

Thoughts on Managing an Organization or Project

ECHO'S 26TH ANNUAL AGRICULTURE CONFERENCE

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By Martin Price

Begin with Your Big Picture

- My “professional vision” evolved to: “Bring glory to God and a blessing to mankind by using science and technology to help the poor.”
- I Corinthians 10:31 “So, whether you eat or drink, or whatever you do, do everything to the glory of God.”
 - Definition: “To enhance God’s reputation among the people.”

How this led to ECHO's founding

- www.echonet.org/dr-martin-price-professional-testimony

Two Important Character Traits

- Integrity
- Humility

People Admire Others Whom They Consider to be People of Integrity

- I Kings 9:4 “As for you [Soloman], if you will walk before Me as your father David walked, in integrity of heart and uprightness, doing according to all that I have commanded you and will keep My statutes and My ordinances, ⁵then I will establish the throne of your kingdom over Israel forever . . . ”



People Also Admire Organizations of Integrity

The University of Waterloo's **Academic Integrity** Vision Statement

*In order to maintain a culture of **academic integrity**, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect, and responsibility.*

Integrity

We value our relationships and believe in clear communication, honesty and transparency.

Forty Years of **Integrity**, Vision, Service,
and Friendship



FOOD WITH **INTEGRITY**

God & Some People

Value Humility

- Numbers 12:3 (Now the man Moses was very humble, more than any man who was on the face of the earth.)
- Mt 23:11,12 ¹¹The greatest among you will be your servant. ¹²For whoever exalts himself will be humbled, and whoever humbles himself will be exalted.

Do Organizations Value Humility?

- Humility in an Organization Would Start with Its Leaders
- ECHO's latest vision statement includes an intent to be a humble organization.
- That means that we are not out to be the best (better than, in competition with, other NGOs), but to be all that we can be as we use science and technology and networking to help the poor and those working to benefit the poor.

One Sign of “Not Humble”

- Is there always pressure to be doing “new” things and to get bigger?
 - To become the BEST?
 - People may have thought I was driven to make ECHO big and important because we were always growing.
- “We neither want to grow motivated by a desire to be BIG, nor to fear to grow if God and people provide the vision and the resources.”*

Why Become a Manager

An ECHO Intern in his garden: “I just like to work by myself.”

- If God gives you a small vision you can do it all yourself. If He gives you a big vision, you need to learn to be a manager.
- Compared to intern Ruth. . . .
- If your vision is big enough, you may need to embrace management and let others do what you most enjoy.
 - I learned to take my joy and satisfaction from seeing the ECHO team succeed.

More on “Why Become a Manager?”

- A good manager is a blessing to employees
- Most employed people work under a manager.
 - How you manage people is one of the most important things in their lives.
- Management is ministry, not opportunity to “boss” people.

“Management by Participation”

- People will say, “WE did it.”
- Seek opportunities to solicit input from (selected) staff before important decisions.
 - Example: how much should we raise the fee for campus housing?
 - Example: when I was manager & co-owner of a book store.
- At times allow staff to do things differently than you might do it. Too much second guessing will kill initiative.
 - You need staff who are confident that they can make good decisions (and know when it is good to consult.)

Potential Donors Need to See ...

- This project/vision could really make a difference.
- These people have the skill/experience to make it happen.
- They also have a plan for how to implement the vision.
- We have confidence in their integrity to use my gift wisely and as intended.
- Don't accept \$\$\$ if it will divert you from the core ministry.

Several Core Principles

- Minimize risks to survival of the organization
 - What might cause the organization to fail or be harmed?
- Never go into debt for operating expenses.
- Be thinking about what to do if an “irreplaceable” staff member dies or resigns or if giving drops dramatically.
- Importance of “cross training.”
- And then in 1992 it happened!

More Core Principles

- Absolute honesty (including a “no exaggeration” policy.)
 - Ingrain this as core value of staff
- Never start something we can't do well (ability or time)
 - Requires humility to recognize where we are not strong
 - Goal is excellence, not to be better than . . .
- Don't “marry” the organization.
 - Don't let employees “marry” the organization either

When Negatives Must be Communicated

- Not every battle is worth the cost to human relationships it will take to win.
- Never rely just on writing to communicate displeasure.
 - If I write someone while I am upset, I have others read it BEFORE I send it. Then I usually tear it up.
- But if the relationship is important, don't ignore it.
Talk in person.
 - Each party can quickly realize when a misunderstanding has arisen and can correct it.
- If it is part of your job though, you at times **MUST** communicate a negative in writing in addition to talking to them.

Line and Project Managers

- Have you ever found yourself in a situation where you had two or even more bosses?
- How did it affect you?

How an Employee Can Have Two Or More Bosses without Causing Confusion.

- **Line manager** hires, fires, has ultimate responsibility for employee, including his/her time and projects.
- **Project manager** manages projects . Line managers assign staff to work on the project under project managers.
- Misunderstandings come if you do not recognize the difference.
 - Example: a bus unexpectedly arrived for a tour with 60 on board. PR needed intern help and approached interns. Farm manager is expecting their help, pre-arranged with the intern coordinator.

Deciding on a Potential New Ministry Component

- Look for ministry components that have multiple reasons for doing them.
- Don't feel need to have the reason for doing something.)
 - ECHO's "Global Farm"
 - ECHO's "Edible Landscape Nursery"