

MAKING YOUR SECRETARY EFFECTIVE

INTRODUCTION

You may think, “Well, we don’t have secretaries.” Perhaps you barely know what a secretary is or what she does. But within 3 years time of starting a new CBLT Center ministry you are going to need some help. You will be mostly looking for a lady that has computer skills and skills to answer the telephone and someone who can just work with you to make your CBLT Center a _____. This lecture consists of 8 large sections and each section has several parts.

I. CHARACTERISTICS OF AN EFFECTIVE SECRETARY

You can tell whether a person is capable of this particular job. It means that you need to know what you expect. What is the job of a secretary?

A. Requirements of a quality secretary

A secretary must be fluent in handling paper work. She must have computer skills. She should also be very good at grammar or else whatever she produces will be full of mistakes. She should be a creative person. If she cannot do anything else except write down the words that you dictate to her, her skills are very limited. There is a beautiful secretary here, Myroslava, and she has wonderful skills. Brother Viacheslav can give her an idea and she knows how to make a beautiful letter out of that. She understands the key thought from her boss and then can explain it on paper so that other people understand it. She should also have a _____ personality. One of the reasons I always enjoy coming to Dvoretzkaya church is because there is such a pleasant secretary there. She always smiles, she always gives you a big welcome, and she can always help. Most of the time she has an answer. That is the kind of a person that you need. A CBLT Center needs a secretary who is very friendly and accurate on the telephone. She is the voice of the CBLT Center, she is the face of the CBLT Center, and in so many ways she **is** the CBLT Center because the director often travels, (but don’t ever tell her that). I wrote to a pastor and commented, “Your secretary did a wonderful job. Thank you very much.” He wrote back to say, “Yes, she is the main general here. We all do what she tells us to do, but don’t tell her that.”

B. Bible principles for the secretary

Where would you go to the Bible to find qualities that you could apply to a secretary? Yes, Proverbs 31. It illustrates all the areas and qualities of a woman and her work. She rises early, that means she is not late for work. She is diligent, that means she knows her boss is not going to be in tomorrow so she asks him today, “What shall I do tomorrow?” She is frugal. There are other places too in the Bible where you would find principles, general principles, about helpers or assistants and that’s what you need to look for. You need to think about these things and when you find them in the Bible, “Hey, that applies there.” Get your lecture out and copy your Bible verse in there. Then slowly you are building your own material. It includes listening to the Lord and applying general Christian principles of life.

C. An ambassador for the “Boss”

She should know the boss’s _____. She should know his real vision and how he is trying to implement that. If she understands his heartbeat then when something comes along she knows, “Yes, this belongs to it,” or, “No, this does not go together with it.” She therefore can counsel the people or help the people accordingly. She represents the boss. Nine out of ten people will be talking to her first before they will talk to the CBLT Center director or the administrator. They will phone to say, “I need some books this Saturday,” and if she replies “Oh, I don’t think we can help you with that,” he doesn’t bother phoning back

anymore but he needs them. If she had talked to the director he could have found a way to make it happen. If she understood the ministry she would be thinking, "Well, now let's see if I phone so and so, and if I ask so and so, and could we maybe do this?" That's representing a boss. A person may go to the American embassy and what he sees the staff doing there is all he knows about America and that's the way it is with a secretary.

D. Reflection of the "Boss" and his ministry

How people feel about her is usually how they feel about her _____. If she is efficient, then they will usually think that the boss is efficient. If she is disorganized, people will think the administrator is disorganized. If many times she doesn't give the right answer people think, "Well, this director doesn't know what he's doing." She is his reflection; it's like the mirror of the director and the administrator. So, you want to have a good quality mirror.

II. HIRING YOUR SECRETARY

A. Have her share her salvation experience

It's amazing how many people have 'kind of' been saved, "Yes, I was saved. It was a long time ago, I've been baptized. Well, my mother is also a Christian. I've always gone to church." "How then did you get saved?" "Well, I prayed." If there is nothing more she can tell about her relationship with Jesus than that I'm wondering if there is any relationship at all. How she shares her salvation experience shows how _____ her heart is for Jesus Christ. "Oh, I remember how I was saved. It was three years ago and seven months and two and a half weeks and twenty-three hours and seven minutes. He flooded my soul with peace, and I became a whole new being. God has blessed me, my mother became a Christian and a year ago my brother became a Christian, and I think my father is just about now ready to become a Christian also." With a testimony like that you know you have someone on fire for the Lord.

B. Is she under proper authority? *

Is her husband a believer? In their home do they use Christian principles? Is her relationship with her pastor and elders positive and Scriptural? Do they have a good testimony for her? Is she committed to the principle of submission? Not slavery, that's totally different! When you are _____ submissive you share your ideas, you do more than the minimum, and you fully participate. But you realize that after you've discussed it together a decision needs to be made, and after that decision you need to obediently follow the decision of your leader. That's being under proper authority. Single ladies living at home need to be under the authority of their father. I am assuming many of you know about the umbrella philosophy whereby God ministers to the leader who has the umbrella. The team that are close to him are sheltered under that umbrella. When they aren't submissive, they go out from under the umbrella and they get into difficulties.

C. She should be interviewed or met by the "Boss's" wife. *

If the director's wife confides to her husband Slavik, "Oh, I don't feel very comfortable when this woman is working with you all day long," there is already a breach in the _____ relationship. The woman has already come between brother Slavik and his wife and she hasn't even worked one day yet. She should be interviewed by the boss's wife and should have approval from the boss's wife. If **she** feels good about this lady then the director can discuss that lady with his wife freely and his wife will give him insights. We call it feedback.

D. Is she committed to building a Christian home and strengthening her "Boss's" home?*

If she is committed to building a Christian home then she will keep these priorities with her husband. If single, she wants to keep her body or emotions and her feelings pure until a husband comes. She will be building her father's home and quietly live her lifestyle as a virgin under him. With such a commitment it will

be easy to strengthen her boss's home if she wants to do it. "Soon it will be March eighth, they already are selling flowers. I imagine your wife will be so happy when you bring her some flowers." He thinks, "Aha, right, I need to get flowers for my wife." It's just a little positive thing to build the home of her boss. You understand? That's the idea. Or, she may say, "I understand that your wife is sick and it's hard for her to take care of the children. Why don't you go home a little bit early today and I will take care of these few extra items here at the office." She can say that to the boss, she is building the boss's home. She has that priority of building his home, his family, rather than weakening it.

E. The secretary should consider her work part of the ministry.

Sitting in a small office in an old chair with a computer that worked yesterday sometimes doesn't give you the feeling that you are having a _____ ministry. You will need to remind her that it **is** an important part of the ministry. Often people write to me, "All I can do is pray, or all I can do is give you some money. I can't do very much, I'm just here in North America," but all these people are important participants to make it happen. Without them it just doesn't happen. We have a talented lady that polishes the language of the lectures before we put them on our video. Nobody knows about her. Nobody's going to remember her. Her name is Ludmila and if she didn't feel from God that this was a spiritual ministry, she couldn't do a good job. We can't just go to the street, hire a language technician, pay him a big salary, and have a good job. That doesn't work. You need to have a believer, a spiritual person who wants to do it for Jesus and then it happens. Ludmila's work is part of the total CBLT ministry.

F. Look for Christian character — skills will be developed.

It's amazing what a person can do if he wants to _____ Jesus. I am totally shocked at what I can do myself. When I think what I could do five years ago or fifteen years ago and how many more things I can do now it's a miracle. Twenty years ago all I wanted to do is to serve God and He helped me to do certain things. Fifteen years ago all I wanted to do is to serve God. He helped me to do more things and better things. If you just want to serve God — the sky is the limit. Look for character. Skills she can learn.

III. PROVIDE PROPER TOOLS

A. Equipment

She is going to work in that office probably many hours. The desk needs to be comfortable, good _____ is very important and the computer should be in good condition and work well. Things like a good quality telephone are important. Give her the equipment she needs, and make sure it works properly. Then train her to use that equipment, provide training if need be. Be on the lookout for pieces of equipment that maybe she doesn't even know about but will be helpful. One person with good equipment can do more work than several people with little equipment or bad equipment.

B. Resource Materials (see reference list).

Be on the lookout for books that talk about being a good secretary and what their work is or how to improve their work. Perhaps there is a conference somewhere for secretaries. Possibly it's a worldly conference but there will still be good practical skills that they will be sharing. Maybe there is a course for two or three months. Encourage her to go to that conference or to take that course.

Encourage her to explore different opportunities to become more skilled and more effective. The secretary who is always working, doing nothing but working, will after several years no longer be an effective secretary. Because there are constantly new programs, new equipment and other ways of doing things, she should be _____ herself. Encourage her to explore them.

C. Make provision for necessary repairs.

The door in the hallway is noisy and need to have padding on. She is sick frequently and you are frustrated, so take care of that draft through the window. She needs an extra little space heater so her feet are warm. Provide for repairs and for little things that make her like her job better. The better you can do that the easier it is. When you buy a computer you know it will need repairs occasionally so have a place where it can be repaired quickly or she won't be able to do a major job just when you need it. Computers bother people's eyesight so be sure that she deals with that. These are all on-going things through the years.

IV. OFFICE

A. The most efficient and productive use of office space

Most people that work on a desk very much prefer a U-shaped desk with one lower section for the keyboard. If your office is big enough include extra things like a plant. If there are several people that have to work in one room, put up some soundboards behind them. These provide certain privacy so that noises from paper or coughing and movements do not bother them. Your secretary should have a part in designing her office; let it be her place of work. Often a woman has a much better idea of how to organize her room than a man does. Make sure it's productive. Her room should be adjacent to yours so that it will be easy to go back and forth and communication will be _____. Organize it so that the bookkeeper can work undisturbed and mistakes will be kept to a minimum. Organize it so it is oriented towards productivity.

B. Allow her to make the office attractive and presentable.

Let there be a female touch to her work area. Females have subtle ways of making a place attractive.

C. Appropriate music

Music can be very appropriate and helpful. She is there all day long, mostly alone probably. There is nothing but the noises from the street and sometimes she needs to think or concentrate. To have some quiet Christian music can be very soothing, strengthening and _____ to her. Sometimes it may be a reading of the Psalms or it may just be background music without singing.

You don't want music with a beat. It is played in a lot of offices because people actually want that. They are used to listening to this on tape recorders, walkmans and in the car or at home. They become very energetic, but not work-oriented. Appropriate music is very important. Sometimes when there are several people working you may not want music; there is already enough noise of some kind. Sometimes people need to quietly talk to each other. Occasionally we find that music, even private music with earphones, distracts people. I found in our office that when people play music, the quality of their work drops and more mistakes occur. It seems to create a distraction. That may depend on the character of a person.

D. Protection

People need to feel protected, they need to feel comfortable. They need to feel there is a boss here and I have freedom to say, "No." or, I need to wait until the boss comes. They need to feel physically protected so that in the hallway, going to the bathroom or other things like that they feel comfortable. It's your responsibility to see to it that the place of work is a _____ place where people can concentrate on their work without distractions.

V. TRAINING YOUR SECRETARY

A. Give proper instruction

If you want good results she needs to know what you expect of her.

1. ***Specific directions — big need.***

Specific instructions are the big need for a secretary. She needs to know her freedoms, she needs to know her _____, and she needs to know where her borders are--so far and no further. Without that knowledge she simply cannot be effective. Therefore you need to establish some rules, some office rules, or some by-laws. The difficulty when making rules is that you as the leader also should obey the rules. But without specific instructions she cannot function properly. On the phone all she can say is, "Well, I don't know. Please phone back later."

2. ***Expect quality and professionalism***

Church based training is a difficult type of ministry because it's not in one location, it involves a lot of travel and it involves a lot of different coaches to lead small groups. Usually there is a big team that sees each other very little. One thing that makes it strong is quality, professionalism, high standards in the CBLT Center office. Various course coaches are doing different things but they all know what the standards are and they all want to reach this quality. They use some different methods, and some of them are more successful than others, but quality is what they are striving for. Everyone knows it and a good secretary who handles the office properly is an important part of that. Someone requests a telephone number? Yes, she has it; she has a hundred telephone numbers--all the Baptists, all the Orthodox, all the Charismatics, all of them. Anyone wants to know a telephone number? She's got it. Yes, it is all here, even those from the mayor of the city and other officials. That's quality. That is professionalism. People say, "Wow, CBLT church-leadership based training that's the real thing." As a CBLT leader arriving in a new area you will be very busy locating all the pastors and elders. That's why you need a capable secretary to assist you, one who loves to serve Jesus and is dedicated to quality and _____.

3. ***Goals, deadlines, and reporting back (Allow her to improve)***

These are important issues for a secretary. She needs to know the goals. She needs to know the different goals of the CBLT courses. Someone may phone her and ask if it is okay for so and so to enroll in a certain course. She says, "Well, you have to ask the director, but I think that person doesn't fit in that course." She needs to know the goals for the workshops or other meetings that are happening. The director is going to have a meeting with the superintendent and she very quietly makes a list of all they need to talk about. She says, "I don't know if you need this but I've made a list of some of the points that might be important." He looks at the list, sees how professional it is and says, "You should go instead of me."

A high quality professional secretary not only fulfills her own tasks on time, but sees to it that the director, administrator and course coaches also meet their _____. By proper planning and reminding she keeps things running smoothly.

Reporting back. It's extremely important that the secretary tells everything that happens. "Yes, Simon phoned yesterday. Yes, George was here this morning." The administrator doesn't know and he is wondering, "Why isn't he phoning?" or, "Did he phone?" It's her job to share back all the time.

Now, there is one thing you need to do with your secretary — allow her to improve. No one knows everything in the beginning and no one knows what you, her particular new boss, want. Each person is different. How can she please you? It all comes from you. You need to give her instruction and then you need to allow her to make mistakes and correct them and allow her to improve.

B. Share philosophies

A secretary is not a computer and she is not a machine, she is a living being. If she understands the philosophies, if she appreciates the philosophies, if she buys into the philosophies then she will understand the goal and she will be _____.

1. ***CBLT Training***

Share certain of the CBLT principles and lectures with her. What is CBLT? What is a small group discussion? What do course coaches do? (That's the lecture 'The Anatomy of a Seminar'). The most helpful

thing would be for her to enroll in a CBLT course. Very minimally she should take the *Basic Christian Life* course.

2. Job description or manual

There are CBLT Center manuals and maybe she doesn't need to know all of them, but certain sections would be helpful. You should also have a good written job description for her. I highly recommend for a director to slowly, bit by bit, write his own mini-manual for his own CBLT Center. You come up with a specific thing and you may make a reference to the CBLT Center manual — see CBLT Center manual p.5 for example.

3. Conferences and workshops — allow her to improve.

If all a secretary does is work eventually she will no longer be effective. If you know somewhere of a very good organized *conference*: how they register people, the nametags they give, different things like that, let her experience it. Just for her to have an experience like that will open her eyes and give her ideas. *Workshops* — workshops are usually short training sessions and often they include practical elements. Encourage her to find them and send her to such activities. Some may be a bit far away but provide it for her as a special opportunity, a privilege because she is so good that you want her to have this special experience. Make some arrangements for her children, or pay the grandmother a little bit so that she really looks forward to it and understands, "This is a wonderful thing just for me personally. My boss wants to make me a _____ person." If her attitude is, "Oh no, do I have to go to one of these conferences?" Not much will happen.

C. Keep her busy

There is nothing worse than coming to work in the morning knowing there is nothing to do. It should always be, "Well, I guess it's time go home, I'll just quit and continue tomorrow then." There should always be more things to do. People like to be busy. Adam was busy. Satan didn't bother him. We don't read of Eve doing anything, she was just laying on the beach wondering when Adam would come back and she heard something and said, "Adam." No, it's not Adam it's someone else. If she is not busy, other things come in.

D. Praise her

When we are praised we know we've done it right and we know we made someone else happy. We also know if we want to make him happy next time, we should do something similar. It creates _____ in the right direction.

VI. EFFECTIVE COMMUNICATION BETWEEN "BOSS" AND SECRETARY

A. Give her proper authority to carry out your directives.

She is producing an album and she knows that after you have checked that it's correct she has authority to make photocopies and so on.

Let her authority be _____ to others.

Give her authority and then let her authority be known to the others. It's very uncomfortable for a secretary to exert her own authority. "Yes, I am allowed to do that. The director told me." It always leaves a bit of a negative taste. If other people know what authority she has, they know she is doing her job and she is doing it properly. For instance, several times in our office I tell one of the ladies "You can ask any of these men here to help you with that project, except so and so." Then I tell the men, "All right, men, tomorrow for this project if she needs you, please help her." We have about ten workers in our office right now and each has his little area of authority.

B. Keep her informed.

1. Daily schedule (Give to secretary)

You should give your daily schedule to your secretary. She should know that between ten and eleven you will not be in the office today. If people need you they can phone the superintendent because you are there with him in his office. The success of other people takes a little bit of your freedom away. You have to be willing to be part of the team, to follow a system and she simply needs to know where you are today, tomorrow or what is going on next week.

2. Calendar

Make sure she has a calendar with blanks to fill in future activities. She needs to have a calendar for _____ in advance. She gets mail, she gets advertisements, she gets brochures and she gets phone calls from headquarters. We are talking about Christian information, and she begins to mark it in pencil, "This is for October, that's for November." and she develops a vision and a plan of what needs to happen in the future. Then when she hears you making a double appointment on the telephone, she scribbles a little note "You have already another appointment." That makes both of you effective.

3. Exits to and from office (Let secretary know when you are in or out)

Let her know when you are coming in and when you are going out. Someone phones, "Can I see the director tomorrow?" "Yes, that's fine he is always here on Friday." He comes tomorrow and you are not in. Always let her know your comings and your goings and others like an administrator or a bookkeeper should do the same. The secretary needs to know because people phone to inquire about the other staff. "Is the bookkeeper in?" "No, she is not here." "Is she going to come?" "I don't know." "Ok, I'll phone later." They phone again, "No, she is not here yet." "Well, I'll phone after lunch." Everybody's phoning, phoning and the secretary can't do any work. She should have the _____ to say, "Today the bookkeeper will not be in the office. Thank you for phoning. God bless you," and then she can continue her other work.

4. New policies, changes, etc., that would affect her answering questions.

Some CBLT Centers now ask pastors to sign not only for the student to study but also for the course coach to lead the course. That's a new policy. A big job of a secretary is answering questions. It's probably fifty percent of her work. People just have so many questions and so she needs that information to do it accurately and courteously. She can do it with authority because she knows she has that authority and the person knows this is accurate information.

5. Your specific office needs — quiet time, etc.

A director or pastor should set up a specific office routine. For instance many Christian leaders want to have the first hour as total quiet time. Many pastors use that first hour as a study time. It's an excellent idea for pastors of large churches that need to preach good sermons regularly to have a discipline like that. Every day begins with an hour for studying the Bible. If you are leading a CBLT group, that first hour could be for preparing to lead the next discussion seminar. You have other specific instructions when you have a client with you, like a student, a course coach or maybe a pastor. You want to tell her, "I don't want to answer the phone." Or, "Don't interrupt me." Or, "Yes, you can come in and ask me questions." For instance, I had to teach our office team to come to me all the time even if I have important guests. Because if they can't come, their work stops. If their work stops, then other people's work stops. I am usually very fast with them, "Aha, thank you, Okay. Please do this now, here." Or, "Thank you I'm glad you finished that. I'm sorry, I can't explain this job right now because I need to talk to this brother." But usually my door is open to my workers.

6. Admit your mistakes

Most of her mistakes are your mistakes. She didn't understand the date. You have written, "Tuesday May 7" but Tuesday its May 8. She looked at the calendar and thought you meant Monday. A letter went out inviting twenty people to come on Monday but your meeting is on Tuesday. Your reaction? "What did you do?" But it's not her problem. She is just a secretary. She just follows _____ as good as she can. Be quick to admit your mistakes. If it's not certain whose mistake it is say, "We." "Too bad we made that mistake." It's much better to say, "Too bad we made that mistake." Than, "Oh, you made that mistake again." The feeling is very different. She feels that you feel the responsibility and you are not critical of her.

C. Allow her to do those things for you that you do not need to do.

Everything you don't absolutely need to do, let her do it. If you have nothing else to do, just go teach an extra group of unbelievers. Just get some people saved. You see, you are way up on the top. For you there are always other possibilities. The whole idea is to free yourself from all other activities as much as possible so you can do special things that others cannot do. She can't evangelize men; it seldom works for a lady.

D. Be _____ to the secretary's needs with wisdom and discretion.

Secretaries like anybody else have needs, needs in the office, or equipment, or knowledge, or emotions, physically, sometimes in their marriage or other relationships. As the boss you need to make decisions and on occasion need to say, "No." But instead of bluntly saying "No," it's so nice if you say, "Well, I don't think so right now." You said, "No," but it would be so much nicer to say it that way. If she is a good secretary she wants your wisdom and your discretion. Satan usually doesn't come in and beat someone over the head. He just helps some people to make unfortunate decisions, the type of decisions that do not work and decisions that can make for lots of problems. A good secretary wants her boss's wisdom. She wants his discretion. The job of the director is making decisions all the time.

VII. DISCRETION

A. Maintain a proper relationship

We have many Christian men in the West who love to hug ladies, people from the opposite sex. I am _____ careful about touching any of our lady workers. Now, it's very different with the men. To hug men is great; but just say, "Thank you," to the women. No, I don't feel good about touching ladies, I don't want to do it. If something ever happens now or ten years from now, then I want to have a reputation that I never touched women. Maintain a proper relationship with your secretary or other female workers. Lots of times you need to sit close together. There is your bookkeeper and she wants to show you those figures. Be careful about your attitude, be in prayer about it and be aware of it yourself. Make sure that before or after you have close physical and emotional contact with your wife. If you need to be working very closely with a female and you had very close warm contact with your wife before or you are going to have it shortly afterwards it just sets the priorities, it just says this is this, and that is that.

B. Praise your wife (Boss); the wife of the "Boss" is #1 (Secretary).

If you say something nice about your wife, she gets the idea that she has her own husband and you are not looking for any comments or any praise from her or that you are not open to someone to make some special overtures. The secretary also should continually show that the boss's wife is _____. If both of you work on it, it will be okay. The situation is that you are working with this secretary eight hours a day: you eat lunch together, you joke together, talk together. When you go home you are tired. Your wife is totally busy with the kids and, okay, maybe you'll just have a couple of minutes together before you sack out for the night. In the morning when you feel fresh, you leave your wife in that ugly housedress smelling like diapers. Then you come to the office and there is a perfumed lady with hair that is beautiful in an attractive dress. We are all human. If you praise your wife and if the secretary also works on the wife being number one then together you are going in the right direction. Good things never come automatically. Evil things do all the time. Downwards is easy, but upwards is difficult.

C. Protect Reputations (Do not let trust become temptation; pray for hedge in moral life)

There are two reputations; there is yours and there is hers. Pay attention to it; don't let trust become a temptation. "We are both good believers. We have pure standards and motives. We've been working together for more than a year and we are tired today, so let's go out to a cafe for a lunch." Pray for a hedge in moral life. Our moral life is very secret. Secretaries are very uncomfortable if you become interested in their body and visa versa you become uncomfortable if somehow you begin to think that she has some extra ideas: "He is such a nice guy. His wife is so lucky. Oh, it must be nice to be married to him." That's the inner moral life. What eventually happens is the result of three months, or six months of inner moral life and of

what satan tells us. Every person has some very good qualities and every person has points that attract other people. Sometimes we are very aware of the attractive points of the other person, which is normal. You wouldn't want to hate your secretary, "Oh, there comes this ugly woman again. Do I have to work with her the whole day again?" You can't work like that. Some days you just feel attracted to a certain quality in her life, or she to a quality in your life. If you haven't prayed for a hedge of protection around your moral life then you are going to be _____ to temptation.

D. Make sure the wife can phone directly without going through the secretary. *

To do that the office needs more than one phone line, so that's not always possible. In any case your secretary should never ever under any circumstances be able to say to your wife, "I'm sorry, your husband is busy." "Busy? Busy doing what? Busy with you?" It's very important that the boss and his wife, can have contact _____ she feels like it.

E. Make sure that you never ask your secretary to meet personal needs that should be taken care of by the wife. *

It's easy to do. "Nadia, could you please sew this button on my jacket? My wife had no time to do that last night." You are going to see the superintendent and you want to have your button on there. It's easy to ask your good secretary. What is happening here? There is a mental picture of a wife who is not doing her job, a wife who is not faithful, a wife who didn't care, maybe a bad relationship last night, but here is that lady that you can really depend on. She always does a good job and she is always ready to serve. Whenever you need something she jumps. You thought it was only the button but satan didn't think it was a button at all. He thought it was something totally different. Don't ask her to meet needs that the wife should take care of.

VIII. THE "BOSS"

A. Live by Scriptural principles.

God hates divorce and if you love God and if you want to please God, better not think about divorce. The Bible is so clear about many daily life principles, so live by Biblical principles. If everyone knows that you live by Biblical principles, everyone knows "I don't have to bother him." If a director or pastor has his standards people will respect his standards and stay away from tempting him. He is a special holy person. They don't bother him with little _____ thoughts: "Maybe he will compromise. Maybe I can get him to do such and such."

B. Look for ways to be helpful and complimentary to your secretary.

It's amazing how many things she can do, but she can't raise her own chair. She needs help with that. She can't crawl on her knees under her desk to plug in an extra electric cord. It's so nice for her to know that you are just a human being, you are normal and you are humble enough to just help. The atmosphere should be, "we are doing this together." Also be complementary to your secretary. You are having a guest and there she comes with a cup of tea for you and your guest, "Oh, thank you Tanya for doing that. That's our secretary for you." It's a compliment.

C. Give leadership and direction.

Leadership is living in the _____. For me, by the end of March, April is already finished. I am already living in May because April has been planned, organized, and delegated so all staff have their responsibilities. For myself therefore, April is already finished, I am in the future. A leader needs to give leadership and that's exactly what that is: having a vision, having a plan for the future that he can share with course coaches, office workers and other people. Secretaries feel very frustrated if their boss does not lead them. They may develop negative characteristics and become bossy, because they take his authority and

make it their own. When a woman takes on the characteristics of a man, she becomes bossy. She is no longer the smiling and relaxed motherly or womanly type, because she is taking something upon herself that God said belonged to someone else. That will always be an unhappy experience. God somehow had the idea that there should be different kinds of people. There should be men and women, each created with a specific purpose.

D. The “Boss” will determine much of the quality of the secretary’s performance and attitude.

Much of what looks like her work flows in essence out of him. It’s a reflection of his character, his standards, his goals and his spirituality.

CONCLUSION

“Making your secretary effective.” That’s our theme. If you use the principles that we shared you will by and large, have a very successful, effective secretary. The beautiful thing is that God is God, He created us and He has given us different _____. He created us for a specific purpose and He also knows that we are going to make a lot of mistakes. Therefore not only did He create us, but He redeemed us and He covered our mistakes. What does the Bible say? *“Remember this, whoever turns a sinner from the error of his way will save him from death and cover over a multitude of sins.”* It is a beautiful thing that God has done and He arranged that we should be working together as people in different roles. God arranged it so that each person must give and each person must receive. God doesn’t want us to be hermits living isolated by ourselves. These relationships are a normal part of life. God knows about that and God’s desire for you is to make that secretary effective, to make other staff effective. If every leader does that, the whole world will become effective! From that comes personal evangelism. If your staff is happy, you are happy. If everyone is happy, it shows; people talk about it. Unbelievers will be saying, “These believers are special. They don’t have problems like we do.” Well, there are a few problems but God has given us the opportunity to be successful and to make other people successful. After closing this lecture take some time to pray about your humility and your relationships with your team.

All to the glory of God and our Lord Jesus
Hallelujah! Amen!
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
➤ Make a list of the tools that your secretary needs to be effective. Make sure that she has all the necessary tools.	<input type="checkbox"/>
➤ How is your secretary’s office space set up? Is it convenient for her? Ask her what you can do to make it better. Then follow up on the requests she makes.	<input type="checkbox"/>
➤ What training, if any, does your secretary need? How are you providing for this?	<input type="checkbox"/>
➤ Ask your secretary how he feels you could enhance your communication with him. Make notes if he has any suggestions. If not practice ways that you can communicate more effectively any-way. Ask for feedback occasionally	<input type="checkbox"/>
➤ Are you in a right relationship with your secretary? How can you make this relationship a godly example for other men who must work with women?	<input type="checkbox"/>
➤ What can you compliment your secretary on today?	<input type="checkbox"/>
➤ Make a list of ways that you can be a better boss. Work on one item each week until you feel you have achieved a good balance in each area.	<input type="checkbox"/>

Answer Key

<p>INTRODUCTION</p> <p>Success</p> <p>I. A. pleasant C. heartbeat D. boss</p> <p>II. A. hot B. truly C. marital E. spiritual F. serve</p>	<p>III. A. lighting B. updating</p> <p>IV. A. easy C. encouraging D. comfortable</p> <p>V. A. limitations; profes- sionalism; deadlines B. targeted; successful D. momentum</p> <p>VI. A. known B. 2 years; infor- mation; your in- structions D. sensitive</p>	<p>VII. A. extremely B. number-one C. vulnerable D. any time</p> <p>VIII. A. unclean C. future</p> <p>CONCLUSIONS</p> <p>Specialties; you</p>
--	--	--