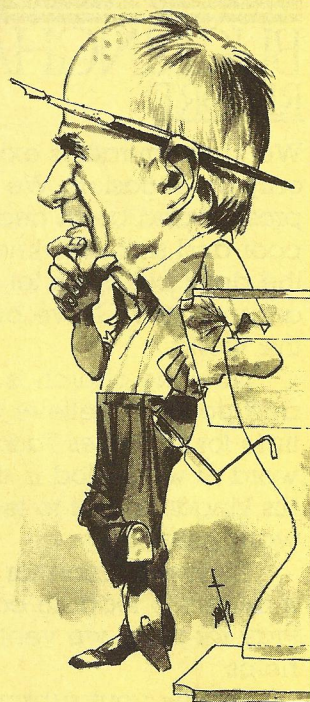


BUCKINGHAM REPORT

AN IN-DEPTH CRITIQUE OF THE ISSUES, PEOPLE &
EVENTS AFFECTING TODAY'S CHRISTIAN LEADERS



MY NEW CHALLENGE: MAKE MINISTRIES TODAY EVEN BETTER

Beginning in January everything about *Ministries Today* will change. In October, when I accepted the position as editor-in-chief, I immediately began planning for an entirely new vision for the magazine.

I will continue to write my *Buckingham Report*, but will re-gear as I begin writing more to our readership—most of whom are pastors of smaller churches. As I travel the world I am constantly touching other pastors who have both needs and answers. Drawing from my 30 years as a pastor (the last 21 years in the same church), I want to be more practical and more prophetic—answering the question “What is God saying?” about specific issues facing the church.

The entire magazine will have a prophetic-practical tone. We will take strong editorial stands on current issues. Opposite opinions will often be printed on a “Soapbox” page and in a beefed-up “Letters-to-the-Editor” section. I want pastors to respond, speak their opinions, take issue with our writers, share out of their lives and experiences. I believe God wants the magazine to become the “pastors’ forum” of America.

The heart of the new *Ministries Today* will be our columnists. We’ll have 10 of them in each issue. I decided it was time to call in my chips, so I asked some select friends—well-known and highly respected leaders, experts in their fields—to write on a regular basis.

Jack Hayford will write on pastoral attitudes.

Francis MacNutt and **Frances Hunter** will alternate columns to help you with your healing ministry.

Jack Taylor, former 1st vice president of the Southern Baptist Convention and Broadman Books’ best-selling author, will write as a pastor of an independent church.

Richard Dobbins, well-known pastoral psychologist.

Joyce Strader, whose husband pastors the huge Carpenter’s Home Church in Lakeland,

Florida, **Jean Coleman** from a much smaller church in Laurel, Maryland and **Devi Titus**, former publisher of *Virtue* magazine will write as pastors’ wives.

Dr. David Bivin from Jerusalem, one of the world’s great biblical language scholars, will give you enough in-depth sermonic insight into the Word to repay you a hundredfold the first time you read his column.

James McKeever, a top financial advisor, will help you with finances and investments.

I also took heart from George Bush, who chose an unknown but highly qualified man for his running mate. Why just stick to “big-name” people?

Doug Murren and **Jerry Cook**, Foursquare pastors from Seattle whose church has gone from 40 to almost 4000 in seven years, write about the growing church.

Mark Buckley whose outstanding article on Tommy Barnett was in the last issue, will write as a small-church pastor.

I am personally convinced the next great move of God will be among the black churches. I have a great desire to help and equip the black pastors of America. Writing on a regular basis will be **Leonard Lovett**, a brilliant young black Ph.D. from Los Angeles.

Of course we are carrying over our best columnists from the past: **C. Peter Wagner** from Fuller Seminary; **James Guinn**, one of the nation’s top tax experts; and MT’s own associate editor, **Ed Caldwell**.

We’ll be minoring on inspiration and majoring on practical help.

The “shaking” our churches have been through has been to bring us to a place of purity and integrity; not for the sake of purity and integrity, but so we may be equipped to take our rightful place in this world as VICTORS and OVERCOMERS.

Too long we have been a defeated people.

Jamie Buckingham

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We knew miracles existed, but have seen them only on occasion. We knew God wanted us to prosper and be in health, but have remained poor and sick. We knew we had authority over the devil but have let circumstances kick us around as we have bowed to the fatalism of this world.

Now the church is coming alive—in spirit and power. I believe God has ordained this time for *Ministries Today*, not only to spread the word of what God is doing in various parts of His kingdom, but to teach, encourage and warn pastors.

I have a vision for the magazine: To equip ministers to lead; to equip leaders to minister. Pray for us as we venture out in this ministry of helps.

Renew your subscription. Give Christmas gift subscriptions to your fellow pastors. Help me make this, truly, "the magazine about renewal in leadership."

CHRISTIANS AND OLLIE NORTH

Do Christians have an obligation to Ollie North beyond praying for him as we pray for any brother in trouble? The 44-year-old retired Marine Lt. Colonel has been charged with 16 indictments sought by the special Iran-contra prosecutor. He and three others are charged with establishing a secret operation outside government channels to funnel Iranian money to the Nicaraguan contras as well as attempting to negotiate an "arms for hostages" deal with Iran.

North—who many feel is a genuine American hero—is a member, along with his wife, of the charismatic Church of the Apostles outside of Washington, D.C.

Several Christian leaders, including Jerry Falwell and Beverly LaHaye, are actively campaigning to have North "pardoned" by President Reagan. Of course, they are also asking for donations. So far, however, none of the fund-raisers have indicated how much of the money will actually go to North and how much will go to support their ministry. The situation got so bad—with so many people raising money "in his behalf"—that North finally had to designate only one organization as the "official Oliver North fund."

To further complicate the matter, Arthur Kropp, president of People for the American Way—a liberal, anti-God movement—has mounted a counter-campaign against Falwell, et al, demanding that Oliver North stand trial.

Like Falwell and LaHaye, Kropp has launched a drive for petitions, asking people to sign up urging the president not to be influenced by the pro-North petition.

Gasp!

Kropp is also asking for contributions.

I detest lining up with anyone like Arthur Kropp and his spokesman, Norman Lear, but they have raised a valid question: Can a man who has not been found guilty be pardoned? Shouldn't North stand trial? If he is innocent, we can rejoice. If he is guilty, then the question of a presidential pardon is certainly in order.

The problem: If Michael Dukakis is elected a North pardon would have about as much chance as a worm in the chicken pen.

To further complicate matters, North is out trying to raise money for his defense—traveling the nation speaking in behalf of the Republican Party. This has caused a lot of confusion on the part of naive Christians, many of whom have bought into North's simplistic view that God is a member of the Republican Party. For instance, Colonel North flew into our little town of Melbourne, Florida, to speak at a patriotic rally. Many of the local pastors attended and did not know until they arrived that the meeting was sponsored by a Republican candidate for Congress. The candidate, whose first meeting with North was 30 minutes before the rally started, had paid an undisclosed sum (the local newspaper estimated \$30,000) for North's endorsement. North gave a ringing call for patriotism and said we needed godly conservatives in Congress. Ironically, the man he was endorsing—who is not known as a professing Christian—is attempting to unseat the incumbent Democratic congressman, who is a Spirit-filled Christian.

It's all a bit sad, seeing this loyal soldier sell himself—in order to raise badly needed money for his defense—to any Republican candidate who can afford him. Christians need to learn from North's mistakes and not equate Christianity with either party.

LAYING THE FOUNDATION

As you think of your annual Thanksgiving message, consider the spiritual foundation laid by the Pilgrim leaders aboard the Mayflower.

While the nation celebrates Thanksgiving and relates it to the Pilgrim's feast in the fall of 1621, Christians need to recall that the first observance of this uniquely American holiday was preceded by an epochal event—the landing of the Mayflower—which led to the beginning of self-government in this nation.

These Pilgrims, all English, had set sail from their native land to escape religious perse-

cution. After two months on the high seas they finally pulled into Provincetown harbor after sailing the length of Cape Cod. Before landing, while still at anchor off what is now Plymouth, Massachusetts, the 41 adult males on board entered into covenant and signed a document. For the first time in history these daring, devout Christians formalized Christian freedom into legal principle. Their foundation was that government should be by "the consent of the governed." Thus was born the **Mayflower Compact**, created on November 11, 1620. It was the New World's first expression of democracy.


With their compact, which revealed a profound perception of the necessity for social and governmental order, came religious freedom.

"Having undertaken, for the Glory of God, and Advancement of the Christian Faith, and the Honor of our King and Country, a Voyage to plant the first colony in the northern Parts of Virginia; Do by these Presents, solemnly and mutually in the presence of God, and one another, covenant and combine ourselves together into a civil Body Politic, for our better Ordering and Preservation, and Furtherance of the Ends aforesaid; And by these presents do enact, constitute and frame, such just and equal Laws, Ordinances, Acts, Constitutions, and Offices, from time to time, as shall be thought most meet and convenient for the general Good of the Colony; unto which we promise all due Submission and Obedience."

Most of those first settlers kept the faith expressed in the Compact for the rest of their lives. These beliefs were passed on to subsequent generations.

These words, found on Plymouth Rock Monument in Massachusetts, still inspire:

"History records no nobler adventure for faith and for freedom than of this pilgrim band. In weariness and painfulness, often in hunger and cold, they laid the foundation of a state wherein every man, through countless ages, should have liberty to worship God in his own way. May their example inspire thee to do thy part in perpetuating and spreading the lofty ideals of our republic throughout the world."



CONTROVERSIAL MINISTER BENCHES HIMSELF FOR A TIME OF HEALING

After years of swirling controversy about his ministry, Wayne Miller—bishop of the Apostolic Christian Church International, and senior pastor of Tabernacle Baptist Church (called "Gloryland") in Florence, South Carolina—has voluntarily removed himself from all ministry.

Miller said his absence will continue "until such time as I am healed spiritually, emotionally, physically and mentally."

Miller, a former Methodist minister, has been in Florence 16 years. At one time his church was the largest charismatic body in central South Carolina. However, perennial rumors, charges and accusations—dealing with his morals and ministerial behavior—greatly weakened his influence. The various charges, which Miller had always denied, came from within his church body, from pastors in the ministerial fellowship which he oversaw and from citizens in Florence.

In late July, Miller put himself on the ministerial disabled list. In a letter to his constituents, he wrote, "I have teetered on the brink of a nervous breakdown for two years and have been under regular professional care for the past six months. A hormonal imbalance in '86 and '87 brought me to the point of near collapse emotionally, mentally and physically."

Although Miller did not state any specific problem, he did say he is now receiving "hormonal treatment" for his unnamed problems. "I feel that I am at a point that if I don't step down and receive ministry, I will never make it in the next move of God."

Miller asked the church to discontinue his salary beginning September 1. He will continue to draw a housing allowance. "I will earn my housing during the first year by serving the ministry and brethren in practical ways, whether it be cutting grass at church, or taking care of business or building projects." Although a number of pastors in his own presbytery—which stretches from Florida to New England and reportedly involves 200 churches—have wanted him removed from ministry for several years, Miller states he is stepping down "of my own free will." He says God spoke to him during a Jerry Savelle service. Miller said that God told him, "He would restore me and bless me beyond my imagination"—if Miller would step down and wait on God for healing. "Spirit-filled ministers should not have to have professional help to survive the stress of ministry and emotional sickness," he wrote.

The boyish-looking Miller has turned the ministry over to his associate pastor, Lonnie Curl. He and his wife, Susan—who he says he has hurt "in many ways"—will "sit in the congregation." He asked his church to "help me and my family not suffer any more than necessary by not letting our enemies use my hunger for more of God and my need of humiliation and seeking Him...as an opportunity to spread exaggerated rumors or evil

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against us. We have suffered enough through the years...."

He closed his letter by repenting of still unnamed problems and sins, saying he had been emotionally, mentally and physically unsound—the latter caused by "foolish jesting that could lead me and others to behavior that could even become sinful."

"God has given me the gift of an apostle," he concluded, "but I lay down the function of that authority by God's command until He allows me to pick it back up."

LEARNING FROM PAST FAILURES

If others have failed where you are now venturing, is there a common reason for those failures? Is there a way to get around them? The wise leader does not rush in where angels fear to tread without scouting the territory for land mines. A careful and imaginative analysis of past failures can give you a way to reduce risk—and show you the difference between courage and foolhardiness.

Dr. Martin Groder, a psychiatrist and business consultant in Chapel Hill, North Carolina, illustrates this point by reminding us of the first airplane. Although the Wright brothers, Orville and Wilbur, are credited with being the first men to fly, their airplane was inferior in design to other airplanes built at that time. Why did they succeed where others failed? Dr. Groder says no other inventors had trained themselves to pilot the planes they had created. Orville Wright, on the other hand, had spent endless hours manipulating the controls, training himself physically and mentally to operate the plane in flight conditions. It still took courage to take that contraption up in the air—but his careful analysis of the failures of others improved his chances for success.

The wise leader knows that courage and boldness (and even faith) are no substitute for homework.

Other Dangers to Watch For

1. Substituting boldness for the common-sense alternative of asking for help. To tackle single-handedly a task that requires not only guidance but the corporate wisdom of others will invariably lead to another failure.

2. Overriding intuition with courage. We often interpret "I can do all things through Christ" to mean "I should do all things through Christ." Some things are to be left undone—at least by you. The hindsight of a leader who moans, "I knew I shouldn't have done that," is

often the best learned of all lessons.

3. Dangerously protecting your "image" It takes more courage and wisdom to admit weakness and inadequacy than to push ahead. Christian leaders wrongly feel that the admission of inadequacy is a slur on God. In most cases it is simply a blow to their own inflated ego. One of the greatest of freedoms is the freedom to say, "I'm not qualified to do that."

4. Riding off into the sunset. The idea of turning your back on the problem often leads to walking away from it before it is solved. People do this with problems in marriage. The result is they usually wind up walking away from their marriage as well. Real courage demands we stick in there—regardless of the difficulty—until the problem is solved.

5. Craving excitement and novelty. There is a vast difference between seeking excitement for excitement's sake, and venturing out in faith. Too many Christian leaders throw away the old in search of the new and different—claiming they are following God. But God never leaves the old; rather He incorporates it into the new. We "adventure addicts" will get the rest of you in trouble unless we are balanced by those who are willing to learn why others fail and profit by their research.

LEADERSHIP VS. MANAGEMENT

This last year has been a tough one for me as I have resumed active leadership in my church. In January I realized if I were to succeed in turning the church around and re-establishing myself as the spiritual leader, I would have to give it everything I had.

During this time I have changed a lot of my own leadership style. For instance, I have been sorting out the differences between leading and managing. Much of that has fallen into place, thanks to some capable leaders in our church who work in both fields. Recently I have been helped by the insights of John P. Kotter of the Harvard Business School in his new book *The Leadership Factor*.

Kotter makes a strong distinction between management and leadership—something most pastors do not do.

• Leadership, he says, involves having a vision. This vision is more than flights of inspiration, but comes when a powerful mind working on massive amounts of information sees in (or recognizes from the suggestions of others) wonderful new patterns and possibilities. Leadership is able to get others to cooperate, builds a team from a large network of people, keeps the key people on that team highly motivated, and relies greatly on personal

persuasion and charisma.

• Management, on the other hand, is more rational and scientific than leadership. It relies on trained skills such as planning, budgeting, setting objectives and controlling. Management is a set of explicit tools and learned techniques—based on logic, testing, organization and experience—that can be used in a variety of situations.

• Leadership without management can be volatile, driving logical people crazy with hundreds of new, untried ideas. It can also become—as we have seen in some of the super-ministries—perverted by egomaniacs.

• Strong management without leadership becomes static, bureaucratic, visionless and insensitive to the needs of people.

Pastors who work with multiple staff are constantly struggling between these two fields of leadership and management. I am indebted to Bernie May, U.S. division director for Wycliffe Bible Translators, for explaining that all large organizations need to recognize four kinds of leadership.

1. The Organizational Leader. This is the person who knows where the organization is going. He is the visionary. It is his task to set the course and do the right things.

2. The Managerial Leader. He is gifted in getting the ship to where the organizational leader wants it to go. He is the one who implements programs in order to reach the goal. His task is to do a good job and get things done right.

3. The Servant Leader. This person is uniquely gifted in building people. His task is to help people relate to the task. He is an equipper. He finds the right people in the organization to do the jobs, develops them, encourages them and allows them to contribute. He provides the people to do the jobs outlined by the managerial leader in order to reach the overall goals set by the organizational leader.

4. The Spiritual Leader. A true shepherd, his primary concern is making sure everyone in the organization is correctly related to God. His task is to channel God's Word to the other leaders and to the flock, as well as intercede in their behalf to the Chief Shepherd. He also acts as a mediator between leaders who will be in constant conflict since their natures, gifts and tasks are different.

Every true leader is gifted in all these areas—but most are stronger in one area than the other. The frustrated ones are those who don't know the difference, or whose egos force them to try to be all of these wrapped up into one. In the concept of the leadership team, each leader will recognize and respect the

strengths of the others on the team who are more gifted in certain areas.

By virtue of his gifts and calling, the organizational leader will probably be the one with the highest profile. He will also, in most cases, be the spokesman for the leaders as well as for the organization. On the other hand, he may be weak in the other areas and will—if he is wise—depend on men and women so gifted to fill the voids in the leadership circle.

In my own case I have come to realize I am weak when it comes to managing. I know the principles of management, but my visionary nature is constantly confusing my managers, who are frustrated when I keep changing methods. "If you'll just tell us where you want to go," my management people tell me, "we'll get us there."

I am also weak on enlisting and involving people in leadership. I act too much from my heart—I am not objective enough for this. I set people into leadership and then don't train them, supervise them and hold them accountable. The servant leader, on the other hand, realizes involving people is a tedious process and must be done through system—not whim.

My strengths lie in my organizational leadership and my spiritual leadership. I rely on others in the leadership circle, who are highly gifted in management, to offset my weaknesses.

An organizational leader, such as myself, is always specific to a challenge. He is required to have extensive knowledge of the history of the church, the people who make up the flock, the community assets and liabilities, and a consuming vision for what God wants the church to be and do. He must have both enormous credibility based on a sound track record and personal relationships inside and outside the organization. Leaders have very high energy levels and use their energy to lead.

Managers, on the other hand, must be intensely loyal to others on the team—especially the organizational leader. If the managerial leader does not have the gift or capacity to inspire others, he should willingly leave that to the servant leader who, in his one-on-one relationship with people, will involve them in the ministry needs outlined by the managerial leader.

While leaders do not necessarily need to learn to manage, managers must be leaders if they are to be effective in their roles in the church.

UPGRADING THROUGH TRAINING

How much money does your church or organization budget to train those on staff and

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in lay leadership?

Most churches, aside from setting aside a few dollars for the pastor or a top staff member to attend a conference, do nothing to provide ongoing training for those in leadership.

Most of us have spent tens of thousands of dollars on formal education, but few of us have the skills or the necessary training to succeed in what is known as the Information Age.

The reason is simple: the ministry has been in constant flux since we left college, seminary or Bible school. The things we learned back then, although helpful as foundational knowledge, are often obsolete in today's society. Attendance at any high-level conference, or even a visit to a successful church, points out how grossly inadequate—and behind—most of us are.

To stay on the cutting edge of what the Holy Spirit is doing in today's world means we need to train and retrain, learning new concepts, discovering new applications of biblical truth.

Take your cue from what is happening in America's major corporations. Every major corporation in America requires all management personnel, including the top executives, to attend continuing seminars for employees; they are sending them back to school—doing everything to keep them up to date in their fields. IBM alone spends about \$700 million a year educating those already on its payroll.

More than 400 businesses and industry groups, including Xerox, RCA and the Institute of Textile Technology, run their own facilities. These corporate learning centers resemble college campuses. Company employees live in dormitories, attend classes, dine in cafeterias and even play basketball in gymnasiums. One of the most serene business campuses is the Wang Institute of Graduate Studies, built by Wang Corporation.

What do these corporations teach their own people? Some teach skills, such as business writing or manners for executives. More companies are turning to broader courses, such as critical thinking, to help employees become better problem-solvers. There are courses in psychology or economics to broaden an executive's base of knowledge. These courses can be as rigorous as advanced college courses and several corporations even award accredited academic degrees.

What About the Church?

Many of us yearn for the day when CBN University, Oral Roberts University or some other

institution of higher learning will catch this same vision to help local church leaders by offering intensive one-week seminars designed to train and upgrade. Until that happens (and I predict it will) local churches need to take advantage of the growing number of workshops and seminars sponsored by some of the nation's larger churches on subjects such as worship, youth ministries and ministries to specialized groups.

Leading the way in this has been Tommy Barnett's Pastors' Conferences at First Assembly of God in Phoenix, Arizona, and the worship symposiums sponsored by Zionsong Ministries and by Earl Paulk's Chapel Hill Harvester Church in Atlanta.

Pooling Resources

Hopefully churches will begin to take their lead from some of America's major corporations who are forming educational joint ventures by pooling their resources to open "satellite" universities. The National Technology University, for instance, is a joint venture by IBM, Westinghouse, Digital Equipment Corporation and other high-tech firms. The school broadcasts lectures via satellite to corporate classrooms around the country. I recently sat in on a teleconference sponsored by NASA on the subject of weather. The "class" was attended by about 30 top brass from the Air Force, NASA and the U.S. Coast Guard. We sat in a conference room at the Kennedy Space Center watching on a large TV screen. Other classes were held simultaneously in Houston, Texas; Huntsville, Alabama; and Vandenberg Air Force base in California. While I was intrigued with what I was learning, I was more intrigued with the concept; I wondered when we, as Christians, would use the same procedure to train our leaders in things of the Spirit.

Note that I am not talking about "inspirational" training. I am talking hard facts: courses in anthropology which would deal with the origins of sin, courses in homiletics, healing, miracles, youth ministries—complete with videotaped demonstrations.

What is happening in the business field is indicative of the greater needs we have in the church. The abundance of business courses underscores the need corporations have to train their employees at all levels to track hot developments in their fields. If the church is to hold the new wine, we need to expand our wineskins. The place to start is by providing training for our leaders.

