



MISSOURI

CONFERENCE OF THE UNITED METHODIST CHURCH



Fenton United Methodist Church

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Simplified Structure



Core Purpose:
to understand what Simplified Structure looks
like in a local church.

Objectives:

- Review church structures
- Cover key concepts of Single Structure Model
- Understand reasons why and how to transition to this model



Typical Church Structure

Structure drives Mission
versus
Mission driving Structure!



Structure: the design and arrangement of tangible factors in time and space.

Forms of Structure:

- Budgets / Finances
- Calendar
- Facility / Buildings
- How decisions are made around here



Problem with current structure in most places

- Promotes disunity and enables dysfunction
- No clear lines of authority ... no clear lines of accountability
- All responsibility on the pastor and few leaders but little or no authority
- Nearly impossible to make difficult and timely decisions



Problem with most Structures

Inward focus
and
Not targeted



Problem with most Structures

WHAT IS THE TARGET?



Problem with most Structures

1. Reporting mechanisms
2. Information driven
3. Participation
4. Redundant





Why Simplified Structure?

Why?

- Quicker decisions
- Flexibility
- Accountability
- Better Communication



Changing Generations

Post WWII – Baby Boomers – Gen X – Millennials

The **WAY** we do church is changing

- Attendance
- Meetings
- Committees to Teams



Alternate Structure

The alternative structure is based on ¶247.2 of the 2016 Book of Discipline:

The charge conference, the district superintendent, and the pastor, when a pastor has been appointed (see ¶205.4), shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶243 are observed. Such other circumstances may include, but not be limited to, alternative models for the conception of a local church, such as coffee house ministries, mall ministries, outdoor ministries, retirement home ministries, restaurant ministries, and other emergent ways in which people can gather in God's name to be the church.



Attaining Approval & Authority

1. Letter to District Superintendent
2. Training
3. Nomination leaders
4. Charge or Church conference
5. Organization of new board
6. Set board policies
7. Authorization of new board members



Typical Simplified Structure

9 to 15 members

Members selected by Charge Conference

- Board Chair
- Lay Leader
- Lay member to Annual Conference

Classes

- (2-3) Persons per year for 3 year cycle.
- What gifts and skills will you need?
 - Human Resources
 - Buildings, property, legal matters
 - Finance
 - Money Raisers
 - Entrepreneurs
 - Variety of personality types

Other Potential Members

- UMM rep
- UMW rep
- Youth rep



First Meeting

- Who, how, what, when
- Setting roles and functions
 - PPR
 - Trustees
 - Finance



New Leadership Agenda

- 1/3 – Spiritual formation, leadership development, review of new people/families
- 1/3 – Review goals, accountability and reallocation of assets
- 1/3 – Deal with pressing decisions/issues, help groups as needed, problem solving
- Annually set goals and evaluate



Three Types of Work for a Simplified Structure

1. **Fiduciary** = tending to the stewardship of tangible assets
2. **Strategic** = working to set the congregation's priorities and seeing that resources are aligned with those priorities
3. **Generative** = problem framing and sense making about the shifting environment of the congregation and community



Roles of the Board

- Setting boundaries
 - Budgets, policy, goals, oversight, etc.

NOT DAY-TO-DAY OPERATIONS OF THE CHURCH



Two Challenges of a Simplified Structure

1. Management of Communication
2. Decision Making – Accuracy/ Effectiveness



Step Into New Model

Step 1 – Partner with your District Superintendent

Step 2 – Ensure all key leaders have been trained on simplified structure and accountability leadership

Step 3 – Communicate, communicate, communicate...and then communicate (what & why) some more!

Step 4 – Church of Charge Conference votes to move to new structure with election of members.

Step 5 - TRAIN AGAIN!

Step 6 – Move to new structure (if appropriate) with the new year.
(Coach highly recommended)





SIMPLIFIED STRUCTURE



ACCOUNTABLE LEADERSHIP

Accountable Leadership

- **Core Purpose for this part:** is to understand what Accountable Leadership looks like in the local church environment.
- **Objectives:**
 - Ensure church leaders understand the key concepts of accountability
 - Recognize the connection between Mission / Vision / Goals and how they apply to our ministry
 - Cover the SIMPLE model for holding others accountable



- *“Therefore, go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age”*

- – Jesus, Matthew 28:19-20



The making of [new] disciples of Jesus Christ for the transformation of the world.*

Mission of The United Methodist Church

*"new" added



Do you want the mission to succeed?

“Are you prepared to stake everything, change anything, and do whatever it takes—even if it means altering long familiar habits, redeveloping precious programs, and redeploying sacred assets?”

Tom Bandy

From the foreword of Winning on Purpose



Church Leadership

- **Basic Options**

- Bureaucratic – large group driven
- Autocratic – driven by one person
- Committee-based – consensus driven
- Pastor-centered – personality driven
- Accountable



Church Leadership

- **Bureaucratic:** Pastor is expected to accomplish the mission, but has no real power to do so.

Responsibility – Authority = Safe but not Effective

- **Autocratic:** Pastor is expected to accomplish the mission and has the power to do so...but there are no consequences for not producing fruit.

Responsibility + Authority – Accountability = Effective but not Safe



Committee-Based or Consensus-Driven Leadership

- Decisions are slow – if they happen at all.
- Decisions, since consensus is the goal, are not always focused on the mission.
- Consensus is often not achieved; instead, compromise is the rule. It becomes better to maintain the relationships than fulfill the mission.



Committee-Based or Consensus-Driven Leadership

- There is no one person who can be held accountable for missional objectives.
- The role of the pastor and staff as leaders is limited.
- The pastor and staff are evaluated by the congregation – power resides with person or group who does the evaluation.



Pastor-Centered or Personality-Driven Leadership

- The pastor makes all the major decisions.
- Everything revolves around and is dependent upon the pastor.
- Decisions are made quickly – sometimes impulsive or unrealistically.



Pastor-Centered or Personality-Driven Leadership

- Dissent is not tolerated.
- The pastor spends his/her time “putting out fires.”
- Laity leaders are evaluated by the pastor and staff.
- Congregation feels run-over and disconnected from the ministry of the church.



Accountable Leadership

- **Bureaucratic:**

Responsibility – Authority = Safe but not Effective

- **Autocratic:**

Responsibility + Authority – Accountability = Effective but not Safe

- **Accountable Leadership:**

Responsibility + Authority + Accountability = Safe & Effective



Accountable Leadership

Responsibility: A duty or obligation to satisfactorily perform or complete a task by one person

+

Authority: The power to give direction and/or make decisions

+

Accountability: An obligation or willingness to accept responsibility or to account for one's actions

=

Safe & Effective



Staff-Led / Mission-Driven Leadership

- Those responsible are accountable.
- The mission of the church comes first.
- Must have the right people in place to accomplish the mission.
- Small number of decision makers – large number of people in ministry
- Shepherding is done by the laity, not the pastor.



Staff-Led / Mission-Driven Leadership

- Lots of input – very focused direction.
- Pastor evaluates the staff.
- Everyone is held accountable for the mission.
- Alignment to the mission and vision is critical – not consensus



Accountable Leadership

- **Roles of Leadership**

- Board/Council = Role is governance
- Pastor = Role is leading
- Staff (paid and unpaid) = Role is managing
- Members = Role is ministering

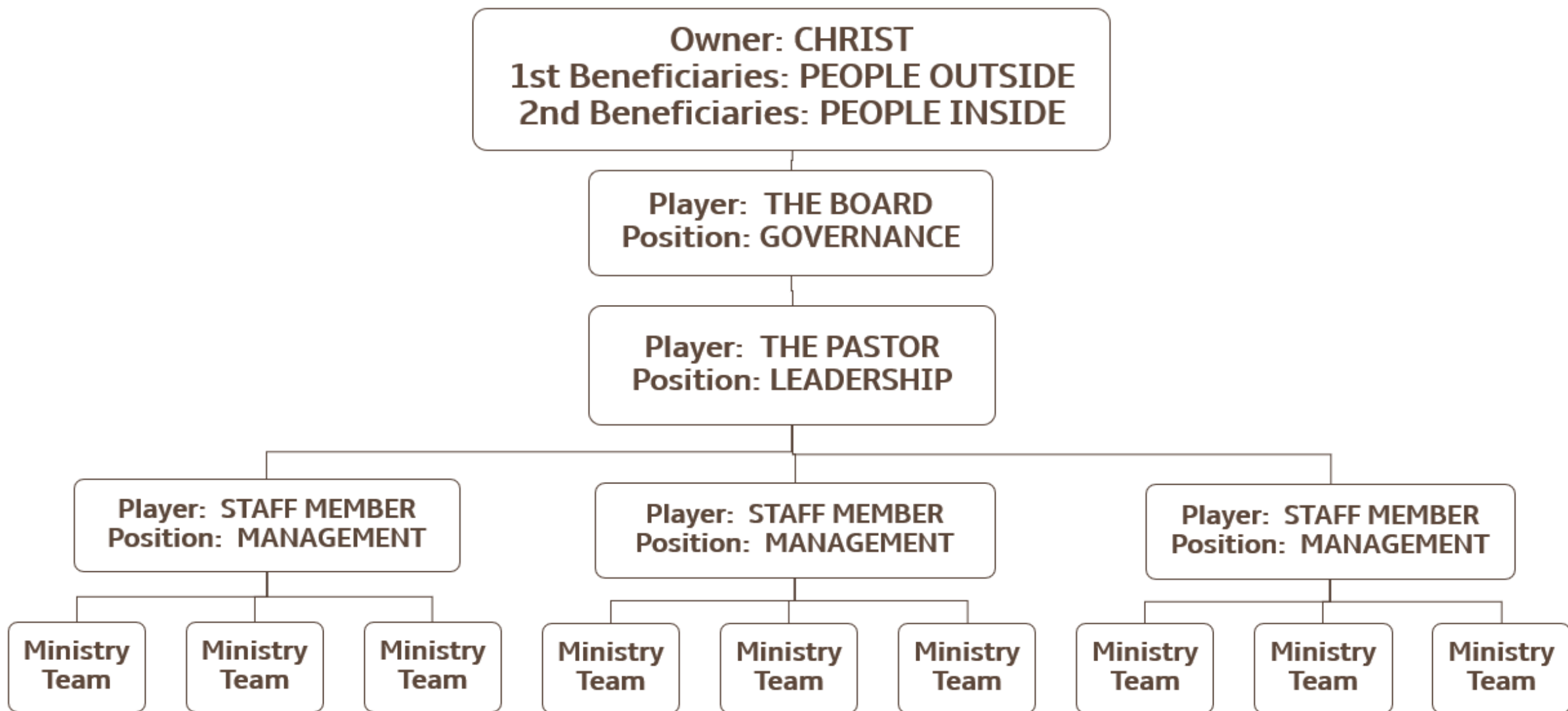


Accountable Leadership

Position	Players	Functions	Metaphors
Ministry	Members	Outreach first then care for one another	Teammates, champions, athletes, etc...
Management	Staff	Equipping and coordination	Assistant coaches and specialists
Leadership	Pastor	Vision, direction and teaching	Head coach, or quarterback, captain, etc...
Governance	Board	Accountability and support	Commissioner, umpire, scorekeeper & cheerleader

Accountable Leadership Organizational Chart

(from Winning on Purpose by John Edmund Kaiser)



When we aim at nothing in particular,
that's what we hit.



Accountable Leadership

1. Marries responsibility and authority with accountability.
2. Promotes church unity.
3. Functions on a high level of trust.
4. Decisions are made very quickly.
5. Mission/Vision fulfillment is the driving force, not management or maintenance.
6. Goals and objectives of ministries can be adjusted as needed



Pastor's Role

1. Spiritual Leader/Shepherd
2. Keeper of Mission
3. Caster of Vision
4. Example of Evangelist
5. Chief Fundraiser
6. Main Recruiter
7. Develops Leaders
 - Staff
 - Board
 - New Leaders



Mission

Making [new] disciples of Jesus Christ for the transformation of the world.

Everything flows from that mission



Vision

- The unique way a congregation achieves or accomplishes the mission.
- The key ingredients of a vision statement need to be outwardly focused, measurable, and provides a framework for goals and accountability for the congregation and staff.
- What % of the mission field are you going to reach for Jesus?



Church Wide Goals

- Who?
- When?
- Where?
- How?
- Did it work?

Specific
Measurable
Achievable
Relevant
Time-Based





4 Formational Assumptions for Re-Thinking Structure

1. We need a paradigm shift- new way to relate to each other
2. Governance is not management
3. The relationships must be right
4. The size must be right



7 Ways to Optimize the One-Board Model

1. Ownership: all organizations are “OWNED”
2. The Board’s Position – never forget who the client is
3. Board Holism: “One Voice”
4. Policy Architecture
5. Clarity and Coherence of Delegation
6. Delegated Decisions – Allow “Any Reasonable Interpretation”
7. Monitoring the Senior Pastor’s Performance



The Focus Changes

The *Focus* and *Conversation* has to typically change to live into the accountable leadership model.



Typical Agenda for Simplified Structure with Accountable Leadership

- Prayer
 - Spiritual Formation
 - Leadership Development
 - Review of New People
 - Review of Goals
- Pressing Issues/Problem Solving
 - Approval & Questions from Packet
 - Prayer



Holding Others Accountable is SIMPLE:

S= Set Expectations

I= Invite Commitment

M= Measure Progress

P= Provide Feedback

L= Link to Consequences

E= Evaluate Effectiveness



In Summary: Five Advantages of Accountable Leadership

1. There is a greater clarity of roles.
2. There is more accountability.
3. There is a focus on outcomes vs. inputs.
4. The board is focused on generative and strategic work more than fiduciary work.
5. The owner (Jesus Christ) is better represented.





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