

C	1	2	3	4
1				
2				
3			+	
4				

# CHRISTIAN ARRAY

RESTORING THE RESTORATION  
IN OUR GENERATION

NUMBER 5

MARCH, 1990

## THE GREENING OF THE LEADERSHIP!

**CONCLUSION:** There is a tendency for leaderships to migrate toward a composite personality which is characterized by the color green. The color green represents: (1) the positive characteristics of a precision directed, methodical person, (2) the negative characteristics of an unyielding and unsociable person who seeks to trap others, and (3) a bureaucratic management style.

Contemporary psychological testing frequently refers to personalities in terms of colors. Colors can give a feeling of the traits of that personality. One commonly used test uses the colors red, yellow, blue and green to discuss personality characteristics.

Each of the colors represents positive(+) characteristics, negative(-) characteristics, and management characteristics, as follows:

**RED** + A task directed, goal oriented person  
- Hasty, abrupt, tactless  
Management Style: Authoritative

**YELLOW** + A people directed, group minded person  
- Big talker, meddlesome, busybody  
Management Style: Democratic

**BLUE** + A thought directed, creative person  
- Depressed, drop out, poor me  
Management Style: Laissez-Faire (leave it along type)

**GREEN** + A precision directed, methodical person.  
- Unyielding, unsociable, seek to trap  
Management Style: Bureaucratic

As this is a brief lesson, we shall assume without proof that:

- \* Typical growing congregations have a leadership blend of personalities (colors),
- \* The leadership of congregations which continue to grow maintain a blend of personalities (colors),
- \* There is a tendency for congregations to become single color dominated,
- \* Conscious effort must be expended to prevent a congregation's becoming single-color dominated,
- \* When a leadership becomes dominated by a single color, it will as a group tend to take on the positive, negative, and management characteristics of that color.

Each person is typically a combination of characteristics, but can usually be categorized by a dominant color. Some people may have 2 dominant colors, or a dominant and

a secondary color. We shall assume for the purpose of this lesson that people are characterized by a single color.

### WHAT HAPPENS WHEN A LEADERSHIP BECOMES DOMINATED BY A COLOR:

We shall look briefly at what happens when a leadership becomes dominated by one of the four colors.

### WHEN LEADERSHIPS MOVES TOWARD BECOMING RED DOMINATED:

**WHAT HAPPENS:** A shift toward being excessively goal and physically oriented. Overemphasis on goals will tend to turn other colors off. The leadership will tend not to pay adequate attention to details, not to fully consider the effects of their decisions, and/or not to adequately consider the feelings of others. Continued and unrelenting goals will tend to burn out individual members.

**PERCEIVED NEED:** To achieve (to grow numerically).

**DOES IT REPRODUCE ITSELF:** The perceived need to meet excessive goals will tend to cause all members (colors) to be recruited to help. A tendency toward RED leadership will be naturally diluted.

### WHEN LEADERSHIPS MOVES TOWARD BECOMING YELLOW DOMINATED:

**WHAT HAPPENS:** A shift toward a predominantly YELLOW leadership will cause a friendly situation basically devoid of goals, ideas, or control. The leadership will lack the organization required to initiate or maintain church growth. The congregation will be so democratic that few decisions will be made.

**PERCEIVED NEED:** Acceptance of others.

**DOES IT REPRODUCE ITSELF:** The leadership will tend to be democratic and group minded. New members in the leadership of all colors will tend to be naturally welcomed and dilute the Yellow color.

### WHEN LEADERSHIPS MOVES TOWARD BECOMING BLUE DOMINATED:

**WHAT HAPPENS:** The BLUE laissez-faire management style lets the church run itself. If a situation occurs in which the congregation cannot solve its own problems, an unstable situation will occur. The leadership will tend to be lacking in goals, group mindedness, and methodical control.

**PERCEIVED NEED:** Closeness, to be valued

**DOES IT REPRODUCE ITSELF:** A BLUE leadership will truly let the congregation select its own future leaders, which will tend to keep it blended.

### WHEN LEADERSHIPS MOVES TOWARD BECOMING GREEN DOMINATED:

**WHAT HAPPENS:** GREEN leadership's main char-

C	1	2	3	4
1				
2				
3				
4				

# CHRISTIAN ARRAY

acteristic is that it maintains control of the situation. A move toward a GREEN leadership provides a group without RED goals, without YELLOW group mindedness, or BLUE ideas. GREEN leaderships do not plan, make goals, or commit to programs. In a sense, they do not make mistakes because they do not do things. They sit in judgment on others according to GREEN values. They do not encourage programs to be undertaken, they allow them. When programs are undertaken with leadership tolerance but without effective leadership support, they will typically fail. This confirms the GREEN suspicion that RED, YELLOW, and BLUE members are somehow lacking and are not to be trusted. The green leaderships would tend to have a closed leadership.

## PERCEIVED NEED: Control

DOES IT REPRODUCE ITSELF: A GREEN leadership will keep score on other potential leaders. Other colors will fail by the GREEN's standards. They will regard the reckless optimist of RED with suspicion, the YELLOW lack of attention to details as terrible, and the BLUE lack of a controlling attitude with concern. Only good GREEN members will be groomed for future leadership. As GREEN leaders are judges and controllers rather than doers, everything will appear to be someone else's fault. A GREEN leadership will tend to be permanently self-reproducing.

## WHY DOES GOD ALLOW COLOR CODED LEADERSHIPS?

A management which becomes lopsided to any color will tend to lose the broad base of appeal necessary to support church growth. In many cases congregations do just that and have no idea why growth stopped. It is my observation that only a shift to GREEN is a permanently self maintaining change. For this reason this discussion is in terms of a GREEN dominated leadership.

Color domination does have an interesting side effect: it creates new congregations. When a congregation becomes single-color dominated, the other-colored members tend to become discouraged. This is especially true of the younger men who are in a position to start a new congregation.

An energetic RED young man who is judged according to the bureaucratic standards of a GREEN dominated leadership will fail the test every time. Similarly, a YELLOW and BLUE mover or shaker will be discouraged by GREEN standards.

What choice does a red, yellow, or blue person have when shut out by a green leadership? Some examples can be seen around us; i.e., deacons who just stopped working or moved to another congregation. Can you imagine the impact of the loss of a deacon who would have matured to become an excellent elder? I would not want to have the responsibility of causing that on my record.

An effect of this for the neighborhood is that of having 2 congregations to choose from: an older, shrinking congregation and a younger, growing one. It is likely that a high percentage of congregations have been

formed by members who were at least somewhat frustrated by the nature of the leadership of the last congregation.

This is not bad for the church as a whole; however, it is not good for the shrinking congregation. The shrinking congregation must come to an understanding of what is happening in order to reverse the trend.

## GREEN LEADERS HAVE AN ADVANTAGE

Nowhere in this lesson is it intended to imply that GREEN leaders are not good, sincere, and hardworking people. Quite the contrary is typically true; in fact, GREEN people are typically exemplary of many of the Christian principles.

The basic problem is that a congregation is in an inflexible situation. The situation is caused by GREEN men who shepherd the congregation according to GREEN attitudes, GREEN perceptions of the situation, and by GREEN methods. When criticized, they will work to their GREEN best to improve the situation. What must happen is for (color) balance in the leadership to be reestablished.

GREEN holds an big advantage over the other colors. GREEN leaderships don't risk personal prestige by sponsoring new plans; GREEN doesn't lead the way in group social activities; and GREEN doesn't commit and lead the way to new goals. In short, GREEN doesn't take risks and make the mistakes of the other colors. They don't burn out; they judge and control others.

## THE PARADOX OF NEW GROWTH

This group of men whose natural operating style led the congregation into a non-growing situation is now expected to lead the congregation out of the non-growing situation. Yet, they have already demonstrated that their natural style of management leads to non-growth.

The conclusion from this is that a new leadership must operate in a style which was not natural to the old leadership. This can be done in either of the two following methods:

1. Recruiting and encouraging the joint participation of other colored leaders to achieve a better balance, or
2. Developing the ability to operate in a style which is not natural to them. We all have a limited ability to do this.

These alternatives may not be easy, but the growth of the congregation is dependent upon this happening. A leadership which leads its congregation into a non-growth situation and does not change will certainly bear a large portion of the responsibility for the congregation's lukewarmness. Neither such a leadership's criticisms of others' role in the non-growth situation, nor its exhaustive time-consuming efforts at managing both pulpit and priesthood of believers will, in any way, absolve it from the responsibility of non-performance.

C	1	2	3	4
1				
2				
3				
4				

# CHRISTIAN ARRAY

## CONCLUSION:

It is a theme of this article that GREEN characteristics become dominant in a typical congregation in approximately the same time frame as when growth stops. Due to the difficulty of self analysis and the extreme importance of reversing the situations which stopped church growth, we recommend outside professional counseling for the leaderships involved.

- (1) The definitions and characteristics of colors used in this lesson are taken from the PERSONALYSIS TEST by Manatech Management Technologies, Inc. (James R. Noland), Houston, Texas, (713) 961-4421. Manatech and similar companies offer professional counseling services which are potentially of great benefit to church organizations.
- (2) Understanding The Male Temperament, Tim LaHaye, Power Books. This book is less comprehensive than the Manatech type service; however, is more readily available to the general public. In this book, RED corresponds to Choleric, YELLOW to Sanguine, BLUE to Melancholy, and GREEN to Phlegmatic.

## WHAT WE JUST SAID

1. We just said that over time congregational leaderships tend to become precision directed, methodical, and bureaucratic.
2. We just said that these management characteristics tend to stop church growth.

Now...most of the 150 congregations receiving this newsletter are not growing. We would like to challenge any or all of the 150 congregations (and individuals also) to give reasons why this assessment of the situation is not a realistic explanation for what happens in most congregations. Tell us why. We will be most happy to print a retraction of this article if anyone will show why it is not reasonable.

If you are not growing and you cannot explain why this was not reasonable, you know what you need to start doing.

## WAS THAT NEGATIVE?

Most members would probably assume the preceding article to be negative. A primary reason for this publication is goal oriented optimism (This is a "red" newsletter). One of the first steps in achieving a worthwhile goal is a realistic assessment of your present situation. For example, a lost driver who refuses to admit that he is lost will probably not take the steps necessary to find out where he is. A principle similar to this surely applies to most situations, including church growth.

I want to be a part of an enthusiastically growing church, one renounced for its

knowledge of the Bible, and for its mutual support among members. I am willing to pay the price to help the church grow. I pray that you are willing also.

It is my observation that most leaderships must feel that things are in pretty good shape; just a little adjustment is needed. Maybe a fresh paint job on last year's programs... Each year small changes are made, usually with no lasting effects. It is my studied conclusion that most congregations need major rethinking of operational styles, within scriptural guidelines.

The fields are white unto harvest; let's grow for it.

## SOARING LIKE EAGLES

"Yet those who wait for the Lord will gain new strength; they will mount up with wings like eagles, they will run and not get tired, they will walk and not become weary." Isaiah 40:31 (NASV)

Content to sit safely on our perches and repeat our religious words, we are fast becoming overpopulated with bright-colored Parrots, having soft bellies, big beaks, and little heads.

What would help to balance things out would be a lot more keen-eyed, wide-winged Eagles, willing to soar out and up; to explore the limitless ranges of the kingdom of God.

Parrot people are much different than Eagle thinkers. They like to stay in the same old cage, picking over the same old pan of seeds and listen to the same old words over and over again until they can say them with ease. They like company, too, will lots of attention, a scratch here, and a snuggle there, and they will stay on the same old perch for years. You and I can't remember the last time we saw a Parrot fly. Parrots like the predictable, the secure, and the strokes they get from the Mutual Admiration and Status Society (MASS).

Ahhh - But not so with Eagles. There's not a predictable pinion on their wing. They think - they love to think! And they are driven by an inner urge to search and discover and learn. That means they are courageous and tough-minded! Eagles are willing to ask the hard questions as they pass by the routine, in vigorous pursuit of truth - whole truth: the deep things of God, fresh from the celestial heights.

Unlike the intellectual, impoverished Parrot, Eagles take risks, because they hate anything that comes from a picked over pan of seeds. They don't want the boring, dull repetitious, and dry.

Too harsh you say? Well, you decide. Who are the Eagles today? Who are those who forge out creative ways of communicating the truths of scripture: 1) so that it's more than a hodge-podge of borrowed thoughts, 2) rehearsals of the obvious, 3) and which tend to paralyze the critical faculties of the active mind?

C	1	2	3	4
1				
2				
3				
4				

# CHRISTIAN ARRAY

My friend, Eagles are independent thinkers! It's not that they abandon the orthodox faith or question the authority of God's inerrant word. It's simply that they are weary of being told, "Stay on the perch and repeat after me!!" They discover for themselves. They are on a quest. They are on a mission. Eagles have built-in perspective. They're sensitive. And this leaves room for fresh input that's not glazed over by too much use.

Let's turn our eyes toward the future! Let's spread our wings and soar above the highest peaks! Let's find resources from the living God to confront a hostile, sad, and lonely world. WE NEED MORE EAGLE THINKERS TODAY!  
Author Unknown

## WHO IS THE MILKMAN?

"Joe" is a Houston area preacher who has been openly critical of the flock for desiring "milk" when they should have been desiring the "meat" of the gospel.

He recently was teaching an adult Sunday Morning Bible class on the book of James. All attendees had been Christians for at least ten years. When he encountered James 5:12: "But above all, my brethren, do not swear....". Joe completely skipped over the verse. When asked after class why he had skipped over that verse he replied "Because there is disagreement on what it means." That statement is mind-boggling. Joe was saying that we would only "study" verses in Bible study on which we all agree.

We need to establish that the class was by definition not a "study". If you are going to discuss only things everyone agrees on, it would be a "repetition", not a "study". Maybe we could have a Sunday Morning Bible Repetition Program.

Do you know what it means when the members of the congregation stop asking questions and discussing differing view points? Do you think you have achieved perfect harmony? Is everyone so smart that discussions are no longer needed? More next month....

## CHRISTIAN ARRAY

Published by  
BCE Publications  
14626 Oak Bend  
Houston, Texas 77079  
Phone (713) 497-6042  
FAX (713) 497-7312

Benton F. Baugh, Ph.D., P.E.

ADDRESS CORRECTIONS REQUESTED

Information within this news letter may be freely copied by anyone at any time.

Subscriptions: \$5.00/year

## QUESTION FOR NEXT MONTH

Where is the most dangerous place in the United States to be?

Clues:

- \* One out of three people there will be killed within the next year.
- \* The people killed there are innocent of any related crime.
- \* Government agencies assist in the killing of the residents.
- \* Some preachers teach that it is O.K. to kill the people.

## EVENTS CALENDAR:

### AREA WIDE CONGREGATIONAL EVENTS

Sept. 21-23, 1990: Creation Evolution Seminar, Memorial, 464-0271

### AREA WIDE YOUTH EVENTS:

- Apr. 21 Spring Ladies Day, Westbury  
9 a.m. to 12 p.m. w/ Gay Young of Grand Prairie, RSVP 729-7880
- May 7 Youth Ministers & Basketball at Memorial, 11:30 A.M.
- June 11 Area-Wide Devo.
- June 18 Area-Wide Devo.
- June 25 Area-Wide Devo.
- July 2 Area-Wide Devo.
- July 9 Area-Wide Devo.
- July 16 Area-Wide Devo.
- July 23 Area-Wide Devo.
- July 30 Area-Wide Devo.
- Aug. 6 Area-Wide Devo.
- Aug. 13 Area-Wide Devo.
- Aug. 20 Acappella at the Music Hall for Westbury Christian Schools

## FOOD FOR THOUGHT

A preacher speaking too long, or services going far beyond the announced time often bring more heat than light - James O. Baird, Christian Chronicle, March, 1990