

SUBJECT

MANAGING PRINCIPLES

DATE ISSUED

Sept. 10, 1973

NO 1. 1. 1

CHURCH ADMINISTRATION DEPARTMENT • UNITED STATES FIELD MINISTRY

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

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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:

"It (management by exception) tells the executive when his attention is needed in a particular activity or aspect

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of an activity, and conversely to remain silent when his attention is not required. The primary purpose is to simplify the management process; to permit the manager to find the problem that needs his attention, and avoid those which are routinely handled by his subordinates." (p. 221)

From the book called The Process of Management is a statement regarding the exception principle:

"The so-called 'exception principle' simply refers to an understanding an executive may have with his subordinates that so long as operations are proceeding as planned, the subordinates should not (need not) bother him. But when exceptions crop up, they should consult him. The principle applies to standing plans this way: subordinates are expected to abide by policies, standard methods, and standing procedures in most instances, but if an unusual condition arises where a standing plan does not seem suitable, they turn the matter over to a higher authority who decides whether an exception should be made. Perhaps the 'higher authority' will be the executive who established the standing plan in the first place; at other times, permission to make exceptions may be assigned to lower level executives. Note, in this latter setup, that although standing plans are strict rules for operating people, they are only guides for the executives who handle the exceptional cases. Successful operation of the scheme does, of course, require that operating people be able to recognize when a situation may merit an exception and call it to the attention of the 'higher authority.'" (p. 501)