

INTEROFFICE

To: All Ministers

Date: May 14, 1973

Department:

Subject: Managing Principles for CAD

From: David L. Antion

Enclosed you will find your copy of the Managing Principles for the Church Administration Division.

We feel these are the principles that God shows us in His Word as being exemplary of God's government.

We feel that Mr. Armstrong and Mr. Ted Armstrong want us to conduct our affairs in CAD accordingly. This applies to me, to all Regional Directors, and to every minister and elder in the Church Administration Division.

Last July, Mr. Herbert W. Armstrong sent a letter to all ministers, executives, and administrative staffs worldwide. In that letter he mentioned these principles about God's government. I'd like to quote Mr. Armstrong's words in that letter of July 9, 1972:

"One thing more I feel I must mention. I have mentioned in explaining how God's government in the Church is from the top down, that no military organization could win a war, if the government came from the buck privates on up. Because some of our men in authority over others have had some military experience, they have (I think without thinking it through) used stern, even harsh military authority and discipline over their men.

"But THE ONLY WAY in which God's government compares to military government is in being government from the top down. God's government is based on LOVE. It is the way of GIVING, not GETTING. Of serving, sharing, cooperating -- of kindness and outgoing concern and courtesy. Some ministers have made their ministerial assistants virtually their slaves, so that the minister is only BEING served. What the assistant should do -- what should be part of his job, he should be required to do, but reports have come to me of many cases where it has been carried completely beyond reason. In some departments headed by non-minister executives, there has been a tendency to use military harshness over the men under them. Several have stuck to their jobs only out of loyalty to me, and the WORK! They have felt beaten, whipped! Next time I hear of such treatment, I shall have to deal with it, and let such offenders know there is government over them. We are all UNDER

MANAGING PRINCIPLES
for the
CHURCH ADMINISTRATION DIVISION

1. We believe in God's government from the top down.
2. We believe that God's government is given for everyone's good and is not oppressive, dictatorial, or tyrannical.
(See Matt. 20:20-27; I Pet. 5:3.)
3. We believe that God wants those in authority to be concerned for and sensitive to the individual needs of their people and employees. (See Matt. 20:25-27.)
4. We believe that God wants an organizational structure so that all things should be done decently and in order.
(See I. Cor. 15:40.)
5. We believe that people should be promoted on the basis of performance, personal growth, and potential.
6. We accept the principle of management by objectives. *
7. We accept the principle of management by exception. **
8. We expect managers to encourage constructive communication and participation.
9. We believe that each manager should have some freedom in his managing style.
10. We believe that we should develop all people to their highest potential.

* I would like to explain what is meant by "managing by objectives." From the book, Management by Objectives, by David E. Olsson, we get this definition: "Management by objectives is a system whereby the organization objectives are made directional guides for the entire activity."

In other words, management by objectives is the clear statement of the purpose of an activity, division, or organization and its goals. These goals and objectives are understood from the top management down through all the ranks of that organization or division. Understanding the goals, everyone then can examine his own job and other related activities to make sure that they are in line with those stated goals and objectives of the entire organization.

And the amazing thing is that man has merely learned by experience the principle that Jesus expounded 2000 years ago.

Jesus Christ has stated the goals and objectives of His Church. It is imperative that all Christians understand the purpose for their participation in the Church. This gives cohesiveness, coordination, and a oneness to the functions of God's Church.

We believe that the Church Administration Division should have its goals and objectives in line with the goals and objectives of the major thrust of God's Church and Work. We hope that all ministers and Regional Directors can have their local goals and objectives in line with the entire Division's objectives, thus contributing to the overall thrust of God's Work.

** On Management Principle No. 7 we said that we believe in management by exception. I'd like to elaborate on that further and explain that management principle.

I'd like to quote from an American Management Association book entitled Updating the Management Process. On page 43 it defines "management by exception."

"During the past several years, it has become quite fashionable to talk about management by exception. The term is usually defined as an approach to management which concentrates attention and action on activities which require them while giving only routine attention to activities which are running smoothly and require little, if any attention."

Here is a definition from a book entitled The Executive Desk Book: