

# Project Control Qualifications

## A model for character and church leadership

### Introduction

Project Control, within the building industry, is the oversight and leadership of building projects. It involves generating a case for investment, costing it and seeing it through project appraisal; gathering all the necessary data from multiple customers; arranging that data into a cohesive building brief; troubleshooting, appointing the necessary architects, surveyors, contractors etc. and accounting for the spend.

Project control differs from project management. A project manager manages the actual building project during the build, directing site clerks and contractors. He is under the oversight of the project controller. Thus project control in the movie industry would be the province of the producers while project management would be the director.

Why bother looking at this subject? The characteristics of a good project controller are worthy of application into a multitude of sectors: church leadership, personal character, social interactions, critical analysis and so on. Therefore, I will explain what these characteristics are and why they are important.

### Managing people effectively

This is of vital importance. In any scheme there are multitudes of interested parties who all want to be satisfied with what is built; it must work for them. This will inevitably mean conflict; such as with other interested parties affected with what is built for someone else. Thus any decent project controller must be able to manage people well.

There will always be a need for one party or another to compromise and not get exactly what they want. This means explaining the situation and getting them to compromise for the higher good of the scheme. Much can be achieved if there are regular meetings involving all the key players and keeping everyone informed about what is going on. Communication is vital; but also explaining complex issues in a simple way that non-technical people can understand. Developing an image of always telling the truth and being non-biased is vital. If people trust you they will listen to reason.

It also means going the second mile. If a problem develops that seriously affects a customer (i.e. someone involved in the project as a recipient of services) then the project controller needs to attend to this as soon as possible, even if it means travelling 200 miles to discuss and fix the issue. If necessary, a professional partner needs to come along, such as a building surveyor, an estate surveyor or a technical advisor of some sort.

Managing people well involves building good relationships with all the people involved. This necessitates personal investment in people and is encouraged by social interactions such as: having lunch together, having a pint together, going for a walk to discuss matters, being convivial, and so on. Even though these relationships will probably not continue

(some do) after the scheme finishes, the good project controller will treat these relationships seriously. He must make friends; and this requires honesty and integrity.

### **Ecclesiastical application**

Tend My sheep. Jn 21:16

Therefore take heed to yourselves and to all the flock, among which the Holy Spirit has made you overseers, to shepherd the church of God which He purchased with His own blood. Acts 20:28

Shepherd the flock of God which is among you, serving as overseers. 1 Pt 5:2

I can't tell you how many times I knew of church leaders that were hopeless at managing people; yet that is their prime responsibility. Church leaders often rose to that position due to other less important reasons: being able to give a good speech; being famous; being a nice person; being someone who impressed the elders when they got the job; being placed there artificially by someone of higher rank (e.g. a Charismatic apostle); being a sycophant and so on.

Time and time again I saw church leaders abuse and damage people because they had no clue how to manage them effectively. Busy family men were given huge amounts of responsibilities way above their time capabilities. Out of loyalty these men stretched themselves to the limit and often broke their health or stressed their marriage and parental responsibilities. Other men who were exceptionally gifted, say as teachers or pastors, were ignored because their gift posed a threat to the church leader. Wives were ignored when husbands were taken out of the home to travel with church leaders for various reasons. I knew the wife of a famous 'apostle' who frequently cried in front of her children out of loneliness being left alone at home with children for long periods. I knew a teenage child of a famous 'apostle' who became an alcoholic for a time due to lack of parenting (I tried to help him). I knew the wife of a famous worship leader who was frequently in tears being left alone at home. When I tried to counsel this leader as a friend, he shunned me.

I would go so far as to say that most church leaders that I have even known (a very big number) were poor people managers.

Indeed, many famous church leaders are so poor at maintaining good relationships with church members, let alone managing them well, that they remain aloft in ivory towers and are isolated. Indeed, some churches believe that this is a good thing, that their leader is separate and sanctified from all around him. Many church members only call their leaders by their chosen title, such as 'pastor' instead of their name.

This is so different from the model revealed by Jesus (as is so often the case in modern churches). Jesus developed close relationships with his disciples and knew them intimately. He revealed himself to them openly and without restraint. He shared their sufferings (thirst, hunger, tiredness and privation). He managed them effectively, even implementing discipline when necessary. On the one hand with Peter he could dismiss him and tell him to get behind him since he was motivated at that moment by Satan. Yet later on, knowing the depth of shame that Peter felt after his betrayal, Jesus could gently console Peter and entrust him to feed his sheep. Jesus knew how to deal with each disciple as an individual because he knew them intimately.

## **Effective communication**

This is of immense importance.

A project controller first needs to be able to orally communicate the requirements of the scheme to all involved parties. He needs to explain the constraints but also to understand what their requirements are. These requirements must be generated into a written brief, which becomes the baseline for the whole scheme. This brief needs to be thoroughly thrashed out so that everyone is clear and in agreement. This needs communication skills. If something is wrong with the brief, then the whole project will have flaws that could cost millions to fix.

Having established the brief, this then needs to be developed into a case for the scheme. This is a detailed document, or case, explaining why the scheme is necessary, what will happen if the scheme is not achieved, what all the costs are and what the benefits are to the business overall. This also needs thorough communication skills in writing.

This project document then needs to be argued with project appraisal who require fine details about the costs involved and why they are necessary. This can be very arduous, but it needs able communication skills both in writing and verbally. Any requirements of appraisal need to be communicated to the customers and explained so that necessary action can be taken to satisfy appraisal. This may involve presentations to senior managers and directors, multiple letters, meetings and private discussions. When sorted, all this needs to be communicated to appraisal.

When the scheme receives authorisation from the finance director, then the scheme needs to be presented to the senior managers that are the ultimate customers. They need to know exactly what is going on and mollified if there are constraints that they do not like. This needs skills of persuasion and thinking on your feet.

All in all, unless a person has multiple communication skills he cannot be a project controller.

### **Ecclesiastical application**

Moses began to explain this law. Deut 1:5

A bishop then must be ... able to teach. 1 Tim 3:2

A servant of the Lord must not quarrel but be gentle to all, able to teach. 2 Tim 2:24

We have much to say, and hard to explain, since you have become dull of hearing. Heb 5:11

You need someone to teach you again the first principles of the oracles of God. Heb 5:12

A church leader needs many skills involving aspects of communication. Clearly his most important task is communicating truth. This must be in the form of didactic instruction. Doctrine must be explained to the Lord's people so that they know the truth and are able to form a proper foundation in their lives.

Sadly, this is woefully lacking in churches today. Most sermons are the applications of various agendas (such as coercing money from gullible people); pushing deception; well-meaning but spurious teaching; low-level table-talks; psychological manipulation; affirming authoritarian leadership decisions, and so on.

The very best that churches usually receive is Biblical exposition. This is fine if there is doctrinal application of the passage in view. The Puritans would often teach in this way: a passage was read. The passage was then exegeted; words were translated and grammar explained if necessary. The passage was then fully explained; people were taught what the passage meant. Then there was a doctrinal explanation; the passage was explained as to

what doctrines were taught. Then the passage was practically applied to the congregation. This is effective teaching – but this never happens in British churches today (perhaps apart from a very small minority).

It is not enough to give an exposition of a Bible passage and explain what it means, usually by cribbing from some commentary. Most churchgoers never receive any doctrinal teaching at all; that is why they are so weak and subject to deception.

But communication skills are also required in pastoring. Pastors must learn how to hear and how to speak to those in need. So often leaders do not hear what is being said to them; they cannot read between the lines and see what the person's problem really is. So everything they offer as advice is useless. After a few platitudes the person is sent away to thrive on his own. This is bad shepherding; but it is common.

Communication must also take place intimately. This is best done at a person's home in relaxing surroundings. It is not good enough for a leader to simply be able to preach an interesting sermon; indeed there is no NT precedent for there being any kind of sermon utilised to teach doctrine to believers; it never happened in apostolic practice. Sermons were for outsiders where the Gospel was proclaimed. The reason is because sermons are ineffective means of communicating truth; they are only effective in presenting a single truth. Dabney believed that only 4% of sermonic teaching was ever retained by congregants.

Thus the best form of really instructing people in doctrine is explaining it in simple terms in a person's home; applying it in a suitable means for the individual or individuals. In the gathered church instruction must not be preached at people. It must be instructed within dialogue. There must be presentation of truth, questions posed, and answers given. There must be discussion of the details. There must be open questions from the audience. Enough time should be allocated for this and it will be much more than a 20 minute sermon.

## Observation

A good project controller will be observant. In all walks of life problems arise and usually arise slowly. The observant viewer will see the signs of a developing problem early on and thus be able to fix this problem quickly and more easily than if the situation was left to deteriorate.

Also an effective project controller will see the stories that faces tell when no words are spoken. This can often betray a certain position necessitating asking questions of that person. Their concerns may be negative or beneficial but only by observing their faces will the need of questioning be clear. Some people are loathe to speak out in public meetings and hold their water. But misgivings about the project need to be understood and tackled before they become a big problem.

Other observations focus upon non-personal issues, such as spotting some inadequacy in the design of the building which have been missed by others. In one £75 million scheme I was leading it became apparent that there was no drying room for soaking wet postmen. This was only a very small part of the whole design but omitting this would have affected the performance of the workers and their health quite significantly. Sometimes a straw can break a camel's back.

Occasionally observation involves potentialities. In one scheme mechanics were putting jacks under vans on cobblestones outside the garage due to a lack of room in the garage. I observed that this was extremely hazardous; a jack could slip on this uneven surface and cause a vehicle to crash on to a person. Even as a non-professional I could see that this was dangerous. This alone was a good reason to authorise the project for a brand new garage elsewhere when there was a great deal of opposition to authorising this project.

### **Ecclesiastical application**

The LORD has not given you a heart to perceive and eyes to see and ears to hear. Deut 29:4

They do not know nor understand; for He has shut their eyes, so that they cannot see, *and* their hearts, so that they cannot understand. Isa 44:18

O foolish people, without understanding, who have eyes and see not, and who have ears and hear not. Jer 5:21

Seeing they do not see, and hearing they do not hear, nor do they understand. Matt 13:13

Again, so many church leaders lack the power of observation. Leaders failed to see the look on a wife's face when further responsibilities were placed on their husband. The husband failed to complain (out of loyalty) that he was already stretched at home and work but the look on the wife's face should have betrayed the truth. Many leaders failed to see the struggling of people in their congregation due to poverty when they were living affluent lives and demanding tithes for certain projects (shame on them). I saw this often. In one case a female church worker, on no salary living by faith, could not afford soap while the 'apostle' lived in a big expensive house and had a new car every three years paid for by the church.

Leaders failed to spot the hypocrisy of deceiving preachers because they did not look hard enough and let these jackals damage the church by their words. I will name names. A certain famous 'apostle' allowed the deceiver and false prophet Paul Cain to speak absolute trash in his equally famous British church. Not only did Cain speak utter nonsense (the Joel's Army / dreaded breed rubbish) but this deception pushed many people into dangerous heresies and aberrant behaviour. Some people suffered psychological damage as a result of going down the path opened up by Cain. At the time Cain spoke to this congregation, he was also a practising homosexual. There was a great deal that the 'apostle' failed to observe. Even years later this 'prophet' was celebrated. [For the sake of openness, I denounced this 'prophet' and his teaching at the time.]

Charismatic church leaders have failed to observe the true roots of so many doctrines and practices that it would take many pages to list them all. In general, they failed to see that paganism and occultism were being thrust into their churches by stealth under the guise of various coverings.

Many church leaders have failed to see the suffering of members of their congregation because they did not look hard enough. I know of people that were old-aged pensioners, living alone, who were very sick and missed church for months on end. No one noticed. No elder visited them to see how they were. This is a failure of the shepherd seeking to find the lost sheep. It is a very serious sin. Preaching popular sermons each week but failing to properly shepherd the flock is evidence of a failed church.

## When to trust and when not to trust

This requires wisdom.

There are situations when a project controller needs to trust professional advice. This can involve many situations. For example, if there is a report by a surveyor that there is toxic land on the proposed site he must take that seriously even though he cannot see anything himself. Even if the other parties are pressing for the scheme to advance; even if builders dismiss the gravity of the report; even if there is pressure from above to get on with the job, the seriousness of a report about toxic land must be acted upon, or the whole scheme could be scuppered late in the game after a government inspector intervened.

Yet there are situations when the project controller needs to distrust certain advisors and interested parties. Some professional advisors may over-exaggerate their claims of necessary work in order to gain money. Some architects may be more interested in aesthetics and add factors to the project that are entirely unnecessary. Some customers may be empire building and add their 'wants list' to the scheme that have no foundation within the brief. Others may just want a bigger, more impressive office than their rank allows.

The good project controller will understand all this and must challenge when required and even take action to remove something from the scheme if it is beyond the original agreed remit. He must also challenge unnecessary add-ons by advisors or even their accounts if inflated. In short, he must be suspicious of everything until he has proof that it is genuine. A project controller cannot afford to be gullible.

### **Ecclesiastical application**

Be wise as serpents and harmless as doves. Matt 10:16

I want you to be wise in what is good, and simple concerning evil. Rom 16:19

See then that you walk circumspectly, not as fools but as wise. Eph 5:15

But I fear, lest somehow, as the serpent deceived Eve by his craftiness, so your minds may be corrupted from the simplicity that is in Christ. For if he who comes preaches another Jesus whom we have not preached, or *if* you receive a different spirit which you have not received, or a different gospel which you have not accepted -- you may well put up with it! 2 Cor 11:3-4

Far too many church leaders have a history of trusting all sorts of people just because of their position or fame. Wolves were allowed into the sheepfold because no one exercised wise assessments. They were gullible regarding deception and unwise regarding the spiritual safety of the flock of God.

Very few church leaders have the courage to stand up and say no when it comes to confront other leaders that are wolves or even just mildly deceived. I know of famous 'apostles' and multiple other leaders that allowed scores of very dangerous heretics to preach to their flock, which was then damaged and confused. This did not even make common sense. One week they would allow an Arminian to speak; the next week it was a Calvinist. One week an Amillennialist spoke; the next week it was a Dispensational person. Some allowed a Pelagian speaker, then a semi-Pelagian speaker; then an Augustinian speaker.

This level of confusion is unforgivable; no wonder the congregations are completely messed up in theology.

But worse than this, in Charismatic circles, huge leeway was given to outright heretics to teach the church. Out-and-out pagans, mystics, Theosophists, Gnostics and occultists (under a 'Christian' guise) were allowed to speak demonic rubbish to God's people without any fear of offending God, the Father of the people.

It seems that just because some speaker becomes famous and gives speeches in certain conference circuits, he gets carte blanche to speak in churches, no matter how heretical his teaching or how damaging it is to the spiritual welfare of the flock. What are church leaders thinking? Where is the discernment?

## Clear thinking

A project controller must be able to think clearly at all times and in all situations. He must often think on his feet with little time to make decisions.

Not only must he think clearly and logically, he must sometimes think quickly and effectively. He must be decisive in his leading and this requires a sound intellect.

One aspect of clear thinking is the ability to eliminate all extraneous thoughts that have no relevance to the point. One cannot afford to be distracted when tough decisions are necessary. This often means eliminating pride. Many distracting thoughts involve personal pride (how will I look if I do this; how will this decision affect me; does this decision mean that I have capitulated to someone etc.). The scheme must come first and all personal repercussions are of no consequence.

It is the commitment to the goal of a successful build that must dominate the project's leading. This requires mental focus; the scheme must come first.

### **Ecclesiastical application**

The lamp of the body is the eye; if therefore your eye is clear [lit. 'without folds'], your whole body will be full of light. Matt 6:22 NASB

Clarity of thought is vital in church leadership. Complete focus upon Christ and the testimony of God must be at the centre of all decision making processes. Our personal standing must not even enter into our minds. No distractions must be allowed. All strategies must be based upon how this choice honours God; how does it promote the Lordship of Christ; is it good?

I have lost count of times I have seen the ambition of men determine church decisions. They begin with local strategies within a British town. Then the leader gets on to the conference circuit and he becomes better known. Before long he is a regional preacher. Then he turns his attention to expanding his influence internationally. Thus he writes a few sappy but popular books, often of the 'how to' sort, and gets on to national then international conferences. Before long he is mixing with internationally famous church leaders and makes his way into church history dictionaries. Because of his fame, people think that he must be a godly man. Not a chance; he was an ambitious determined person who promoted himself. And used his church as a rung on the ladder.

I recently learned news of a famous American church leader and popular conference preacher. I never thought much of him because he relied too much upon secular rational information to spice up his speeches. After his death, it turned out that he was allegedly running a brothel in Taiwan and abusing young girls. Multiple church leaders were

alcoholics with little ability to think clearly. Others evidenced their lack of clear thinking when they engaged in fornication and using prostitutes.

All this sin of ambition starts with a lack of clarity in thinking. Instead of focusing everything on the pre-eminence of Christ, these leaders chiefly focus upon their own desires. There is a lack of clear thinking.

Clarity of thought is also necessary in teaching doctrine. The essence of good doctrinal instruction is to take complex issues that churchgoers would never examine, and package them into little parcels of easily understood teachings. In this way even very complex theological issues, such as the aseity of God or supralapsarianism, can be effectively taught to people of limited intelligence. When faced with complex issues, we do not ignore them and fail to teach them; we grapple with them and make them more easily understood to others. This requires clear thinking.

But clear thinking must also undergird all church strategies. The leaders must be committed to the truth of God as revealed by the apostles and build the church according to God's word. This test would eradicate almost all modern churches.

Leaders often fail to think clearly about what they are doing. Some react quickly to certain vicissitudes and do not consider the ramifications. They were slaves to pressure. Others copy what other famous church leaders do without thinking whether this is in the best interests of their own flock. This is caving in to peer-pressure. Worse, some leaders just copy what they read in a recent popular paperback by a famous preacher. This is being submissive to propaganda.

Church leaders must have critical thinking and analysis and constantly subject practicalities to what the Bible teaches, what God commands.

## **Able presentation**

The project controller must be able to present the details of the scheme to others in a clear fashion. This will involve details of building specifications, fulfilment of the brief, design issues, practicality, the agreement of unions and so on.

He must be able to explain the project in writing, in oral description and in open presentations using slides or videos.

He must be able to speak clearly, logically with good articulation. He must avoid rhetoric, hyperbole and sophistry but stick to the facts. He must also be able to think on his feet and answer difficult questions. This means being prepared and knowing the subject well. This is important if one has multiple projects at the same time.

### **Ecclesiastical application**

Paul, ready to depart the next day, spoke to them and continued his message until midnight.  
Acts 20:7

I kept back nothing that was helpful, but proclaimed it to you, and taught you publicly and from house to house. Acts 20:20

Preach the word! Be ready in season *and* out of season. Convince, rebuke, exhort, with all longsuffering and teaching. 2 Tim 4:2



A good Bible teacher will address an audience in the manner that they can best understand; one must adapt to different people. Some people can only take in milk but others can chew meat. This requires observation to assess what the audience is like. Very few people could cope with a speech that lasted until midnight; but Paul was certainly able to hold the attention of these people at Troas (four miles from Troy) and even continued to talk until daybreak.

Some subjects can utilise object lessons. In one conference I wanted to explain the church's vision of Christ in Revelation 1:12-20 to show how all the church together was required to manifest a full understanding of the richness of Christ. I got five people from the congregation. I placed one in the centre and four at four points around the first person. I asked each surrounding person what they could describe of the person in the centre. Thus one could see an ear and the side of the nose for example. Having done this and dismissed them, I explained how Revelation shows the church surrounding Christ with each one having a specific understanding relative to them; but it takes all the churches to represent all of Christ. One church's experience was limited; Christ is fully manifested in all of the churches together.

It is important to affirm that teaching must not be restricted to a Sunday morning in a church building, or even plus another evening. Teaching must also be individual from house to house. Leaders must regularly visit homes and explain doctrine to people in the comfort of their own domicile, discussing all aspects of complex issues in peace. This is especially important for wives who may not be able to get to meetings because of responsibilities to children.

## **Wisdom and understanding**

A good project controller will manifest wisdom and understanding.

Wisdom is the ability to practically apply knowledge suitable to any situation in good judgment. Knowledge alone is insufficient if it cannot be applied wisely. Intellect is only the preparation of getting something done; on its own it is of no practical value. Knowledge must be applied by judgment, experience and understanding.

Understanding is the ability to comprehend something; to grasp something mentally; to know and discern a need.

Understanding shows a person what is necessary to be done; a need to be fulfilled. Wisdom is the ability to fix the problem and get the job done effectively.

In a project it is often true that people will complain or express a problem but communicate ineffectively. There will often be much flummery and hot air. The good project controller will see through all this and understand what the true position is. This is a vital qualification. He must see the root of an issue and wade through the extraneous superficialities. Until the real issue is understood there can be no wisdom applied to fix it. Very many people fail in this regard and attack the wrong target.

### **Ecclesiastical application**

Get wisdom! Get understanding! Prov 4:5

Wisdom *is* the principal thing; *therefore* get wisdom. and in all your getting, get understanding.

Prov 4:7

How much better to get wisdom than gold! And to get understanding is to be chosen rather than silver. Prov 16:16

Oh how important are wisdom and understanding in church matters; and how elusive they are in churches today!

Church leaders must be wise.

Church leadership is not actually very difficult; Indeed, God has made it so that all sorts of men, no matter how intellectually challenged, can become good leaders in churches in all sorts of social circumstances worldwide. It is an easy job (though it can be tiring) because God is the Father of the Lord's people and it is Jesus who builds his church. If God builds the house it will stand ('Unless the LORD builds the house, they labour in vain who build it; unless the LORD guards the city, the watchman stays awake in vain', Ps 127:1).

The real problem in church leadership is inability to refuse to enact policies that are human, worldly, unbiblical, and ungodly. It is that simple. It is easy to follow the principles of church building, structure and function as laid out in the NT. The real problem is that men refuse to follow these principles and build the church in worldly ways because it has always been done that way.

Here are some simple principles regarding establishing a local church.

- It meets in a home and nowhere else.
- It celebrates the Lord's Supper every Sunday.
- The leadership is male only.
- Leaders rarely need to be full-time unless they are itinerant in teaching far and wide. Still, they receive no salary but live by faith.
- Leaders shepherd the flock and enforce godly discipline when necessary.
- Apostles are merely missionaries.
- The key reason for gathering is fellowship centred in the Supper.
- There is no sermon but there is didactic instruction.
- There is no instrumental music.
- All believers are welcomed and accepted; there is no membership course.
- There is no tithing, no leadership salaries, no rents, no capital spending. All finances are administered by deacons who give to the poor and needy as required.

## Team Building

Team building is more than simply managing people. Sometimes good managers can be poor team builders.

Team building is really based upon trust. The leader must trust his team and delegate effectively to them. The team must trust the leader and implement his directions. If there is disagreement about strategy, then the good team leader will openly discuss these issues with the team and come to a consensus. The team will then have a stake in the direction of travel.

The good team builder will make everyone in the team feel equally valuable. Now all teams include both weak and strong characters, able and poor workers, willing and unwilling volunteers etc. so the good team leader will try to find hidden strengths even in the weak

people. Nevertheless, whether he finds any or not, he must make them feel valuable to the project. Everyone must be committed to the scheme.

Part of making everyone feel valuable will be listening to everyone. No one must ever be put down and never, ever ridiculed. Thus a good team builder will never have individual favourites, or favour certain parties and cliques. There must never be preferential treatment afforded.

### **Ecclesiastical application**

**So we, being many, are one body in Christ, and individually members of one another. Rm 12:5**

**For by one Spirit we were all baptised into one body -- whether Jews or Greeks, whether slaves or free -- and have all been made to drink into one Spirit. 1 Cor 12:13**

**You are all one in Christ Jesus. Gal 3:28**

Everyone in the true church is already one in Christ Jesus. There is never any need to build unity by human endeavour; we are already in complete spiritual unity. All we need to do is get out of the way and let the Spirit join us together in practical application of the work of Christ. Problems in appearing in unity are always caused by men dividing the flock. For example, by putting barriers up or hurdles in front of fellowship by demanding some sort of membership or commitment course that you have to sign up to. Such is entirely unbiblical.

In the church everyone is a priest.<sup>1</sup> The priesthood of all believers is a vital doctrine of the Reformation. It smashes to pieces all attempts of men to impose authoritarian leadership structures upon God's people.

In the church everyone submits to everyone else – everyone (1 Pt 5:5, 'all of you be submissive to one another, and be clothed with humility, for "God resists the proud, But gives grace to the humble"'). There are times when one group must submit to another in functionality; such as wives to husbands, slaves to masters, believers to local elders; this ensures smooth operations in function. Nevertheless, in essentials, the church is one in Christ and everyone must submit to everyone else. No one has preference in value. The church is a team ordained by God.

Here are principles that flow out of all this:

- The church is one in Christ.
- It is a divinely ordained team of equals.
- Unity already exists in the Spirit.
- Everyone is equal.
- Unity is only ruined by the actions of men.
- All members submit to each other.
- There is no authoritarianism.
- Leadership is service to the whole people.<sup>2</sup> It is not a higher rank of authority. Titles implying authority, esteem and rank must be avoided.<sup>3</sup>

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<sup>1</sup> 1 Pt 2:5, 'you also, as living stones, are being built up a spiritual house, a holy priesthood, to offer up spiritual sacrifices acceptable to God through Jesus Christ'. 1 Pt 2:9, 'you are a chosen generation, a royal priesthood, a holy nation, His own special people'.

<sup>2</sup> Matt 23:11, 'he who is greatest among you shall be your servant'. Matt 20:27, 'whoever desires to be first among you, let him be your slave'.

<sup>3</sup> Matt 23:8-10, 'But you, do not be called "Rabbi"; for One is your Teacher, the Christ, and you are all brethren. Do not call anyone on earth your father; for One is your Father, He who is in heaven. And do not be called teachers; for One is your Teacher, the Christ.'

- There is no favouritism.
- There are no marginalised people.

Everything must be done to foster one anothering.

## **Focus on the goal**

The good project controller will centre everything upon the end result of the scheme, the goal of the project; i.e. a successful fulfilment of the brief and a useful, economical building.

Inevitably there will be hindrances in achieving this because of human nature. In dealing with large amounts of interested parties, multiple leaders and numerous groups there will be collisions. Inevitably there will be leaders seeking to take advantage of the project to project their perceived authority. This must be confronted. Thus there must be no empire-building by directors; this will require tact in how one deals with this.

There can be no marginalisation of certain parties who fall victim to more powerful authority figures. Lesser objectives must always be subject to the goal of the whole scheme. The project is bigger than any individual authority figure.

### **Ecclesiastical application**

He is the head of the body, the church, who is the beginning, the firstborn from the dead, that in all things He may have the pre-eminence. Col 1:18

I press toward the goal for the prize of the upward call of God in Christ Jesus. Phil 3:14

Everything in the church must be focused upon Christ. The 'project' of the church in God's plan is the glory of Christ. All schemes of men mean nothing (no matter how spiritual they sound); they must be subjected to the testimony of Christ. Building the church is not to impress the surrounding city. It is not to make a name in the nation. It is not to gain numbers of people. It is not to build big edifices. It is to glorify Jesus Christ.

Thus any activity that distracts from the glory of Christ is anathema. The foibles of men in this must be overcome; such as: focusing on some special doctrine; focusing upon some famous leader; focusing on an allegiance to some group or denomination.

Thus the Second Coming of Jesus in glory must be taught properly and effectively. Believers must learn to focus on the appearing of Christ and get their lives in perspective to that event. This means understanding sound eschatology and teaching it effectively. Those who focus on the coming of Jesus will concentrate upon the glory of Christ.

## **Reporting to the superior**

The project controller will have his own manager and director. This means that all aspects of the scheme must be continually reported back to his superiors. The progress of events within the project must be understood by the superiors.

Thus any hindrance or problem to the scheme must be communicated to the superiors so that they are not taken unaware later. Future prospects of the project must also be explained well in advance. Any needs that the project controller has must be requested in good time, such as the advice of a quality surveyor, or estate surveyor or lawyer.

### **Ecclesiastical application**

I bow my knees to the Father of our Lord Jesus Christ ... that He would grant you, according to the riches of His glory, to be strengthened with might through His Spirit in the inner man, Eph 3:14-16

I thank my God upon every remembrance of you, always in every prayer of mine making request for you all with joy. Phil 1:3-4

I pray, that your love may abound still more and more in knowledge and all discernment, that you may approve the things that are excellent, that you may be sincere and without offence till the day of Christ, being filled with the fruits of righteousness which are by Jesus Christ, to the glory and praise of God. Phil 1:9-11

Leaders in the church must be in constant prayer explaining all matters to the Father. Every small detail of concern should be communicated to the Father. Church matters must be given up in prayer all the time.

There should be petitions for the needs of the church.

There should be intercession for individuals within the church.

There should be thanksgiving for the grace of God in overcoming problems in the church.

## **Conclusion**

Since project control involves leading people in a joint scheme, the characteristics of a good project controller are equally applicable in all sorts of human circumstances. Thus these principles also undergird good church leadership. Sadly they are woefully lacking in the modern church.

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