



The roles of leaders and managers begin with knowing and stating the purpose and/or vision of the institution under their control. The vision and/or purpose are generally accepted as prerequisites for organizing the institution, identifying and leveraging resources required to achieve the defined/agreed purpose and/or objectives.

Managers and leaders in non-secular organizations must be self secure, ethical, versatile and capable of multitasking by being aware of every designated activity and the statuses of those activities at any given point in time. It must be noted that institutional success requires astute management of all available resources and skills that leaders and managers have within their membership and volunteer cadre.

Managing for Success Illustration (<http://balmforall.org/files/MangForSuccess.pdf>)

Leaders and managers are also responsible for identifying and adopting strategies that efficiently coordinate and ensure the effective performance of all associated functions of stakeholders and individuals who are tasked. It is important those individuals' responsibilities be within their respective capabilities. It can be devastating to stakeholders who are tasked outside of their capability without appropriate training and support. Volunteers should be encouraged to provide services within their skill set within a framework where their assignments and

Managing for Success in Non-Secular Organizations

responsibilities are commensurate with accountability. Relationships between desirable leadership traits, resource categories and operational essentials are depicted in the relationship table below:

Management Relationship Table

| | | | | | | |
|--|--|----------|---------|---------|---------|--------|
| <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Resources </div> | Selected Leadership Traits | | | | | |
| | VISION and /or PURPOSE | | Honesty | | Ethical | |
| | Operational Activities | | | | | |
| | Plan | Organize | Lead | Control | Reward | Review |
| Human | It is generally agreed that the Prudent and Effective Management of All Institutional Resources Contribute to the Efficient Attainment of Organizational Goals. | | | | | |
| Knowledge | | | | | | |
| Financial | | | | | | |
| Physical | | | | | | |
| Information | | | | | | |

Structured Performance Strategy

Greater performance management is possible within a structured performance framework in which the leaders' visions/objectives are segmented into smaller visions/objectives that are assigned appropriately. Their performance and achievements are assessed periodically as agreed.

Leaders' performance and achievements as those of all other stakeholders should similarly be made known and periodically assessed by the team.

Under such circumstances the adoption of a smart management process (SMP) found at: <http://smartchurchmanagement.com/church-strategic-planning/> can be easily adapted to suit any management performance review.

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