

ACTION TEAMS ON TARGET

TRAINING EFFECTIVE HCF ACTION TEAMS



AIMS

As a result of this seminar, participants will:

- Know how to work effectively in an HCF Action Team
- Be able to explain the functioning of an HCF Action Team to other team members who have not yet followed this training

This seminar provides essential guidelines for building God's Kingdom in the Health Field and is part of the Training Strategy of the Healthcare Christian Fellowship International.

As an International and interdenominational Fellowship, we seek to win Health Field personnel for Christ and train them to reach their colleagues and patients. Our aim is to establish effective strategies of:

Prayer

Evangelism

Discipleship Training

in every area of the world.

This workbook is compiled and published by:

**HEALTHCARE CHRISTIAN FELLOWSHIP INTERNATIONAL
TRAINING DEPARTMENT**

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Seminars are arranged in collaboration with the Healthcare Christian Fellowship staff. Kindly enquire at the above address or your local HCF

Message from the Global Discipleship Promoter

Welcome to HCFI Training!

Thank you for your interest in the HCFI Discipleship Training. We are excited that God has put a desire in your heart to be spiritually equipped to fulfil your part in the Great Commission as you serve Him in the health field.

Paul's concern was that the message of God's great salvation be faithfully passed on. He encouraged his disciples to look for faithful men who will be faithful in intentionally passing on to others what they have learnt. In this way the message will not be diluted nor misrepresented.

"You have heard me teach things that have been confirmed by many reliable witnesses. Now teach these truths to other trustworthy people who will be able to pass them on to others" 2 Timothy 2:2, NLT

There is still the need today to train men and women who will commit themselves to serve Him with excellence in their profession and be examples to those around them.

The HCFI Training is Bible based, Christ Centered, Situation and Participant related. It has been prepared from a perspective in which you the learner will be able to take the truths presented and relate and apply them to your cultural and ministerial setting.

May God bless, prosper and use you as you seek to serve Him with excellence.

Yours in Christ,

Angelina Sandy
Global Discipleship Promoter

BACKGROUND

It was during the terminal illness of their father that Carl and Francis Grim recognized the great spiritual need in hospitals and saw the potential for meeting that need. If hospital staff could be won to Christ, they would be in a key position to communicate His message while ministering to the needs of their patients.

On Christmas Eve 1936 their aged father passed into eternity, and they looked upon this period as the birth of Healthcare Christian Fellowship. It was an example of life out of death and subsequent joy for many around the world, born out of the sorrow of a broken-hearted family. Constrained by God, the first steps were taken for the formation of a Fellowship which was later to become a worldwide movement known as International Hospital Christian Fellowship - now known as Healthcare Christian Fellowship International.

The HCFI training ministry commenced with the establishment of an HCFI Training Centre (Rehoboth) in the Netherlands in 1974 under the leadership of Leonora van Tonder, R.N. In 2000 that centre was replaced by two new training centres – Hebron SA in Benoni, South Africa and Hebron PH in Manila, Philippines. At various stages in our history, HCFI has also had training centres in Kenya and in Australia. Furthermore, two new types of training have been developed. First, HCF Training by Extension under the leadership of Mary Kaldeway and secondly, HCF Distance Education under the leadership of Angelina Sandy

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PRE-TEST ABOUT HCF ACTION TEAMS: Please tick the correct box.

	wrong	right
1. There must be at least eight persons before an HCF Action Team can be started.		
2. HCF Action Team goals must be God-given and in line with the HCF vision		
3. Collaboration with team members is unnecessary as long as you know what you are doing.		
4. Conflict in the team is always abnormal and should be avoided at all costs.		
5. Effective communication in the team should be centred on common goals and vision.		
6. To develop good communication, team members should pray together, build friendship with one another and resolve conflicts well.		
7. To keep track of written goals and of progress made is a waste of time.		
8. Before you handle a conflict, you have to wait for the other party to start behaving well.		
9. Action team leaders need to dominate and control the meetings otherwise the team members will not perform at their best		
10. In handling matters of conflict you should always take the first step.		
11. It is the responsibility of the team leader to create an atmosphere conducive to team growth		
12. Goals with low challenge are beneficial because members feel stressed out if they are challenged too much.		
13. The activities and goals of national Fellowships in the same region should not have anything in common and there should not be collaboration		
14. The goals of national Fellowships should not overlap with the goals of the International Team at all because that will create confusion		
15. Each national Fellowship should seek to grow as slowly as possible and not accept any help from other Fellowships or from the International Team		

Plenary discussion about your answers:

1 ACTION TEAMS IN THE BIBLE

INSPIRING EXAMPLES

- | | |
|----------------------------------|-------------------------------|
| - Moses and the 70 leaders | Exod. 24: 1-9, Num. 11: 16-17 |
| - David and his men | 2 Sam. 23: 8-39 |
| - Gideon and his 300 men | Judges 6-8 |
| - Shadrach, Meshach and Abednego | Daniel 3 |
| - Nehemiah | Nehemiah 1-13 |
| - Jesus and the twelve | The four Gospels |
| - Paul, Timothy and Silas | Acts and remainder of New |

EXAMPLES TO BE AVOIDED

- | | |
|----------------------------------|--------------|
| - Nabab and Abihu | Lev. 10: 1-2 |
| - Korah, Dathan and Abiram | Num. 16 |
| - Builders of the Tower of Babel | Gen. 11: 6 |

Group Discussion: Select one of the groups listed above. How did the fact that they formed an action team make them more effective?

2 DEFINITION OF AN HCF ACTION TEAM

Two to nine well-communicating persons collaborating harmoniously for the fulfilment of shared, God-given goals in the light of the HCF vision.

Group discussion: Why will it be better for local, provincial, national and international HCF groups/boards/committees to be functioning as Action Teams?

Throughout the global HCF family we seek to function as action teams at all levels and areas. We do this because each one of us is a part of the Body of Christ and each one of us needs to relate correctly to the remainder of the Body, 1 Corinthians 12.

These Action Teams might have different names, but their function is the same: they actively seek to reach the goals/aims they have received from the Lord. For example, at an international level, the Action Team is called the Executive Council (EXCO). In one country, the term they use for their national action team is best translated as “the responsible ones”. In another country, the term for their national action team can be translated as “working board”.

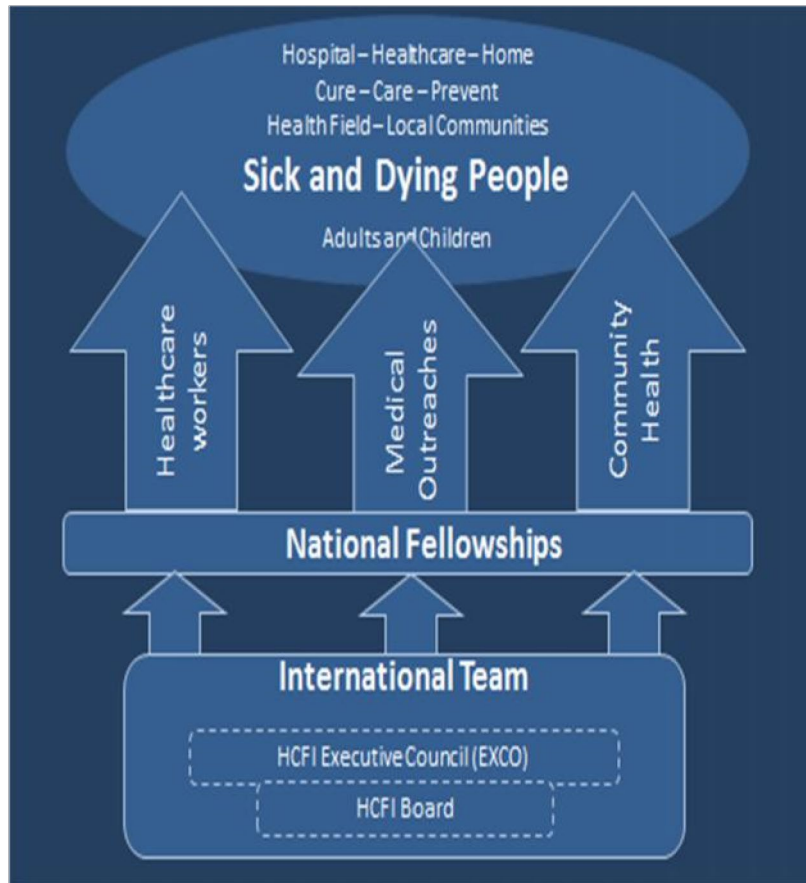
3 STRUCTURE AND ACTION TEAMS

In October 1981, the leaders of HCFI prayerfully decided to develop HCF around seven ministries: Prayer, Evangelism, Training/Discipleship, Development, Conference, Literature/Media, Administration /Finance. Thus, people with seven different areas of responsibility formed an action team.

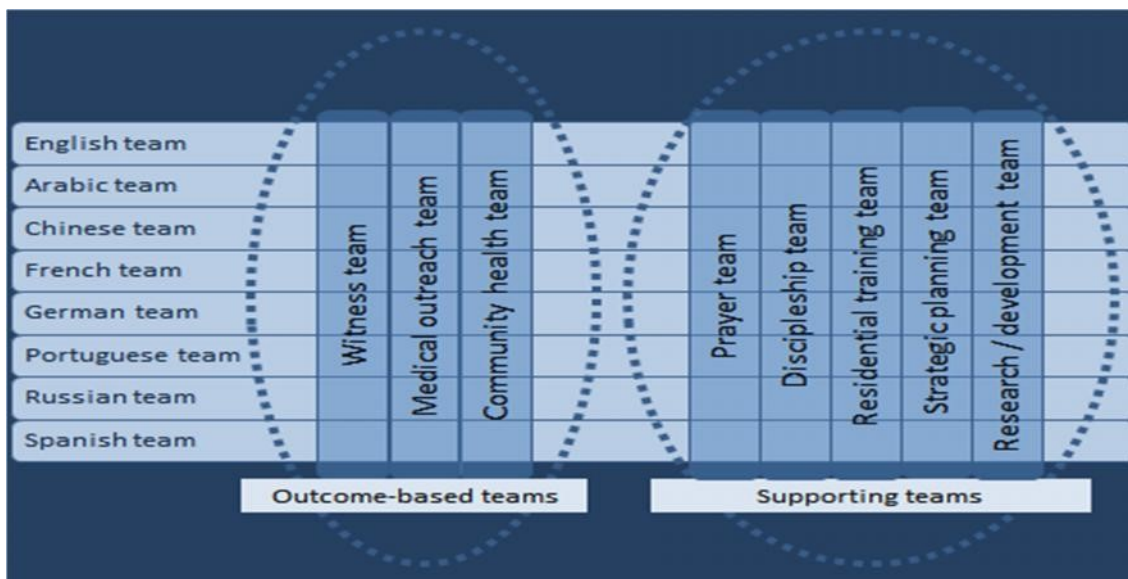
As the leaders met in Credo, Switzerland in 1997, the Lord made clear that He wanted us to collaborate with local congregations of the Body of Christ. Secondly, He showed that He wanted HCF to actively network and seek collaboration with like-minded ministries.

From 2006 onwards, the International Team was guided to enter a process of strategic planning in consultation with the member Fellowships in the HCF family. This resulted in the Strategic Consensus Plan (SCP) which was officially accepted in 2010 and which is being worked out in practice as the SCP provides a specific focus for the HCF family globally whilst giving national Fellowships the freedom to do what they believe the Lord wants them to do.

As a result, the areas of responsibility in Action Teams underwent some changes, especially on an international level in the EXCO. The role of the International Team is to serve the National Fellowships in their ministry to workers in healthcare, in medical outreaches and in community health work. The diagrams on the next pages summarize the new understanding.



The structure of the International Team has changed as well. Each of the three Strategic Outcomes has a Global Promoter. These three outcomes are enhanced by four supporting ministry areas: Prayer, Discipleship, Residential Training, Strategic Planning. Each supporting ministry also has a Global Promoter. In addition to that, we have also instituted a research and development team which is responsible for thinking through issues related to the theology of health and healthcare at an academic level.



2014 HCFI EXECUTIVE COUNCIL (EXCO)

Alet Uittenbogaard	– Global Saline Promoter
Dr David Wong	– Global Outreach Promoter
Martine Fritsch	– Global Community Health Promoter
Erasmia Grim	– Global Prayer Promoter
Angelina Sandy	– Global Non Residential Training Promoter
Dr Rajan Rajasingham	– Global Residential Training Promoter
Dr Keith Michael	– Global Strategic Planning Promoter
Dr Chris Steyn	– Chairman
Dr George McDonald	(ex officio)

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Dr George McDonald	- Chairman
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Dr Karl Bandlien	
Dr Boey Mee Leng	
Dr Keith Michael	
Dr Chris Steyn	(ex officio)

2014 HCFI RESEARCH AND DEVELOPMENT TEAM

Dr Chris Delameillieure-Velleman and Dr Eddy Delameillieure

HCFI VISION MISSION AND ACTION TEAMS**Context:**

The HCFI Vision and Mission fit into the larger context of Christ's command to love God and to love our neighbour. Also, 1 Corinthians 13 says if we do not have love, we are useless nobodies (Amplified Version), and 1 John 4 makes it clear that it is this love for God, our neighbour and our faith family that distinguishes us above all else from other people. HCFI is all about expressing this love in the health field and among the sick and suffering people in our communities – adults and children. Not only in the fields of care and cure, but also in the area of health promotion and prevention of disease.

HCFI Vision:

**By the grace of God and undergirded by its supporters
the HCFI will become a prayerful evangelical Fellowship with
trained people implementing
Christ's Great Commission within the health field**

Two groups of people are important for the implementation of this vision in our communities:

- ☐ Christian healthcare workers (staff and volunteers)
- ☐ Local churches

Our beliefs about doctrinal matters are summarized in the HCFI Doctrinal Statementⁱ which is basically the same as that of the World Evangelical Alliance.

Our ministry emphasis is reflected in the 'both – and' approach as propagated by the Lausanne Movement and summarized in the Lausanne Covenant and in the Cape Town Commitment. We should both share the Gospel and do good works to bless others in an integrated ministry model rather than reducing our ministry to either sharing the Gospel only or to just doing good works in a dualistic ministry model.

Note: Evangelical means Bible-based, born again and evangelistic all in one package.

HCFI Mission:

**HCFI strives to inspire and equip
all Christians serving in healthcare
to manifest Jesus Christ
in daily life and work.**

- A. **Strives:** Indicating that we are fervent in our zeal to love the Lord and to serve Him whole- heartedly as a consequence.
- B. **Inspire and equip:** The influence we have should motivate others to want to love and serve our Lord fully. Not only do we want people to be motivated, we also want them to be trained to make the maximum impact for God's glory.
- C. **Manifest:** It means we want Jesus Christ to do whatever He wants to do in and through us in all His fullness. We yearn to see the outworking of His redemption in our lives,

in the lives of our patients, in our workplaces and in our communities. For this to happen, we have to meet certain conditions / requirements. This is based on the Biblical principle that God's promises are conditional. For example: **If** My people call on my Name and repent, **then** I will heal their land. So the word 'manifest' also reflects that we have to do what we can/should do to meet His requirements and then He will do what only He can do. Jesus Christ is real, but His presence and His ministry is not always accepted or allowed to be manifested or to become visibly demonstrated in reality. Our aspiration is expressed in 2 Corinthians 2:14 "But thanks *be* to God, the *One* always leading us in triumph in Christ, and *the One* manifesting/revealing through us the odour of the knowledge of Him in every place." (Literal translation). The original word in the Greek text translated as 'manifesting/revealing' means: to make apparent, known, conspicuous, open to sight, visible, clear.

D. **Jesus Christ:** This makes it clear that we desire our Lord Himself to be present in all His fullness in our lives and in healthcare, thus turning workplace into worship palace and health field into holy ground. We want Him to minister in and through us as He wants to, so that He can fully express His love for all people in the health field. Does this mean we have less emphasis on prayer, evangelism and discipleship? Not at all! If Jesus Christ does in and through us what He wants to do, we will of course be involved in prayer, evangelism and discipleship. BUT: it will no longer be extra activities to be done in addition to everything else, it will become an integral part of our life under His Lordship.

E. **In daily life and work:** To underline the importance of having our entire lives under the rule of Christ and making it clear that He is our Lord 24 hours a day.

4 CHARACTERISTICS OF EFFECTIVE NATIONAL HCF ACTION TEAMS

- they manage the national ministry well as servant leaders, giving due attention to four areas of management: staff, activities, finances and organizational matters.¹
- members work together to fulfil the HCF vision as summarized in general outcomes and specific goals.
- they have effective communication that focuses on those outcomes and the derived goals and activities²
- they work in a climate of trust and continuing growth as disciples of our Lord
- they inspire one another to persevere in serving the Lord together
- they accomplish more by working together than they could by working alone
- they intentionally train maturing disciples who in turn do the same, thus ensuring succession in the ministry

¹ These four areas of management are described in more detail in the HCFI By-laws

² Vision is the overall description of what we believe God wants us to focus on in our ministry. An outcome is a longterm overarching and specific end result of ministry. The outcomes added together give a good idea of what a ministry aims for in the light of its vision. A goal is something specific we aim for on the short term. Goals added together give a good idea of what steps a ministry wants to take to fulfil one of its outcomes.

Question: Compare the above with the HCF team in which you are currently serving. Which one of the above areas has the most room for improvement?

What steps will you take by when to implement the improvement?

5 GOALS AND HCF ACTION TEAMS

List some of the goals of your national Fellowship that you can remember:

- A. Goal 1:
- B. Goal 2:
- C. Goal 3:
- D. Goal 4:

Note: if your Fellowship has not yet developed its own set of goals, we have good news 😊. Later on in this seminar we will examine how this can be done prayerfully.

The Lord has guided the HCFI International Team in recent years to focus their activities on three Strategic Outcomes as formulated in the Strategic Consensus Plan (SCP). We believe that there will be an overlap between the three Strategic Outcomes of the Strategic Consensus Plan and the goals/aims the Lord has for national Fellowships.

SCP: 2020 Strategic Outcomes

1. 1 million witnesses trained
2. 1000 medical outreaches
3. 100 thousand community health programs

National Fellowship Outcomes
in other areas of ministry

1. XXXXX
2. YYYYYY
3. ZZZZZZZZZZ

Group Discussion: What is the present amount of overlap between your national goals and the 2020 Strategic Outcomes? How could the overlap be optimized in the future?

ENCOURAGEMENT FOR NATIONAL FELLOWSHIPS WHO HAVE NOT YET WRITTEN THEIR GOALS AND/OR THOSE WHO WANT TO REVISE THEM:

It is important that the team vision, outcomes, goals and individual expectations are compatible. Often, the Lord has already begun to burden people's hearts to fulfil His plan. However, it is important to talk openly about these ideas, so that everyone can participate in the planning.

If goals are not shared, some members will work on projects alone and others will sit alone 😊

How to write such goals together

- pray together, asking the Lord for guidance
- evaluate the situation (using SWOT³ and NEEDS evaluations)
- prayerfully "brainstorm" for ideas
- clarify. Is this what we believe God wants us to do, a call, or is it just a felt need?
- formulate your ideas in writing; it often helps to use a blackboard/ whiteboard / flipchart / projector(beamer) and to encourage all members to participate.

Requirements for good HCF goals are summarized in the acronym S.M.A.R.T.I.E.S.

S	=	specific
M	=	measurable
A	=	attainable
R	=	result oriented
T	=	time limited
I	=	in line with HCFvision
E	=	exalting God
S	=	stimulating

A GOAL is a brief, exact description of what we believe God wants to bring to pass through us within a specific time period.

Some examples of goals that could be set by a national action team:

- Have six trainers of trainers in place and have 300 people trained through Saline courses in our country by the end of December next year. Activities to get us there would include: Saline Tasters, Saline Courses, and Saline TTT's.

³ SWOT = Strengths, Weaknesses, Opportunities, Threats. Strengths and Weaknesses look at the situation inside the team/fellowship; Opportunities and Threats look at the situation outside the team/fellowship. When you do a SWOT evaluation, make sure to list the same number of Strengths as Weaknesses and of Opportunities as Threats.

- At least one International Saline master trainer active in our national Fellowship by the end of December two years from now
- Two/three member Saline training teams active in each of at least ten cities in our country by the end of December two years from now
- At least four medical outreaches held inside our country in close collaboration with local congregations before the end of December next year
- At least one team of Christian healthcare workers from our country to join an HCF medical outreach in another country before the end of December next year
- At least four Integral Community Health Vision Seminars and at least two Integral Community Health Training of Trainer courses held in our country before the end of December next year
- One full-time National Integral Community Health Facilitator appointed in our country by the end of December two years from now
- At least twenty prayer triplets active in our country by the end of this year; 25 by June next year and 40 by December of next year.
- At least four HCF representatives from our country to participate in the HCFI Global Prayer Summit next year
- At least twenty people to come to know the Lord through our ministry by the end of December this year
- Start our year with an HCF prayer retreat during the first week of January next year in solidarity with the HCFI Prayer Week
- At least one HCF Training of Trainers seminar held in our country before the end of December next year
- At least two of our staff-workers trained in the HCFI training in South Africa or Philippines by the end of December next year
- Special team for the development of our student ministry active by the end of this year -
- Special team for the development of our children's ministry active by the end of this year

Group Discussion:

Which of the sample goals listed above could fit into the strategy of your national Fellowship? If possible, select the three you like most ☺

Which goals would you like to add to these?

6 COMMUNICATION AND HCF ACTION TEAMS

Complete each of the following statements by circling the most appropriate choice.

1. Messages are the most easily understood. If:
 - (a) you use your full command of the language
 - (b) they are sent in terms the receiver understands.
2. Complex information is more easily understood, if you: (a) improve clarity by using specific examples and analogies (b) tell the listener to pay careful attention.
3. Key concepts are better remembered, if you:
 - (a) use repetition to reinforce them
 - (b) express yourself clearly
4. Organizing a message before transmitting it:
 - (a) often takes more time than it is worth
 - (b) makes it easier to understand
5. The sender can determine the receiver's understanding by: (a) asking if he / she understands (b) asking the receiver to report what he / she has heard
6. Listening is more effective, if you:
 - (a) concentrate on the speaker and what is being said
 - (b) anticipate what the speaker is going to say
7. Understanding is easier, if you:
 - (a) suspend judgement until the sender finishes the message
 - (b) assume you know the sender's position and judge accordingly
8. Understanding can be improved by the listener:
 - (a) periodically paraphrasing the message back to the sender
 - (b) interrupting to express feelings and emotions
9. Good listeners:
 - (a) have their responses ready when the sender stops talking
 - (b) ask questions if they do not understand
10. Sending and receiving are both enhanced if:
 - (a) the parties maintain good eye contact
 - (b) the parties are defensive and challenge one another

Group discussion: Seek consensus about your answers to the above ten statements. Which answers are the best ones?

HOW TO DEVELOP GOOD COMMUNICATION IN AN ACTION TEAM

- Pray together as often as possible.
- Build friendship with one another

- Obtain clarity about behaviour you do not understand, rather than making negative assumptions about the others.
- Use an agenda to keep track of written goals and progress.

Remember that the team is not an island – you also need to communicate information from outside the team as well as relate decisions and information to others.

Group Discussion: What could you and the action team of which you are a member do to improve communication?

What will you do specifically, by when?

7 GENERAL ROLES OF ACTION TEAM MEMBERS

Various roles need to be fulfilled for the team to work together effectively. As you work through the list, put a star (*) next to the role you assume most often in group dynamics. Put a cross (+) next to the one you tend to avoid.

a. Maintenance Roles

- **ENCOURAGER:** works at building positive morale among team members, promotes ideas and action of others.
- **FOLLOWER:** allows others to take the lead and to use their abilities whenever possible.
- **NEGOTIATOR:** attempts to mediate conflict and is willing to compromise on matters of opinion and personal preferences for the benefit of the team.
- **PROTECTOR:** tries to shield fellow team members from outside or inside interference to achieve the team's goals.

- **SERVANT:** does whatever he / she can to meet the needs of each team member as the group works on its various projects.

b. Production Roles

- **ORGANIZER:** works with the group to identify, assign and schedule tasks and activities.
- **INITIATOR:** offers suggestions and recommendations for the group's consideration.
- **DATA COLLECTOR:** gathers facts, figures and other information needed to assist the group in its work.
- **FACILITATOR:** helps maintain a constant flow of communication, which is needed in order for the team to achieve its goal.
- **EVALUATOR:** studies results and assists in making changes where needed.

Group Discussion: Consider the main HCF team of which you are part. Which of the above roles have you been fulfilling most of the time? Any roles missing on your team?

What could you do to make sure the roles are fulfilled?

SOME COMMON ANTI-TEAM ROLES

- **DOMINATOR:** tries to control conversation, ideas and action
- **BLOCKER:** delays, side-tracks or stops progress
- **ATTENTION SEEKER:** tries to get people to focus on him/her continually and recognize him /her
- **AVOIDER:** refuses to deal with issues, facts and personal obligations
- **LAZYBONES:** does not fulfil responsibilities/tasks but promises to do so each time -
- **VESUVIUS:** explodes at unpredictable times, usually towards the end of the meeting
- Also:

- Also:

Group Discussion: Do you recognize any of the above in your action team? Any other negative roles that you would like to add?

What can be done to prevent people from falling into these roles in the future?

9. MEMBERSHIP OF HCF ACTION TEAMS

Initial members can be chosen by appropriate HCF representatives. Vacancies are filled as the remaining members of the team recruit new members.

REQUIREMENTS FOR MEMBERSHIP OF HCF ACTION TEAMS

- know Jesus Christ personally
- full of the Word of God and of the Holy Spirit
- motivated to fulfil the HCF Vision
- subscribes to the HCF Doctrinal Basis
- willing to be trained
- available to become involved in activities
- faithfully and carefully completes their assignments
- regularly supports the work of the team financially (for example, one day's wage per month)

FURTHER GUIDELINES REGARDING MEMBERSHIP OF HCF ACTION TEAMS

- where possible, include members from various areas of healthcare
- all members should not belong to the same denomination, since this can give the impression that HCF is from that church denomination only, while it is actually interdenominational
- seek members who are gifted to function in the various areas of ministry in HCF like Saline, Medical Outreaches, Community Health, Prayer, Discipleship training, etc.
- doctrines causing division have to be avoided for the sake of unity; e.g. mode of baptism, predestination, tongues, party politics, rapture, divorce and remarriage

Group Discussion: Consider the main HCF team of which you are a member. Any members who are not in a position to meet the above requirements?

What could you do to help them to meet the requirements?

10. RESPONSIBILITIES OF HCF ACTION TEAM MEMBERS

10.1 TEAM LEADER / NATIONAL COORDINATOR / GENERAL SECRETARY

- Ensures all four areas of management receive adequate attention: Staff, Activities, Finances, Organizational matters
- Focuses the team on their goals; helps prevent side-tracking
- Inspires team members to give their all in serving the Lord
- Invests into the team, thus giving more than what is received
- Serves and facilitates the team functioning without dominating or manipulating members
- Makes room for team members to utilize their talents and gifts⁴
- Facilitates growth towards becoming an effective team, utilizing the required production and maintenance roles in the team
- stimulates team members for intentional multiplication of growing disciples who in turn do the same, thus ensuring succession in the ministry
- Draws up agenda with the assistance of the secretary; members to receive agenda at least two weeks before the meeting
- Calls for meetings when they are necessary and competently chairs the meetings
- Relates to the “next in line” Action Team
- Attends relevant HCFI training courses

SOME PREREQUISITES

- good at interpersonal relationships
- able to control a group and assist in decision making

⁴ Talents are the natural abilities the Lord gives to all human beings. Gifts are Holy Spirit enabled abilities given to believers only and these gifts make possible what would not have been possible otherwise.

- able to exercise self-control
- good at communication
- respected by group - spiritually mature

Personal Assignment: Consider your own leadership role in HCF and in your family.

- In which of the areas listed above do you need to improve?
- How could you do that?
- What will be the first specific step you will take within the next month?

10.2 TEAM SECRETARY

- works in close collaboration with the chairperson/ team leader
- keeps all Action Team minutes, which should be distributed to all members no later than one week after the meeting
- attends to the correspondence relating to the Action Team
- reminds members of next meeting, date and venue, one-two weeks prior to it
- sends a copy of the minutes to the “next in line” Action Team. In this way, vital contact is maintained

10.3 NATIONAL SALINE PROMOTER

The National Saline Promoter is responsible for growing a Saline Trainer of Trainer tree in the national Fellowship with the support of the International Saline Team. This would include the following as the Saline ministry grows in the country:

- Organizing Saline Tasters, Courses and TOT's
- Establishing Saline training teams in major cities
- Encouraging those who have followed the Saline training to become involved in Medical Outreaches, Integral Community Health, Discipleship Training and/or Residential Training
- Networking with denominational/organizational/local congregational leaders to see whether they would be open to the idea of growing Saline TOT trees inside their denomination/organization/congregation
- Good communication and collaboration with the Global Saline Team

10.4 NATIONAL MEDICAL OUTREACH PROMOTER

The Medical Outreach Promoter is responsible for growing a medical outreach training of trainers tree inside their area of responsibility with the support of the International Medical Outreach team.

The Medical Outreach Promoter should be someone with a burden and compassion for people who do not know Christ as Saviour. This person should also be able to motivate others to reach their colleagues and patients for Christ. They should:

- do personal evangelism
- organize / participate in medical outreaches in close collaboration with local congregations. These medical outreaches can be done in local communities nearby or even in another country.⁵
- Arrange advance training in medical outreaches, e.g. a series of meetings, day seminars or conferences. This training should include: International Saline training, Medical Outreaches, Doing school screening and follow-up. The school screening prepares the way for community health projects.⁶
- Where this is possible, train trainers who train people to be volunteer chaplains and/or to do hospital visitation⁶

Give prayer requests to (inter)national prayer promoter regularly

- Make use of good quality and reliable literature and media
- - keep up to date on current changes in the Health Field

⁵ HCFI has a practical guidebook for organizing medical outreaches. It is available from the HCFI office.

⁶ Integral Community Health (ICH) is the HCFI version of Community Health Evangelism (CHE)

⁶ HCFI has training materials available for Hospital Visitation and for training Volunteer Chaplains.

10.5 NATIONAL INTEGRAL COMMUNITY HEALTH FACILITATOR

Integral Community Health (ICH – I see health) is the HCFI version of Community Health Evangelism (CHE) for rural areas and Neighborhood Transformation (NT) for urban areas. The national ICH facilitator seeks to grow a nation-sweeping movement for community transformation. This is done by working with denominations and organizations to help them grow their own community health programs and their own network of (master) trainers.

Activities of an ICH facilitator could include:

- Organizing ICH vision seminars, TOT's and internships in close collaboration with the Global CHE Network (GCN) and the Network for Neighborhood Transformation (NT)
- Networking with leaders of denominations, organizations and local congregations
- Involving those who have been trained in International Saline and Medical Outreaches in ICH wherever and whenever possible

10.6 NATIONAL PRAYER PROMOTER

HCF recognizes that prayer is the dynamic force linking the needs of men with God's abundant provision for the fulfilment of His purposes. The Prayer Officer should be someone with a burden for prayer and a desire to stimulate others to pray. He / she seeks to:

- pray personally
- participate in local, national and international prayer gatherings⁷
- gather and pass on prayer items for the national prayer letter and for international Trumpet Call⁸
- gather and pass on feedback about the prayer items to both national and international prayer promoters where relevant
- prayerfully collect and pass on names and e-mail addresses of people who should receive the national prayer letter and Trumpet Call
- attend and arrange local and national prayer gatherings⁹
- initiate and arrange: prayer triplets, emergency prayer meetings, fasting prayer days, nights of prayer, lunch hour prayer meetings
- train intercessors and/or stimulate formation, distribute hand-outs for example about prayer triplets
- emergency prayer chain: keep a list of the people to involve during crises / emergencies: call upon these members to labour in prayer via e-mail, SMS, WhatsApp, Viber, Skype, etc.

⁷ HCFI organizes Global Prayer Summits once a year in various parts of the world. Information is sent out via Trumpet Call and HCFI newsletters

⁸ Contributions to Trumpet Call and names for those who should receive it: send to hoschris@iafrica.com

⁹ The national prayer officer could for example also arrange a national version of the HCFI Week of Prayer which is usually in the first week of January of each year. HCFI prepares a Prayer Week Guide for this vital event. National Fellowships are invited to use the same Prayer Week Guide in solidarity with the global HCF family.

- stimulate reading of books on prayer; tapes, videos, newsletters from full time workers encourage churches, ministries, individuals to pray for God's work in the health fields of the world and especially for the three 2020 Strategic Outcomes: One million witnesses trained, One thousand medical outreaches done, One hundred thousand communities equipped.

10.7 NATIONAL DISCIPLESHIP PROMOTER

The purpose of training is to produce men and women who bear the image of Jesus Christ and to equip them to effectively fulfil the vision of God for their lives. The idea is that we teach them to intentionally multiply maturing disciples who in turn do the same.

The National Discipleship Promoter should be a mature Christian and have experience in the following up of new converts and a conviction from God to disciple others. The tasks include:

- to establish and maintain effective training programmes and discipleship strategies in collaboration with Training Officers on other levels
- to arrange a day / weekend seminar for teaching on discipleship. HCF has an excellent workbook on this subject
- Assess the training needs amongst the healthcare staff in the country
- to encourage potential trainers to attend the "HCFI Training of Trainers"
- to stimulate more mature Christians to begin "giving what they have"
- to gather training resources by finding out who and what is available in your area, e.g. doctor or pastor
- to confer frequently regarding trends in the Health Field since training serves Field/ Evangelism, it is necessary for the officers to know how HCF can help their members face the challenges which follow
- Attend HCFI residential courses, especially the National Training Coordinator course

10.8 NATIONAL DEVELOPMENT PROMOTER / Public Relations / Friend Raising / Fund Raising

This officer should seek to mobilize resources for the extension of God's Kingdom in the Health Field. He would present the HCF vision in such a way to the general public and Health Field personnel that they will be motivated to become involved in the work.

- Propagate the vision through the use of articles and news releases, presentations, meetings, personal interviews, radio, TV or other avenues available to him.
- Grow the e-mail mailing list of the national Fellowship using a program that is compatible with the ISP communication platform¹⁰
- Establish a team that takes care of e-mail communications to the people on the mailing list -
Establish a team that takes care of the web presence of the national Fellowship¹¹-
Spread the vision of HCF in local churches and obtain their prayer support.

¹⁰ ISP = International Saline Partnership. One such program is MyEmma.

- Liaise with Finance Officer in raising funds according to HCF standards.
- Make sure all the departments of their health field area are aware of HCF.
Organize visits to other hospitals and introduce HCF where it is unknown.

10.9 NATIONAL FINANCE OFFICER

The HCF is a faith movement dependent upon God for the supply of all its needs, through freewill offerings, legacies or in whichever way He chooses to provide. The needs of HCF are made known by a statement of the work in hand and new projects envisaged and the opportunity provided for people to respond. Funds are used as designated. The Finance Officer should seek to:

- work with the other action team members to draw up the annual budget of the Fellowship
- liaise with the national development promoter for the raising of funds
- keep a set of books and send a report to the National Action Team and its leader every 4-6 months
- 10% of the general gifts / undesignated income should be sent to the international team / head office
- donations towards the support of HCF staff should be channeled correctly

10.10 CHILDREN'S MINISTRY PROMOTER

Children's ministry has two major aspects:

First, ministry to children. This includes winning the children for Christ in Hospitals¹², Clinics, Healthcare Centres, Rehabilitation Centres and in communities¹³.

Second, ministry of children to other children / adults. This includes the training/equipping of children for outreaches in healthcare settings and in communities.¹⁴

It is advocated that there be a representative of the Children's Ministry on the various levels of Action Teams within National Fellowships.

Some of the benefits of the Children's Ministry:

¹¹ Web presence: On Facebook, Twitter, website, etc. The website should provide donors/sponsors with an easy opportunity to make donations to the Fellowship

¹² HCF Trinidad and Tobago has been running a Sunday School in some hospitals for more than 30 years. They are our experts in this area ☺

¹³ Children's CHE materials are excellent resources. Check out the Global CHE Network website for more information

¹⁴ The HCF in French-speaking Switzerland has such a ministry called Anti-Virus. You could contact them for information how they have developed their ministry

- the children of the hospital staff are reached
- sick children and children in hospital crèches are blessed
- good contacts is made with staff who care for the children
- comfort and counsel given to distressed parents of sick children
- children are equipped and mobilized to be a blessing to others

SECTION 2. EFFECTIVE ACTION TEAM MEETINGS

1. BEFORE THE ACTION TEAM MEETING

CLARIFY THE OBJECTIVES

- The chairman and / or the secretary should note the specific objectives of each meeting and put them on the agenda. Keep the following in mind as the objectives are written:
 - Why are we holding this meeting?
 - What do we want to achieve by the end of this meeting?
 - Are these everyday activities and communications or is it a new strategy-meeting? It is best not to mix the two.
- In deciding when to call a meeting, it is useful to note that as a big event approaches, it usually becomes necessary to meet more often.
- Is the meeting to include a time of fellowship? It is often better not to mix business matters and fellowship. Why not have the fellowship afterwards when there is no time limit or pressure; then, those who need to leave, are free to do so? Good times of fellowship will ensure maximum involvement.
- If there is a lack of shared objectives, meetings will drag on interminably and be totally wasteful.

DRAW UP AN AGENDA

The chairman and / or the secretary should use an agenda, both as a plan for discussion, a guide during the meeting and for checking that plans are followed through.

- A good agenda should state the objective of the meeting, the issues to be discussed, the time the meeting will begin AND end, the place, the participants involved and what is expected of them in the way of preparation before the meeting.
- maximum length: one page
- Try to avoid "hidden" agenda points. Mention all points that will be handled. - Use forms (see examples)



DISTRIBUTE THE AGENDA IN GOOD TIME

Task of the secretary. Participants need at least two weeks' time in order to thoroughly prepare for the meeting.



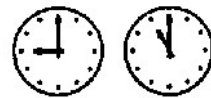
PREPARE FOR EFFECTIVE PARTICIPATION

- Each participant should pray about each point and decide what his / her contribution will be. Jot it down e.g. on the reverse side of the agenda. Everybody should know what he / she has to prepare before the meeting (pray..., give information..., tell what you have done about the action points that were decided upon at the last meeting).
- Regarding the points for which you are responsible: prepare a brief introduction to the subject matter, indicate whether a point is for information, discussion and / or decision making. If a decision is to be made, say so before the meeting. Develop at least two alternatives for discussion at the meeting.
- Decide which methods you will use for problem solving and / or decision making to be effective at your meeting. Everybody is happier if the team is effective.

2. THE ACTION TEAM MEETING ITSELF**PARTICIPANTS' ROLE**

It is important that everyone at the meeting knows that the meeting HAS to end by a certain time and that everybody needs to be brief.

- Stick to your time limit!
- All participants should arrive at the meeting ready to share their ideas on the previously distributed agenda.
- Each point needs to be properly presented by the person responsible for it: present ideas clearly, concisely and in an interesting manner within the given time.
- Compromise on matters of principle is not possible for Christians. However, it is quite acceptable in matters of opinion. Be prepared to be flexible in such situations.
- Speak your mind fully and clearly, listen intently and absorb what others have to say.



CHAIRMAN'S ROLE

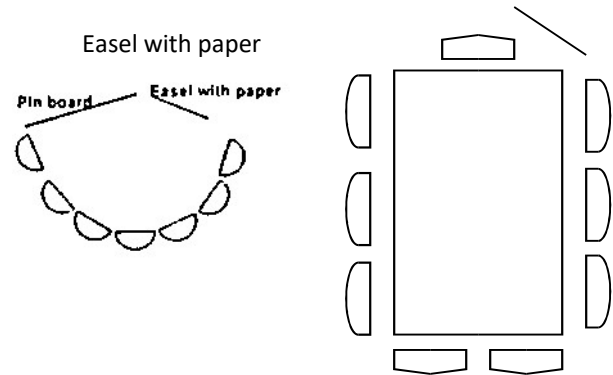
HCF chairpersons function more as moderators than as bosses. How do you fare as chairperson?

Moderator	Boss
Helps the participants to see the point and to find the best solutions	Dictates what to do
Helps the team work together	The team is to help him to be the greatest
Jesus asked: "What do you think...?" or "Anyone wanting to be a leader among you must be your servant" (Mat. 20: 26)	The others have to think as he thinks. He will be the greatest.
Knows and works with effective "tools" like: Prayer, brain storming, storyboard technique, mind map, problem solving methods	Speaking, speaking, speaking Talking, talking, talking
Directs the discussion Announces each topic and its time frame Calls for input Asks stimulating questions Balances participation Remains neutral and does not pass judgment without permission from the team Encourages a free and open exchange	Expected to be decisive Distorts open discussion

- The chairman needs to lead the meeting and guide each person's participation. Priorities are set, and a firm but polite attitude prevails.
- Is the meeting dull? – shorten it!
- Keep on track. Discuss one thing at a time. Be clear as to what the point is.
- If participants side track, gently remind them of the point being discussed and help them to see the decision or action that has to be taken, e.g. to do this OR that.
- If someone blocks the discussion or is un-co-operative, absent minded, talks to his neighbour, or disturbs the group, draw them back into the meeting
- If it is a matter of opinion, shorten the decision-making process by taking a vote. The chairman is to summarize the discussion and state what the basic decision is before the voting. This can be necessary in the following types of situations
 - A lot of discussion about a matter without progress
 - If one or more of the participants are showing signs of stubbornness
- End the meeting as soon as the objectives have been met. People can stay on afterwards if they want to and talk about anything.
- Set a date and basic idea for the agenda of the next meeting before you close.

SEATING ARRANGEMENTS OF YOUR MEETING

- The chairman should sit at the “head” of the table or at central position in the “circle” in order to have a clear view of all participants.
- If possible, use a pin-board, flip chart, white/ black board. Write yourself or appoint a writer who makes results, problems or the discussion visual. This is a very effective way to shorten the meeting and not to forget anything.



- If possible, be seated around a table so that the meeting is held in a more “business-like” style. Participants have gathered to work together for the glory of God.

DURING THE COURSE OF THE MEETING

- Prayer
- Team-identification, team agreements:
 - Aim of the meeting? Time available? Priority on the agenda and subjects?
 - Identification of the “team rules” such as: Openness, honesty, listen what the other says, do not talk too much
- Who will write down the results and Things-To-Do-List?
- Proceeding: Survey, brain storming before a new subject is being discussed (for example information, storyboard technique, problem solving methods)
- When presenting their ideas, it may be helpful to ask participants to state, whether it is a matter for discussion, for decision or to give the team some information.
- Say who will be the recorder (he /she was asked before the meeting). The recorder keeps an accurate public record of what is being said, writes key words clearly on a flip chart or blackboard so that speakers feel they are heard correctly. Does not try to document everything but just jots down the main points.
- Methods to be effective and to solve problems, make problems and results visual. Methods depend on the agenda and are individual; you will see some examples in the appendix. Some ideas are:

- Recorder: Someone records the results, what is being said and decided on during a discussion, problem labelling, solutions, action planning on a black board, pin board, flip chart, paper or in the sand if you have no paper and you are in a desert.
- Use brief statements and short words that convey the meaning
- Everybody can see what is written (use it for the minutes / record) and can say if there is a misunderstanding
- Go step by step, so that everybody knows at any time where we are in the discussion. (for example problem solving and decision making): Problem recognition, problem labelling, problem-cause analysis, optional solution, decision making, implementation - Use the right tool at the right time e.g. w-questions: what, why, who, where?
- brainstorming rules:
 - clear key questions
 - all participants formulate as many ideas as possible
 - all ideas are accepted
 - all ideas are written down on a flip chart for everyone to see
 - criticism is not allowed during the process
- decision making e.g. by discussing, praying, comparing different solutions, evaluating risks and dangers, maybe by voting
- Things-To-Do-List (Action plan): What? How? Who? At what time? Next meeting? Special task forces necessary? Everybody knows what has to be done and how the results can be measured

EVALUATION DURING AND/OR AT THE END OF THE MEETING

Everybody should come to a place of agreement that the meeting was effective and that the Lord gave participants the right ideas and the way to go. Meetings are effective, if leaders and participants work together to find a better way to get a job done. An open discussion is usually the best way to get feedback from participants. The participants are an excellent source of evaluation.

The evaluation can be done during the meeting. During the meeting, the leader can be alert for cues that indicate when something needs improving. These cues can be verbal or nonverbal, subtle or blunt. The simplest (and most effective) way is to stop the meeting and deal directly with what is happening. Another way to assist an ongoing evaluation, is to take time after a break and simply ask the group for comments:

- "How is the meeting going so far?"
- "What can we do to make our meeting more effective?"

Give participants time to think about these questions, then ask them to share their comments. Be prepared to listen carefully and respond to suggestions.

Evaluation can also be done at the end of the meeting

- If you do not have much time, decide on a short evaluation. Ask the team members before they leave how they feel or what they think about the meeting. Rules for the feedback of such a short evaluation:
 - Everybody says in a free and open exchange what he / she thinks about the meeting (example: "I feel you didn't seriously listen to my point of view", "I'm frustrated because we were unable to come to a decision. We should think about what we can do better next time"). It is also important to provide a positive feedback to participants when they do something that contributes to the meeting's effectiveness.
 - No discussion during the feedback (like the rules for brainstorming)
 - If you have time at the end of the meeting, it might be worthwhile to ask everyone to complete a form and post the scores on a flip chart for group discussion. The actual scores are of secondary importance. What counts, is the opportunity to share perceptions of what is going on. The goal is to deal with items that can improve future meetings.
 - Caution should be exercised with end-of-meeting evaluations. Participants are often in a hurry so they do not take the time to do a quality evaluation. Be sure everyone has enough time for the evaluation; otherwise, postpone it.

The end of the meeting: Give a brief verbal impression of the meeting.

Set the date for the next meeting

Closing prayer by one of the Action Team members

Each meeting should be viewed as a learning experience. May all of your meetings be productive and effective! The Lord will help you!

AFTER THE MEETING

The chairman should do a personal evaluation of the meeting, by praying and asking: Did we achieve our objectives as stated on the agenda? If not, why not? Was anyone hurt? How can we improve the next meeting? Which three things should we avoid doing?

The secretary (or someone else who was asked beforehand) should write the minutes. This can be done by following the agenda and filling in the discussion on each point as it takes place. Best is to do this during the meeting itself on a notebook/tablet or as soon as possible after the meeting.

It is vital to make a Things-To-Do-List (action plan) at the end of the agenda, stating what has to be done by when. This serves as a reminder as well as an agenda point for the next meeting. The team should have the Things-To-Do-List as soon as possible.

Remember to send out the agenda of the next meeting with enough time for the participants to prepare properly.

Supervision: A week or so before the next Action Team meeting, the chairperson should kindly enquire whether Action Team members have been able to complete their action steps. Ask what you could do to help.

3.6 ATTACHED DOCUMENTS

CL0301	EVALUATE MEETING (GENERAL)
CL0302	WE EVALUATE OUR MEETING
CL0303	CHECKLIST FOR AN EFFECTIVE MEETING
CL0304	TEST YOUR KNOWLEDGE OF EFFECTIVE BUSINESS MEETING
FO0301	AGENDA / THINGS TO DO LIST

CL 0301

EVALUATE A MEETING (GENERAL)

Consider a typical Action Team Meeting. Compare your meeting to the following characteristics of an effective meeting. Check those statements that apply to meetings you normally conduct or attend:

- ☐ 1. An agenda is prepared prior to the meeting.
- ☐ 2. Participants have an opportunity to contribute to the agenda.
- ☐ 3. Advance notice given of meeting time and place to those invited.
- ☐ 4. Meeting begins on time.
- ☐ 5. The meeting has a scheduled ending time.
- ☐ 6. The use of time is monitored throughout the meeting.
- ☐ 7. The meeting begins and ends with prayer.
- ☐ 8. Everyone has an opportunity to present his / her point of view.
- ☐ 9. Participants listen attentively to each other.
- ☐ 10. There are periodic summaries as the meeting progresses.
- ☐ 11. No one tends to dominate the discussion.
- ☐ 12. Everyone has a voice in decisions made at the meeting.
- ☐ 13. The meeting typically ends with a summary of accomplishments.
- ☐ 14. The meeting is periodically evaluated by participants.
- ☐ 15. People can be depended upon to carry out any action agreed to during the meeting.
- ☐ 16. After following the meeting a memorandum of discussion or minutes of the meeting are provided for each participant, including a Things-do-do- list.
- ☐ 17. The meeting leader / chairman / moderator follows up with participants on action agreed to during the meeting.
- ☐ 18. The appropriate and necessary people can be counted on to attend each meeting.
- ☐ 19. The decision process used is appropriate for the size of the group.
- ☐ 20. The meeting facilities and, if used, audio-visual equipment etc. are in good working condition and do not detract from the meeting.

Number of statements checked _____ x 5 = _____ Meeting Score

A score of 80 or more indicates your Action Team meetings are of a high quality. A score below 60 suggests that work is required to improve the quality of the meetings.

CL0302

WE EVALUATE OUR MEETING

Instructions: Effective meetings occur when leaders and participants work to find a better way to get the job done. Everyone completes the form. The results will be summarized on a flip chart and discussed to improve the meetings.

	--	-	0	+	++
1. The meeting was Christ-centred with prayer and listening to the Lord					
2. Everybody came to the meeting prepared.					
3. The meeting and each subject had God-given goals.					
4. To what extent did people trust and level with each other?					
5. To what extent were all participants actively involved in the meeting?					
6. To what extent did leadership style contribute to meeting effectiveness?					
7. The rules of openness, honesty, listening to each other were respected.					
8. Everybody seemed satisfied with the team's decisions.					
9. The plans are feasible.					
10. The team assigned clear responsibilities for the parties involved.					
11. The team gave a feedback at the end of the meeting to improve it.					
12. The exchange during the evaluation was open and candid.					
13. Everybody knows what he/she has to do and in what period of time.					
14. The team learned how to express the agape-love of God towards another					
15. The meeting helped the team members to share their burdens so that they really functioned as a team, as part of the body of Christ.					
16. No one tended to dominate the discussion					
17. The meeting was necessary					
18. The meeting began and ended in time					

	-- = it could be much better	- = it could be a little bit better	0 = it was just all right	+ = much, to a great extent, good	++ = very much, very good, great extent
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CL 0303 E a1/1

CHECKLIST FOR AN EFFECTIVE MEETING

Before the Meeting	
Chairman/ Leader	Participant
<ol style="list-style-type: none"> 1. Pray for the meeting 2. Plan/ Inform: <ul style="list-style-type: none"> - Be clear about the precise objectives of the meeting. Be clear why you need it, and list the subjects for discussion - Make sure everyone knows exactly what is being discussed, why and what you want from the discussion. - Anticipate what people and information may be needed and make sure they are there. - Make preliminary contact with participants to confirm availability. Prepare agenda: 3. Prepare the logical sequence of items. Look for connections between different items and arrange them in the necessary order. Prepare the time allocation for each item on the basis of its importance not its urgency <ul style="list-style-type: none"> - Schedule meeting room and arrange for equipment and refreshments - Invite participants and distribute agenda 4. Prepare meeting room: Make final check of meeting room 	<ol style="list-style-type: none"> 1. Pray for the meeting 2. Block time on schedule 3. Confirm attendance 4. Define your role 5. Determine what the leader needs you to do 6. Suggest other participants 7. Know the objective 8. Know when and where to meet 9. Do any required homework
During the Meeting	
<ol style="list-style-type: none"> 5. Structure and Control: 6. Start promptly <ul style="list-style-type: none"> - Pray together at the beginning, at the start of an important or difficult step and at the end. - Take the evidence stage before the interpretation stage, and that before the action stage, and stop people jumping ahead or going back over old ground - Follow the agenda - Manage the use of time - Limit/ Control the discussion - Elicit participation - Help resolve conflicts - Clarify action to be taken Summarize and record: - Summarize all decisions and record them straight way, with the name of the person responsible for any action. - Use the right tool at the right time (W-questions, brainstorming, decision making process) - Ask for a feedback at the end of the meeting (explain the rules beforehand) 	<ol style="list-style-type: none"> 1. Pray, listen and participate 2. Be open-minded/ receptive, encourage a free and open exchange 3. Stay on the agenda and subject Limit or 4. avoid side conversations and distractions Ask 5. questions to assure understanding Take 6. notes on your action items

After the Meeting	
1. Restore room and return equipment 2. Evaluate effectiveness as meeting leader 3. Distribute memorandum of discussion 4. Take any action agreed upon Follow-up on action items	1. Evaluate meeting as participant 6. Review memorandum of discussion Brief others as appropriate 7. Take any action agreed upon 8. Follow-up on action items

CL0304

TEST YOUR KNOWLEDGE OF EFFECTIVE BUSINESS MEETING

Instructions: Make a cross in the correct box.

	Wrong not good poor	Right Good better
1. Effective meetings promote good communication, give clarity about responsibilities and motivate people for constructive action		
2. Spiritual effectiveness is to discover God's will and act on it		
3. Management effectiveness is to set God-given goals, develop feasible plans, assign clear responsibilities		
4. Relationship effectiveness is to be perfect, all must have always the same mind and nobody says: "I have another idea."		
5. Relationship effectiveness means that the team learns together.		
6. Send an agenda two days before for the meeting starts		
7. Only the chairman / leader has to prepare something for the meeting and has to pray		
8. A meeting has no time limit		
9. Discuss one thing at a time		
10. No one should dominate the discussion		
11. A good team gives an open and candid feedback		
12. Everybody says after the meeting: 'The meeting was necessary and I am encouraged.'		
13. The meeting should begin and end on time		
14. After the meeting, everybody should know, what they are responsible to do		
15. A participant asks questions to ensure understanding		
16. After the meeting or a few days later, everybody should have things to do list or a record of the meeting.		

Why is it important for you to have effective meetings? Write three specific improvements for the meetings, which you will work on:

1.

2.

ACTION TEAMS ON TARGET

HCF Switzerland	MEETING AGENDA / TO DO LIST (underline the right one) DATE: Monday, 26.07.1995 TIME: 14.00 – 16.00 PLACE: Baretswil, Zelglistr.1			
MAIN SUBJECT: business meeting	GOAL: To find the right things to do in the next month			
PARTICIPANTS; Doris, Kurt	CHAIRMAN (Name/Date): Kurt/7.12.95			
SUBJECT POINTS	SUBJECT IN DETAILS / TO DO	WHO?	READY AT?	FINISHED
1. WELCOME	Setting time limits, reminder of meeting objectives	Kurt	14.05	✓
2. OPENING	Opening devotional and prayer time	Kurt and All	14.20	✓
3. PREVIOUS MEETING	Minutes of the previous meeting and THINGS TO DO TO DO: Has all been done that had be done after the last meeting, if not why, and what is the new date (Kurt and Doris)	All	14.25	✓
4. INCOMING MAIL AND INFORMA- TIONS	Incoming mail and information which needs a decision will be discussed and a decision will be made Incoming mail and information which doesn't need a decision will be sent beforehand or just handed out TO DO: Prepare questions and detailed information for decisions	All	14.30	✓
5. PRAYER	Pray for the decisions made so far and specifically for the next steps in the agenda TO DO: Tell others what requests you have	All	14.40	✓
6. SALINE/ EVANGELISM / FIELD	What should be going on in evangelism and in the field during the next months	All	14.50	✓
7. DISCIPLESHIP/ TRAINING	What do you think about discipleship and training? What should be going on? TO DO: Pray and think about this subject	All	15.00	✓
8. FINANCES / DEVELOPMENT	Results of the last month TO DO: Resume – Armanda	Doris	15.10	✓
9. CONFERENCES	New ideas about the next conference TO DO: Pray	All	15.20	✓
10. LITERATURE / MEDIA	Results of the last month, new ideas TO DO: Resume - Armanda	ALL	15.30	✓
11. FEED BACK	Evaluation of the meeting to help improve the meeting and working together	ALL	15.40	✓
12. NEXT MEETING	Date, Agenda points TO DO: Have your calendar with you for the next date	ALL	15.50	✓
13. CLOSING PRAYER	Pray (Thanks to the Lord, for each subject and for each other)	ALL	16.00	✓

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ACTION TEAMS ON TARGET

HCF	MEETING AGENDA / TO DO LIST (underline the right one)			
DATE:		TIME:	PLACE:	
MAIN SUBJECT:		GOAL:		
PARTICIPANTS:		CHAIRMAN (Name/Date):		
SUBJECT POINTS	SUBJECT IN DETAILS / TO DO	WHO?	READY AT?	FINISHED
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				

Foo301 E a

ACTION TEAMS ON TARGET

HCF Switzerland	MEETING AGENDA / <u>TO DO LIST</u> (UNDERLINE THE RIGHT ONE) DATE: Monday, 26.26.1995 TIME: 14.00 – 16.00 PLACE: Baretswil, Zelglistr 1			
MAIN SUBJECT: business meeting		GOAL: To find the right things to do in the next month		
PARTICIPANTS: Doris, Kurt		CHAIRMAN (Name / Date): Kurt / 12.7.97		
SUBJECT POINTS	SUBJECT IN DETAILS / TO DO	WHO?	READY AT?	FINISHED
1. SALINE / EVANGELISM / FIELD	Phone to Dr. Nick and his wife to get a date to invite other people from the health field in their region for information and to build up a new group	Kurt	30.6.95	
	Write an invitation			
	Send out the invitations	Kurt Doris	15.7.95 30.7.95	
2. DISCIPLESHIP / TRAINING	Prepare the seminar materials on "Stress" and make copies for all	Kurt	12.7.95	
	Write an invitation for the seminar Health field-Pupil-Weekend, make copies and send it out	Doris	30.7.95	
3. FINANCES / DEVELOPMENT	Write in the computer if a gift is for a special purpose and summarize it at the end of the year (to Kurt). The Swiss Evangelical Alliance needs this information	Armanda	Each gift till 1.1.95	
4. CONFERENCES	Write an invitation of our next meeting with AGEAS	Kurt	28.9.95	
5. LITERATURE / MEDIA	A new brochure was sent out, but there are no results yet, Armanda will give new information at the next meeting	Armanda	23.8.95	
6. FEED BACK	More time for the feedback at the next meeting and to think about our meeting	Kurt	23.8.95	
7. NEXT MEETING	Wednesday, 28.8.95, 08.30 – 11.00	Kurt, Doris, Armanda	23.8.95	

ADDENDUM 1: HOW TO START AN ACTION TEAM

From the (intern) national HCF office, you can usually obtain the assistance, materials and information you need. Experience has taught that the following guidelines are helpful.

PRAYER: Prayerfully look for other Christians in your vicinity who have a similar desire to be witnesses of Jesus Christ in their workplace and who want to train others as His disciples as well. In the HCF family we are seeking the kingdom of God first, not to see our organization grow.

INTRODUCTORY MEETING: Organize an informal meeting, if possible with the aid of a representative from HCF. Have someone explain the vision and strategy of HCF. We recommend that one person also gives a brief testimony about how the Lord has used HCF to bless him / her. This is followed by an invitation for involvement in the ministry – Saline training, medical outreaches, community health, prayer / intercession, discipleship training, etc. Ask potential action team members to pray whether God wants them to be a part of the team. If so, they will come into the team with a sense of calling and not out of obligation.

WEEKLY PRAYER / FELLOWSHIP MEETING: In prayer, the foundation is laid for a fruitful evangelistic ministry. Pray for unconverted persons by name. The group might consider doing Bible study and have fellowship on a weekly basis. Some groups prefer to have a varied program for their regular meetings. They have a different program for every week of the month: first week, worship meeting; second, a speaker on a topic of choice; third a prayer meeting; fourth a Bible study meeting. Other groups meet once a month. Yet other groups have their prayer meetings by Skype.

MEDICAL / EVANGELISTIC OUTREACH: A medical or evangelistic outreach can be arranged. If possible, medical outreaches are done in close collaboration with local congregations. A document with some guidelines about organizing a medical outreach can be obtained from the international office. Medical outreaches can include school screening which could open the door for community health involvement. More information about school screening is available to those who have followed an Integral Community Health or a CHE Training of Trainers course.

FORMATION OF ACTION TEAM: A special meeting is arranged, where the Action Team is officially appointed by an HCF representative.

ADDENDUM 2: CONFERENCES AND NATIONAL FELLOWSHIPS

For national / larger conferences you might want to make use of the HCFI conference manual, which is available in digital format from the HCFI office. The Conference Officer should be someone with organizational skills. The responsibilities of this person are:

- Select officers for the Conference Planning Team who will take responsibility for various tasks.
- Organise the programme in consultation with the rest of the Action Team. Ensure that speakers are interdenominational in their delivery and well qualified to deal with the subject given to them.
- Liaise with other Conference Officers and encourage and arrange for a representative group from your hospital to attend conferences of other areas regularly.
- Form a sub-committee to assist with the organizing of Day Seminars / Weekend Camps for your hospital. Make sure your dates do not clash with other HCF activities.
- Work together with the “next in line” Conference officer in obtaining advice in arranging these events. Send a report of the conferences to the National Conference Co-ordinator.
- Prayerfully select a venue in consultation with the relevant Action Team, bearing in mind the following aspects: good standard of accommodation i.e. clean and comfortable, moderately priced.
- Fix the date of the event once the venue has been located and the other Action Team members agree.
- Obtain prayer coverage. Work with the Prayer Officer.
- Arrange for early publicity – invitation cards and / or handbills, posters, news release for local newspapers, Facebook and other social media

There are four major areas in arranging conferences and we suggest, the Conference Coordinator selects four people to manage these areas:

1. PRAYER: this includes organizing prayer before and during the Conference
2. PROVISIONS: this includes everything to do with the venue, booking it, buying / obtaining all the necessary items, choosing hostesses for the speakers, a Hall Coordinator and handling the finances, finding out the needs of the speakers e.g. flipcharts, whiteboard, projector etc.
3. PUBLICITY: this includes setting up and printing of brochure and distribution of it. Making the conference known also via digital means: SMS, Viber, WhatsApp, Facebook, website, Twitter, etc.
4. PROGRAM: after discussion at Action Team meeting, an invitation, letter or phone call to suggested speakers, setting up the programme in collaboration with the Conference Co-ordinator, choosing a worship team and someone to chair the meetings.

ADDENDUM 3: PLANNING IN A NATIONAL ACTION TEAM

We find many places in the Bible where the Lord speaks of His plans. Isaiah 14:24,26 “The Lord Almighty has sworn, “Surely, as I have planned, so it will be, and as I have purposed, so it will stand.” And “This is the plan determined for the whole world, this is the hand stretched out over all nations.” And again in Jer. 29:11 and Luke 14:28-32.

God makes His plans known to us and wants us to serve Him by fulfilling them. Is. 46:10a; Is. 42:9; Jer. 33:3; Jn. 16:13; Amos 3:7

THE OMR APPROACH FOR TEAM PLANNING

All projects of faith start with vision given by God. This vision needs to be prayerfully described in specific statements called **Outcomes**/goals. Then we need to hear from God what **Methods** we should use in order to reach these outcomes. Once we know this, we can trust God to provide the required **Resources**. This is the **OMR** approach in planning. After using the OMR approach in planning, we reverse the procedure and go into action according to RMO to fulfil the original vision given by God.

PLANNING: 1. Outcomes ---- > > 2. Methods ---- >> 3. Resources

ACTION: 1. Resources ---- >> 2. Methods ---- >> 3. Outcomes

OUTCOMES

An **OUTCOME** is a concise description of what we believe God wants to bring to pass through us. These descriptions, even though brief, are broader in scope than goals, and are not always measurable.

Some examples of outcomes:

- 11 To get more Health Field Christians involved in Prayer Triplets.
- 12 More Health Field staff trained with the Saline course or with one or more of our discipleship courses
- 13 Health Field staff reached with the Gospel and through them, the patients.
- 14 Health Field Christians to promote Biblical standards in ethical matters, boldly and wisely.
- 15 Effective HCF Action Teams established at all levels in our country.

GOALS:

Outcomes need to be defined more clearly so that we can measure our progress towards fulfilling them. Remember, the goals need to be SMARTIES goals 😊

SUPERVISION OF PROGRESS MADE

The chairman is responsible to oversee the progress made by the Action Team towards reaching the stated goals. This is done through effective Action Team Meetings, as well as through personal encouragement.

ADDENDUM 4: BIBLICAL CONSIDERATIONS ABOUT MANAGEMENT IN HCF FAMILY

The Bible contains inspiring examples of God's people making wise use of management principles and also warnings about the wrong use of such principles.

Both sets of examples are given to teach us that we should always take care to make sure our heart attitudes are acceptable to God and that our plans and practices actually reflect the guidance He has given us.

Some of the inspiring examples of Biblical use of management principles: □ God shaping and ordering His creation, Genesis 1 and 2

- God's command to count His people, Numbers 1:2-4, Numbers 3:40
- The servant of Abraham going on a long and dangerous expedition to find a wife for his master's son, Genesis 24
- Joseph managing the national economy of Egypt, Genesis 41-47 □ Jethro and Moses setting up a judicial system in Israel, Exodus 18
- Setting up national organizational structures, Numbers 1 and 2
- God's clear and exact guidance about the building of the tabernacle and later of the temple, as well as very clear policies and procedures about their running and staffing, including even a dress code and retirement age for the officials who are to work in that organization, Exodus - Deuteronomy
- Nehemiah managing the rebuilding of the walls Jerusalem, Nehemiah 1-13
- Joshua taking the promised land, Joshua 1-24
- Missionary trips of Paul and his leadership training strategies, Acts, Timothy
- Jesus' SWOT evaluations of the seven churches, Revelations 2, 3
- Teachings of Jesus related to management, for example about counting the cost before we start to build Luke 12:28
- Leadership structures in the local church, Ephesians 4
- Organizational culture of local church, 1 Corinthians 12 and 13

Some of the warning examples of the misuse of management principles:

- Building of the tower of Babel, Genesis 11
- Proud counting of the people by David, 1 Chronicles 21
- God's people preferring to follow worldly examples of authoritarian leadership style (appointing a king), 1 Samuel 8.

We are required to use our knowledge of healthcare and of management for the glory of God and for the coming of His kingdom here on earth. However, we are to use such knowledge in the light of eternity and in the sober realization that God's kingdom will fully come only in the new heaven and the new earth. Until then, we zealously seek the maximum possible in a broken world for His glory.

ENDNOTES

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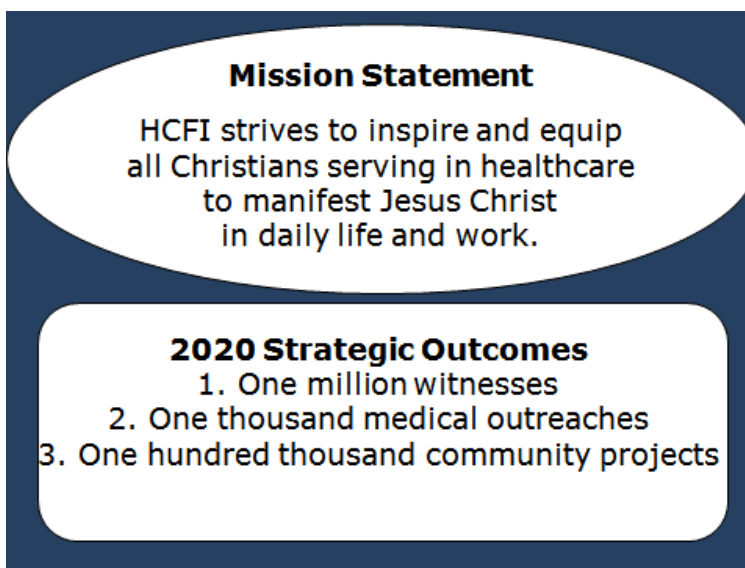
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- The Doctrinal Basis of the HCFI shall consist of the essential beliefs of Biblical Christianity, including
- The unity of the Father, the Son and the Holy Spirit in the Godhead;
 - The person of our Lord Jesus Christ as very God and very Man, born of the virgin Mary, His real and sinless humanity, His atoning death, His bodily resurrection and His ascension into Heaven;
 - The Divine inspiration and supreme authority of the Holy Scripture in all matters of faith and conduct;
 - The guilt and depravity of human nature in consequence of the Fall;
 - The substitutionary death of our Lord Jesus Christ, and His resurrection, as the only way of salvation from sin through repentance and faith;
 - The necessity for the new birth by the Holy Spirit and His indwelling in the believer for sanctification and service;
 - The personal return of the Lord Jesus Christ and the judgment to come for the just and for the unjust;
 - The resurrection of the body and eternal life;
 - Hell as a place of eternal punishment for all who have rejected the Lord Jesus Christ;
 - Heaven as a place of everlasting blessedness for all who have accepted the Lord Jesus Christ.

In brief, the HCFI places a strong emphasis upon the Deity of Jesus Christ and His Atonement; regeneration by the Holy Spirit and His indwelling fullness in the believer for personal victory and fruitfulness; the supreme authority of the Scriptures and the importance of personal and group evangelism.

Addendum 1 HCFI MISSION CONCEPT



HCFI MISSION STATEMENT AND STRATEGIC OUTCOMES



Addendum 2: MORE ABOUT HCFI**WHAT HCF IS:**

- An evangelistic mission (live and preach the Gospel.)
- A Committed Fellowship (loyal and persevering).
- International (cross-cultural and principle-oriented).
- Interdenominational (room for all God's people, loving consideration).
- A loving family (personal attention, 'human touch').
- A serving army (ministry oriented, robust, tough).
- Health field specialized.
- An arm of the church (actively seek co-operation).
- Pro-family and pro-life (seek involvement of both husband and wife; for the protection of the unborn).
- Policy directed, leaving freedom for personal convictions (ambassadors).

WHAT HCF IS NOT:

- A club (pay membership fees and others work).
- A sales organization (profit for yourself, put your work first).
- A local church (sacraments, denominational line, geographical distribution, long-term counselling).
- A relief organization (don't aim to hand out money as a rich sponsor).
- A big corporation (office hours, soft job, overtime pay).
- A faith healing ministry.
- An extreme charismatic or anti-charismatic fellowship.
- A political party (party politics).

HCFI TRAINING AIMS.

- To be effective in training a multiplying army of maturing Christians to collaborate in promoting and practising Biblical-Christian Healthcare worldwide. They will be equipped to win people to Christ and live in victory as they unitedly promote the Lordship of Jesus Christ in the hearts of people in HCF and in the Health Field worldwide.
- To do this in the light of the HCF vision and mission.

HCFI TRAINING MINISTRY – A BRIEF DESCRIPTION

The HCFI training ministry has four key areas: International Saline training, Discipleship Training, Residential training and Integral Community Health training. In each area we aim for multiplication. Each of the four key areas are served by a Global Promoter: A Global Discipleship Promoter, Global Saline Promoter, Global ICH Promoter and a Global Residential Training Promoter.

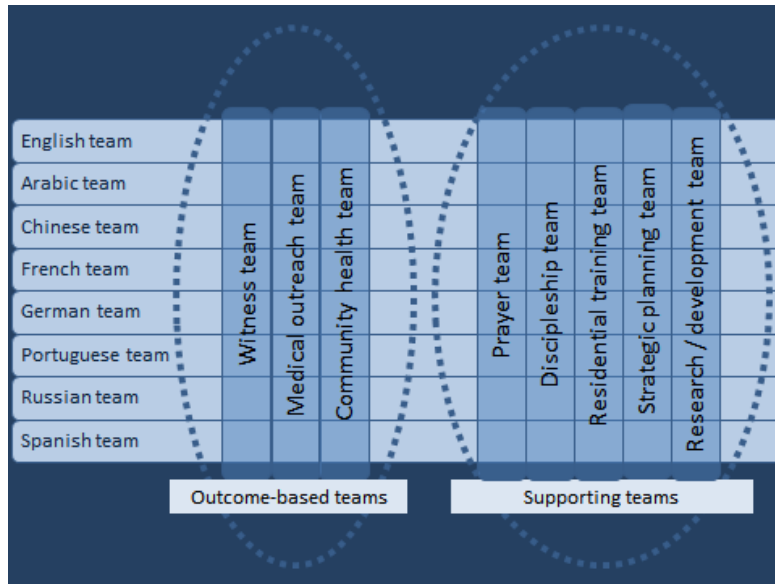
These key areas are derived from the Strategic Consensus Plan. For each of these areas there is a language based team. Thus there will be a Global Saline Training Team, a Global Discipleship Training Team and a Global CHem Training Team.

For example: The Global Discipleship Training team will have sub-teams in each major language: English, French, Spanish, Russian, Chinese, Arabic, German, Portuguese. The Global Discipleship training team will consist of the leaders of each sub-team together with the Global Discipleship Training Promoter. That means that the leaders of the sub-teams have to be able to communicate and collaborate in English with the Global Discipleship Training Promoter, but the other team members of each sub-team can collaborate and communicate in their team

language. The same is valid for the Global Saline Training Team and the Global CHeM Training Team.

The Residential Training Coordinator works with those who teach in the residential courses. Together they form the Residential Training Team. The task of the Residential Training Team is to train staff and leaders within the HCFI family.

HCFI STRUCTURE



Addendum 3: Other HCFI Training Courses Available

In the HCFI training strategy, the International Saline course is often the first step in the discipling process of Christians who serve in the health field. The discipling process is continued through at least two supportive outcomes: Discipleship Training and Residential Training. Discipleship training is defined as any HCF training that lasts up to two weeks. Residential training is any training that lasts longer than two weeks and where the participants live at a centre where the training is given.

HCFI SALINE TRAINING

HCFI is collaborating with nine other partner organizations globally to present a specially developed one or two day seminar: International Saline. It is an exploration of the ways the healthcare professionals can impact their workplace for Christ by being salt and light. Principles of faith and Biblical knowledge, strategies for overcoming barriers to spiritual care, techniques for building spiritual relationships, methods of encouraging patients to talk about their faith history and means of communicating hope to patients.

During this seminar, five questions are asked and answered:

Why is faith important in healthcare?

What are the opportunities and barriers to fulfilling God's Call?

What is my part?

What other tools can help me to cultivate and sow?

Where do I go from here?

After this seminar, the participants receive follow-up e-mails for at least six months to help them implement what they have learnt during the seminar. They are also joined to a 'buddy' so that they can help one another implement what they have learnt.

More information about the International Saline can be found on their website:

<http://www.internationalsaline.org/>

There is also a five day International Saline Training of Trainers available. We would recommend that you follow both the International Saline Training and the International Saline Training of Trainers seminars to give you a good background.

HCF INTEGRAL COMMUNITY HEALTH TRAINING (ICH)

Community health ministry takes place in two basic contexts: Urban and Rural.

Urban ICH is the terminology used in HCFI circles to denote "Neighbourhood Transformation (NT)" and Rural ICH is used to denote "Community Health Evangelism (CHE)".

Both approaches use a five day Training of Trainers Course as a first level training of future trainers. This five day course is referred to as TOT 1. There are also two advanced level five day 7 courses, TOT 2 and TOT 3.

The first two days of the TOT 1 are used for a Vision Seminar. This two-day seminar introduces the CHE concept to leaders from multiple organizations / possible partners in a new area or country. The participants are usually decision makers who are interested in an integrated approach to community development and health. As a result of the seminar, leaders choose people from their organization who have the capability and interest to implement CHE in a target location. These people then participate in a TOT 1.

More information about CHE can be found here: <http://chenetwork.org/>

HCF TRAINING BY EXTENSION (HCFTE)

The following topics are available in HCF TE:

HCF TE Group Leaders
Serving God in the Health field
Suffering
Spiritual Care of the Dying

DISCIPLESHIP SEMINARS

A selection could be made from the seminars used in the three modules of the residential training. For practical purposes, we would recommend that you start with a few of them, such as:

Care of the Care-giver	
Total Patient Care	
Spiritual Care of the Dying	
Generational Transfer	
Visiting the Sick	
Biblical Health Field Ethics	Personal Time Management
Biblical Stewardship	Money Management
Management of Stress	Management of Change
Discipleship in the Health Field	Evangelism in the Health Field 1, 2 & 3
Prayer in the Health Field 1 & 2	Love Relationship with God
Personal Bible Study Methods	Group Bible Study Methods
Interpersonal Relationships 1	Communication Skills
Spiritual Authority	
How to Handle Suffering from a Biblical Perspective	
How to Live a Victorious Christian Life	
Principles of Leadership	
Introduction to Biblical Christian Counselling	

HCFI RESIDENTIAL TRAINING COURSES

The focus of the course is on equipping HCF Staff and Leaders to develop skills, understanding and increasing knowledge for effective service in their work and ministry in HCF. Residential courses are part of the HCFI training strategy because of the depth of interpersonal interaction between the participants and their teachers and co-participants. This is not possible with non-residential courses.

The residential courses have a modular structure, consisting of a selection of seminars that are relevant for the topic. This approach has been used since 1974. Whenever feedback indicated that improvement of the materials was necessary, it was done as part of the continual quality improvement principle important to the training team.

- Three month Discipleship Training Course (DTC)
- Two month Full-time Staff Training Course (FTC, follows on the DTC)
- Three week National Coordinators Course (NCC)
- Six week National Trainers Course (NTC)
- Four week Advanced Leadership Course (ALC)
- Incidental Leadership Courses

TOTAL LIST OF TOPICS FOR THE DTC AND THE FTC:

Biblical Stewardship	Money Management
Discipleship in the Health Field	Evangelism in the Health Field 1, 2 & 3
Total Patient Care	Prayer in the Health Field 1& 2
Spiritual Care of the Dying	Biblical Health Field Ethics
Love Relationship with God	Personal Bible Study Methods
Group Bible Study Methods	HCFI Sending Cells
HCFI Constitution and By-laws	How to prepare for a Conference
How to Share the Vision of HCF	Interpersonal Relationships 1& 2
Principles of HCF Administration	HCF Action Teams on Target
Personal Time Management	HCF Meetings and Outreaches
Preparation for Persecution	The Divine Plumbline
Introduction to CHE	Visiting the Sick
Introduction to International Saline	Care of the Care Giver
Management of Stress	Management of Change
Principles of Christian Management	Principles of Leadership
Spiritual Authority	
Serving the Local Church	How to Live by Faith
Communication Skills	Cults in the H/Field
Introduction to Biblical Christian Counselling	
Vision for Building God's Kingdom in the Health Field	
HCFTE Group Leaders Course	
How to Handle Suffering from a Biblical Perspective	
How to Live a Victorious Christian Life	

NATIONAL TRAINERS COURSE (NTC)

COURSE PURPOSE: To produce Christian Trainers who will be able to provide effective training with the aim of raising a multiplying army of people able to share what they have learned with others. 2 Tim. 2:2

TOTAL LIST OF SEMINAR TOPICS FOR THE NTC:

Introduction to Christian Education	Curriculum Development
Spiritual Foundation for a Teaching Ministry	Training Management
Teacher/Participant Relationships	Effective Team Work
Coaching and Counselling of HCF Group Leaders	HCFTE Group Leaders
Teaching Skills Improvement	
International Saline & TOT	
How to Teach Local Church Members to Minister to the Sick	

Prerequisite for acceptance in the course:

Participants should have completed Modules 1-3 of the DTC, preferably 1-5 (DTC and FTC)

Participants who qualify for the position of National Training Promoters or have been invited to participate and are determined to apply what they have learned in their ministry in HCF.

ADVANCED LEADERSHIP COURSE (ALC)

Eligibility – this course is open only to those who are currently in leadership positions within HCF/HCFI. These include: International Team Members; National Co-ordinators; National Action Team/Board members; Senior HCF full-time and Associate Staff.

Topics

STAFF CARE: 2 weeks

Orientation/ debriefing of staff

Trauma debriefing

Mentoring and Developing staff.

Culture shock/ Miscarriage of Vision

LEADERSHIP SKILLS: 2 weeks.

Leadership II:

The ways of the Lord in the life of the leader:

Preparation of the leader by God

Mature life and ministry/ on-going lessons

Relationship for Leaders:

What draws me to people/them to me?

Motivating people for their benefit

How to be an encourager

Dealing with criticism

Snare of Offences

Friend /Fund Raising

Heart and Brain

Generational Transfer

Attrition - loss of staff

Accountability and prayer partnerships

Staff from dysfunctional background

How to be confident with people

How to be a person people respect

Loving/working with difficult people

How to be a person people trust etc.

NATIONAL COORDINATORS COURSE (NCC)

TOPICS:

Personnel Management

Financial Management

Goal Orientation and Quality Improvement

Management of Personal Change

Management of Organizational Change

Coaching and Counselling

Effective Team Work

World Missionary Vision

Staff Selection