

Thoughts on Managing an Organization or Project

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Begin with Your Big Picture

- My Original Vision: “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

Growing & Leading a Christian Non-profit Organization

- Subject is non-profits. From tiny and up to 35 staff.
- Some may not apply to businesses (in contrast to NGOs) or much larger organizations.
- Most are principles that served me well over the years.
- Many can apply to multiple situations, e.g. a special project, a choir director, youth leader, elder in a church.



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 . . . ”

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- Job 2:3 “The LORD said to Satan, ‘Have you considered My servant Job? For there is no one like him on the earth, a blameless and upright man fearing God and turning away from evil. And he still holds fast his integrity, although you incited Me against him to ruin him without cause.’”]



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.
- Acts 20:19 “. . . [Paul] serving the Lord with all humility and with tears and with trials which came upon me through the plots of the Jews.”

Do Organizations Value Humility?

- 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 & technology and networking to help the poor.

Humility in an Organization Would Start with Its Leaders

- Think about how humility may have exhibited itself (or the opposite) in some leadership situation you have seen or might have seen.
 - What difference did it make?

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 provides the vision and the resources.”

Why Become a Manager

An ECHO Intern: “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.
- If your vision is big enough, you need to embrace management and let others do what you 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?
- 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 can 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.”

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

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When Negatives Must be Communicated

- Not every battle is worth the cost to human relationships it will take to win.
- Never rely on 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 for a tour with 60 on board. PR need interns help and approaches 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.
 - ECHO's "Global Farm"
 - ECHO's "Edible Landscape Nursery"

Still More thoughts on Management

- Think seriously about transitions. Your major donors will be wondering.
- The larger the organization becomes the harder to find and pay someone capable of leading it.
 - If your organization becomes larger, might that risk its sustainability in the long term?
- Benefits of “SWOT analysis”.
 - Strengths, Weaknesses, Opportunities & Threats