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July/August 2003



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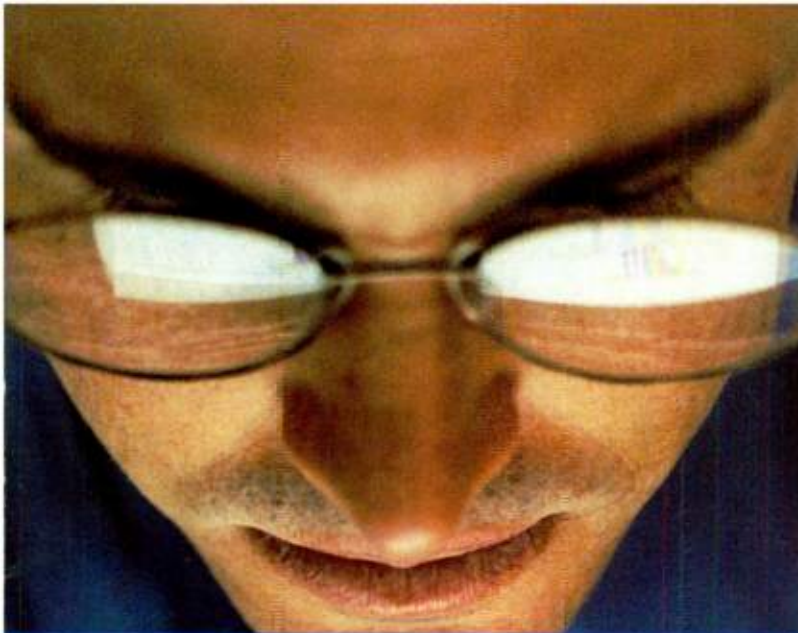
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Relationships
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at a Time!*

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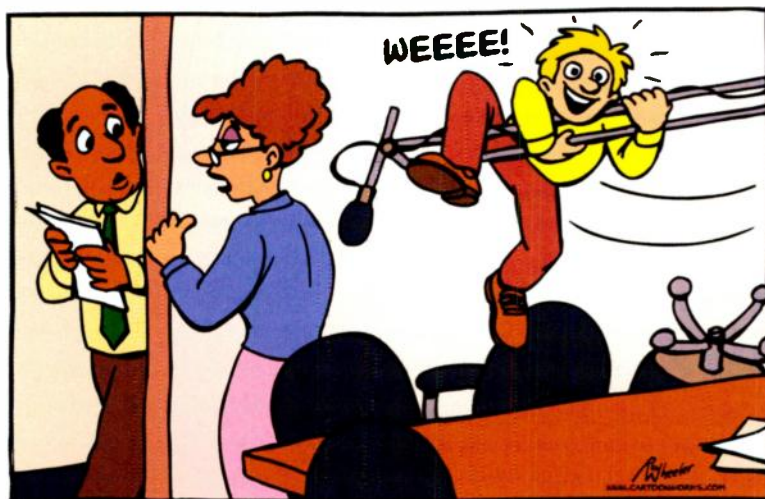
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YOU KNOW HOW THE NEW OWNERS ARE COMMITTED TO PUTTING YOUNGER PEOPLE INTO MANAGEMENT POSITIONS? I THINK YOU MIGHT WANT TO MEET YOUR NEW PROGRAM DIRECTOR.

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- July 24-26**
 Southwestern NRB; Dallas, TX; www.swnrn.com
- August 24-26**
 Western NRB; San Diego, CA; www.flc.org/wnrn
- September 18-20**
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- February 13-17, 2004**
 61st Annual NRB Convention & Exposition; Charlotte, NC; Patsy Smith, psmith@nrn.org.

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PRESIDENT'S MESSAGE

Grace To Spare?

When recently asked for a comment regarding Jim Bakker's return to broadcast television, I initially demurred. After all, since Mr. Bakker is not a member of NRB and I do not know him personally, any comment from me about his personal situation seemed singularly inappropriate. I did recall, however, seeing a television interview with Mr. Bakker back in 1997 or 1998. Watching the interview, I remember being impressed with his apparent sincerity. He freely confessed his wrongdoing, and accepted full responsibility for all that had happened. It was a moving interview. Nevertheless, I courageously decided to take a pass on this one. No comment.

Yet the more I reflected on Mr. Bakker's situation, the more I came to see this as a critical leadership question. Rather than address the specifics of Mr. Bakker's case, I decided to offer the interviewer some general thoughts. This is what I wrote:

"When a Christian leader involved in scandalous sin subsequently seeks restoration to a visible position of ministry leadership, it is not unfair to ask some basic questions. First, is there compelling evidence of genuine personal repentance? Specifically, has there been both a change of mind (as evidenced by a public acknowledgement of and apology for the sinful conduct) and a change of lifestyle (as evidenced by a new and consistent pattern of behavior)? Jesus proclaimed the need for 'fruit in keeping with repentance' (Matthew 3).

"Second, has the offending person been able, with the help of others, to search out the attitudes of the heart that led him (her) into scandal to begin with? Apology without genuine and thorough self-assessment may leave even the sincerely repentant at risk of future moral failure. The Psalmist cried out for God to first search his heart and then lead him in the way everlasting (Psalm 139).

"Third, has the person in question taken affirmative steps to reduce the likelihood of falling into such sin again? Specifically, has she (he)

entered into appropriate accountability relationships to help maintain boundaries of self-protection? The Scripture reminds us, for example, that a cord of three strands is not easily broken (Ecclesiastes 4).

"All these questions must be asked of those seeking restoration to leadership. They also must be asked of those who know them well and are able to maintain a more objective viewpoint."

There. Having addressed the general question by applying biblical principles, I turned my attention to other matters. But for me this question never entirely went away. There was a missing element in this discussion, and gradually I began to see what it was.

The restoration of a fallen ministry leader is more than a series of tests of the soundness of his (her) repentance. It is also a test for us. It is a test for the body of Christ.

Day after day, we preach to unbelievers forgiveness of sin through faith and repentance. We say that the grace of God is sufficient even unto eternal life through faith in the shed blood of Jesus Christ. This is what we tell unbelievers.

But what do we tell believers who have fallen in sin? Do we have grace to spare for them?

This is a troubling question for the Church today. We preach grace; we want grace for ourselves; but do we truly show grace to others? Is there enough grace in the Church today to show love and forgiveness to a fallen leader seeking restoration? Perhaps more importantly, is there enough grace in me?



Dr. Frank Wright is President of NRB. Contact him at fwright@nrb.org or 703-330-7000.



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PUBLISHER/PRESIDENT

Dr. Frank Wright

MANAGING EDITOR

Christine L. Pryor

ADVERTISING MANAGER

Steven R. Cross

EDITORIAL ASSISTANT

Valerie D. Fraedrich

COPY EDITOR

Anne Dunlap

DESIGN

Maxim Design Group, LLC, Howell, MI

Sharon L. Schnell, Art Director

Olivia M. Sivy, Senior Designer

PRINTER

Atlantic & Hastings, LLC, Salisbury, MD

GENERAL COUNSEL

Wiley Rein & Fielding

EDITORIAL OFFICE

9510 Technology Drive, Manassas, VA 20110

Phone 703-330-7000 Fax 703-330-6996

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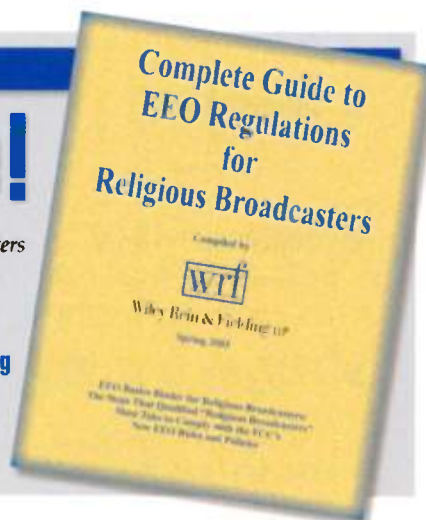
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Romans 10:14 (NKJV)

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Dick Bott
President

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Rich Bott, II
Executive Vice President

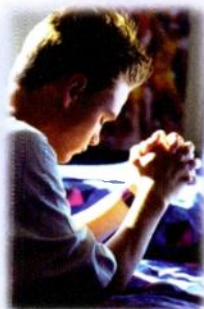


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***BOTT RADIO NETWORK** and its format have literally revolutionized my walk with the Lord. Thank you for changing my life forever. M.R. — St. Louis, MO*



*About two years ago God led me to **BOTT RADIO NETWORK**. I accepted Jesus as my Lord and Savior. I know your station was part of God's plan for me. J.S. — Kansas City, MO*

*I am a prodigal child, returning to my faith after many years of atheism. The Lord Himself led me to **BOTT RADIO NETWORK**. It's a staple of my life. S.H. — Wichita, KS*

*I strayed away from God, came back and every time I turned on the radio, **BOTT RADIO NETWORK** was still there providing the messages I needed. Thank you very much for your existence. T.R. — Modesto, CA*

*I started listening to **BOTT RADIO NETWORK** and became a Christian. You've been a blessing by assisting me in becoming a Godly father and husband. B.F. — Memphis, TN*



*I was away from God, but scanned across **BOTT RADIO NETWORK** and began listening every evening on the way home from work. I am so happy to say I've rededicated my life to Him in a depth that I have never known before. D.F. — Oklahoma City, OK*



Dick Bott
President

At **BOTT RADIO NETWORK**, it's not how many people we reach, but how many **lives are changed** that really matters. That's why the foundation of our format is **Quality Bible Teaching** — with Christian News and Information, to help people grow in the Lord and apply their faith in their daily lives. **God's Word** still changes the hearts and lives of those who have ears to hear.

We thank God for the many program ministries we broadcast. They share our purpose — **to get the Word of God into the people of God...** and make a difference for eternity!



Rich Bott, II
Executive Vice President

**Be assured, if your program is on
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CHAIRMAN'S MESSAGE

A Seismic Shift or a Coming Tsunami?

Seismic activity is an earth-shaking event or vibration caused by an explosion, an earthquake or perhaps the impact of a meteorite. A Tsunami on the other hand, is a destructive oceanic tidal wave caused by an underwater seismic event or volcanic eruption. Thankfully, these events are abnormal and rare, but when they do happen the results are usually catastrophic.

Two recent events have taken place that are of seismic proportions and ramifications: 1) The FCC approval of new Media Ownership Rules, and 2) Rupert Murdoch's acquisition of DirecTV. It is difficult to determine if these two events are the rumblings of a seismic shift or the sound of a tsunami coming our way. In either case, warning sirens should be sounding because we are about to experience massive changes.

With the FCC's recent decision on media ownership and the acquisition of DirecTV by Rupert Murdoch's News Corp., the landscape of mass media will be changed forever. It must be absolutely understood that this will have a direct and profound impact on Christian broadcasting. Whether this impact will be good or bad for us is yet to be determined, but it certainly doesn't look promising.

The FCC narrowly approved the most significant changes to the nation's media ownership rules in a generation. By a partisan 3-to-2 vote, the Republican-controlled commission relaxed many of the most important restrictions on the ability of broadcast and newspaper conglomerates to expand into new markets and to extend their reach in the cities where they already have a presence. It will permit one company to own up to three television stations, eight radio stations, a daily newspaper and the main cable system operator in town, all in the same market. It will also permit the television networks to buy more stations.

This sparks an immediate threat to Christian broadcasting and will most likely cause a second wave of Christian TV station sales. The first wave took place in the early 1990s, when nearly half of all Christian TV stations in America were sold to secular owners.

Arguably, the current remaining stations will be attractive prey for large conglomerates who now would be looking to own a second or third TV station in each market. These Christian station owners probably will be offered very large sums of money for their stations. Many owners of small stations struggling with programming relevance and besieged with simply remaining vibrant in the midst of the digital transition, will most certainly see selling their stations as a practical solution to the problems they face. If we lose the majority of Christian-owned TV stations in America due to this move, it would certainly be a tsunami of sizable proportion.

For the first time, cable giant Comcast Cable could move to acquire Disney-owned ABC and some of its owned-and-operated broadcast television stations. AOL Time Warner, owner of Time Warner Cable, could buy NBC from General Electric. According to The New York Times, both scenarios have come up for discussion by analysts and investment bankers as logical responses to

match the new power of Rupert Murdoch's News Corp., which will now combine studios, broadcast and cable networks, and pay television distribution. Another potential result of these seismic shifts involves Viacom, owner of Paramount, CBS and MTV, which might merge with EchoStar.

With the acquisition of DirecTV, Murdoch moves into a new category of being the only network owner who is completely vertically integrated. As the graph illustrates below, he will now control all five major communication platforms in America:



NRB Chairman/CEO Glenn R. Plummer is president/CEO of Christian Television Network in Southfield, MI. Contact him at pastorplummer@aol.com or 248-559-4200.

	AOL Time Warner	Disney	NBC	Viacom	News Corp.
TV Stations	NO	YES	YES	YES	YES
Movie/ Film Studio	YES	YES	NO	YES	YES
Multichannel Video Provider (Cable-TV, IPTV)	YES	NO	NO	NO	YES
Broadcast Network	YES	YES	YES	YES	YES
Cable Channels	YES	YES	YES	YES	YES

Fifteen years ago, hundreds of companies and individuals owned broadcast TV stations and cable systems. I foresee the day – and soon – when only five companies (News Corp., Viacom, Comcast, AOL Time Warner, and perhaps Cox) will control virtually every distribution platform of electronic media in this country.

This situation should alarm those who value access for the Gospel. Not one of the aforementioned corporate conglomerates has shown any significant sensitivity or commitment to Christian programming. Actually the evidence points to the contrary.

When it comes to public interest, convenience and necessity that the FCC is charged to protect, and whether the FCC is encouraging competition, localism and diversity, it appears that these core values are quickly disappearing. If they do disappear, we may disappear as well.

Although we may feel totally helpless when seismic disruption begins to happen or a tsunami seems to be heading right for us, there is still something significant that we can do: "Pray, Man, pray!" We know the Lord hears us and is able to keep our foundations from crumbling, regardless of the forces against us.

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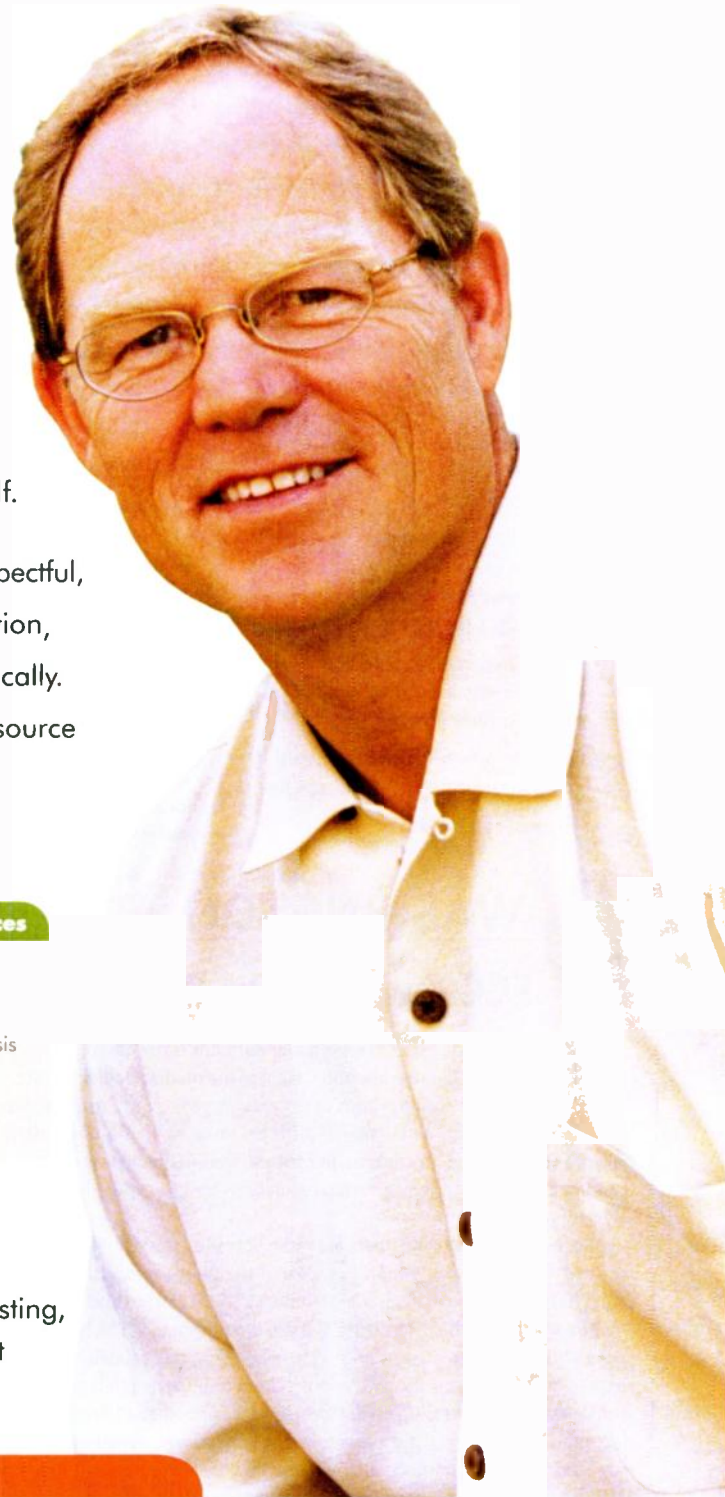
“We no longer shoot the arrow and draw a bull’s-eye around where it lands.”

Hank Hanegraaff
Christian Research Institute
On working with KMA

Proven Strategies and Experience

Theories are nice. But as a good steward of God’s resources, you want to invest in strategies that are proven by past experience. We believe our history with some of the most influential and successful media ministries in America—including *Insight for Living* with Chuck Swindoll, *The Urban Alternative* with Tony Evans, *Love Worth Finding* with Adrian Rogers, and the *Bible Answer Man* with Hank Hanegraaff—speaks for itself.

For these clients and others, we’ve proved that building respectful, authentic relationships with donors, rather than manipulation, increases loyalty and boosts overall giving—often dramatically. For some of our clients, radio and television are the best source of new donors and product sales.



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Where Ministries Turn ... to grow resources for greater impact





6 Steps to Strategic Radio Planning

Being involved in Christian broadcasting is a lot like a crazy fire drill conducted in continually changing surroundings.

Finding the time to evaluate and strategize seems impossible. However, the benefits of strategic planning are significant: shared values and goals by all employees, clarity of direction, accountability, improved communication and increased trust. This is accomplished by asking questions such as:

- Where are we today?
- Where do we want to be in the future?
- What do we need to do today to arrive where we want to be in the future?

As you and your management team look at your radio station in relation to these major questions, your team will be better prepared for the challenges that tomorrow will bring.

Obviously, prayer and the guidance of the Holy Spirit is an important part of the strategic planning process, but let me focus my comments on a course of action.

1. Form a strategic committee. This group should be comprised of the organization's key "stakeholders," including your service provider partners and the listeners.
2. Select a moderator/facilitator. Choose a candidate who is not directly affiliated with the organization.
3. Choose an off-site location for discussions. Don't allow cell phones or pagers.
4. Create an agenda.

EMF Broadcasting's strategic review process is discussed in depth on a monthly basis for one year:

- Review of our history, principles and values.
- Why does our organization exist?
- What unique benefits have we provided?
- How have we served the Lord?
- Assessment of our current progress.
- Evaluate our SWOT: strengths, weaknesses, opportunities and threats.
- Develop a consensus of what the future will look like and outline specific actions to achieve our future goals.
- Determine which projects make the biggest improvement to our ministry.
- Redefine or reconfirm our mission statement.

Commit the plan to written form and convert it into annual budgets; share a copy with the entire staff; discuss it with the staff, supporters, and advertisers; and stay on track by continually managing the implementation of the plan. Always review your plan at team meetings and use it as an ongoing decision-making tool. You'll find yourself doing fewer crazy fire drills and harnessing the fire of your mission instead.

Dick Jenkins, President, EMF Broadcasting, djenkins@embroadcasting.com



God Meant Go!

Technology is changing rapidly – so fast it is hard to comprehend the change. Through the advancements of Internet technologies, our world is being made into a small community. The Internet is giving businesses real-time ways to connect and communicate about products and services like never before. The business community is using Internet technology with great passion, energy and enthusiasm. It is discovering and exploring new ways to use it effectively ... but what about the Church?

Will we see the Internet as a tool to share a message of hope to a hopeless world? We have a great opportunity to use the same technology the world is using to impact the lives of people for Jesus Christ. My prayer is that the Church will prayerfully use emerging technologies as an extension of its mission field. The power is in the life-changing Word of God, not the technology.

Matthew 28:19-20 instructs, "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."

When God commanded us to go, I believe He meant it. Don't be afraid to use new technologies to go. God did not call us to be perfect; He called us to be faithful. If we will be faithful to follow as our Lord leads, He will multiply the impact of our ministries and allow us to play a small role in the transformation of the lives of people.

The Internet is enabling us to be His witnesses in Judea and Samaria, locally and globally. If a person can't come into your "brick and mortar" facility, go to them virtually and maximize the impact of your ministry.

Marcus Carruthers, Minister of Technology, First Baptist Church Springdale, marcusc@fbcns.net



FCC Ownership Rules: Radio

The FCC's June decision to relax a number of its broadcast ownership rules attracted considerable attention. Most of the media spotlights were directed to the modifications of restrictions governing TV ownership and those concerning cross-ownership of different forms of media, particularly daily newspapers and TV stations. In contrast, the FCC made less extensive amendments to the radio ownership regulations and, in certain respects, actually tightened the restraints.

Because many NRB members are radio licensees, this column takes a closer look at those regulations. For an overview of all rule changes, visit www.fcc.gov/Daily_Releases/Daily_Business/2003/db0602/DOC-235047A1.pdf.

The FCC left the basic structure of the radio rules intact. The restraints remain the same as they have since 1996, when Congress established the current regime: no FCC-specific regulations govern radio ownership on a nationwide level, while ownership on the local level is capped at different numbers depending on the size of the market. For the largest local markets, one owner may hold up to eight stations, with no more than five in one class (i.e., AM or FM). The ownership cap decreases with market size until at the lowest level one owner may hold up to five stations, with no more than three in any one class.

However, the agency did alter the way it geographically defines a "local market" for radio ownership purposes, and that change imposes tougher restrictions on common holdings in certain locales. Until now, the FCC has determined the

boundaries for local markets using a contour overlap approach, which involved analysis of the principal community contours of various station signals. In some cases, the contour overlap approach resulted in what the FCC called anomalies in which a single owner controlled a substantial number of stations in one area — because not all those stations were counted as being in the market.

The FCC is replacing the contour overlap standard with the market definitions used by Arbitron, resulting in the assignment of a radio station to one local market only, regardless of where the facility's signal may reach. Analysts have estimated that under the new local market definition, approximately 130 stations in more than 60 markets will not comply with the radio ownership caps. Owners of non-compliant combinations will not be forced to divest stations; they may keep their clusters intact unless they choose to sell them, at which point the combinations must be broken up to satisfy the new restraints.

Another notable rule change is the FCC's decision to include noncommercial stations in the facility count for local markets. For the first time, non-comms — whether religious or secular — will be factored into the market size determinations. In some locations, the new additions may expand the market sufficiently to let an existing owner acquire more stations.

NRB general counsel Richard E. Wiley is a former FCC chairman. He is a partner in the law firm of Wiley Rein & Fielding. Partner Rosemary C. Harold assisted in the preparation of this column.

HNRB

hispanic national religious broadcasters

El líder de escritorio

Los medios de comunicación y otros medios sensacionalistas nos hacen creer que ser líder es cuestión de ir de delantero. ¿Será así? - Néstor Colombo, HNRB President.

Muchas veces nos referimos a tal o cual equipo de básquetbol como "líder" en la liga, o decimos que algún jugador ha "liderado" la delantera de su equipo deportivo. Empresas comerciales publican sus avisos de reclutamiento señalando que son "líderes" en el mercado. Nace la inquietud: "¿Qué significa ser líder?" Los medios de comunicación y



otros medios sensacionalistas nos hacen creer que ser líder es cuestión de ir de delantero en la industria, o salir primero en una competencia, ser el más conocido, el gerente, dirigente, destacarse en una actividad, ser jefe o manejar un proceso. Todos por nuestra experiencia común concordamos y reconocemos que "jefes" de partidos políticos o de sindicatos, entrenadores, aun predicadores o pastores son "líderes" en sí.

Existen un sin fin de libros y artículos de prensa que recomiendan pasos a dar para ser líder, cursillos y capacitación de todo tipo para transformarlo a uno en un verdadero "líder". Si aceptásemos la premisa que ser líder es ir primero o destacarse en algo, o en su defecto dirigir o gerenciar gente o una organización, estaríamos con un tremendo superávit de líderes. Hasta podríamos exportarlos. Lo que en realidad parece existir es gente muy capaz de dirigir, gerenciar, gobernar, supervisar y exhortar a un grupo de personas frente a un objetivo.

No obstante la pregunta persiste: "¿qué define a un líder verdadero?" ¿Será la cantidad de títulos que posea?, ¿la posición jerárquica?, ¿los orígenes de uno o sus redes de contacto? ¿Será cuestión de preparación o experiencia, edad, sexo u ocupación? Tal como una cabeza implica un cuerpo ... un líder implica "otros" ... los que siguen. Tal como la cabeza vela y sirve al

cuerpo, un líder verdadero debe tener entrega, pasión y disponibilidad por su gente y por la causa, lo que redundará en llevar ambas del punto de comienzo "A" al punto de un desenlace de beneficio para la sociedad "B". La tarea principal de un líder es crear esperanza, compartir una visión positiva del porvenir que sirva de puente entre el presente incierto "A" y un futuro esperanzador "B". Un líder verdadero es un constructor de puentes, no de murallas.

El liderazgo es un diálogo y no un monólogo, requiere docilidad, el hombre que todo lo sabe, no aprende nada la actitud de humildad es la que prepara el escenario para recibir el saber y cómo hacer las cosas que nos llevan al servicio de los demás, lo cual implica desarrollar cada vez más las habilidades de comunicación

continúa en la página 2

The Desk-Bound Leader

Néstor Colombo, HNRB President

We often refer to a certain basketball team as a "leader" in their league or a particular player as "leading" the offense of his sports team. Commercial companies publish recruiting advertisements stating that they are "leaders" in the marketplace. Yet, a question is raised, "What is a leader?" Mass media and other sensationalist medium have lead us to believe that being a "leader" is a question of moving in the forefront of the industry, or being first in a competition, the most recognized, the manager, the director, stand out in a given activity, the boss, or manager of a specific process. Each one of us out of personal experience would agree that "bosses" of political parties, heads of unions, trainers, even preachers or pastors are "leaders" in their own right.

There are an endless number of books and articles in print that recommend step by step processes for becoming a "leader", instruction courses of all kinds designed to transform one into a true "leader". If we accept the premise that a leader is one who goes first or stands out in some way, or in effect directs or manages

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viene de la página 1

que las técnicas, donde “el escuchar” es básico. La gente apasionada que desea liderar en nuestra sociedad, generando empleo, alcanzando a los necesitados, cumpliendo la gran comisión, desarrollando nuevos emprendimientos o cumpliendo funciones socioculturales, conforma una generación pujante que crece vertiginosamente, rebelde para algunos pero vital para las naciones.

Personas como las descritas son las que renunciaron a su vida y entregaron el trono de su corazón al Ser Supremo, para ellos no es arriesgar su reputación, su posición ni su situación económica al seguir el camino de una nueva solución fundamentada en una decisión no “racional”, saltando desde un territorio iluminado y conocido a uno de fe desconocido y sin claridad, sin saber a dónde van (como Abraham, Lutero o Colón), sin saber si están al borde de un continente o en una pequeña isla. En síntesis, actuar más por fe que por vista.

José era un muchacho soñador. Sus sueños enfurecieron a sus hermanos, e encendieron envidias. Ahora, observe el siguiente proceso... José aguantó fuertes críticas y presiones de parte de los más cercanos, fue capturado y atado. Fue vendido y fue esclavo. Lo anunciaron como muerto devorado por animales feroces. Llegó a una cárcel en un país extranjero, acusado injustamente. Se apoderó de las circunstancias y se convirtió en sí mismo como la gran oportunidad. Empezó obras, sirvió desinteresadamente a otros, creó oportunidades, llevó un pueblo del punto “A” al punto “B” ocupándose de la gente. Por medio de este proceso, José creyendo y emprendiendo llegó a un liderazgo verda-



“¿Estamos preparados para ese tremendo desafío?”

dero, y todo a su alrededor se volvió en beneficio para su familia y para el mundo de su época.

El liderazgo verdadero es una vida disciplinada compuesta por las características del sublime liderazgo de Jesús. Existe muy dentro de nosotros mismos, quizá en células de fe adormecidas de nuestro cerebro, o quizá en el fondo de nuestro corazón. ¿Qué te atreverías a hacer si supieras que todo es posible?

Creo que es hora de no condenarse a un “conformismo vegetativo” o a un destino gris, en empleos, que lejos de apasionarnos nos hacen morir de a poco, en grageas de 8 horas diarias. La conducta de la mayoría no debe ser un precedente para tu vida, pues rara vez te aportará felicidad, satisfacción y verdadera libertad.

¿Podría entonces alguien decirme quién reúne estos requisitos para denominarse un LÍDER? Yo conozco a pocos, pero sí a muchos líderes de oficina.

¿Estamos preparados para ese tremendo desafío?
¿Difícil, no?

continued from page 1

people or an organization, we would find ourselves with a tremendous surplus of leaders. We could even export them! What, in reality, we have are extremely capable

“Are we prepared to face this tremendous challenge?”

individuals, who direct, manage, govern, supervise, and exhort groups of people toward specific objectives.

Nevertheless, the question persists “What defines a true leader?” Could it be the number of diplomas one possesses, their hierarchical position, one’s roots or lists of contacts? Could it be a question of preparation or experience, age, gender or profession? Just as a head implies the existence of a body ... a leader implies the existence of “others” ... followers. Just as a head looks out for and serves the body, a true leader must have commitment, passion and availability for his people and for his cause if he is to successfully usher both from starting point “A” to a place of benefit for society “B”. The main role of a leader is to create hope, and share a positive vision for the future that serves as a bridge

between the uncertain present “A” and a hopeful future “B”. A true leader is a builder of bridges not walls.

Leadership is a dialogue, rather than a monologue. It requires humility. The “Know-it-All” never learns that an attitude of humility is that which prepares the way for our service to others. Humility is an essential element for the development of our communicative abilities, of which the technique of “listening” is indispensable. Impassioned Christians seeking leadership positions in our society, generating new employment opportunities, reaching out to the needy, fulfilling the Great Commission, developing entrepreneurial endeavors or fulfilling sociocultural functions, embrace a powerful, emergent generation. They are considered rebellious by some, but are truly vital for the nations. Such individuals have renounced their own lives, and have given the throne of their hearts to a Supreme Being. To them, it is not a question of risking reputation, position or economic situation. They simply pioneer inroads usually based on non-rational decisions, leaping from an enlightened and well known territory to one of unknown faith. Without clarity, without knowing the final destiny (like Abraham,

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Luther, or Columbus), and without knowing whether one is on the shore of a continent or a small island. In synthesis, they act more by faith than by sight.

Joseph was a boy with a dream. His dreams infuriated his brothers, and incited envy. Now, observe the following process... Joseph withstood strong criticism and pressure on the part of those closest to him. He was taken captive and bound. He was sold and enslaved. They pronounced him dead, devoured by wild animals. He was taken to a prison in a foreign land, unjustly accused. But he took control of his situation and turned it into a great opportunity. He launched new works, served others unconditionally, created opportunities, and took a people from point "A" to point "B". By way of this process, Joseph (believing and endeavoring) arrived at a place of true leadership, and all things around him became beneficial not only to his own, but to the world of his time.

True leadership is simply a disciplined life modeled after Jesus' sublime leadership characteristics. The characteristics exist within us, perhaps in dormant cells of faith or in the recesses of our heart. What would you dare do if you knew that everything was possible? I believe it is time to not condemn ourselves to "vegetative conformism" or to a grayscale destiny, in a occupation that far from impassioning us, kills us off a little at a time, in eight hour pills. The conduct of the vast majority should never set a precedent for our own lives, because conformism rarely brings joy, satisfaction, or true freedom. Who brings together these requirements as a LEADER? I know very few, but I do know many desk-bound leaders. Are we prepared to face this tremendous challenge? Difficult? No doubt.

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¡Formato nuevo de la convención! New Convention Format!

NOTICIAS News NOTICIAS News News NOTICIAS News NOTICIAS

¡Con sabor latino! ¡La NRB es ahora bilingüe! Para la convención del 2004, la HNRB y la NRB han aunado esfuerzos para organizar una convención que atienda a las necesidades de los comunicadores anglos e hispanos. ¡Por primera vez en la historia de la NRB las reuniones plenarias serán en inglés y español! Para que los comunicadores hispanoparlantes puedan aprovechar las asambleas plenarias así como algunos talleres, la HNRB hará interpretación simultánea.

La HNRB está trabajando junto con la NRB para acomodar en la convención nacional el explosivo crecimiento de los hispanos en los EE.UU., que, como consecuencia, ha producido un crecimiento también impresionante en las comunicaciones hispano-

cristianas. Con el fin de poner los recursos y las herramientas al alcance de gente de todas las nacionalidades y lenguas en el campo de las comunicaciones hispano-cristianas, el formato que la HNRB antes usaba será integrado al programa principal de la NRB. Además del nuevo formato bilingüe

Con sabor latino! The NRB is going bilingual! For the 2004 Convention, the HNRB and the NRB join forces to present one dynamic bilingual convention to cater to both Anglo and Hispanic Communicators. For the first time in NRB history, the plenary sessions will be offered in English and Spanish! The HNRB will be providing simultaneous interpretation, allowing Spanish-speaking communicators to enjoy the NRB General Sessions as well as selected educational workshops in their first language.

The HNRB is working together with the NRB to accommodate at the national convention the explosive growth of Hispanics in the US, and consequently, the equally impressive growth of Hispanic Christian Communications. The HNRB convention format of the past will now be rolled into the main program of the NRB, providing resources and tools to help people of all nationalities and languages in the field of Spanish-language Christian Communications.

In addition to the new bilingual format of the NRB



Dr. Frank Wright at the 2003 HNRB Opening Concert



Steve Green at the 2003 HNRB Opening Concert

HNRB



Networking at HNRB 2003

para la convención del 2004, la HNRB estará auspiciando una recepción y un taller dirigido especialmente a las emisoras y los canales que tienen programación en español.

2004 Convention, the HNRB will be sponsoring a reception and a special workshop specifically designed to target the Spanish-language broadcaster.

As part of the NRB, one of the most important objectives of the HNRB is to offer Hispanic communicators the highest quality training and instructive material available in the field of Christian communications and mass media. The annual NRB Convention & Exposition is the largest nationally and internationally recognized event dedicated to promoting standards of excellence in the field of Christian communications. We are happy to

¡La NRB se vuelve bilingüe! The NRB goes bilingual!

Convention 2004
February 13th-17th
Charlotte, NC

Como parte de la NRB, la HNRB tiene como uno de sus objetivos principales ofrecer a los comunicadores hispanos la mejor capacitación y los mejores materiales que hay en el campo de las comunicaciones cristianas y de los medios masivos. La Convención y Exposición Anual de la NRB es el evento más reconocido en el ámbito nacional e internacional que se dedica a fomentar la excelencia en el campo de las comunicaciones. Con mucho entusiasmo anunciamos estos grandes cambios para el 2004; y para poder seguir mejorando la calidad de servicio que le ofrecemos, nos gustaría saber de usted. Sírvase escribirnos a: hnrbr@nrbr.org. Para inscribirse, por favor visite: www.nrb.org. ¡Nos vemos en Charlotte, Carolina del Norte!

Otras noticias de la convención

Queremos invitarle a que como expositor nos acompañe en la dinámica Exposición de la NRB, en la que radiodifusores y estaciones buscan herramientas y servicios para extender sus ministerios. Como el crecimiento de la población latina en los EE.UU. sigue aumentando, cada vez son más los ministerios de radio y TV de habla inglesa que buscan alcanzar a este sector de la población. La Exposición de la NRB del 2004 está abierta a expositores anglos e hispanos. Para ver cómo usted puede participar, comuníquese con nosotros: hnrbr@nrbr.org

announce these exciting changes for 2004. We would love to hear from you as we continually seek to improve the quality of service that we offer to you. Please write to us at: hnrbr@nrbr.org. To register, please visit: www.nrb.org. See you in Charlotte!

Other Convention News

We also invite you to join us as a Hispanic exhibitor in the dynamic NRB Exposition where stations and broadcasters seek tools and services to expand their ministries. As the Latin population in the United States continues to grow, more and more traditionally English-



Radio Panel, HNRB 2003

speaking communications ministries are looking for ways and means to meet the need. The 2004 NRB Exposition is open to Anglo and Hispanic Exhibitors. Contact us today to learn how you can participate: hnrbr@nrbr.org.

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Sabiduría del gato Cheshire

“Si usted no sabe hacia dónde se dirige, cualquier camino lo llevará ahí”. –El gato Cheshire, en *Alicia en el país de las maravillas*

En mis giras por todo el país he visitado cientos de radioemisoras. Hay algo que me ha quedado muy claro: las emisoras que tienen más éxito, casi siempre son las que tienen una estrategia muy clara de su rumbo y su propósito; mientras que las emisoras que están decayendo o se han quedado rezagadas en Arbitron no tienen ninguna estrategia. No es la com-

Piense en lo siguiente por un momento. Si usted estuviera planeando manejar desde San Francisco, California, hasta Portland, Maine, no se atrevería a hacerlo sin tener un mapa a la mano. Planearía dónde parar, qué lugares visitar y cuánto tiempo manejaría por día. Parece mentira pero esa manera de pensar usted a menudo no la aplica a su radioemisora.



petencia lo que las mantiene rezagadas o lo que las está derrotando,

“Si usted no sabe hacia dónde se dirige, cualquier camino lo llevará ahí”.
–El gato Cheshire, en *Alicia en el país de las maravillas*

sino que ellas se están perjudicando a sí mismas.

Los finales de los noventas no fue un tiempo bueno para las estrategias. Las emisoras se dejaron llevar por un sin número de ideas erróneas y simplistas acerca de lo que es y no es la estrategia. Como consecuencia, muchas emisoras han abandonado por completo las estrategias. Los ejecutivos, por supuesto, no dicen eso. Lo que dicen es: “Tenemos una estrategia”. Pero, por lo general, su “estrategia” es reducir los gastos para aumentar lo que llaman el “valor para el accionista”, que no tiene nada que ver con la marca. Solo están tratando de superar las mejores tendencias del momento. Pero eso no es ninguna estrategia para crecer.

Una estrategia es un plan propio -el que toma en cuenta sus necesidades, metas, recursos y gente-, que lo llevará del punto A al punto B. La manera más simple de decirlo es: la estrategia consiste en hacer lo correcto, mientras que la táctica -la acción particular que la gente por lo general quiere empezar de inmediato- es hacer las cosas bien. Antes de poder hacer las cosas bien usted tiene que estar haciendo lo correcto. Al desarrollar su emisora, su ministerio, su organización o cualquiera cosa que quiera organizar y desarrollar, se le presentarán un sin fin de alternativas y posibilidades. Pero si usted tiene una estrategia bien definida, las alternativas serán claras; pero si no, será inconstante en sus decisiones, y eso lo llevará al fracaso. Tome las riendas y trace un plan basado en principios estratégico firmes, y si se apega al plan tendrá éxito.

Al final del siglo pasado se empezó a propagar la idea de que en un mundo con tantos cambios y recortes de planillas, se hace muy difícil tener una estrategia. Corría la voz de que la radio consistía en cambio, en rapidez y en ser dinámico y en reinventarse a sí mismo, y que las cosas se estaban dando con tanta rapidez que uno no podía darse el lujo de hacer una pausa. Si uno tenía una estrategia, era inflexible y rígida; y a la hora de producirla, ya estaba fuera de moda. Era el grito de guerra de Hunter S. Thompson, que decía: “Más rápido, más rápido, hasta que la emoción de la velocidad supere el temor a la muerte”. Esta noción refleja un punto de vista erróneo sobre la competencia. Lamentablemente, muchas emisoras han adoptado esa noción como algo sagrado.

La decisión, mi amigo, es suya.

Alan Mason tiene más de 30 años de experiencia en el campo de las comunicaciones. En la actualidad él es socio gerente del Audience Development Group en Grand Rapids, Michigan. alan@goodratings.com

Usted tiene tres alternativas para su futuro:

1. Ir a donde la corriente de la vida cotidiana lo lleve
2. Reaccionar a lo que hace la competencia y hacer lo que ellos quieren que usted haga
3. Tomar las riendas de su futuro y llegar a donde usted quiere ir.

Si las dos primeras alternativas le parecen buenas, usted se ha equivocado de clase; guarde su cuaderno y váyase a la casa, el gato Cheshire lo guiará. Pero si quiere que se cumpla la tercera, va a necesitar una estrategia para lo que está haciendo.

Wisdom from the Cheshire Cat


“If you don't know where you're going, then any road will take you there.”

–The Cheshire Cat in Alice In Wonderland

My travels around the country have brought me into contact with hundreds of radio stations. One thing has become abundantly clear, the most successful stations usually have a great sense of strategic direction and purpose, while the radio stations which are either failing or stuck in the middle of the pack in Arbitron have no strategy. They aren't being defeated or held back by the competition, they're doing it to themselves.

The late 90's was a bad time for strategy. Stations bought into an extraordinary number of flawed or simplistic ideas about what strategy is or isn't. As a result, many have abandoned strategy almost completely. Executives won't say that, of course. They say, “We have a strategy.” But typically, their “strategy” is to cut costs to increase something called

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When it comes to church planning,
it's one of the most important tools we have.

*Cuando se trata de proyectos para
la iglesia, esta es una de las herramientas
más importantes que tenemos.*

escuchando listening

“I like to listen.
I have learned a great deal
from listening carefully.”

-Ernest Hemingway **“Me gusta escuchar.
He aprendido mucho
escuchando atentamente”.**

Designing and building an effective place of worship requires a strong partnership between the church and the construction team. At Cogun, we believe this partnership begins with listening. Whether you are starting from a single idea or are already planning your next building, our Project Consultant will begin by actively listening to your ministry goals and dreams. With each building project, our reputation for expertise and integrity precedes us, and follows us. For more than 30 years, it has been our privilege to design and build for growing, vibrant churches that are committed to ministry in their communities.

El diseño y la construcción de un local adecuado para la adoración requieren de una cooperación estrecha entre la iglesia y los constructores. En Cogun creemos que esa cooperación comienza cuando se escucha. Ya sea que usted esté empezando con una idea o que esté planeando su segundo edificio, nuestro asesor comenzará escuchando sus metas y deseos para su ministerio. A cada obra de construcción la precede y la sigue nuestra fama por la integridad y el conocimiento técnico. Por más de 30 años hemos tenido el privilegio de diseñar y construir para iglesias crecientes y dinámicas que se dedican a ministrar en sus comunidades.

“No legacy is so rich
as honesty.”

- William Shakespeare

**“No hay legado más
valioso que la honradez”.**



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"shareholder value". It has nothing to do with the brand. They're just trying to improve on current best practices. That's not a strategy for growth.

Around the turn of the century there was the emergence of the notion that with a world of white water rapids of constant change and downsizing, you really can't have a strategy. There was a real drumbeat that radio was about change and speed and being dynamic and reinventing itself, that things were moving so fast, you couldn't afford to pause. If you had a strategy, it was rigid and inflexible. And it was outdated by the time you produced it. It was the mantra of Hunter S. Thompson saying "Faster, faster, until the thrill of speed overcomes the fear of death." This view reflects a deeply flawed view of competition. But, unfortunately for many radio stations, that view has become very well entrenched.

You have three choices for your future:

1. Just go where the flow of everyday life takes you
2. Let your competition keep you reacting so you go where they want you to go
3. Take control of your future and go where you want to go

If the first two choices sound good, you're in the wrong class. Just fold up your notebook and go home. The Cheshire Cat will lead you. But if you want to cause the third to happen, you need to apply strategy to what you're doing.

Think about this for a minute: If you were planning to drive across the country from San Francisco to Portland, Maine, you wouldn't think of doing it without pulling out a map. You'd probably plan where to stop, what sightseeing you'd do, and how far you'd get in a day. It's amazing that the same thinking often isn't applied to where you're taking your station.

Strategy is your own unique plan, the one built around your needs, goals, resources and people, that will take you from point A to point B. The simplest way to put it is strategy is doing the right thing; while tactics, the individual actions people typically want to jump into, are doing things right. You have to be doing the right thing before you can do things right. As you grow your station, your ministry, your outreach, or whatever you endeavor to create and grow, you're going to be offered a myriad of choices and alternatives. If you have a well thought out strategy the choices are clear. If not you'll make inconsistent choices. And that will lead to failure. Take charge, build a plan based on strong strategic principles, and then stick to the plan, and you'll find success.

The choice, my friend, is yours.

Alan Mason has more than 30 years of experience in the world of broadcasting. He is currently a managing partner for the Audience Development Group in Grand Rapids, Michigan.

alan@goodratings.com

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PRESIDENT, EXECUTIVE EDITOR
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PEOPLE

Black Mountain, NC – Edna Edwards, 69, died April 28. She served at Blue Ridge Broadcasting for more than 30 years, working her way from part-time secretary to GM. She also served on NRB's Board of Directors. She resided the last few years in Florida, and is survived by her husband, Phil. Letters of appreciation for Edna's life can be sent to Blue Ridge Broadcasting, P.O. Box 159, Black Mountain, NC 28711. (Tom Ateama, 828-669-8477)



Dennis W. Heaney

(David Reich, reichcomm@earthlink.net)

New York, NY – On May 1, Dennis W. Heaney, executive publisher of *The Tidings* and *Vida Nueva*, Los Angeles archdiocesan newspapers, became the first lay president of The Christophers. Heaney, previously president of the Catholic Press Association, succeeded Gerald M. Costello.

Tallahassee, FL – Steve Young was named station manager for the newest WAY-FM station, WAYT-FM/Tallahassee, FL, scheduled to launch this summer. The full-power facility is a project of co-laboring ministries in the Tallahassee area. (Matt Levy, mlevy@wayfm.com)

Nashville, TN – Word Music, a division of



Word Entertainment, announced the following promotions: Gred McNey, VP of Development and Operations; John Jennings, Director, Event and Workshop Promotions; Tracy Fesko, Senior Manager/Marketing; and Doug Bright, Manager, Hymnal/Choral Sales for Word Music Ministry Resources. (Kathy Marshall, 615-687-6651)

Grand Rapids, MI – Michael Sirianni joined WCSG-FM, filling the midday position. Sirianni was named *Billboard Magazine's* Air Personality of the Year and rated consistently in the top two for his air-shifts in the West Michigan market. (Chris Lemke@aol.com, press@wcs.org)

Worcester, MA – WVNE-AM welcomed Dave Rhenow to its announcing staff. (Steve Tuzenue, wvnemanager@aol.com)

Nashville, TN – Brentwood-Benson Music Publishing, Inc., announced the following promotions: Shawn Hibbs, VP of Sales and Marketing; Rob Collins, Director of Marketing; Marvin Copaus, Training Supervisor; Joel Shoemake, Sales and Customer



Shawn Hibbs



Rob Collins

Service Manager; Maury Davis, Team Leader/Outbound Sales Representative; Mark Box, Retail Sales Supervisor; and Helen Shy, Outbound Sales Representative. (Alisha Swindle, aswindle@providentmusicgroup.com)

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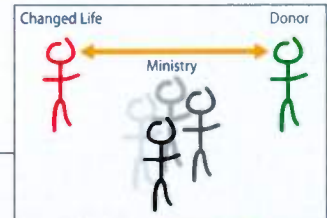
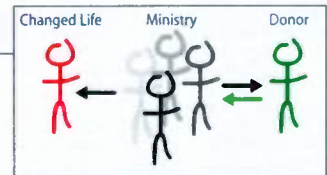
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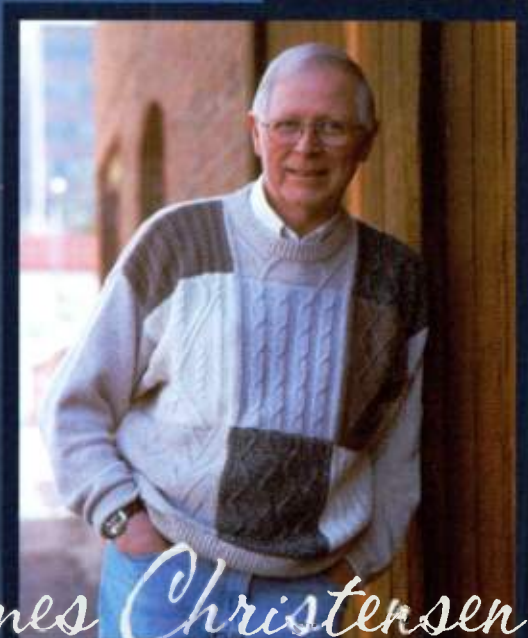
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TRADE TALK



INTERNATIONAL NEWS

Rumyantsevo, RUSSIA – On April 2, the re-founding of the Russian Evangelical Alliance took place near Moscow, with more than 150 participants. A final constitution is to be passed at next year's national conference, clarifying issues of membership, finance and leadership structures. The delegates agreed to the establishment of an annual prayer week, joint Bible conferences and evangelistic campaigns. (William Yoder, wyoder50@com-puter.com)

Nicosia, CYPRUS – SAT-7 Arabic Christian television service, in cooperation with Middle Eastern Christian media professionals, now broadcasts the Gospel throughout the Middle East and North Africa. Local churches and agencies support Christian programs, including drama, documentaries, news, children's broadcasts and programming for women. (assistcomm@cs.com)



Chandler, AZ – On May 12, LeSEA Broadcasting launched a new satellite network of Christian and family programming called Far East Television (FETV). The coverage area is expected to reach most of Asia, Africa, Australia and Europe, and has a potential audience of several billion people. (Erich Lau, elau@lighthousemedia.net)

Colorado Springs, CO – HCJB World Radio is re-focusing its radio ministries in Latin America. Although international ministries operating from Ecuador are being resized and reshaped for a strategic media mix, regional broadcasts will continue in Spanish, Portuguese, Quichua, Waodani, Cofan, German and Plautdietsch, but releases to North America, Europe and Africa will be phased out in 2003. An abbreviated morning short-wave release in English targeting missionaries serving in

Latin America is under consideration. The HCJB World Radio English Language Service will transition from a broadcast-focused ministry to a production focus, providing English programming around the globe. HCJB World Radio is looking to move from owning and operating local AM and FM stations in Latin America to finding self-supporting national partner ministries to manage the outlets, while the mission provides ongoing training and technical support. HCJB World Radio also is working to expand from a large, single base for regional operations in Quito, Ecuador, to smaller bases throughout Latin America. (Jim Ferrier, jferrier@hcjb.org)



AIRWAVE NEWS TELEVISION



Joan Sisk

Rocklin, CA – Final Hour Power Ministries recently launched *Let There Be Light* with host Joan Sisk on KTLN/Channel 68 in the Chicago area on Mondays. Final Hour

Power also launched its new site at www.lettherebelight.org. (Trinna Albro, 888-210-0330)



Fort Lauderdale, FL – Coral Ridge Ministries (CRM) forwarded \$150,000 compiled from donations to aid in the legal defense of Alabama Chief Justice Roy Moore, who is being sued for displaying the Ten Commandments in the Alabama Judicial Building. CRM also has accumulated expressions of moral support for him from more than 180,000 individuals. (John Aman, J.Aman@crministries.org)

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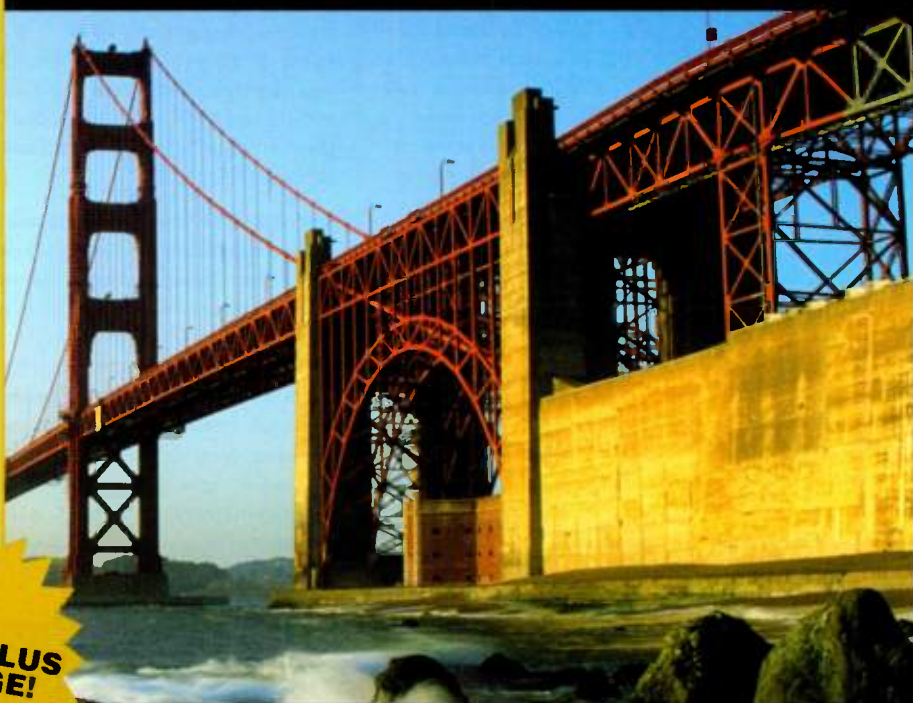
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MUSIC



(L-R, standing) Dan Hulsinga, VP, Butterfly International Distribution; George King, managing partner, Butterfly Group; (L-R, seated) Yochanan Ben Yehuda, president/CEO, Galilee of the Nations; Bill Conine, president, Butterfly International Distribution; and Bill Culwell, CFO, Galilee of the Nations.

Nashville, TN – Butterfly International Distribution signed an exclusive worldwide distribution agreement with Hartsville, Tennessee-based Galilee of the Nations, securing rights of distribution for the Messianic praise and worship music label's product line. (Turning Point Media Relations, Inc., 615-261-1818)

Mobile, AL – Integrity Music signed worship leader Travis Cottrell, whose debut Integrity album is slated for release this month. Cottrell is best known for leading worship at the Beth Moore Living Proof Conferences. (Shannon Walker, shannonw@integrity.com)

Nashville, TN – Curb recording artist Natalie Grant was featured at the Coca-Cola Launching Pad, located at www.cokemusic.com, during the month of May. Grant is one of a select number of new and developing artists highlighted from all genres of music for the monthly promotion, which features streaming audio of her current mainstream AC hit single, "No Sign Of It," and new Christian AC single, "Always Be Your Baby." (Emily Kohl, 615-261-1818)



Nashville, TN – Wind-Up Records and Provident Distribution officially recalled all Evanescence product from Christian retail, Christian radio and Christian charts. Wind-Up CEO/Chairman Alan Meltzer explained, "Despite having roots within the Christian community prior to the release of *Fallen*, recent statements made by band members have made it abundantly clear that Evanescence is a secular band, and as such view their music as entertainment. No more, no less." The move follows an interview in *Entertainment Weekly* in which band member Ben Moody used expletives. (PDAdvisor, April 24)

Boise, ID – KTSY-FM teamed up with Audio Adrenaline, Mercy Me and Kutless' GO Show to hold a youth worker luncheon. Members of all three bands spent their lunchtime with about 100 youth workers and presented them with ideas for getting teens involved in mission service. During the concert in Boise, several hundred teens committed to missions work. (Jerry Woods, jwoods@ktsy.org)



Band members from GO show relax in front of the KTSY remote vehicle. (L-R) KTSY morning show host Jerry Woods; Kutless bass player; Audio Adrenaline's Will McGinnis and KTSY chaplain Brian Yeager

Atlanta, GA – In June, Christian Music Broadcasters (CMB) held its debut Shirtsleeve Seminar in Monterey, CA. The three-day, peer-to-peer networking event was structured into roundtable discussions and daily recreational excursions. (Yvonne Roe, yroe@emfbroadcasting.com)



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Inspiring Member: Dr. John C. Willke

In the late 1980s, my wife, Barbara, and I wrote the book, *Abortion Questions and Answers*. It supplanted the universally used "bible of the movement," *Handbook on Abortion*. Between the two, they have been published in 20 languages. One of those languages was Polish and therein lies a story.

A group of pro-life people headed by Mr. and Mrs. Lech Kowalewski of Gdansk, Poland, notified us that they would be publishing a Polish translation of *Abortion Questions and Answers*. When they asked if we would visit Poland and accompany them on a nationwide book tour introducing it, we agreed. In our two-week tour we were able to give away all 10,000 published copies. But perhaps most importantly, we had an opportunity to speak in their Parliament, distributing books to the elected members there.

Time passed and the Solidarity Movement selected its first democratically elected Parliament. The Premier was a strong pro-lifer, Lech Walesa. In this atmosphere, in 1993 a bill was introduced to make abortion illegal. After the bill was debated in the Parliament, an elated Mr. Kowalewski called us.

The debate had taken most of a day and was openly broadcast throughout Poland. The Kowalewskis listened to every word of it and related to me, "Here came Mr. A., a pro-abortion member, who vigorously criticized the proposed legislation. To answer him, up stood Mr. B. As he spoke, one of our friends shouted, 'He's reading out of our book on page 74!'" This exchange of views was repeated many times during the debate. In the end the pro-life vote carried and the law passed.

Then a surprising thing happened. For the 44 years prior to this law being passed, a communist law allowed state-funded abortion-on-demand through the first trimester. Although the annual number of abortions varied, it had been as high as 180,000; abortion was an ingrained experience in that nation.

Recently, I returned to Poland for another book tour. I discovered that the number of abortions in Poland during 2001 was only 124 ... in the entire country. Was this possible? Were these figures of fewer abortions accurate? How could this be, when nearly every media outlet had repeated

the dire warnings of International Planned Parenthood, the United Nations, The World Bank, etc.: "You may have the legislative muscle here in 1993 to pass a law to forbid abortions, but it won't do any good. You'll just drive them underground. Women will be instrumented on the outside. They will bleed. They will become infected and flood into your hospitals, and you will not be able to count the number of 'miscarriages' that will occur."

On this trip I asked my friends to give me the national statistics on miscarriages: in 1955, before the law was passed, 59,000 miscarriages were listed; in 1999, there were 41,000. That certainly didn't look like something driven underground, but maybe they were hidden in another source, such as deaths due to pregnancy and birth? In 1990, 70 women died; in 1996, only 21. How could this be? I investigated further potential hiding places.

When women have abortions the cervix is often weakened, which results in an increase in premature births. Premies die more often than full-term babies. Therefore, I asked for the statistics on neonatal deaths: in 1990, 19 premature infants died for every 1000 live births; in 2001, the figure was 7.7.

Faced with these solid results, I questioned the accuracy of the statistics and discovered

that the 1993 Polish law requires annual reports from three separate federal agencies. Pro-abortion groups have challenged the agency reports, which continue to agree with each other ... and the reports have proven accurate. Not surprisingly, the pro-abortion people keep repeating – without a shred of evidence – that at least



Dr. John C. Willke

190,000 women get abortions every year in Poland.

And so, what is the story that I have to tell? Here is a modern Western nation of 40 million people. After four decades of state-paid abortion-on-demand, this new law made abortion illegal. None of the dire predictions of consequences materialized. Instead, the actual effects were almost no abortions, healthier women and greater infant survival.

What we have here is a test market in a modern nation that shows us, verified by three federal agencies, that forbidding abortions will not drive them underground. What we have here is an important support for pro-life.

Dr. John C. Willke is president of Life Issues Institute (www.lifeissues.org), based in Cincinnati, OH.



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A Week in the Life of an Excellent Leader

BY RICHARD G. ENSMAN

Today's great leaders know how to weave the ingredients of business success into their daily work lives. And they understand that modern people skills are the most critical ingredients. Let's drop in on Marty, our fictitious leader, as he lays the building blocks of success over the course of a typical week.

Monday, 8:53 a.m.

Marty welcomes Timoteo, a new employee. After presenting him with a survival kit of information and a company coffee mug, he introduces him to Alicia, who will guide him in the month ahead.

Success Tool: Mentoring.

Monday, 9:42 a.m.

Marty drops by to visit Doreen, an employee still recovering from a recent death in the family. Doreen has seemed unfocused and unmotivated in recent weeks. He uses this informal conference to give her an invitation to set some specific professional goals.

Success Tool: Personal responsibility.

Monday, 1 p.m.

Marty takes Juanita along to meet with a customer who has a minor complaint Juanita was unable to solve. After the meeting, Marty suggests that she handle customer issues on her own in the future, and offers her a few suggestions.

Success Tool: Grassroots problem-solving.

Tuesday, 9:05 a.m.

Over the last few weeks Marty has become aware that Daria, his receptionist, isn't completing message slips in their entirety or following up on customer inquiries. Marty spends about 45 minutes working alongside Daria, answering telephones and completing message slips himself, initiating follow-up tasks and, most important, explaining why each step is important.

Success Tool: Sharing values.

Tuesday, 7:45 p.m.

Marty finishes reading a good article about customer service. He clips it for Marcos and three other employees and jots a note about a few of the article's key points.

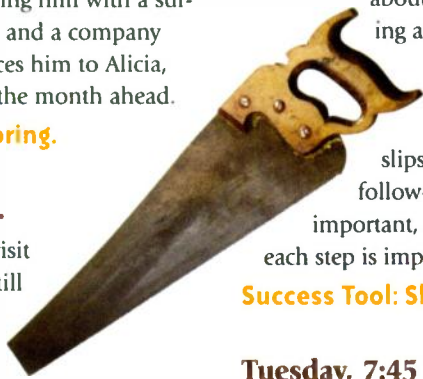
Success Tool: Interest in others.

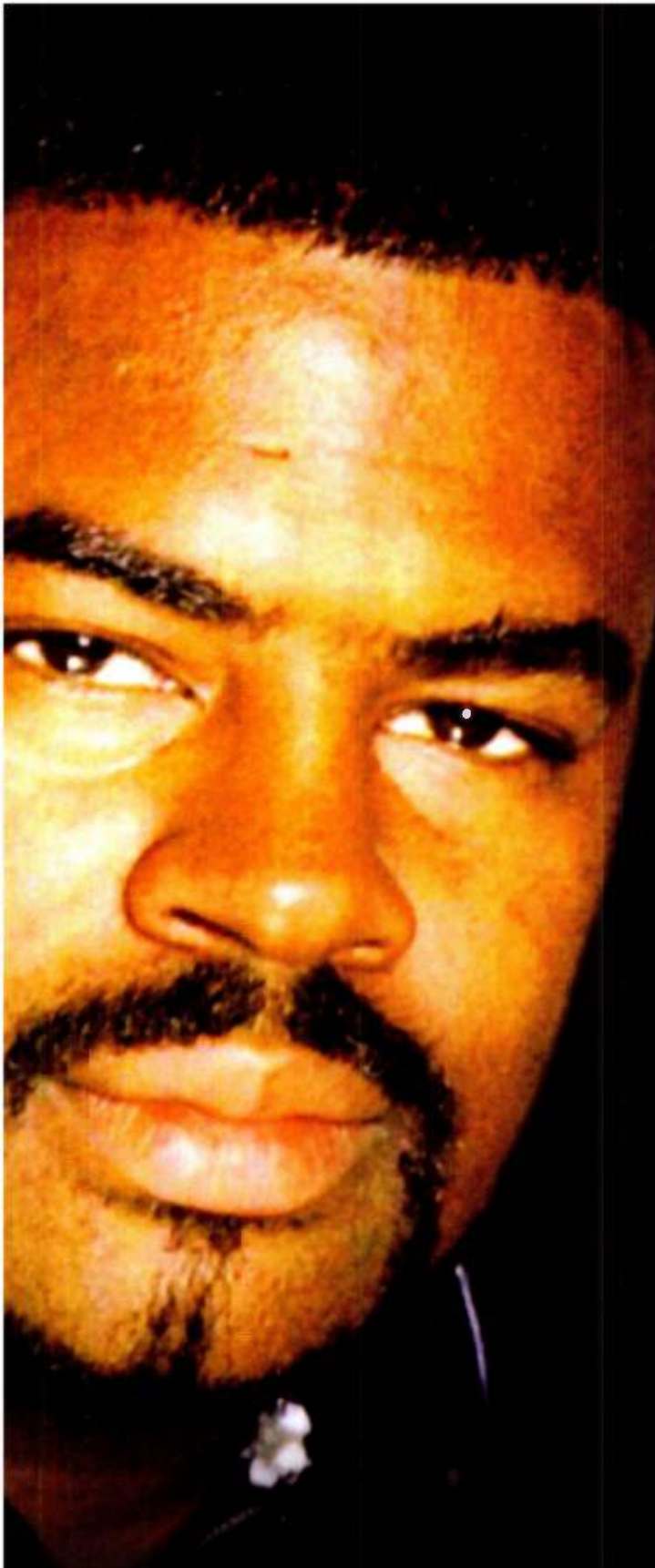
Wednesday, 9 a.m.

Marty opens the staff meeting by announcing employee "good deeds" that he's heard about over the last week, and publicly complimenting those involved.

Success Tool: Reinforcement.

Continued on page 32





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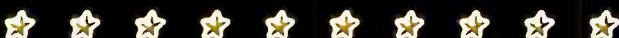
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Wednesday, 10:45 a.m.

During his bi-weekly conference with Taye, Marty's assistant, Marty brings a few problems to the table. Instead of giving direct orders, he listens carefully, repeats Taye's comments, and guides him into developing his own solutions.

Success Tool: Non-directive communication.

Wednesday, 2:03 p.m.

KaNeeshia walks in to complain to Marty about slow-moving paperwork. Marty deliberately doesn't take decisive action, but asks KaNeeshia to talk with three other

Marty's Tool Kit

Although Marty has many skills in his tool kit, he regularly pulls out five key skills:

1. **Appreciation.** He says thank you for great work, but just as important, he notices what others are doing – and they know he notices.
2. **Role modeling.** Marty's skills and behavior are highly visible. He's aware of this, and tries always to serve as an effective role model for his people.
3. **Specificity.** There's nothing vague about Marty's action. He can be a "big picture" guy, but he's equally adept at discussing the most seemingly trivial of details. And he's good at linking the details to broad-based goals.
4. **Speed.** Whether it's confronting a problem or seizing an opportunity, Marty works fast, and brings others along with him.
5. **Values.** Marty believes in what he's doing. He's enthusiastic and committed. And he's quick to explain why his beliefs and suggestions are important. The result: ever-growing commitment on the part of others.

– Ensman

employees who are involved in paperwork flow and come up with a solution.

Success Tool: Process improvement.

Wednesday, 3:55 p.m.

Marty and Rashmi, chair of an unofficial staff training committee, put the finishing touches on a list of articles, videos and discussion topics for the staff. Rashmi hopes that over the next three months, each employee will sample all of the materials.

Success Tool: Learning organization.

Wednesday, 4:48 p.m.

Ingrid brings a problem to Marty: a customer is complaining about the quality of products received. Marty offers Ingrid advice, asks her to solve the problem and assures her of his confidence.

Success Tool: Empowerment.

Thursday, 9 a.m.

Marty meets with an informal team comprised of Divyesh, Karen and Camelia, who have been charged with reviewing the inventory system. Marty provides an informal appraisal of the team's work, focusing on the contributions of the group, then offers some suggestions on how the team can be even more effective.

Success Tool: Team building.

Thursday, 10:39 a.m.

Nancy stops by Marty's office and mentions that one of her colleagues – Lavanya – has been making special efforts to bring in extra quantities of high-demand product. Marty thanks Nancy, and then calls Lavanya to thank her, noting the impact of her efforts on the organization. Tomorrow morning, Lavanya will find flowers on her desk as well.

Success Tool: Recognition.

Thursday, 12:21 p.m.

Marty posts the latest business news and interim financial statements on the bulletin board. He does this once a week, giving employees firsthand information about how they – and the business – are doing.

Success Tool: Open communication.

Friday, 10:05 a.m.

Marty meets with Roger, Sophia and Lamarr and asks them to take on a special project: redecorating the front office. They hope an invigorated look will boost staff morale and entice customers. They're given a budget and a high degree of decision-making authority.

Success Tool: Ownership.

Friday, 1:38 p.m.

Walter and Vincente mention that there's staff disagreement about the work schedule for the next three months. Unfortunately, no simple solution exists. Marty encourages the two employees to solicit the thoughts of their peers, and prepare for a discussion at next week's staff meeting. First, he counsels them about the principles of negotiation and consensus building.

Success Tool: Collaboration.

Friday, 4:15 p.m.

During the end-of-the-week briefing, each staff member takes one minute to highlight a key accomplishment of the week just finished, and a capsule view of expectations for the week ahead. Employees leave with a clear understanding of each other's progress and objectives.

Success Tool: Initiative.

Throughout the week, Marty is sharing his insights and skills with others, but equally important, he is helping others to develop their own skills. Marty sees his time and effort as investments. As the investments begin to pay dividends – in the form of high commitment and top-notch performance – Marty's team becomes galvanized to move farther and faster. In short, Marty is playing the role of a great leader – and through his initiative, the people around him are doing an even greater job.

Richard G. Ensman is a freelance writer based in Rochester, NY.



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8 Traits of Gladiator

Remember the heart-pounding, soul-stirring message of the critically acclaimed movie *Gladiator*?

Remember how Maximus, Russell Crowe's character, rallied his men around him and led them to victory, even in the face of almost certain defeat? Remember his "envision the goal" technique for getting through the horrors of battle? Now, consider the leadership in your own company. Any gladiators in the ranks? Are you a gladiator?

I know these questions may strike the ear strangely in today's lie-low-and-hope-they-don't-notice-you environment. But that is precisely why now is the time to act boldly. The sluggish economy calls out for leaders to step up to the plate and give employees a cause for which to fight.

The time is right for heroic leadership. Business models in this country have gone from the industrial model of the 1940s to '60s to the team model of the '70s and '80s to the self-directed model of the '90s through 2000. Now, due to the change in our economy, uninspiring and non-visionary leadership at the executive level, and chaos in the workforce, people are floundering for positive role models. It's time for leaders to start bringing their people together and directing them toward a vision of success.

Too many executives simply lack the skills to be gladiator-style leaders. And some refuse to acknowledge their shortcomings, assuming that their workforce needs training but they themselves don't. Fortunately, such arrogant executives are in the minority. Most are eager to learn what I term "the essence of leadership" – thinking strategically, spending their time envisioning and planning, and leaving operational decisions to managers. Doing this requires eight traits of gladiator leadership.

Trait 1. Gladiators have a mission for which they feel real passion.

Call it a purpose, an obsession, a calling — whatever the terminology, good leaders have a defining mission in their life. This mission, above all other traits, separates managers from leaders. In *Gladiator*, Maximus lived for the mission of killing the evil usurper Commodus and restoring Rome to the values that made her great. Another movie that clearly illustrates this point was *Saving Private Ryan*. The Captain (Tom Hanks) was able to unite his men in the mission of finding and rescuing Pvt. Ryan. What is your mission?

Trait 2. Gladiators create a vision.

Having and communicating a clear picture of a future goal will lead to its achievement. Dare to think great! Maximus helped his fellow gladiators see that they could overthrow their enemies and survive the horror of the battles they were forced to participate in. In business, a leader may create an "enemy" – the economy, the competition, inefficiency – to challenge the energies of his or her people and give them something to fight for.

Trait 3. Gladiators lead from the front, not dictate from the back.

In the movie, both when Maximus was a general and a gladiator, he fought in front where the firestorm was heaviest. So does a good business leader. Working in the trenches shows that you're not afraid to get your hands dirty, helps you to fully understand the issues your soldiers are facing and inspires loyalty in your troops.

Trait 4. Gladiators know there is strength in teams.

Where would Maximus have been if he hadn't trusted his men to fight with him and cover his back? Likewise, where would you be without your employees? While the gladiator leader has the skills to draw people together, he doesn't hog the spotlight. He has care and compassion for his team and wants every member to be recognized for his or her efforts. This is especially important in a time when the old-style "command and control" structure is waning. Younger workers (Generations X and Y) tend to be loyal to their coworkers rather than the traditional organization. This is a positive trend – a "lone wolf" gladiator is an easy target in the open arena, but in a cohesive team, everyone protects his or her fellow fighters.

Trait 5. Gladiators encourage risk-taking.

In the Roman Empire, gladiators were expected to die with honor. Refusing to lie down and let one's opponent win was bucking the status quo. (And certainly, killing the reigning emperor – however corrupt – simply was not done!) If a company does not examine its way of doing things, if it does not push out its boundaries, if it never makes mistakes, it may receive the dreaded "thumb-down" decision.

Trait 6. Gladiators keep their heads in a crisis.

Maximus had to think on his feet and refuse to give in to terror and panic. He faced the most formidable foes calmly and with focus. Business leaders must do the same. They must take a position and defend it when things go awry. Being

Leadership

BY GREGORY P. SMITH

graceful and brave under fire is the surest way to build credibility – a necessity for sound leadership. Gladiators don't retreat due to the slowing economy, but look for the opportunity under their feet.

Trait 7. Gladiators prepare for battle 24 hours a day.

Essentially, a Roman gladiator was a fighting machine. To stay alive, his mind had to be constantly on the upcoming battle. Business leaders, likewise, must be obsessed with training and developing their people in good times and bad. People need and want to hone their individual skills and sharpen their swords. Furthermore, good leaders must constantly learn what's necessary to survive and unlearn the old rules. Just because a management style worked a decade ago does not mean it will work in today's economy – good leaders evolve with the times.

Trait 8. Gladiators are teachers and mentors.

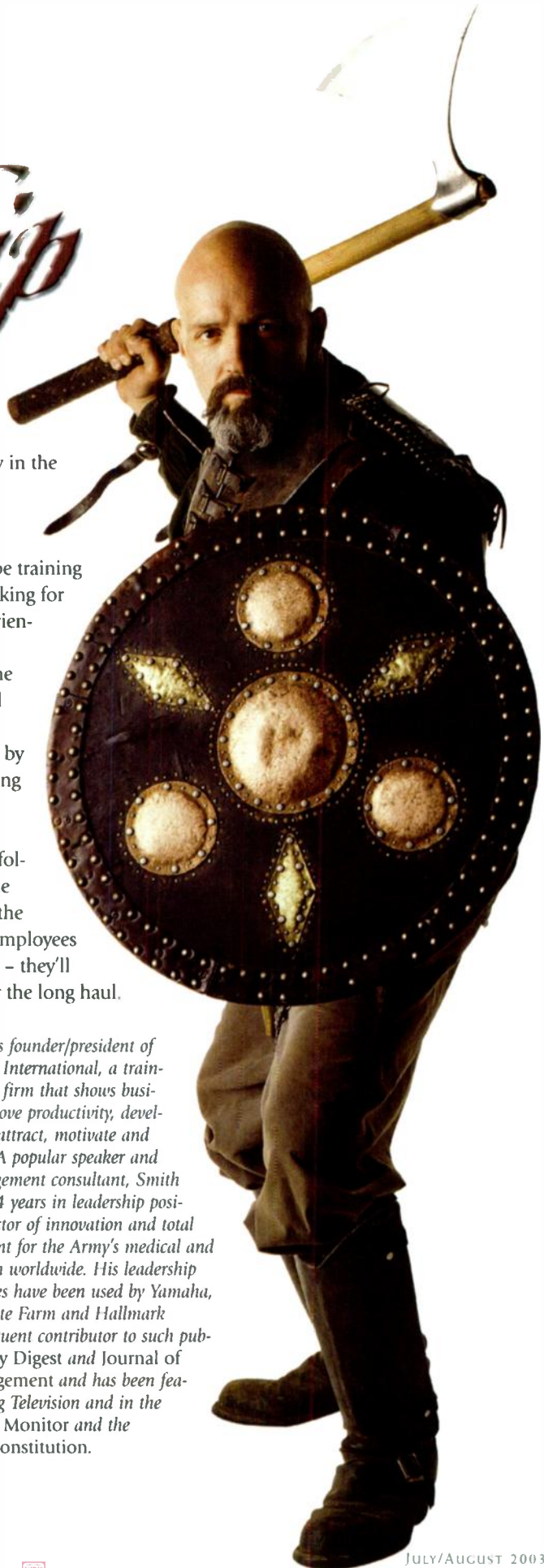
Maximus taught his men the lessons they would need to survive in their new role as gladiators. In today's rapidly changing environment, leaders must also teach and train those who may soon replace them. We are not necessarily talking about formal classroom training. We need leaders talking to people in the hallway, in the restaurant ... everywhere. Everyone should be mentoring someone.

Desperate times lend themselves to the rise of gladiators. That's why today's executives should see today's economy as an opportunity in disguise – a chance to position their organizations for the inevitable economic upswing.

It's time to start making your business, as we used to say in the military, "a lean, mean, fighting machine."

Leaders should be training their people, looking for waste and inefficiencies, and honing themselves for the economic revival soon to come. Instead of ruling by fear and destroying morale, try communicating and building a loyal following. When the economy shifts, the surviving good employees won't jump ship – they'll stay with you for the long haul.

Gregory P. Smith is founder/president of Chart Your Course International, a training and consulting firm that shows businesses how to improve productivity, develop managers, and attract, motivate and retain workforces. A popular speaker and professional management consultant, Smith spent more than 24 years in leadership positions. He was director of innovation and total quality management for the Army's medical and dental organization worldwide. His leadership development courses have been used by Yamaha, Ace Hardware, State Farm and Hallmark Cards. He is a frequent contributor to such publications as Quality Digest and Journal of Innovative Management and has been featured on Bloomberg Television and in the Christian Science Monitor and the Atlanta Journal Constitution.



Special Report:

Christian Media Combat Africa's AIDS Pandemic

Opening Eyes

BY BRUCE BUURSMA

President Bush, in his State of the Union address earlier this year, called for a renewed effort to fight HIV/AIDS. The U.S. Congress recently approved \$15 billion in medical and humanitarian assistance for those suffering from AIDS in Africa and the Caribbean. Moreover, a growing number of Christian leaders are speaking out on the issue, making HIV/AIDS a foundation stone of the Church's moral platform at the dawn of the 21st century.

World Vision U.S. President Rich Stearns has identified HIV/AIDS as the top priority for his relief agency, spearheading a national AIDS awareness initiative. "Our grandchildren will ask, 'Where were you when 100 million people died?'" Stearns told the *Chicago Tribune* in a recently published feature detailing evangelical Christian activism on AIDS.

Starting Over, an hour-long dramatic video focused on a Christian response to the AIDS crisis ravaging the African continent, is releasing this summer amid mounting global concern over the spread of the devastating disease. The drama is produced and distributed by Gospel Communications International and is scheduled to make its premiere this month in Abuja, the Nigerian capital where it was filmed using a cast of indigenous actors.

The film is aimed at audiences throughout sub-Saharan Africa, where about 30 million people – close to 10 percent of the adult population – are infected with HIV, the virus that causes AIDS.

The film is the brainchild of David Zeoli, a Grand Rapids-based filmmaker; Paul Nwulu, Ph.D., a Nigerian Christian who is a Professor of Communication at Western Michigan University; and Stella Iwuagwu, a public health nurse/midwife and executive director of the Center for the Right to Health, based in Nigeria.

"It was the right time – and this was the right team – to bring a desperately needed, compassionate and culturally relevant message to the youth of Africa and to the Christian community on that important continent," says Zeoli, son of Billy Zeoli, Gospel Communications' president/CEO. "Our message is clear: AIDS can be prevented; those with AIDS must be loved and cared for; and the ultimate source of hope and life is Jesus Christ."

The video grapples with the moral challenges posed by promiscuity and the church community's tendency to shun or marginal-

ize those who have the AIDS virus. The film targets Christian and general audiences in Nigeria, Ghana, Uganda, Tanzania and other English-speaking countries throughout the continent. French and Swahili translations are in development.

"We are stepping outside the Christian comfort zone with this production," says Zeoli, who has tribal chieftain status in Nigeria. "It has a biblical and evangelical message, to be sure, but it is equally appropriate in the general market for use in AIDS prevention and education. [We] hope ... to create strategic distribution arrangements and partnerships with schools, television stations, NGOs (non-governmental organizations) and government organizations."

Iwuagwu says the Christian community in Africa has "been hiding like an ostrich, sticking its head in the ground, when it comes to this crisis. (This video) will bring the church more directly to face up to the challenges of HIV/AIDS."

Nwulu asserts that the video conveys "both a Christian message, and a message of humanity that touches all people. Our goal is to force people to examine themselves on this critical issue – and to see how they have dealt with HIV/AIDS. Have they dealt with it in a Christ-like manner? ... There is no more pressing need than addressing the crisis of HIV/AIDS in Africa today with indigenous, sustainable initiatives like *Starting Over*."

Gospel Communications International provided funding, production and technical support for *Starting Over*. Billy Zeoli served as associate producer for the video, and J.R. Whitby, Gospel Communications VP/COO, was executive in charge of production. Heinz Fussle, a veteran independent producer and director of films and videos for Gospel Communications, went on location in Nigeria to fulfill the roles of director and director of photography.

Bruce Buursma is a freelance writer in Michigan. For additional information, write to Lynn Morse at startingover@gospelcom.net

Opening Ears

BY DAN WOODING

Janet Museveni, First Lady of Uganda, says, "The end product of HIV/AIDS is sickness, poverty, children without parents and death. It is not for us to judge and to condemn. Jesus came into the world not to condemn but to save. Ours is to reach out to a world that is hurting and demonstrate

the compassion of our Lord Jesus."

New HIV cases decreased by 37 percent in Uganda from 1990-99, according to a study published last fall in the medical journal, *The Lancet*. The radical decrease is due in part by Uganda's President Yoweri Museveni's decision to make HIV/AIDS one of his personal priorities. But another factor may be Christian radio.

In the early 1990s, Trans World Radio (TWR) in Africa began a special focus on AIDS through *Africa Challenge*. In 1993, TWR created *The Honey That Kills*, an AIDS special that has aired over Radio Uganda for years, receiving high reviews in Ugandan newspapers as contributing toward the remarkable infection rate reversal. According to UNAIDS, "Uganda remains the only African country to have turned a major epidemic around. Its extraordinary effort of national mobilization pushed the adult HIV prevalence rate down from around 14 percent in the early 1990s to 8 percent in 2000."

HCB World Radio in Colorado Springs, CO, also has played a vital role with its Turn the Radios On campaign, which aims to put 25,000 pre-tuned radios in the hands of impoverished and often illiterate people overseas. For millions of isolated people, these pre-tuned radios may be the only way they'll hear the Gospel. "What these people need even more than medicine and food is the hope they can only find in Jesus. ... [Distributing the radios is] like putting a missionary in each home," says Heide Jones, HCB World Radio's station relations manager.

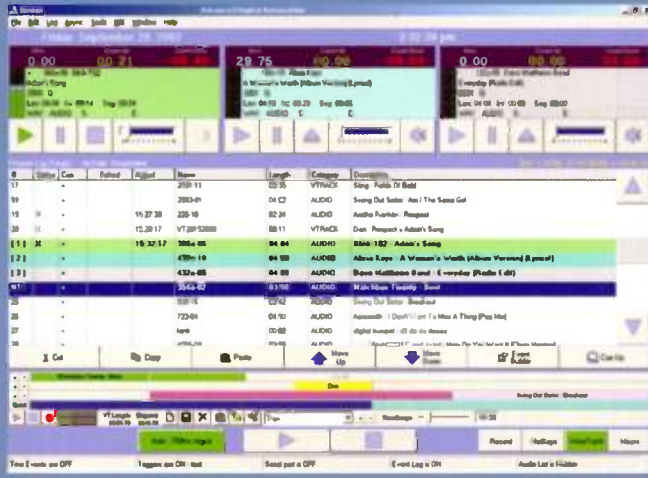
The outreach raises funds from U.S. audiences; since the program's inception three years ago, listeners have given funds for some 7000 radios.

In Tanzania, the government recently issued a surprising number of licenses for Christian radio stations. With scarcely enough resources to go on the air, the stations lack funding to provide radios to potential listeners.

The impact of the pre-tuned radios is nearly unlimited. Due to the distribution of 1000 pre-tuned radios, the manager of Radio Alpha, a South African Christian station, estimates that between 5000 and 10,000 additional people are now able to regularly listen to its programming. "Every day people ask us about the radios," he says. "When we have to tell them that the radios are gone, they are very disappointed."

Dan Wooding is founder of ASSIST Ministries. Contact him at assistcomm@cs.com

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