances the growth and performance of leaders and staff. By clearly defining and prioritizing these values—such as collaboration, continuous learning, and mutual respect—a church can create a strong foundation where its people are nurtured, empowered, and equipped to excel. These values guide not only what the church does externally but also how it operates internally, ensuring that the organization's culture is aligned with its mission and capable of sustaining high performance over the long term.

To build a high-performance staff culture, certain key values should be at the core of the organization. These include collaboration, where teamwork and open communication are encouraged, fostering a sense of unity and shared purpose. Continuous learning is another crucial value, emphasizing the importance of ongoing development and growth for all members, which drives innovation and adaptability. Accountability ensures that individuals take ownership of their responsibilities and outcomes, promoting reliability and trust within the team. Respect is vital for creating a supportive environment where diverse perspectives are valued, and everyone feels appreciated and heard. Additionally, innovation and creativity are essential for encouraging new ideas and approaches, allowing the organization to stay dynamic and responsive to change. Together, these values form the foundation of a culture where high performance can thrive.

## OVERCOMING CULTURAL CHALLENGES

Transforming or maintaining a church's culture is not without its challenges. Change can be difficult, especially in organizations with long-standing traditions or entrenched ways of doing things. As you work to shape your church's culture, you may encounter resistance from those who are comfortable with the status quo.

It's important to recognize that not everyone will be on board with the cultural shift. Some individuals may choose to leave the organization rather than adapt to the new culture. While this can be difficult, it's essential to stay focused on the long-term goal of creating a healthy, high-performing culture. In the end, the benefits—improved performance, greater engagement, and a more vibrant ministry—will far outweigh the challenges.

### THE LEADER'S ROLE IN SHAPING CULTURE

As a church leader, your role in shaping and protecting the culture of your organization cannot be overstated. The leader is not victim to the culture, but actually the creator of it. By intentionally defining and promoting the right values, creating an environment where people feel supported and engaged, and

addressing challenges head-on, you can foster a culture that allows your church staff and volunteers to thrive.

Remember, culture is not static—it requires ongoing attention and nurturing. But the rewards are significant. A strong culture can inspire your team to reach new heights, make your church a more attractive place to work and serve, and ultimately, help you fulfill your mission more effectively. As you lead, remember that the power of culture and the power of leadership are two sides of the same coin—together, they drive employee performance and have the potential to transform not just your team, but your entire church.

### AUTHOR

Seth Yelorda is the founder of Vision Clarity, an organizational development consultancy. Specializing in leadership

coaching, strategic planning, team development, and culture transformation, he helps churches, schools, hospitals, and nonprofits unlock their full potential. Drawing from 15 years as a senior and executive pastor, Seth possesses a deep commitment to supporting faith and community leaders, aiding them in building team synergy and navigating conflicts effectively. Seth lives in Riverside, CA with his wife and three daughters. You can see more of his work and connect at [visionclarityconsulting.com](http://visionclarityconsulting.com).



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# Face the Facts:

## THE IMPORTANCE OF PLANNED GIVING IN THIS SEASON

BY RICK YOUNG

Do you have a plan to increase support for your church over the course of the next few years? Does it include a focus on planned giving? If it doesn't, now would be a good time to consider it. In the last few years, we have seen an increase in the number of churches and non-profit institutions putting more emphasis on planned giving, especially estate gifts.

Many donors already have their church or favorite nonprofit listed as beneficiaries in their estate plan, but they might want to create an additional planned gift now. For those who have not begun their planning, today is a great time to plant the seed. What comes first? Policies. It is vital that your organization has policies and procedures in place to implement the legacy program. For example, a gift acceptance policy protects the church and the donor.

Keep in mind that people don't have to be older to consider planned giving. Every generation can be philanthropic, and you don't have to have lots of assets to be generous. Many adults create their wills in their late 20s or 30s.

**BUT WHY NOW?** According to *Investment News*:

- There will be a \$31 trillion wealth transfer by 2033.

- Approximately 750,000 individuals with a net worth of \$5 million or more will transfer their wealth by 2035 (just ten short years).
- Most individuals transferring wealth over the next decade, irrespective of wealth or tier, are currently between the ages of 79 and 80.
- By far the two most popular interests of donors are sports and philanthropy.

### SO, WHAT CAN YOU DO TO MAXIMIZE YOUR IMPACT ON THE MISSION?

Let's talk about it. Seriously. Talking about it is the first and most important step. Even something as simple as a notice in the bulletin, website, newsletter, or online communication stating that the church can help you plan a legacy gift for the church can be beneficial.

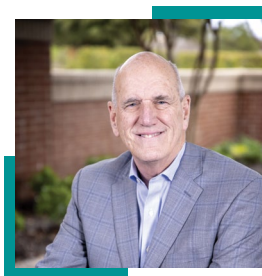
If someone walks into your office and says, "I am considering giving fifty-thousand dollars to the church. How would you use it?" Will you have an answer? "I will get back to you" is not an acceptable response. I advise you to establish a list of programs, needs, or capital concerns to give your donors an option on how they would like to proceed. A short conversation can make a huge difference, but your church needs to be thoroughly prepared. Your church can get help with preparations. There are organizations that assist in this,

and you may have people in your own congregation who would be willing to help as well. You simply need to ask.

**MY FINAL WORDS OF ADVICE? THIS IS A ONCE-IN-A-LIFETIME EVENT. DON'T DELAY, START TODAY!**

### AUTHOR

Rev. Dr. Richard Young is President of the Texas Presbyterian Foundation. He has served as a pastor, and on the Board of Pensions for the Presbyterian Church (USA). He also enjoys volunteering with a dental care mission and Habitat for Humanity. Rick can be reached through the foundation at [tpf.org](http://tpf.org).





# Yes, Ministries Should Embrace AI

BY JONATHAN SMITH

AI IS A TOOL THAT, IF USED PROPERLY, CAN ADVANCE MINISTRY.

There is no doubt that artificial intelligence (AI) has been a significant technological advancement and will continue to revolutionize our lives, with some suggesting AI is to this generation what dial-up internet was to the prior generation.

## ARTIFICIAL INTELLIGENCE ALSO BRINGS MANY QUESTIONS.

- Is it safe?
- Can it be trusted?
- Will AI lead to the destruction of life on our planet?

In many ways, our sci-fi imaginations get the better of us: Is AI the Terminator come to life? Have we finally built Mr. Data from *Star Trek: The Next Generation*? When can I order my first C-3PO droid from Amazon?

## THINK CRITICALLY ABOUT AI

But the more constructive question for church leaders is this: How will AI affect churches and ministries?

One thing to remember: artificial intelligence has been around for a while and has been used in the form of algorithms to process data and determine outcomes. Algorithms determine our social media feeds,

protect our bank accounts and personal information, and even help with traffic management. As the algorithms get “smarter,” the appearance of intelligence emerges. Add to that the ability to tackle more complex, subjective questions, such as “Which national park is the best?” and the algorithms behind AI begin to give it the appearance of discernment.

You remember the adage, garbage in equals garbage out? It’s still true. But with AI, the scale makes finding the garbage a challenge, and the subjective nature of what one human programmer views as garbage compared to another programmer’s view further complicates the effectiveness.

It harkens to the early days of the internet when we emphasized that not everything you read online is true.

Now, the emphasis is on reminding people that, not only is the internet not the ultimate source of truth, but neither is social media—and neither is AI.

## EMBRACE AI, DO NOT FEAR IT

How does all of this affect ministries?

First, there is no need to be scared.

Artificial intelligence is not life—only God can create life. No amount of programming or algorithms can change that. AI can only mimic the creative process.

Second, you can’t always trust it. Phishing scams and get-rich-quick schemes flourish because we believe what we see online. You don’t know if there is another human trying to scam you or another human using AI to make the scam more complex, but you can’t naively trust AI.

Third, ministries should embrace AI. (Yes, you read that correctly.)

Churches and ministries should not run and hide just because AI poses risks. Instead, they should use AI, as they hopefully use other technology, for ministry effectiveness.

## CONVENE CONVERSATIONS AROUND AI

AI offers numerous ministry opportunities. Instead of fearing it, use it as a discipleship opportunity.

Sure, your theology will come into play when evaluating artificial intelligence, but is your church teaching about it with any theological depth?

Have you considered community events to teach the good and the bad? What about teaching basic online safety, including code words to avoid child voice scamming, or that using AI—or any other method—to cheat on one’s homework is a sin?

I assure you: I typed what you are reading here. But how do you know? How would a school know? Even AI tools used to detect AI-created content had to be shut down because the tools failed more than 60 percent of the time.

In many cases, AI should be an opportunity for the church to look deeper at itself, both beneath the steeple and outside the walls.

### AI’S UNDENIABLE POWER

Meanwhile, the power of AI is undeniable and creates questions and concerns. Its ability to generate lifelike videos is amazing.

The benefits to church production by not having to record your pastor literally saying every word, but rather, setting up an AI version so you can improve efficiency is incredible.

There is potentially a negative side of this. What could happen when the pastor leaves and someone at the church holds on to the likeness and makes the image say things the pastor would never say? Powerful technology must be applied through the lens of the Bible.

At a more individual level, what happens when artificial intelligence is used to fake the voice of one of your children calling for help when your child is safe? Social media is another powerful technology that can be used for good and evil. The video you posted of your child giving a speech can also be used to get a sample of your child’s voice that, in turn, could be used to scam you through emotional distress.

The world is constantly changing. We need to teach that the Bible is

forever, providing a strong theological foundation so that, whatever comes next, our people are ready to handle it in a Godly manner. None of these technological developments surprised God, but do we really believe and teach that? The Bible teaches the need to discern right from wrong, and that applies to discernment online.

### USING AI TO STRENGTHEN MINISTRY

Other benefits for churches involve data collection and analytics. I’ve written about the data that churches collect and how to keep it safe, but what about using AI to better evaluate that data? Data is fine, but it’s what you do with the data that really matters.

Artificial intelligence can be an ally in this effort by going through data and providing useful information from which to make decisions.

Using AI to help close the proverbial “ministry back door” where people stop attending before leaders realize it. AI can help us better evaluate attendance patterns and changes in involvement, even comparing attendance with giving trends. This information might help us understand who is at risk for leaving the church or struggling in a manner that a call or visit might prove fruitful. What used to be complex and take hours can now be simplified and assessed in real time.

### COPYRIGHT AND DEFAMATION CONCERNS

We have a long way to go to catch up with the advancements artificial intelligence has provided and the law lags these advancements, too. AI has quickly outdated copyright laws. Personal privacy and intellectual property lawsuits are just starting to head to court. Defamation cases are being filed. But in these cases, who’s to blame? The AI? Or those who programmed the AI? The decisions to come will reshape how we know and understand the use of this technology even in church contexts.

### STEWARDING AI FOR GOOD

I’m excited about AI’s potential for affecting the Kingdom.

But, whether with AI, social media, digital projectors, microphones, cameras, or anything else, all new technology requires responsible use.

Microphones are great, but if you don’t know what you are doing, they will cause piercing feedback. Artificial intelligence is also great, but if you don’t know what you are doing, and you aren’t willing to learn, the scale of the feedback could be destructive.



### AUTHOR

Jonathan Smith is the President of MBS, Inc. and the Director of Technology at Faith Ministries in Lafayette, IN. He is an author and frequent conference speaker. You can reach Jonathan at [jonathans@mbsinc.com](mailto:jonathans@mbsinc.com) and follow him on X @JonathanESmith.

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# TRANSPARENCY: TO SEE OR NOT TO SEE

BY VONNA LAUE, CPA

Leaders often struggle with how much information they should provide to constituents whether that is employees, members of the congregation, or those outside the church. This is a cultural issue and is established by the tone at the top. That means the expectation set by the pastoral staff and governing board is the attitude that will permeate throughout the rest of the church staff.

Two definitions of transparent provided by Merriam-Webster are: 1) free from pretense or deceit and 2) characterized by visibility or accessibility of information especially concerning business practices.

The Evangelical Council for Financial Accountability (ECFA) has Seven Standards of Responsible Stewardship for churches and ministries. Standard Five is the Transparency Standard. In part, the explanation of the standard says, "Financial transparency is not only an accepted, expected, and required form of accountability in society at large, but it also represents the even higher standard of openness for Christ-centered organizations." This standard would suggest we should certainly operate in a way that is free from pretense or deceit.

What about visibility and accessibility? It's much easier to operate from a position of transparency. We don't have to constantly think about what we can say or what we told others to "keep our story straight." One thing I like to keep in mind is that information should be a tool, not a weapon. If people do not have the necessary

background to understand the information you share with them, it can be misunderstood or misused.

I recently took part in a board chair training, and the topic of transparency was discussed. I really appreciated how they highlighted the idea that transparency doesn't mean absolute disclosure but applicable disclosure. Let me challenge you to consider how that may apply in your congregation as you determine what information should be shared.

## **WITHIN THE OPERATIONAL REALM, THERE ARE SEVERAL AREAS TO CONSIDER:**

Finances – When we are transparent with financial information, good decisions are made, and trust is built. The information that is provided will depend on the audience. Typically, financial information will be provided to the congregation at a high level. Reporting might include an overall budget and annual results compared to that budget.

The board would receive more

information than the congregation at large, but not in any granular fashion. The board will likely monitor things such as reserves and management of restricted gifts and balances in addition to overall financial performance. The finance committee will need to be more involved in detailed budget versus actual results, though that would still be at more of a departmental level. Leadership would likely look at those same results possibly all the way down to line items by department to understand the budget in detail.

I am aware of a church where, several years ago, the executive pastor withheld information from the board because the results were poor. He had good intentions to not worry people needlessly, expecting the results would improve. Unfortunately, the truth didn't come to light until it was almost too late. Poor decisions were made for the church because the necessary information was not available when those decisions were made. The church actually ran the risk of becoming insolvent before the situation was



made known. It took years to recover and had far-reaching consequences.

**Personnel** – Obvious caution is due here because you are talking about personal information or performance matters that should be confidential to a broader audience. Make sure individuals on staff with access to information about employees are well-trained in confidentiality practices. Transparency comes into play in this arena by understanding who may need access to such information. An example would be to make sure a supervisor understands any special accommodation an employee requires or the documentation of poor performance.

It is also important to communicate decisions that are made related to personnel policies very well. Keep in mind that matters such as benefits and expense reimbursement requirements have a personal impact on employees, and they will be highly invested in any changes or new decisions. Being transparent about the reason for the policy will keep people from ascribing motives that may be inaccurate.

**INFORMATION TECHNOLOGY** – Not only do we have a requirement to protect digital information as a matter of best practice, but there are actually laws and regulations that require us to protect personally identifiable information. You should understand what information must be protected, the laws surrounding it, and how you are protecting that information. Procedures will vary depending on whether you maintain all systems in house or use vendors for cloud storage.

**OPERATIONAL MATTERS** – Whether it is ministry decisions or discussion surrounding facilities, remember that people will care and will want to feel involved. That doesn't mean they should be informed of all information about every decision, but consider when you are withholding information, whether it is because there is a need to protect something such as personal



information, or negotiating positions, or if it is simply being withheld for simplicity or power purposes.

**RECORD RETENTION** – Your church should have a current record retention policy which identifies all types of records, how long they will be maintained, and how they should be destroyed. While this may not seem to be specifically related to transparency, it certainly can be because it will help you understand the type of information you maintain and how public it can be.

People won't always agree with the decisions of leadership, but when we are transparent about how decisions are made and why, there is generally greater acceptance of the result. I like to tell my team that if you say no to a request, you need to explain the why behind the no. Additionally, I suggest they need to understand what the purpose of the request was to see if there is something else we could say yes to that would accomplish the same thing. I see transparency in providing information the same way. If leadership is not going to be transparent about something, be sure you understand why and provide as much as possible.

The last idea I will leave you with is to consider the concept of transparency as it relates to your personal leadership. We've discussed the impact of transparency within the church itself, but what about how you lead? Approaching leadership with personal transparency will make you more

relatable and build trust within your team. People appreciate knowing you have struggled, and you don't have all the answers. Individuals are looking for people to follow. Are you one of those people? Your transparent leadership may be just the thing that will help develop a new generation of leadership within your church. That's an investment that will yield results for a long time to come.



#### **AUTHOR**

Vonna Laue has worked with ministries and churches for over 25 years and is currently doing so through financial and operational consulting. Vonna is the author of *Glad I Didn't Know: Lessons Learned Through Life's Challenges and Unexpected Blessings*. She previously co-authored three books related to church and ministry finance and was the 2010 Hall of Fame award recipient from The Church Network. She can be reached at [vonnalaue@gmail.com](mailto:vonnalaue@gmail.com)



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# Pastor EXCEL 24

BY GLENN WOOD, CCA

## MS Excel New Features, Formulas, and a Few Extras!

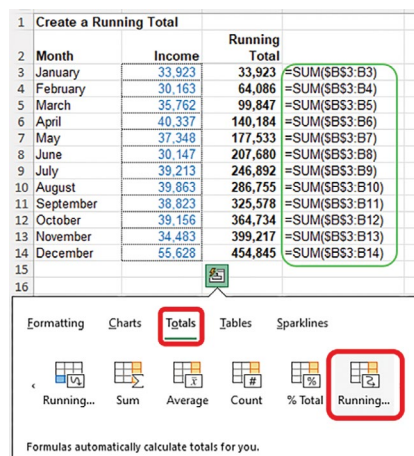
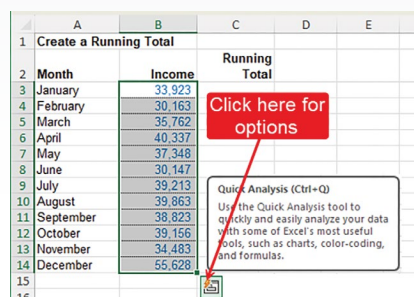
This month's article contains an assortment of functions that can help increase work productivity all while showing off those Excel skills to the boss!

### QUICK ANALYSIS - RUNNING TOTALS

Excel can add a "Running Total" for a list of values that will automatically update as numbers change: .

1. Select the range of cells (B3:B14)
2. Click the small icon in the lower right corner of the selected cells or press Ctrl + Q to open the Quick Analysis option link
3. Click "Totals" and select the "Running" option with the squiggly line in the icon
4. Excel will automatically add the formulas to the adjacent cells (C3:C14).

Note that in the screenshot, the formula used to create the running total is displayed. This will not appear when the Running Totals option is generated--it is for information only.



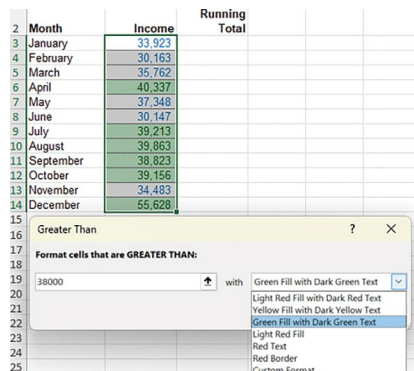
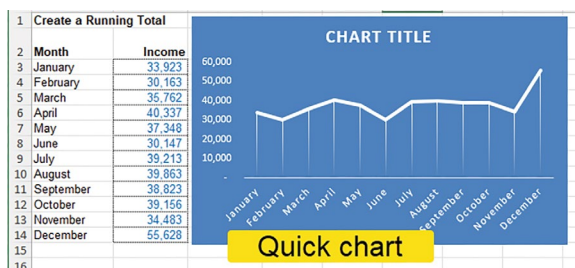
### QUICK ANALYSIS - HIGHLIGHT CELLS THAT MEET A SELECT CRITERIA

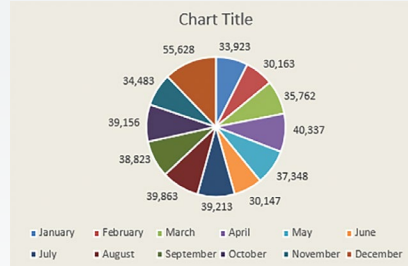
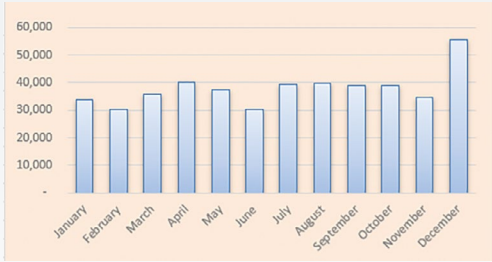
1. Select the range of cells (B3:B14)
2. Click the small icon in the lower right corner of the selected cells or press Ctrl + Q to open the Quick Analysis option link
3. Click the "Formatting" option
4. Click "Greater..."
5. Enter a value in the input box (example is "38000")
6. Click the dropdown box and select from one of the pre-formatted options or click "Custom Format" and select the font, font color, font size, shading color and much more

Other options include highlighting the top 10% of cells, a Sum function, an Average function, a Count Function, Charts, Formatting Options, Data Bars to show value changes, Sparkline trend charts, and others. There is a lot to explore in the Quick Analysis dropdown! Here are some other examples using the same dataset:

Icon Sets

Month	Income
January	33,923
February	30,163
March	35,762
April	40,337
May	37,348
June	30,147
July	39,213
August	39,863
September	38,823
October	39,156
November	34,483
December	55,628





## ADD THE SHEET OR FILE NAME IN A SPREADSHEET CELL

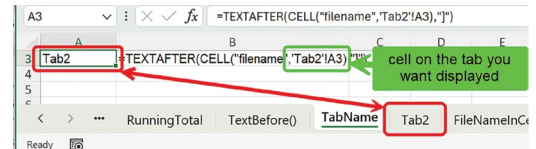
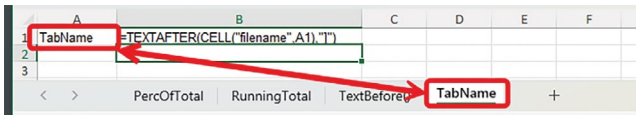
This is how to insert the sheet name or the full file path into a cell:

### Sheet name

Enter `=TEXTAFTER(CELL("filename",A1),"")` into the cell that is to contain the name of the tab. This is a dynamic formula so if the sheet name changes, the cell value will also change. The reference to "A1" in the formula could be any cell on the active worksheet.

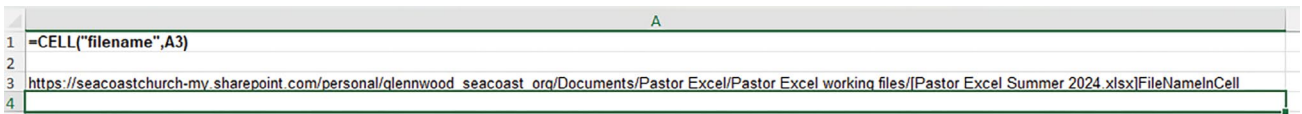
### Sheet name from another tab

The formula can be changed to provide the name from a tab in the same workbook. Enter `=TEXTAFTER(CELL("filename",Tab2!A3),"")` in the cell that should contain the tab name but instead of "A1" as noted in the above formula, highlight this reference and click on any cell on the tab where the name is to be shown. In this case it was "Tab2!" which returned "Tab2" in the cell. As noted above, the cell reference selected doesn't matter as long as it is a cell on the tab to reference.



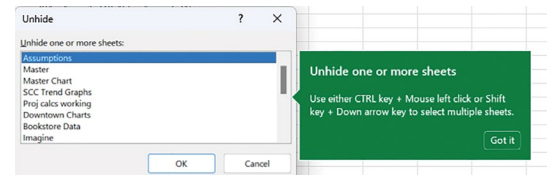
### File name

Entering `=CELL("filename",A1)` in the cell will display the full path to the file that is open. This includes the drive number, file name, and tab. In the example, this is a reference to a cell stored on a SharePoint site. The actual path may look different depending on where files are stored.



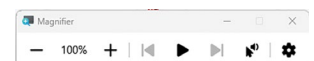
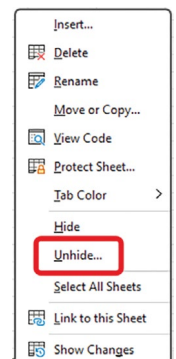
## UNHIDING SELECTED TABS

Excel has an option to "hide" tabs in a spreadsheet. Hiding some information from prying eyes on a shared spreadsheet can be beneficial! These hidden tabs could contain assumptions you don't want others to change, notes on the spreadsheet, or related information that not all users need to see.



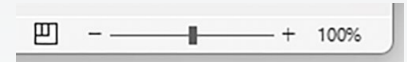
Excel has provided the option to hide multiple tabs at one time, but un hiding has always been a one-by-one ordeal. Recent program changes now allow the user to select multiple tabs at one time and unhide them.

1. Right click on any tab at the bottom of the spreadsheet
2. Click "Unhide..." and a dialogue box will appear with a list of all hidden tabs
3. To unhide a single tab, select the tab name and then click "OK"
4. To unhide multiple tabs, hold down the Ctrl key and click the tabs to view, then click "OK"



## WINDOWS MAGNIFIER

Windows has a built-in Magnifier which enlarges everything on the computer screen. This is not tied to any specific program and is handled at the system level. To activate, press the Windows Key and the “+” sign. By clicking the “-” or “+” buttons, all images on the screen can be enlarged or reduced.



## EXCEL MAGNIFIER

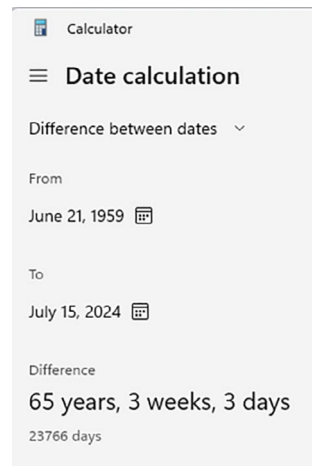
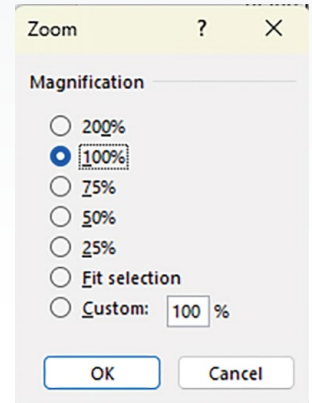
Excel also has a magnifier slider in the lower right corner of the spreadsheet screen. Try this:

1. Use the mouse to slide the marker on the screen to either enlarge or shrink the screen
2. Click the “100%” value to pick from preselected values or enter a custom percentage

## DATE CALCULATOR IN THE PC

Did you know that there is a built-in date calculator in the Calculator App? This can quickly determine people’s ages or the number of years, months, weeks, and days between two dates. (This can also be done in Excel using the =DATEDIF() function which was addressed in a previous Pastor Excel article)

1. Click on the PC Search Bar and type in “Calculator”
2. Click on the “Calculator App”
3. Click on the three lines in the upper left corner
4. Select “Date calculation”, (there are other installed conversion options, who knew??!!)
5. Click on the “From” date to open a dialogue box. Multiple clicks on the year will bring up options for selecting the year, then select the month and day
6. The “To” will default to the current date, but can be changed by clicking on the date and adjusting to the needed criteria
7. This example shows how old someone will be on July 15, 2024, if they were born on June 21, 1959. Answer: they will be 65 years, 3 weeks and 3 days old, or 23,766 days!!



## DOWNLOAD THE WORKBOOK USED IN THIS ARTICLE

Try these tools with the same dataset used to write the article. Go to [www.TCN.theglennwood.com](http://www.TCN.theglennwood.com) and download the file titled “Pastor Excel Summer 2024.xlsx”.

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Have a blessed week.



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