

MASTER LIST OF 20 BUCKETS (Core Competencies)

and **82 BALLS (Action Steps)**

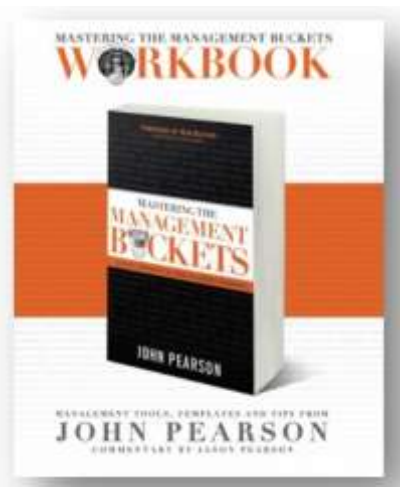
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Mastering the Management Buckets
20 Critical Competencies for Leading Your Ministry
John Pearson ♦ ManagementBuckets.com



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Download templates and forms in all 20 core competencies at:

ManagementBuckets.com

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Permission granted to photocopy this resource for use within your own organization.

When you don't know what you don't know, the law of unintended consequences will derail you every time.

Study this book to learn how to integrate the 20 Management Buckets in the three management arenas: **Cause, Community, and Corporation¹ (the three legs of an organizational stool)**. You'll discover why you must assess your strengths and weaknesses in each of the 20 buckets and learn how to integrate The Donor Bucket, The Board Bucket, and The Volunteer Bucket (for example) with the other 17 buckets.

The 20 Management Buckets

Buckets.....Core Competencies
Balls.....Action Steps

CAUSE

- 1. The Results Bucket
- 2. The Customer Bucket
- 3. The Strategy Bucket
- 4. The Drucker Bucket
- 5. The Book Bucket
- 6. The Program Bucket



COMMUNITY

- 7. The People Bucket
- 8. The Culture Bucket
- 9. The Team Bucket
- 10. The ***Hoopla!*** Bucket
- 11. The Donor Bucket
- 12. The Volunteer Bucket
- 13. The Crisis Bucket

CORPORATION

- 14. The Board Bucket
- 15. The Budget Bucket
- 16. The Delegation Bucket
- 17. The Operations Bucket
- 18. The Systems Bucket
- 19. The Printing Bucket
- 20. The Meetings Bucket

¹ "Church: Cause, Community, or Corporation?" <https://pastorjohnkeller.org/2012/02/01/church-cause-corporation-or-community/>

Management Competencies

- Where are you?
- Where are your team members? (supervisor, board, direct reports)

Level 1. I don't know what I don't know.

Level 2. I know what I don't know.

Level 3. I have an action plan to address what I know I don't know.

Level 4. I am knowledgeable and effective in this core competency—and can mentor others.

Management Buckets	Level 1	Level 2	Level 3	Level 4
Organizational Self-Assessment	✓	✓	✓	✓
CAUSE				
1. The Results Bucket				
2. The Customer Bucket				
3. The Strategy Bucket				
4. The Drucker Bucket				
5. The Book Bucket				
6. The Program Bucket				
COMMUNITY				
7. The People Bucket				
8. The Culture Bucket				
9. The Team Bucket				
10. The <i>Hoopla!</i> Bucket				
11. The Donor Bucket				
12. The Volunteer Bucket				
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CORPORATION				
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18. The Systems Bucket				
19. The Printing Bucket				
20. The Meetings Bucket				

THE 82 “BALLS” IN THE 20 BUCKETS:

The 20 Management Buckets

Buckets.....Core Competencies

Balls.....Action Steps

CAUSE

□ 1. The Results Bucket

Core Competency:

We focus on results. We are not activity-driven, we are results-driven. We measure what we value—so we celebrate both the writing and the achieving of team-blessed standards of performance for every staff member, board member, and volunteer. We also abandon dead horses and sacred cows.

① Manage for Results

Allocate resources to opportunities—not problems.

② Focus on Outside Results, Not Inside Results

Results and resources exist on the outside.

③ Prioritize Results With S.M.A.R.T. Standards of Performance

Create clear goals and a rigorous accountability system with celebration milestones.

④ Measure Your Results

Track your progress with leading indicators.

⑤ Slough Off Yesterday

When the horse is dead, dismount.

□ 2. The Customer Bucket

Core Competency:

We know our primary and supporting customers. We segment our customers to more effectively meet their unique needs. We listen to our customers. We are zealots for researching and understanding our markets.

① Focus on Your Primary Customer

You can't be all things to all people.

② Identify Your Supporting Customers

To be effective: focus, focus, focus.

③ Learn How Your Customers Will Change

You're serving a parade, not a crowd!

④ Move Customers From Ignorance to Purchase

Use the right tools for the right people at the right time.

⑤ Segment Your Customers Prayerfully

Are they a +5 or a -8 on The Engel Scale?

⑥ Research What Your Customer Values

Listen! Listen! Listen!

□ 3. The Strategy Bucket

Core Competency:

We plan, believing the results are up to God. We energize our people and customers with a Big Holy Audacious Goal (BHAG). We're systematic, and never negligent, in our strategic planning. And we know our mission statement by memory and our programs, products and services are in alignment with the mission.

① Build a Team-crafted Strategic Vision Statement

Ignite the awesome power of a Big Holy Audacious Goal!

② Memorize Your Mission Statement

If your team members cannot recite your mission statement from memory, take it off the wall and rewrite it.

③ Be Strategic About Strategic Planning

"Insanity is doing the same thing over and over again and expecting different results."

④ Summarize Your Plan With a G.N.O.M.E. Chart

This would have helped Christopher Columbus!

□ 4. The Drucker Bucket

Core Competency:

We are privileged to be leaders and managers and we steward that privilege by being lifelong learners and practitioners in the art of management. We don't just give lip service to management—we are disciplined students of great leadership and management thinkers like Peter Drucker, Ken Blanchard and others.

① Lead from Your Strengths

Peter Drucker launched a movement to minimize weaknesses.

② Practice the Art of Management

Exercise your management muscles with a daily dose of Drucker.

③ Read or Re-read One Drucker Book Each Year

The father of modern management knows best.

□ 5. The Book Bucket

Core Competency:

We believe leaders are readers! We create a culture that embraces a healthy appetite for leadership and management books, journals, articles and audio resources. We mentor team members with thoughtfully selected titles and chapters to help them leverage their strengths, grow in their faith and serve others with passion. We don't just talk about books—we actually read them!

❶ Avoid Management-by-Bestseller Syndrome

Management gimmick-of-the-month whiplash can be fatal!

❷ Mentor Your Team Members with Niche Books

Leverage their strengths with thoughtfully selected chapters.

❸ Master the Management Buckets by Reading

Put down the duckie!

❹ Create Your Top-100 Books List

Pick your top-3, top-10 and top-100 books.

□ 6. The Program Bucket

Core Competency:

We are zealots for program effectiveness and so we research and understand our customer before launching new programs, products or services. We measure program results. We feed our primary programs and drop the losers—all in the spirit of discerning where God is at work.

❶ Give Program Choices

When the only two answers are yes or no, you're not satisfying customer needs.

❷ Build Program Capacity and Sustainability First

You never have a second chance to make a first impression.

❸ Feed Your Strongest Programs and Benchmark the Others

All programs are not created equal.

❹ Don't Be the Eighth Lemonade Stand in a Row of Nine!

It's risky to be the first program—it's high risk to be the last.

COMMUNITY

□ 7. The People Bucket

Core Competency:

“We celebrate the God-designed uniqueness of our team members, our customers, our donors, and our volunteers. We are diligent about understanding the four social styles—Analyticals, Drivers, Amiables and Expressives—and helping our people find their comfort zones as they grow in their interpersonal versatility skills.”

❶ Know Your Own Social Style

Find your comfort zone and help others feel comfortable.

❷ Communicate Creatively With the Four Social Styles

Just one communication style will fail miserably!

□ 8. The Culture Bucket

Core Competency:

We strive to create a corporate culture with core values that are crystal clear. We yearn for a God-honoring workplace where grace and trust are alive and well. Because we are human we will always have relational conflicts, so we are zealots about resolving conflict early. We invite those who won't live out our values to exit. We experience true joy at work.

❶ Involve Your Team Members in Defining Your Culture

When your culture and values are crystal clear, your new people will embrace them with confidence.

❷ Preach and Live Your Values

Ten core values will never be remembered—much less lived. Focus on three or four and make them hum!

❸ Cut the Cord

Have the guts to terminate people who don't live your values.

□ 9. The Team Bucket

Core Competency:

We believe that a balanced life honors God, each other, our families and our friends. So we leverage the unique set of talents and strengths given to each person by God. Thus we serve with more fulfillment and joy. We also leave work on time, physically and mentally.

❶ Create a Time-Block Culture for Your Team

Your work will never be done—so go home!

❷ Laminate Your Strengths!

No one has the whole package, so leverage your Top-5 strengths.

□ 10. The *Hoopla!* Bucket

Core Competency:

We harness the power of *hoopla!* for celebration, recreation, intentional food and fellowship gatherings, and just plain fun. We thrive on knock-your-socks-off spontaneity. We believe *hoopla!* honors God. We budget funds for *hoopla!* to mitigate workplace stress and most importantly, to show our team members how much they are loved and appreciated!

① Celebrate the Appointment of Your New International Executive Vice President of *Hoopla!*

From this moment forth, hoopla! is a core value.

② Launch Your *Hoopla!* Program with a Knock-Their-Socks-Off Surprise Event!

Make emotional deposits in relationship bank accounts.

③ Affirm Your Team with a F.A.X. (Flipchart Affirmation Exercise)!

Write a word or a short phrase of affirmation for each person.

④ Recognize Your Team's Contributions with Spontaneous *Hoopla!*

Keep your nose to the ground and ask, observe and experiment.

□ 11. The Donor Bucket

Core Competency:

We believe that extravagant generosity is the biblical norm, not the exception. We challenge donors to give liberally to kingdom causes. We urge prayerful giving to God's work, not for tax benefits, nor budget needs. We scrutinize our methodologies against not what works, but against God-honoring principles.

① Understand that Fundraising Is Hard, but Transformation Is Harder

Where your treasure is, there your heart will be also.

② Create a God-honoring Development Plan

Craft your unique stewardship principles and practices based on prayerful study and research.

□ 12. The Volunteer Bucket

Core Competency:

We reject the notion of a two-tiered kingdom work force. Instead, we seek to treat our paid volunteers (staff) and our unpaid volunteers with equal passion and intentionality. We will never have enough paid staff to accomplish our kingdom assignments and so we are continually honing our skills in volunteer cultivation, recruitment, orientation and engagement.

① Bless the Socks Off Your Volunteers (and Walk a Mile in Their Shoes)

Eliminate anything that smacks of second-class status for your unpaid staff.

② Establish S.M.A.R.T. Goals for Your Volunteer Program

Elevate volunteerism with corporate goals that are Specific, Measurable, Achievable, Realistic and Time-related.

③ **Value Your Volunteers with Full Organizational Support**

Enhance volunteer satisfaction and mission results.

④ **Calculate the Real Costs of Volunteerism**

Establish criteria to determine which jobs should be done by paid volunteers.

❑ **13. The Crisis Bucket**

Core Competency:

We are prepared for most crises. We have plans in place and a crisis facilitator trained, and we drill our team members frequently and spontaneously. Yet we trust in God, who is our Protector, Comforter and Sustainer.

① **Plan Now for Your Next Crisis**

It's not if you'll have a crisis, but when.

② **Don't Trust Your Instincts in the Middle of a Crisis**

Involve a trusted adviser immediately.

③ **Drill, Drill and Drill Again**

Appoint a crisis facilitator and a back-up person.



"Well, now we know what not to do."

CORPORATION

❑ 14. The Board Bucket

Core Competency:

We believe that board members must sense God's call to serve on the board of directors. We invest time in cultivating, recruiting, orienting and engaging board members in their strategic role as stewards of our organization. The first step in organizational sustainability is to inspire board members to be highly committed and generous partners in ministry.

❶ Recruit for Passion, Not Position

Invite the already convinced zealots!

❷ Pray Before Prospecting

Why settle for second best?

❸ Date Before Proposing

Bring board prospects inside the circle of involvement.

❹ Inspire Your Prospect to Give Generously

Model and teach The Treasure Principle.

❺ Propose Marriage.

Once your prospects have moved into the generous giving circle, it's time to invite them onto the board.

❻ Continue Dating!

Help your board members hone their board governance competencies.

❼ Leave a Legacy.

Grow a great board!

❑ 15. The Budget Bucket

Core Competency:

We operate with integrity and are accountable for best practices in our financial management. We mentor our team members so they understand the financial implications of our programs. We monitor our progress monthly.

❶ Budget for an Annual Surplus and a Growing Reserve

"Nonprofit" is a tax designation, not a management philosophy.

❷ Understand and Communicate Your Cash Flow Plan

Pumpkin farmers, pray, but they also monitor cash flow forecasts.

❸ Monitor Monthly Reports

When you change board treasurers, don't change your reporting!

❹ Implement Financial Best Practices

Operate with integrity by becoming a member of ECFA.

□ 16. The Delegation Bucket

Core Competency:

We are experts at appropriate delegation. We invite team members to accept assignments based on their strengths. We value organized delegation and believe in the point person principle. We track our to-do lists and we add to our don't-do lists.

① Mentor Your Team on the “Monkey” Method of Delegation

Get the monkey off your back!

② Maximize the Point Person Assignment Sheet

This simple tool will revolutionize every meeting.

③ Delegate Your Delegation

Small teams require creative delegation.

④ Rethink Your Delegation Assumptions

Have more fun by trusting people to make their own decisions.

⑤ Delete Dumb Delegation

Do you still need that monthly report?

⑥ Begin a Don't-Do List

If a To-Do List is a \$10,000 idea, a Don't-Do List is worth \$50,000!

□ 17. The Operations Bucket

Core Competency:

We affirm the high and noble calling of management and the spiritual gift of administration. We reject the fallacy that leaders lead and managers manage. We relentlessly pursue both effective and efficient operational solutions to organizational challenges. We are experts at ruthlessly eliminating costly bureaucracy that impedes results. We are yes men and women!

① Affirm the High and Noble Calling of Management and Administration

Leaders must manage and managers must lead.

② Specify “Good,” “Better” or “Best”

Save huge hunks of time with these three clarifying words.

③ Shape a Permission-giving Environment

Ruthlessly eliminate bureaucracy every Friday!

④ Clarify Responsibilities and Task Ownership

Eliminate all fuzzy roles—and identify a point person (or champion) for every task.

⑤ Bless Bob with a Binder!

A three-ring binder will usher in world peace. Almost.

□ 18. The Systems Bucket

Core Competency:

We are passionate about systems thinking and process management. We encourage systems people to use their gifts and mentor others for the benefit of our Cause and our Community arenas. We are careful not to tinker or over-tweak, yet we are tenacious about tickler systems. We have a heart to create systems that serve people, not the bureaucracy!

① Add Process Management to Your Résumé

Mentor your people to think “systems.”

② Search Out Best Practices

Study the “E-Myth” systems from the franchising world.

③ Eliminate Tenth-Hole Trash-Can Syndrome

Trash distribution is irregular and work never flows evenly in the nine-to-five time slot.

④ Ready! Fire! Aim!

Resist the urge to tinker endlessly to perfect the flawless system. Perfection is not the goal.

⑤ Train Your Team in Tickler Tracking

Track your daily, weekly, monthly, quarterly and annual repeating tasks.

□ 19. The Printing Bucket (aka The Communications Bucket)

Core Competency:

We elevate the power of the written and spoken word and leverage our communication tools to create synergy and alignment between our mission, BHAG, strategic plans and programs. We believe proofreading and style matter!

① Leverage Your Communication Tools to Keep Programs and Projects Aligned with your BHAG and Strategies

Use publication deadlines to fine tune organizational decision-making.

② Appoint and Empower a Printing Coordinator

Your D-Day Dictator will keep your team on schedule and under budget.

③ Create a Failsafe Proofreading System

Proofreading occurs best after publication!

④ Post Your Printing Deadline Calendar by the Coffee Maker

Out of sight is out of mind.

⑤ Select a Style and Take Off!

Style and spelling matter.

⑥ Maximize New Technologies and Innovations

Remember! People are readers or listeners.

□ 20. The Meetings Bucket

Core Competency:

We design meetings like an architect designs buildings. We have high expectations that our purpose-driven meetings will enhance team-building, accountability and our commitment to results. We value Holy Spirit-led meetings. We reject boring meetings.

❶ **Focus on Results With Weekly One-on-One Meetings**

Invest time in truth-telling and the Top-3 SOPs.

❷ **Create a Welcoming Environment for Every Meeting**

The meeting begins when the first person arrives.

❸ **Maximize Results with Four Strategic Meetings**

Follow Patrick Lencioni's pattern for four kinds of meetings with your team.

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JOHN PEARSON is the author of *Mastering the Management Buckets* and has authored or co-authored 10 other books and workbooks, including *Mastering 100 Must-Read Books*, and his latest, *The 8 Big Mistakes to Avoid With Your Nonprofit Board: How Leaders Enrich Their Ministry Results Through God-Honoring Governance* (2025).

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