

MONKEY BUSINESS

(HANDLING RESPONSIBILITIES)

INTRODUCTION

The responsibilities in our lives are constantly shifting and growing. We enter the world as babies with no abilities and no responsibilities. As we develop into children and teenagers, we are given the responsibilities of home-work and chores. Later in life we may get married or get a promotion at work, and these things bring both greater fulfillment and greater responsibilities. And then one day you are given your first leadership position. The opportunities can be thrilling. They can send your mind soaring with enthusiasm for the possibilities, only to be rudely brought back to earth by the bewildering challenge of dealing with the complex, new responsibilities. No longer is it enough to be successful in your work: you have to make everyone else successful. Sometimes it seems like a paradox—you work harder because you want to do well, but you accomplish less. You try to be more efficient, but your increased efficiency just makes room for more work because no matter how much you do, there always seems to be more to be done.

If you are experiencing these frustrations, or worse yet, if you have come to accept them as a normal part of a leader's life, what you will hear today may change your life. Your problem probably has something to do with this: **Many leaders spend too much time working and not enough time managing.**

But there is good news. Expertise in administration can be learned if we work at it. It does not come automatically. Even for a gifted leader the administration part does not necessarily come automatically. It means being able to see the big picture, to organize departments, to set up lines of communication. It means obeying your _____ rules. So let me introduce you to 'monkey business'. We will be talking about training and managing your team—in other words, administration. But first, I want to give you the definitions of several words we will be using.

I. DEFINITION OF TERMS

A. What is management?

It is the art and science of achieving planned objectives through active support of other people. So, management is planned objectives or goals. You are going to accomplish them through active support from other people. You are not going to force them. But you are going to manage it in such a way that they _____ to support you actively.

Here's a little formula that will eliminate all your problems in your church and CBLT Center. Get rid of all the people, and you've eliminated all the problems! Management is people working with people to achieve goals.

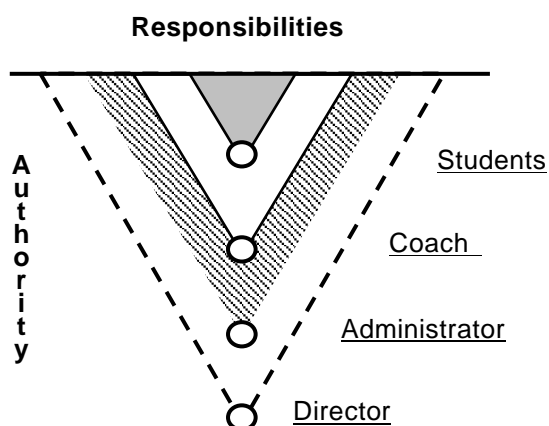
B. Chain of command

The chain of command looks like this picture. The director is at the bottom, then the administrator, then the course coach, and then the students. The further down the pyramid you go, the more people you are responsible to make successful. With the broader scope of responsibilities comes increased authority to achieve them.

The director is the visionary person in the CBLT Center. He lives in the future. He knows what the future should look like. And he gives the basic responsibilities for achieving the future to the administrator. So, the administrator handles all the practical implications. Under the administrator fall all the practical responsibilities for the course coaches.

Now, a course coach has a problem. So he sees the director, and he says, "Hey, I have this problem, what should I do about it?" And the director says, "Well sorry I cannot help you. You need to go to the administrator." That is the chain of command, from the one to the other to the other to the other. That is what we mean by chain of command. For instance, in a certain area of your province where there are many groups,

you may have a main full-time area course coach, and several volunteers. So the administrator would always work through the full-time course coach to the volunteers. And the volunteers would always work through the full-time course coach, to the administrator.



C. Monkey

What is the monkey? The monkey is the _____. My assistant has some responsibilities. They are his monkeys. And I have my responsibilities. They are my monkeys. Monkeys can be implied or delegated.

The workshop leader has monkeys. It is implied that he has the responsibility to make the workshop go smoothly and effectively. It is implied that he is there ahead of time, mingling with some of you, so he has a good feel for the audience. Now everybody has implied responsibilities, that nobody especially explains to them, but they are just part of his job. Then there are the delegated responsibilities. Special assignments given to an individual.

D. Monkey feeding

Monkeys are hungry, they need to be fed. What do we mean? Responsibilities need to be discharged. That is what we mean by monkey feeding: taking care of your responsibilities.

II. PROBLEM AREAS WITH MONKEYS

A. Monkeys climb up.

An example:

Two boxes of books need to be brought to the conference. It is a real normal simple thing. Now watch what happens: Pavel is asked to bring them but maybe Pavel, a course coach, says, "I cannot do this, Igor how about you bring these books?" Igor who is the director says, "Okay." So the monkey just _____ up the ladder. It just went from Pavel to Igor. Igor says, "Well, in half an hour Viatcheslav will be here, and he is going over there anyway, so I will ask him." So Viatcheslav comes in and he says, "Can you take those boxes over there?" Viatcheslav says, "Okay." So the monkey has just climbed up the ladder again now to Viatcheslav Nesteruk the CBLT-chairman. And pretty soon, what happens? Abraham Bible has to go and get the books himself.

That is the problem with monkeys. If somebody does not do it, his leader will then take care of it. It climbs up the ladder of professionals. So somebody needs to say, "but this is your responsibility. You take care of it. It was your assignment, and it is your business to see to it that it gets done."

B. Monkeys are abandoned.

We still have those two boxes of books that have not arrived at the conference yet. And eventually they do not arrive. So somebody checks what happened. Well, it was not Viatcheslav's job, and Igor was busy with his car doing something. And Paul had simply done something else instead of this. So, they are still laying in the office, abandoned. So I have to say, "I am sorry, I do not know what happened. The books did not come. Maybe next time." Somebody _____ their responsibilities, and the job did not get done.

Whenever somebody does not carry out his responsibilities, he abandons his responsibilities. That does not sound so bad, but there is a problem with dead monkeys. They tend to bloat and create a big stink. When you stop and think of it, you will know of situations where people failed to do their job and they created big negative problems, complaints and gossip.

C. Monkeys need someone to take care of them.

Monkeys need two things. Monkeys need a master. And monkeys need to be fed. That means one person is responsible for taking _____ of this responsibility and doing this. Everybody in the chain of command needs to know which person is going to do that.

III.OBJECTIVES

These are the objectives that the leaders of the CBLT Center should have.

A. The leaders need to learn to assist the team in accepting monkeys.

B. The leaders have to assist the team in feeding these monkeys.

It is one thing to give somebody a monkey, but if he does not know how to take care of it, what is going to happen to that monkey? It will not get fed, it will die. The job will not get done. So you need to _____ your team in learning how to take care of these different responsibilities.

C. The leader needs to master the art of self-management, and teach it to the course coaches.

Self-management is a major problem. Many people have been trained to be followers. But now we have had Pentecost and we need to make them into leaders.

IV. LIST YOUR RESPONSIBILITIES

List how many monkeys you have as director. Guess what? Surprise, surprise. You are going to have more monkeys than you have time to feed. So you are going to have to find someone else to give some of these monkeys to. The first guy, of course is right next to you: the administrator.

A. Responsibilities Cause Confusion

1. You need to have the responsibilities _____.

People need to know, this is one clear responsibility, it starts on Monday, it ends on Wednesday evening. I am supposed to do this and that. When I am finished, it is supposed to look like such and such, and when I am finished I need to report to brother so and so. Everybody must know precisely what his monkey is.

2. Organization.

It is one thing for me to know my monkeys. But I can only take good care of them if I know:

a) what my monkeys are.

- b) where my monkeys begin and end.
- c) what I need to pass on to the next guy.

So, everybody needs to know what _____ role is in the whole organization. Paul was talking about planting and watering for the Lord. Now with good organization, you are going to plant first and then water. That's just a lot more effective than doing it the other way around.

3. Planning

In the lecture, Biblical Principles of Management, we learned that the first thing, and the basic foundation, is planning. Planning puts the whole thing together in perspective.

B. Job Description

1. Definition

You ought to have a precisely _____ definition of the job the person needs to do. A definition calls for a response from the monkey feeders. He needs to have a daily time or weekly time, or some other time, planned and outlined when he is going to take care of his monkey: his job definition.

2. He needs to organize and interrelate his activities with other people, in sequence.

John will do this on Monday; Bill will do this on Tuesday. John and Bill both know that their tasks are part of a bigger task. John knows when his part is due, and this allows Bill to start his part at the right time.

3. Plan your responsibilities into your time schedule.

Example: For pastors' conferences and Sunday school conferences, we gave you a plan on how to prepare your conference in advance. There is food and all kind of things to schedule. During the day you need to have a plan as to who will teach at which hour and when lunch will be and so forth.

V. ESTABLISH PRIORITIES

You have more work than you are capable of doing. You know you are not going to be able to do everything. So choices have to be made. What can you do that will be the best utilization of your time?

A. You Need To Exercise Self Discipline

Successful people grow up. Unsuccessful people are still doing the things they enjoyed doing when they were little boys. You need self discipline. You need to say, "This is maybe not what I enjoy most doing, but this is my new job, this is my new responsibility. This is my monkey to feed, I have to do that." So you need to grow with the job.

B. Determine the Expediency of Each Monkey

Is that a worthwhile monkey? Is this a monkey that you should really have? Is this a monkey that should even exist? You see, you are the leader, and you have the right to kill these monkeys. That is the privilege only leaders have: to kill the monkeys. That is what you need to do sometimes; eliminate some of these monkeys. And to eliminate monkeys sometimes takes a lot of prayer.

VI. DELEGATE WHERE APPROPRIATE

A. Selection

What do we mean by selecting and delegating? Every monkey which someone else can feed, you give to someone else. If this is a monkey that you do not have to feed yourself, somebody else can take care of that monkey.

B. Pile It On

People thrive on achievement. So let the next guy have monkeys. _____ those monkeys on!!! And you make sure that he understands which monkeys he can give to someone else, and which ones he must handle himself.

In Jesus' ministry we see that He was continually giving others the opportunity to participate and achieve:

- Matt. 28:19-20: "Go therefore..."
- Matt. 24:45: "Who then is the faithful and sensible worker whom his master put in charge of his household..."
- Matt. 25:21: "I will put you in charge of many things..."

C. Authority = Responsibility

People want authority, and authority equals responsibility. This is something that dictatorship governments do not believe in. They don't want to give people authority. They think people just want to be followers; they do not want to be their own boss. It is not true. Look at all the private gardens people have, and how much good food they produce. By that you know people want authority and are willing to accept the responsibility that comes with it.

D. People Can Achieve More Authority

When you give people new opportunities and they learn, they get _____. With experience they can handle new authority, they can handle feeding new monkeys that before they could not handle.

E. Individual Test of the Principle

Here I will give you six points, about how you can learn to delegate things to somebody.

1. **Select a team member.**

You select somebody to whom you are going to give the monkeys.

2. **Give him a monkey to feed.**

3. **Challenge him with _____.**

Why is he the right person to do this?

- a) He has been taking lessons.
- b) He has been doing this.
- c) He has been successful with that.
- d) You trust him.
- e) You personally selected him.
- f) You think this is the most suitable opportunity for him.

He is just standing there, but you are giving him all the reasons why, he should be the one to do that job.

4. Tell exactly how and when to do it.

So first, you give him the definition, precisely what you want him to do. Then you give him the organization, the plan of how to do it. Then you give him the _____ when he should do the different parts of that job.

5. Ask questions and let him ask questions

Use questions to clarify the task or responsibilities. What is this monkey, how am I supposed to feed it? What am I suppose to do with it?

6. Praise him.

Tell him that you are excited to give this monkey to him. You cannot trust just anybody with this monkey, but you know that he will be successful with this monkey.

F. How to Conduct a Staff Meeting

I will give you several points here.

1. Use a chalk board or a poster board or an overhead projector.

Draw out the objectives and responsibilities so everyone gets to see it. So do not just talk, but have it in picture form in front of the team.

2. List the objectives.

Make a list of all the monkeys that need to be taken care of. Now you put up a _____ of all the activities that need to be done in order to accomplish each goal.

3. Assign these monkeys.

Beside each objective/responsibility write a person's name.

4. Write them down.

Make sure your team writes them down too.

5. Interrelate these responsibilities, these objectives.

Show the line of responsibility: who comes first, second, third and so forth. Explain who is supposed to talk with whom in order to have the flow of activity go on. Explain how and to whom the task/responsibility is passed on to when each person has finished their part.

So, now everybody knows, "I do not need to talk to him because he is three or four steps removed from my activity. But I need to talk to him and I need to talk to him, because I am in between them."

6. Ask questions.

To check if they have understood you. Give them opportunities to ask you questions about things that are still unclear.

7. Give a return schedule.

So, everybody is supposed to know at which date they are to give you a written memo saying what they have planned and how they are ready to do their part. They should also report as soon as the job is completed.

8. _____ achievement.

When the job is done well, scribble little notes immediately. Say thank you.

VII. HELP YOUR TEAM FEED THEIR MONKEYS

A. Measure the Capability of Each Team Member

If you are good at that, you will have few problems with these monkeys. If you do not measure the capabilities of your team members well, there are going to be some hungry monkeys out there.

B. Do Not Feed a Subordinate's Monkey

Remember, the tendency for monkeys is to climb up. So when the deadline comes and still somebody has not done it, or there are people who say, "It just does not work, I cannot do that", you say, "I am sorry, I cannot either. This is _____ monkey, you feed it."

C. Use Every Assignment as Training

Do not look at an assignment as just a job for him. Look at it as an opportunity for training him, for further expansion. If he fails in his task, ask yourself why. What did you (the boss) do wrong? In doing so, your monkey handler will develop a pattern of success. So he is constantly learning, and you are constantly benefiting more from him.

D. When You Do, You Both Profit!

When you use an assignment as training, you _____ profit. You are growing and he is growing.

E. Do It Through His Hands

Make sure he is the one who handles the assignment even if he struggles with it. Help him. Do it through him. Make him successful. And when he finally completes the task, give him the credit. It doesn't matter that you helped him. Give him the credit for doing the job.

VIII. DISCOVER THEIR STRENGTHS

Discover people's strengths. That is a big secret. Everybody has strengths and your secret is to discover your team's strengths. Learn how to use someone else's strengths and talents, so they do not wear out. This is a new strategy for me. Nobody ever taught me or trained me in this method; I have only been learning it the last few years. Now I am beginning to focus more on the gifts and talents people have, and let them do that. Don't be afraid to use the team's talents—they won't wear out! In fact, using them is going to make them grow. Help them discover _____ possibilities they have never thought of. Make these people successful.

IX. WORK TO DEVELOP THEM.

Work to develop them. That is your job. Develop the other people under you. Develop their talent. Help them discover latent possibilities they have never thought of. Make these people successful. Your team will be what you make them.

It's easy to think, "I've got a course coach that just doesn't do this right and he's a problem here." A little while later a new course coach joins your team. He doesn't have the weaknesses or the problems of the other course coach, but after he's been around a while, you'll find out that he has some of his own. You won't find a course coach that doesn't have some weaknesses. Do you know what those weaknesses are? They are your opportunity to help polish and perfect him. The weaknesses of the team under you are your responsibility; that's your _____.

A. Attempt to determine maximum capabilities.

By nature, the human brain seeks to do as little thinking as possible. People need someone who sees what they can do and helps them achieve it. It is a rare person who can achieve his full potential on his own. That's why athletes need a coach.

B. God gives monkeys for a reason.

Every monkey God has given you to feed is designed to produce some quality in your life. The worldly idea is, “get rid of your responsibilities; turn them over to someone else.” But that is the sloth of the flesh and it destroys good Christian workers.

Each monkey you feed is training something and perfecting something in you, making you more capable, more _____, and better experienced to handle bigger monkeys. Don’t you pass your personal monkeys off to somebody else; don’t you let somebody bring their monkeys to you to feed, and don’t you pick up somebody else’s monkey.

The same goes for your team. Every monkey you give a team member to feed is from God to produce some quality in their lives. Don’t let them get by with doing less than their best and don’t let them pass the monkey on.

X. DO IT NOW, WHERE YOU ARE

Whether you are a director or a course coach, learn to do these things.

A. A Greater Field Of Service

Maybe you want a greater field of service. Sometimes people feel, “It is time for me to move.” Why is that? Often because they think the pastures are greener on the other side of the fence. Often they feel hemmed in and they do not feel there is enough opportunity here. But the fact is that the pastures are not greener on the other side. You need to learn to succeed where you are with what God has given you. Then discover greater fields of service right there.

Many years ago when I went to the Ukraine, I felt a little bit like this. But I decided that whatever I was going to do, I was going to do it right _____ and right _____. Not go someplace else.

B. What Causes Discouragement?

I will give you six points.

1. *Idealistic teenagers*

“I know it all.” “I know it all.”

2. *Roaring twenties*

There are few answers and many dangers.

3. *The enlightened thirties*

This begins the struggle for success. “I have lived quite a long time. If I am not going to do it now, I am never going to do it.” The struggle for success begins.

4. *The experienced forties*

Here begin the productive years. That is when the body slows down and brain power picks up.

5. *The Coasting fifties*

Early retirement. Having one eye on retirement causes one to think of two masters and the present one begins to look heavy and uncomfortable. Thus begins the longing for early retirement. The answer is to focus instead on making a top-notch contribution to your job. Desiring to produce a crown jewel solves that coasting feeling.

6. *Declining sixties*

Given up. It solicits an early disintegration of the body. The answer is to maintain a heavenly vision of what is just beyond the final door and keep striving towards that.

C. You _____ Your Attitude

Insight — No one else can control your attitude.

D. Build a New Attitude

Start all over again. Wherever you are at in your life.

Whatever age you are. God is calling: Start over again! Do greater things.

E. Increase your Ability

Increase your ability through _____. A woodsman never loses a minute when he stops to sharpen his axe. Your responsibility is to be faithful.

Insight: God builds your ministry when you practice basic Biblical principles of administration.

Don't build your ministry. Did you think you have to make your ministry successful? Don't start taking God's monkeys on your shoulders! Your job is to be faithful with what God has given you, and when you are, He will *"put you in charge of many things."* He is going to give you a gorilla!

Matthew 25:21 says, *"Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!"*

Blessings to you, our dear friends!

We are happy to present the video, audio and paper materials that have been prepared by **New Life for Churches**. You have the privilege upon completion of your practical assignment to use this lecture with others.

Practical assignment

Completed

- What monkeys are you feeding that are not your own? Write them down on a separate sheet of paper. ☐
- Now write down beside them who they belong to and how you plan to give the monkey back to them ☐
- How do you plan to protect yourself from picking up monkey's in the future? Write your plan down and bring it to the next conference to encourage others. ☐

Answer Key			
INTRODUCTION		VI.	B. Pass
	Own		D. experience
I.	A. want		E. why; time frame
	C. responsibility		F. list; praise
II.	A. climbed	VII.	B. your
	B. abandoned		D. both
	C. care	VIII.	latent
III.	B. assist	IX.	challenge
IV.	A. defined; his		B. qualified
	B. written	X.	A. there; then
V.	A. I		C. Control
			E. faithfulness