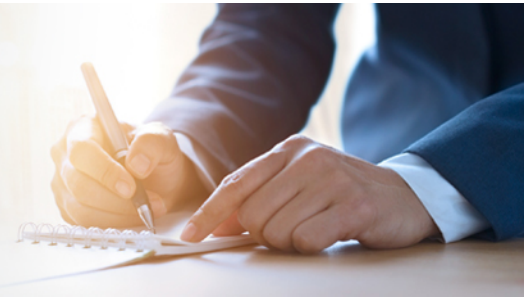


— From the Pen of —
Olan Hendrix



Management Organizing

Organizing is the work of grouping people and work so the work can be best performed by human beings. Whenever we think of organizing, we think of something like charts, blocks, lines: these blocks representing people and titles: director, superintendent, chairman, supervisor, and so on. Organizing is tying together activities under one person for the accomplishment of a specific goal. Organizing is necessary to prevent fragmentation and the dissipation of activities and energies. Unless we organize, we have people doing what is noble and right and good and commendable, but not bringing into strict discipline all of the activities of their lives and resources to accomplish a purpose. Organizing does not have to be complicated. It does not make any difference how we do it, whether or not we have a chart. It means each person knows what work he or she is definitely responsible for. There are three aspects to organizing.

1. **Developing organizational structure** occurs when we group and relate work and people to one another. This involves relating people one to another in their performance and in their authority, not just in responsibility.
2. **Delegation** causes more misunderstanding perhaps than any other single aspect of management. Delegating is the assigning of things:
 - a. Responsibility, or if you prefer, work.
 - b. Authority, that is, showing people how much authority they have, what kind of decisions they can make, and how far they can go. They must not only know what they can do, but how much money they can spend, how many decisions they can make, how many people they can direct or control, and how much time they can take to devote to it.
 - c. Accountability, establishing lines of reporting. The person who delegates not only says, "Will you do this piece of work?" and "Here is the authority you need in order to perform that job." He or she also says, "I will check back with you Friday afternoon at two o'clock to see how you are making out."

We frequently fail to establish lines of accountability and delegation because we are afraid of people. Management involves us "eyeball to eyeball" with people in

direct personal encounter. It takes time. We like to think we are too busy preaching and teaching to perform management work.

If we will harmoniously blend these three ingredients in delegation, we can tremendously improve the performance of our organization. But remember, we must have all three components for success: responsibility, authority, and accountability.

3. **Establishing and maintaining interpersonal relationships** is management organizing. Those little boxes that we draw and those words that we write on paper and the nice neat little job descriptions that we make—all that is wonderful, except when we forget one thing—they represent people! People become ill, people become offended, people get tired, people become depressed. If you do not like both people and people's problems, *get out of management*. It is better that you leave management to somebody else if your attitude, when a problem emerges or when a person fails, is "Will these people never learn?" Your attitude should be like that of the Lord Jesus to his disciples.

A. B. Bruce brings this Jesus attitude out very clearly in his book, *The Training of the Twelve*. Christ taught the disciples that same thing over and over again. Finally they began to grasp a little bit of what he was trying to say. Teaching must be done day after day. In management, and especially in Christian management, you never come to the place where you can say, "I am finished." You are not building a table or a chair; you are working with lives, with human beings, with minds, with emotions, with hearts, with frail bodies subject to all the pressures of an ever-changing world.