CHAPTER FOUR
The Power of Structures

FLOW OF IDEAS

I. The Need for Flexibility

The Christian Life Assembly is a church of eight hundred members which over the past five years has had three different pastorate. In the church there has been a steady growth, despite the fact that the leadership has gone through a period of personnel change. The church has been growing both in terms of numbers of people and in terms of the church's life and spirit.

II. How Organisations Develop

The United Church of Hope is forty years old and has seventy-two members and an average Sunday morning attendance of about sixty adults and three small children.

III. A Model of How Organisations Become Bureaucratic

What is surprising is that the fundamental organisational structures of both churches are the same. They both have governing boards of which the pastor is accountable, boards which have oversight of both spiritual and financial matters. All major decisions affecting the life and future of both churches are voted on by the board, and no staff appointments can be made without the approval of a congregational meeting.

The structures of both churches contain elements both of a bureaucracy and a democracy. Some members of the bureaucratic structure have little involvement in the life of the church, while others are actively involved in the decision-making process. The democracy element is more evident in the church, with more staff appointments made by the congregation.

IV. Squat Bureaucracy: Why People Choose to Belong to Bureaucratic Structures

The church's structure is more democratic, with more members involved in the decision-making process. The church also has a stronger sense of community, with members feeling more involved in the life of the church.

V. An Empowering Model

I. Sources of positional power
2. Sources of personal power

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VI. Four Models of Change

1. Evolution
2. Revolution
3. Innovation
4. Revolution

VII. The Process of Change

1. Identify the need for change
2. Diagnose the nature of the change required
3. Implement the change
4. Reinforce the change

VIII. Mixing Personal and Positional Power

IX. Where to from Here?

1. Shared ownership
2. Decentralise
3. Create autonomy
4. Create rebellion

Democracy and bureaucracy are suited to situations where everything is going fine and the context of the organisation is supportive rather than hostile. However, in today's world this rarely the situation for the Christian church. A local church
Il faut savoir que le changement est le changement, que le changement est la chose dans son éducation et sa socialisation, de même que le changement est le changement d'appréciation du monde. 

Comprendre le processus du changement dans l'organisation et comment il impacte le résultat des décisions est essentiel. Le changement est un processus complexe qui implique des décisions prises en fonction de la situation actuelle et futuriste.

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Les décisions prises dans l'organisation sont en partie déterminées par les valeurs, les normes et les comportements des membres de l'organisation. Il est important de considérer les conséquences des décisions prises en fonction de la situation actuelle et futuriste.

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III A Model of How Organizations Form


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An Empowering Model

People accept that manipulation is inevitable in all organizations.

(1) People are acted on change.
(2) People are acted upon.
(3) People become dependent.
(4) People become manipulated.
(5) People become lost.
(6) People become invisible.
(7) People become defined.
(8) People become controlled.
(9) People become owned.
(10) People become used.
(11) People become forgotten.
(12) People become lost.

In this model, people are seen as objects to be manipulated rather than subjects to be respected. This leads to a decrease in the quality of work and an increase in turnover.

In summary, the empowerment model advocates for a shift in power dynamics, where people are seen as active participants in their work rather than passive recipients of manipulation. This leads to increased job satisfaction, higher productivity, and a more positive work environment.

A top-down attitude towards authority is no different.
Chapter Two

Contrary to what has been discussed in the previous chapters, the system of values which was described in terms of different fundamental types, however, is still in conflict with the needs of people. The conflict which exists between such people and the system is often explained in terms of the clash between the values of the system (as expressed in the philosophy of the system) and the values of the people who are affected by it.

The conflict is revealed in several ways:

1. The conflict is revealed in the system's failure to provide what it promises.
2. The conflict is revealed in the system's inability to meet the needs of the people.
3. The conflict is revealed in the system's failure to provide a clear direction for the people's lives.

These are the three main ways in which the conflict between the system and the people is revealed. The conflict is a direct result of the system's failure to meet the needs of the people and to provide a clear direction for their lives. The conflict is a reflection of the system's failure to understand the people and their needs.

Chapter Three

In Chapter Three, we will discuss the conflict between the system and the people in more detail. We will examine the ways in which the system fails to meet the needs of the people and to provide a clear direction for their lives. We will also examine the ways in which the people respond to the conflict and the ways in which the system attempts to resolve the conflict.

The conflict between the system and the people is a complex issue, and it is not possible to resolve it in a simple manner. However, by understanding the conflict and its causes, we can begin to develop strategies for resolving it and for creating a system that is more responsive to the needs of the people.
Two years of research into the nature of ministry, its history, and the interaction between ministry and society, led the authors to develop a model of ministry that integrates the historical and cultural contexts in which ministry occurs. The model is based on the premise that ministry is a dynamic process that is shaped by the unique circumstances of each context.

The model is developed in three stages:

1. Understanding the Historical Context
   - Analyzing the historical and cultural factors that have shaped the ministry
   - Identifying the key themes and issues that have influenced the ministry
2. Assessing the Current Context
   - Examining the current social, economic, and political conditions
   - Identifying the challenges and opportunities that are present
3. Developing a Ministry Strategy
   - Formulating a ministry plan that addresses the needs and opportunities identified
   - Implementing the strategy through effective leadership and collaboration

The model is intended to be a flexible tool that can be adapted to fit the specific needs of each ministry context. It is designed to help leaders to think creatively and strategically about ministry, and to develop a vision that is rooted in the unique circumstances of their context.
1.1. The Four Models of Change

- **Confrontational Change**: This occurs when an organization adopts change as a process to confront and resolve conflicts within the organization. This type of change can lead to significant cultural and structural changes, often driven by external pressures or internal crises. It is characterized by a strong leadership style and a focus on achieving quick results.

- **Coaching Change**: This model emphasizes the role of coaching and mentoring, where leaders work closely with employees to help them develop new skills and abilities. It is characterized by a supportive and collaborative environment, which fosters learning and growth.

- **Guided Change**: Guided change involves the use of a structured process to implement change within the organization. It is characterized by a detailed plan and a clear path for implementation, with a focus on ensuring that everyone understands and is committed to the change.

- **Emancipating Change**: This model focuses on empowering employees to take ownership of change. It involves creating a culture of innovation and continuous improvement, where employees are encouraged to think creatively and experiment with new ideas. The goal is to foster a sense of ownership and responsibility among employees, leading to more sustainable change over time.
III. MIXING PERSONAL AND POSITION POWER

In organizational leadership literature, this difference is described in a certain split. The casual reader tends to read it in one or another way, and I'm not sure what the right one is. However, let's look at it from a different perspective. Leadership is not just about power, but also about influence. The leader must be able to influence others to take action, even if that action is contrary to their personal desires. This is where personal and position power come into play.

A leader with personal power is able to influence others because of their personality or charisma. However, this power is limited to a certain sphere and can be easily removed if the leader is no longer in charge. Position power, on the other hand, is based on the formal authority of the position, and is more enduring. A leader with position power can influence others regardless of their personal opinions or desires.

Combining personal and position power can be a powerful tool for change. However, it is important to note that this combination does not come naturally. It requires a leader who is able to balance their personal and position power, and to use both effectively.

In conclusion, leadership positions are also likely to fail. Lack of proper planning, poor decision-making, and failure to respond to changing circumstances can all lead to the downfall of a leader. A leader must be able to anticipate and respond to change in order to maintain their position and influence. This requires a combination of personal and position power, as well as the ability to adapt and change as circumstances dictate.

1. Discover the need for change.
2. Perform the necessary changes.
3. Understand the change that is made.

These steps are crucial in ensuring that any changes made are effective and successful.
In many professional situations, power and influence are more or less equal to the position held and the size of the organization. The position of the leader and the size of the organization play a significant role in determining the power and influence of the leader. In general, leaders with higher positions and larger organizations tend to have more power and influence. This is because they have access to more resources and have greater latitude in making decisions and implementing policies. Leaders who have greater power and influence have a greater degree of control over their followers, which can lead to better performance and greater follower commitment. However, power and influence are not always synonymous with leadership effectiveness. It is possible for a leader to have a great deal of power and influence, yet still fail to inspire and motivate followers to perform at their best.
IX WHERE TO FROM HERE?