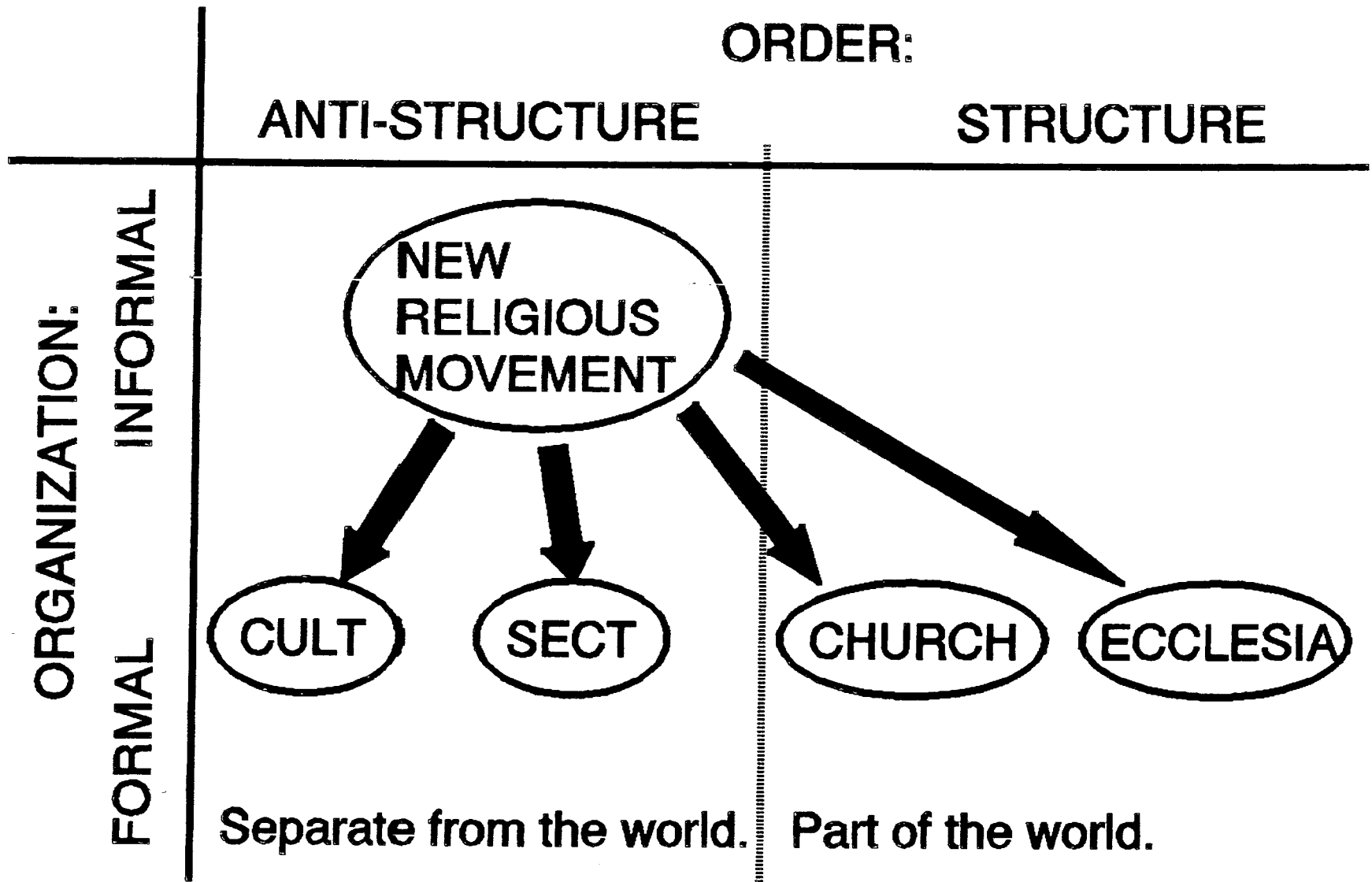


Church & Sect

Emergence of Religious Organizations:



CULT | SECT | CHURCH | ECCLESIA

Nature

Moral Community

- culturally marginal

Social Institution

- culturally central

Gospel

**Holy Community
governed by law**

- subjective holiness

- word and rules

**Grace Administered
to the masses**

- objective grace

*- rites, sacramental
offices*

ROUTINIZATION

OF CHARISMA



CULT | **SECT** | **CHURCH** | **ECCLESIA**

Attitude:

**Withdrawal from
the world**

- *radicalism*
- *tension with the
world*
- *all set apart*

**Identification with the
world**

- *conservatism*
- *accomodation to the
world*
- *only monastic orders
separate*

Member-

**Exclusive, by
voluntary choice**

- *total commitment
by all*

**Inclusive, by birth
and choice**

- *differential; priests
more than laity*

CULT | **SECT** | **CHURCH** | **ECCLESIA**

Organiz.

Egalitarian

- *priesthood of all believers*

- *include women leaders*

- *charismatic leaders*

Hierarchical

- *set aside priesthood*

- *male dominance*

- *priestly leaders*

Boundar. High

- *high maintenance*

- *mental isolation*

Low

- *low maintenance*

- *mental accessibility*

CULT | **SECT** | **CHURCH** | **ECCLESIA**

Commun.

Limited

- *memory storage*
- *verbal communic.*

Low

- *print, radio, t.v.*
- *media communication*

Controls

Informal Controls

- *uncompromising ethics*
- *often value nonviolence*
- *often oppose state*

Formal Controls

- *adaptive ethics*
- *militant to degree the society is*
- *use state*

Appeal

Lower Classes

- *oppressed*

Higher Classes

- *dominant*

TYPES OF CHURCH ORGANIZATION

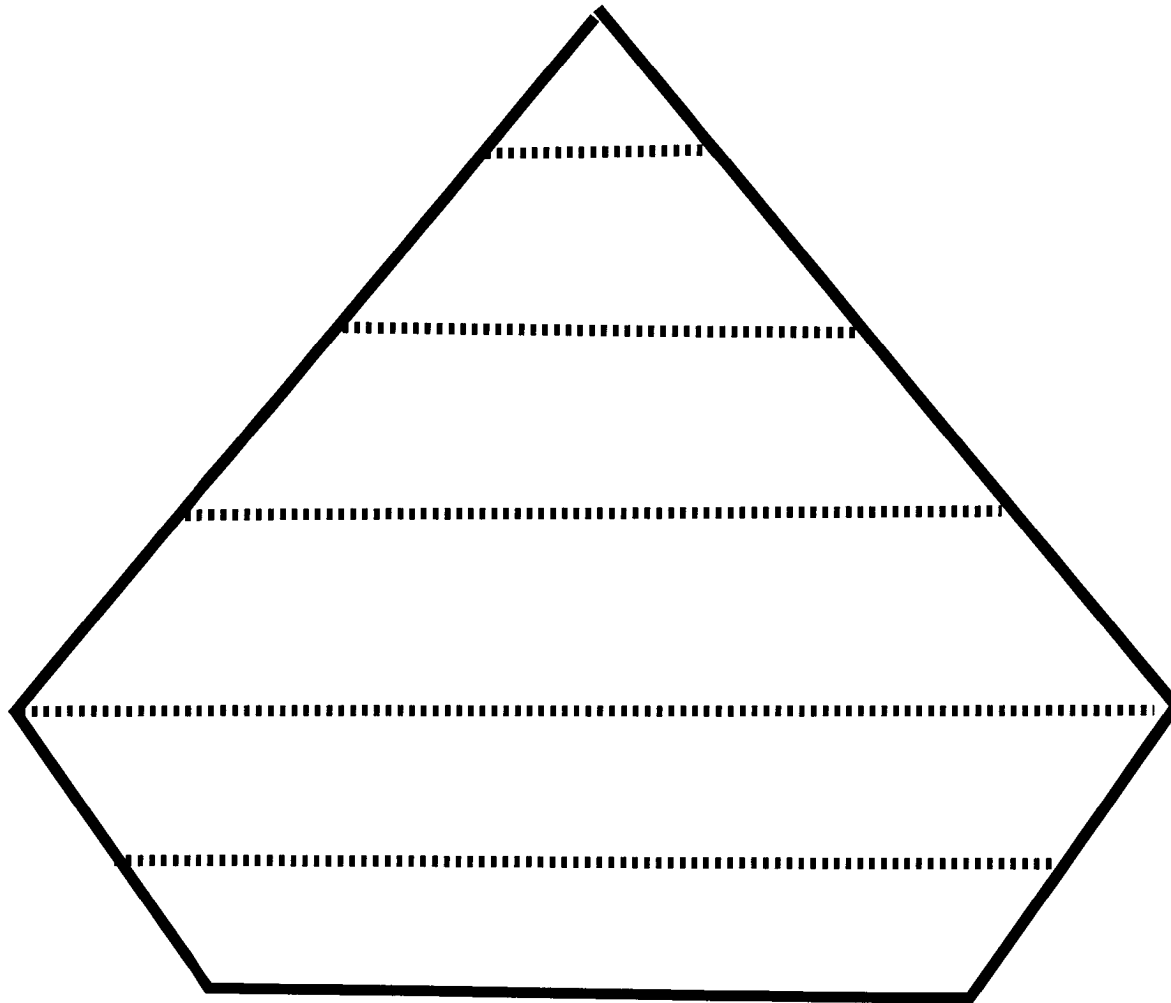
CULT **SECT** **CHURCH** **ECCLESIA**

NOT OF THE WORLD ----- *-IN THE WORLD*

-----> *Routinization of Charisma* ----->

Nature	Moral Community - culturally marginal	Social Institution - cultural central
Gospel	Holy Community governed by law - subjective holiness - words and rules	Grace administered to the masses - objective grace - rites, sacramental offices
Attitude	Withdrawal from the world - radicalism - tension with the world - all set apart	Identification with the world - conservatism - accommodation to the world - only monastic orders separate
Membership	Exclusive, by voluntary choice - total commitment by all	Inclusive, by birth and choice - differential: priests more than laity
Organization	Egalitarian - priesthood of all believers - include women leaders - charismatic style leaders	Hierarchical - set aside priesthood - male dominance - priestly style leaders
Boundaries	High - high maintenance - mental isolation	Low - low maintenance - mental accessibility
Community	Limited - memory storage - verbal communication	Low - print, radio, T.V. - media communication
Controls	Informal Controls - uncompromising ethics - often value nonviolence - often oppose state	Formal Controls - adaptive ethics - militant to degree the society is - use state
Appeal	Lower Classes - oppressed	Higher Classes - dominant

SECT, CHURCH AND SOCIETY



High Church

Low Church

Sect

**Religious
Institutions
&
Institutionalization**

PARKINSON'S LAWS

1. EXPENDITURES RISE TO MEET INCOME.

(No matter how much you earn, you're always broke)

2. WORK EXPANDS TO FILL THE TIME ALLOTTED TO IT.

(You get things done at the last moment)

3. DELAY IS THE DEADLIEST FORM OF DENIAL.

4. THE TIME SPENT IN A COMMITTEE ON A TOPIC IS IN INVERSE PROPORTION TO ITS IMPORTANCE.

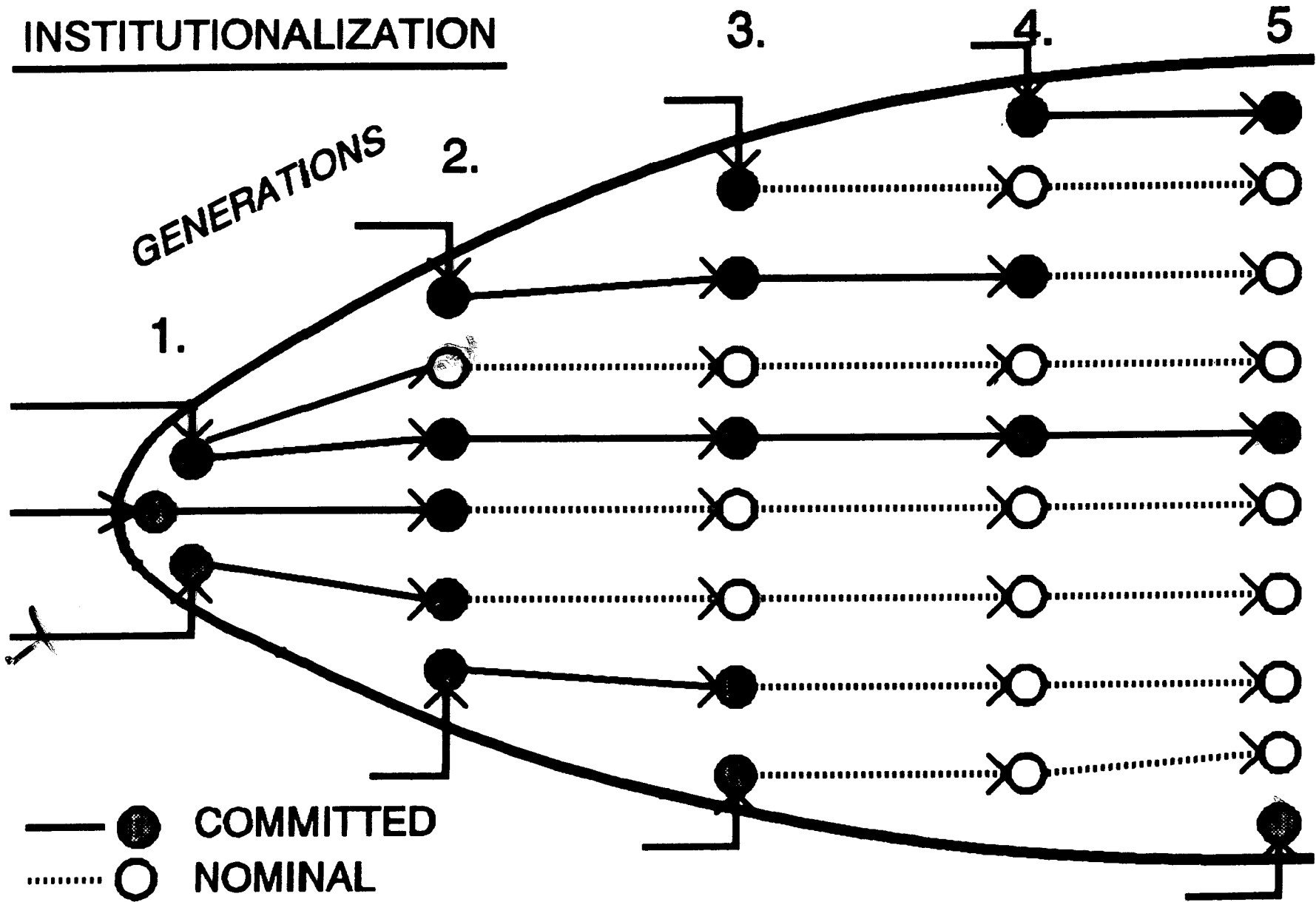
**5. INSTITUTIONS GROW AT
A RATE OF 5% PER YEAR
WITHOUT ANY ADDED
OUTPUT.**

**6. SUCCESSFUL RESEARCH
ATTRACTS THE GRANTS
WHICH MAKE FURTHER
RESEARCH IMPOSSIBLE.**

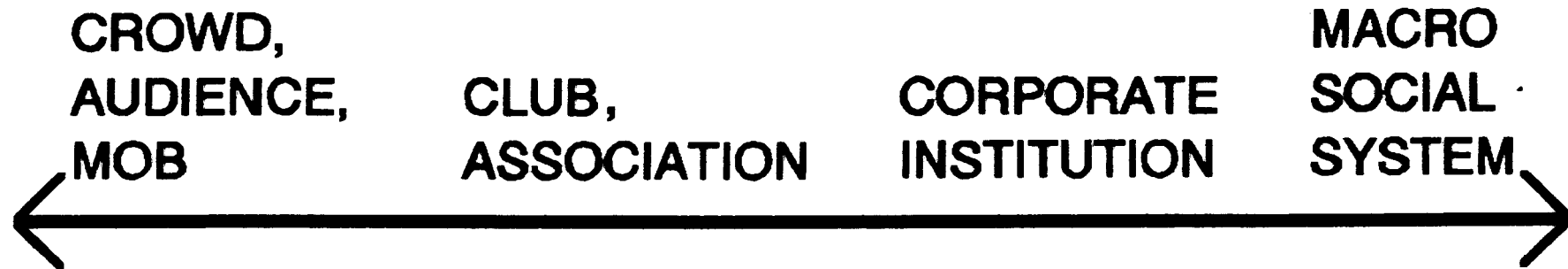
Corollary:

**Successful missionaries are
turned into administrators.**

INSTITUTIONALIZATION



PROCESS OF INSTITUTIONALIZATION



Low Structure <-----> *High Structure*

Loose Membership <-----> *Defined Roles*

Low Culture <-----> *High Culture*

Low Order <-----> *High Order*

PROCESS OF INSTITUTIONALIZATION

HIGH COST ----> FOLLOW THE CROWD

STRONG FELLOWSHIP ----> IMPERSONAL

INFORMAL ROLES ----> FORMAL ROLES

AD HOC PROCESSES ----> RATIONALIZED RULES
AND CONSTITUTIONS

CHARISMATIC LEADER ----> BUREAUCRAT

UNITY BASED ON TRUST ----> UNITY BASED ON
CREEDS AND ORG.

BENEFITS OF INSTITUTIONALIZATION

1. "REDEMPTION AND LIFT"

1st generation

poor worker

2nd generation

teacher,
govt. worker

3rd generation

doctor, lawyer,
seminary grad.

2. SMALL AND HIGH
ENERGY INPUT

LARGE PROGRAMS,
EFFICIENCY







3. THEOLOGICAL
NAIVETE

SOLID THEOLOGICAL
FOUNDATIONS

4. TEMPORARY

ENDURING

DANGERS OF INSTITUTIONALIZATION

1. VISION  ROUTINE
2. GOAL ORIENTATION  SELF-MAINTENANCE
3. FLEXIBILITY  INFLEXIBILITY
4. FOCUS ON PEOPLE  FOCUS ON PROGRAM
5. PARTICIPATION  ALIENATION
6. WE CONTROL THE  THE INSTITUTION
 INSTITUTION CONTROLS US

RESPONSE TO INSTITUTIONALIZATION

**Evils of
Institutionalization**

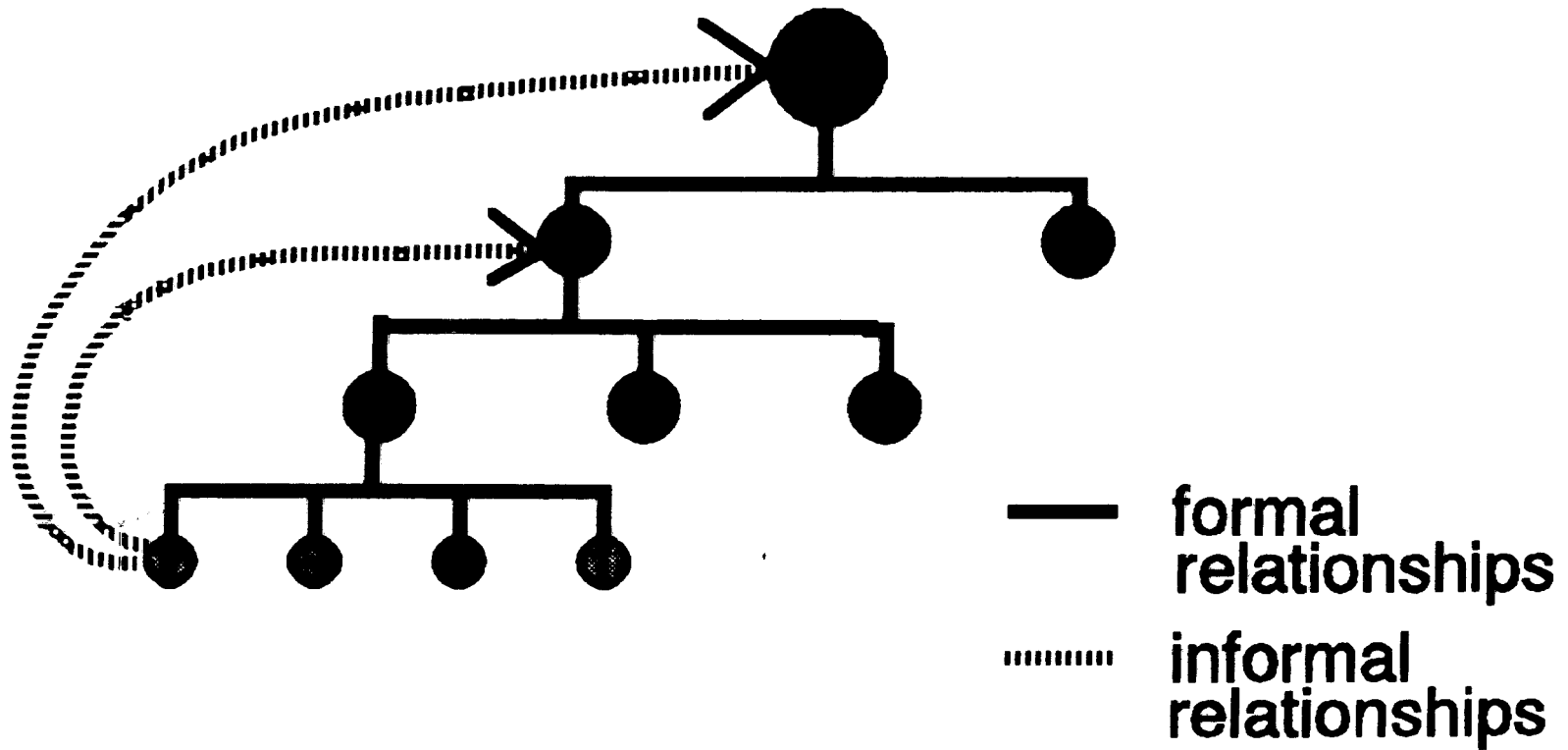


**? No Institutions
(anti-institutional
reaction)**



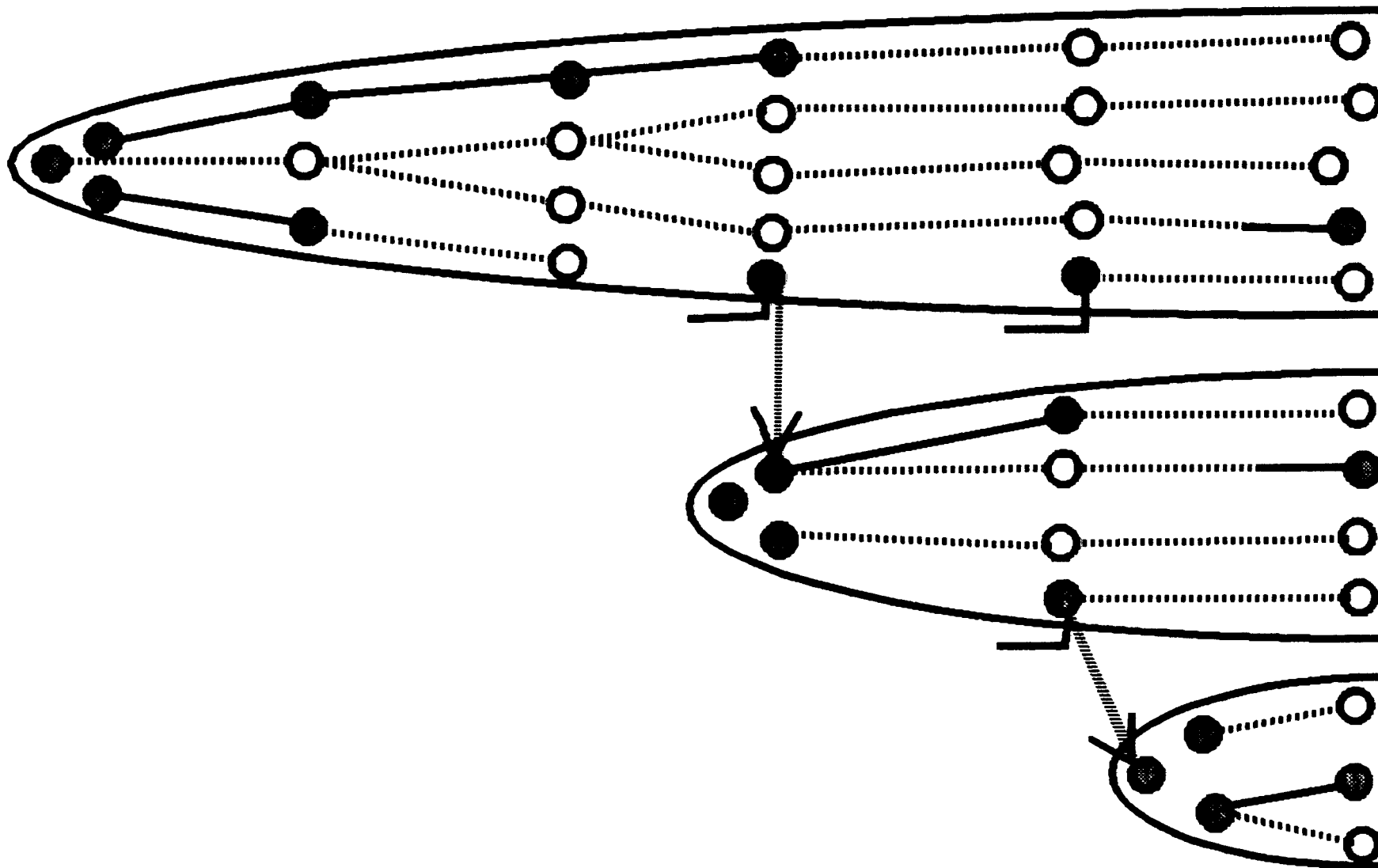
**Control and Renew
Institutions**

RENEWAL THROUGH INFORMAL PROCESSES



- *circumvent bureacratic rigidity*
- *personalize relationships*
- *increase efficiency*

RENEWAL THROUGH NEW BEGINNINGS (Protestant Style)



TYPES OF RENEWAL RITES

- Revival meetings
- Camp meetings
- Retreats
- Festivals
- Religious fairs
- Pilgrimages
- Conferences, conventions
- Crusades
- Watch nights
- Ashrams

INSTITUTIONAL RENEWAL THROUGH RE-ENGINEERING:

- **renewal of identity, vision and purpose**
- **renewal of corporate culture – roles, myths, rituals, values, goals, leadership**
- **renewal of corporate systems, structures and processes**
- **renewal of sense of well-being, morale, motivation, and commitment of personnel**

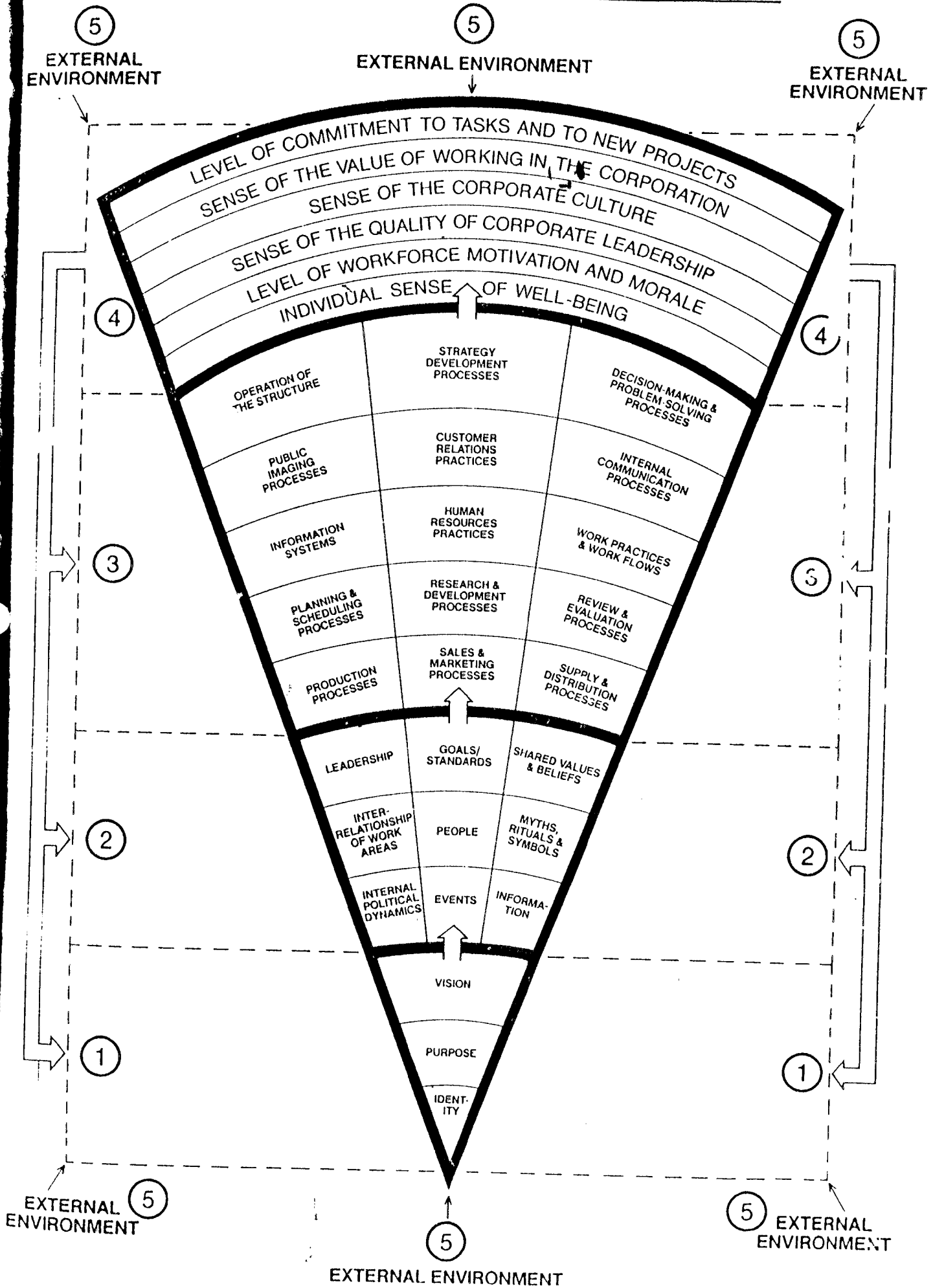
***Revival is God's work
through the Holy
Spirit.***

***Often we are not open
to that work***

***How can we open
ourselves to receive
God's revival?***

**RENEWAL OFTEN COMES AT
UNEXPECTED TIMES AND TO
THE MOST UNLIKELY PEOPLE.**

A MODEL OF THE CORPORATION



ORGANIZATIONS IN ASCENT AND DECLINE

ASCENT

DECLINE

Work: - process to
realize potential

- a burden to be
carried

Purpose: - understood and
used to connect
people & tasks

- not understood
and used to
order tasks

**Corporate
Culture:** - understood, but
open to change
- concern for
whole body

- understood, but
resist change
- concern for own
territory

IN ASCENT

- **corporate culture clearly understood**
- **clear unifying vision**
- **vision shared by all**
- **flexible, open to change**
- **empower others**
- **manage conflict**
- **see opportunities**

IN DECLINE

- **unaware of corporate cult.**
- **focus on tasks**
- **vision in leaders**
- **rigid, resist change**
- **keep control**
- **avoid conflict**
- **see problems**

- Relations:**
- flexible
 - empower others
 - encourage innovation
 - ready to delegate
 - share information
 - see opportunities
 - learn from mistakes
 - manage conflict for benefit of all
 - not attached to power & authority
 - rigid
 - grab power
 - discourage innovation
 - keep control
 - control inform.
 - see problems
 - mistakes are seen as bad, hide them
 - avoid conflict
 - power hungry, status seeking