

usually the secretaries leave unless they have any problems they want to discuss or anything that they need to talk about. After they leave, we discuss our plans, how things are going among us, the youth pastor, the associate pastor and myself. If we have any problems that have come up we discuss them and any programs that we are working on. At that point I try to have each man fill me in on specific things that he is doing. I think they each know that my office is open almost any time, and quite frequently they will come in here with questions, to discuss things, or will just sit down separately, maybe two of us, and discuss specific problem areas.

- JG: You mentioned job descriptions. Is that something that is open to a constant re-working? If you wanted to change a man's job description, would that be possible?
- P: Yes, it is really recently that we went into job descriptions, about three years ago, before Pastor \_\_\_\_\_ came. We had a council that made it a project to come up with precise job descriptions, both for council members, mission board members, trustees, the organist, the choir director, and all the major leaders and boards of the church. So that was for a whole year. We emphasized drawing up job descriptions. Now that can be changed. There is no restriction on that. Anytime we need to update them, we go over them and update them again. We have no schedule, and perhaps we should, but we have no schedule on which we review them periodically. I guess we react to a problem so that if a problem comes up, we look at a job description and find that it is not practical so we change it.
- JG: How would you describe your particular style of leadership?
- P: Well, I took a test in this once, and it definitely showed my leadership style to be working with a group of men. I've always tried to do this deliberately, and I think my personality is such that I do better that way because I don't have a strong personality in that sense of being a strong leader of individuals or men or motivating them to that great extent. So my ministry has always been geared about the idea of working closely with my men and not telling them how things should be done, but suggesting, and always remaining open for their approval or frank disapproval. I guess you might call it passive in that regard. Here I think... I have also given my men this test, my leaders the same test, and interestingly enough, the majority of them were similar to myself, so that we never really had problems because we naturally mesh together. Pastor \_\_\_\_\_ comes from a church where the staff did most of the programming, and rather than the elders and deacons, or council, or whatever, and the leadership was strong from the top, very strong. Probably, he had to make some adjustment in coming into this situation and having to lean so much on the laymen and get approval from the laymen.