

CONGREGATIONAL LEADERSHIP CONFERENCE

2023 Gathering –Saturday, February 18th
Christ Episcopal Church, Bowling Green



Welcome!

We are glad you can
join today's leadership
conference.



Scan the QR above for
resource materials.

SERVANT LEADERSHIP

Q. What is the mission of the Church?

A. To restore all people to unity with God and each other in Christ. (BCP Catechism)

BIBLICAL EXAMPLES

PRAY TOGETHER

SERVE OTHERS

SHARED
GOVERNANCE

WE

HEALTHY HABITS

COMMUNICATION
DECISION-MAKING
TRANSPARENCY

Try to balance idealism and realism. Be sensitive to others. Rely on prayer. God has a purpose for you and for your parish. You cannot accomplish it alone. God's grace is always sufficient but God calls us and empowers us to respond intelligently and effectively. As with so many things in life, there is usually a relationship between the investment you make and the return you receive."

-The Vestry Handbook, Christopher Webber

Section D

I. SPIRITUAL LEADERSHIP

- ◆ Prayer & scriptural reflection
- ◆ Outward focused
- ◆ Seeks reconciliation
- ◆ Practices sacrifice & responsibility
- ◆ Builds trust
- ◆ "Do not be afraid"

II. HEALTHY COMMUNICATION

- ◆ Personal emotional health - the vestry cannot spend time and energy managing emotions
- ◆ No Triangulation - use direct lines of communication
- ◆ Complain upstream - address issues with those who can help problem solve
- ◆ Non-anxious presence

III. EFFECTIVE PRACTICES

- ◆ Listen, listen, listen
- ◆ Introduce new ideas, educate, listen, reflect
- ◆ Formation - Information - discussion - decision
- ◆ Transparency
- ◆ Training and orientation
- ◆ Say thanks!

IV. RESPONSIBILITIES

- ◆ Finances & Stewardship
- ◆ Buildings & Grounds
- ◆ Spiritual Vitality
- ◆ Commitment
- ◆ Vision, Values, Mission
- ◆ Decision making
- ◆ Know canons, bylaws, and policy

Notes on Congregational Leadership

Culled from "Beyond Business As Usual"

8 PRINCIPLES OF LEADERSHIP

Relationship between Rights & Responsibilities
Never throw gasoline on a fire
Avoid triangulation
Complain upstream

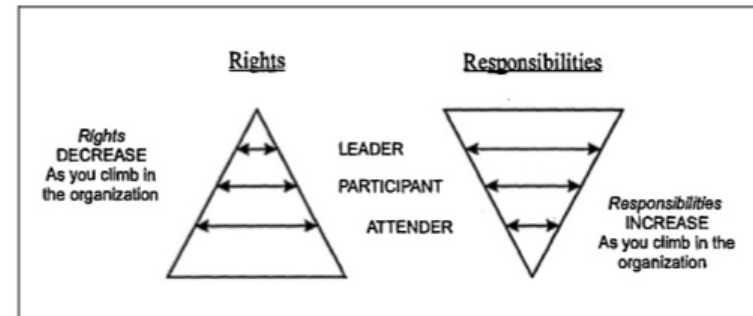
Healthy community allows for ministry
Growth comes from developing leaders
Weakest/Strongest Link
Future more exciting than past

"THINK DIFFERENT"

Effective leaders ask questions; effective leaders exercise commitment. They think differently. A reflected life. More leadership means more time in reflective thinking and prayer. Effective leaders are responsible to and for others and spend time earning trust. Effective leaders know that transactional leadership needs to shift to transformational leadership.

4 COMPONENTS OF LEADERSHIP THINKING:

Define current reality.
Account for what is happening. Know the story.
Know where organization is headed.
Make plans, hold people accountable, bless the people.



HELPFUL REFERENCES:

Beyond Business As Usual: Vestry Leadership Development, Neal O. Michell The Vestry Handbook, Christopher Webber Doing Holy Business: The Best of Vestry Papers, Lindsay Hardin Freeman, ed.

Section D

Why Organizations Fail

From John P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996).
Included in "Beyond Business As Usual"

ERROR #1: ALLOWING TOO MUCH COMPLACENCY.

In Other Words: Establish a sense of urgency.

- ◆ Identify crises, potential crises, or major opportunities that can create urgency
- ◆ Balance between "gloom and doom" and "we're doing just great."

ERROR #2: FAILING TO CREATE A SUFFICIENTLY POWERFUL GUIDING COALITION.

In Other Words: Create a team that works together.

- ◆ Identify and establish a group with enough influence, confidence, capability, and expertise to lead the change effort, inspire trust, and function well as a team.
- ◆ Distinguish between "characters" and "leaders."

ERROR #3: UNDERESTIMATING THE POWER OF VISION.

In Other Words: Develop a strong and compelling vision.

- ◆ Do you have a vision that people will sacrifice for?
- ◆ Vision unites, plans divide.

ERROR #4: UNDERCOMMUNICATING THE VISION BY A FACTOR OF 10 (OR 100 OR EVEN 1,000).

In Other Words: Communicate the vision of change.

- ◆ Use every method possible to communicate — continually.
- ◆ Leadership must model the expected behavior.

ERROR #5: PERMITTING OBSTACLES TO DERAIL THE NEW VISION.

In Other Words: Empower positive action.

- ◆ Empower people to implement the vision by removing obstacles to its implementation.

ERROR #6: FAILING TO CREATE SHORT-TERM WINS.

In Other Words: Start with short-term wins before you attempt bigger risks.

- ◆ Plan specifically to create visible improvements or wins within six to eighteen months of launch.
- ◆ Provide public recognition and rewards to those who have participated in the wins.

ELEMENTS OF A VISION

- ◆ Provides a future picture of the organization
- ◆ Appeals to long-term interests of stakeholders
- ◆ Is clear enough to guide decision-making
- ◆ Is general enough to permit individual initiative
- ◆ Is easy to communicate

VISION COMMUNICATIONS PRINCIPLES

- ◆ Use metaphors, analogies, and examples
- ◆ Tell stories
- ◆ Use different forums to communicate vision
- ◆ Lead by example
- ◆ Listen and be listened to
- ◆ Address seeming inconsistencies between vision and actions
- ◆ Repeat, repeat, repeat

EMPOWERMENT PRINCIPLES

- ◆ Restructure whenever necessary to remove structural barriers
- ◆ Provide skills training necessary to implement the vision
- ◆ Align performance evaluation, compensation decisions, promotions, and recruiting and hiring systems
- ◆ Encourage risk-taking and non-traditional ideas, activities, and actions
- ◆ Confront those in authority who undercut the change that is needed

ERROR #7: DECLARING VICTORY TOO SOON.

In Other Words: Consolidate change and produce more change.

- ◆ Use the increased credibility derived from earlier changes to drive deeper change.

ERROR #8: NEGLECTING TO ANCHOR CHANGE IN THE CORPORATE CULTURE.

In Other Words: These changes mustn't be based simply on the leader's personality.

- ◆ Anchor change (new goals, attitudes, behavior) in the culture of the organization (i.e., its social norms and shared values). Consequences of Failing to Lead Healthy Change
- ◆ New strategies aren't implemented well.
- ◆ Acquisitions don't achieve expected synergies.
- ◆ Reengineering takes too long and costs too much.
- ◆ Downsizing doesn't get costs under control.
- ◆ Quality programs don't deliver hoped-for results.

Section D

Intro to Congregational Size Dynamics

From "Beyond Business As Usual"

Leadership needs to know the dynamics of congregational size. Churches in between sizes will find themselves uncomfortable as they transition. Each has particular characteristics of the role of leadership, congregational and church growth. It is very difficult to move to a larger size, and easy to return to a smaller size. Be careful to apply larger church characteristics than your size needs. You will find yourself 'overorganized.' (ASA = A Sunday Attendance)

The original study of church size dynamics comes from Arlin Rothauge and Kevin M.

FAMILY-SIZE CHURCH | 3-75 ASA |

usually in smaller towns, one or two extended families as members who are center of influence; strength is its intimacy; weakness is low expectations; finances are often an issue.

Congregation life: 'everybody knows everybody'; few formal structures; best to adopt one major mission or outreach project

Leadership: ordained person is not the real leader, but a chaplain providing pastoral care; decision made by long-standing members; vestry defers to matriarch or patriarch and will reverse itself to please m/p; 2-8 leaders; success = 'keeping the doors open'; clergy must consult with m/p behind scenes to be effective

Growth: newcomer invited to fellowship and introduced to m/p; must feel accepted by ongoing members

PASTORAL-SIZE CHURCH | 76-140 ASA |

Pastor is leader; single cell; all recognize each other, notice newcomers; intimacy, sense of belonging and family

CL highly relational; worship service is primary; strength = stability, people feel cared for, if pro well-maintained this can be sustained; individuals can rise in leadership; equal access to pastor; weakness = predictability; generic and small programs; don't expect challenging music program; youth group will be a bible study; "what did we do last year?"; budget stays the same; leaders are tired; can easily become ingrown; Must have identifiable mission and outreach project that unifies congregation, limiting other endeavors; can't compete with larger neighbors, so it should do it's with excellence. "do small things well."

L priest is center of activities; gives opinion on all details; prays before gatherings; primary evangelists 8-25 leaders; tempted to organize as larger church; vestry = unpaid staff; if vestry only makes decisions and doesn't work, pastor will be overworked and church will never transition.

G dependent on energy of the pastor; if newcomers don't get connected with others, they will leave when pastor leaves. Must incorporate new members beyond Sunday worship. Caution: plan for long term ministries rather than trying new things and not following through.

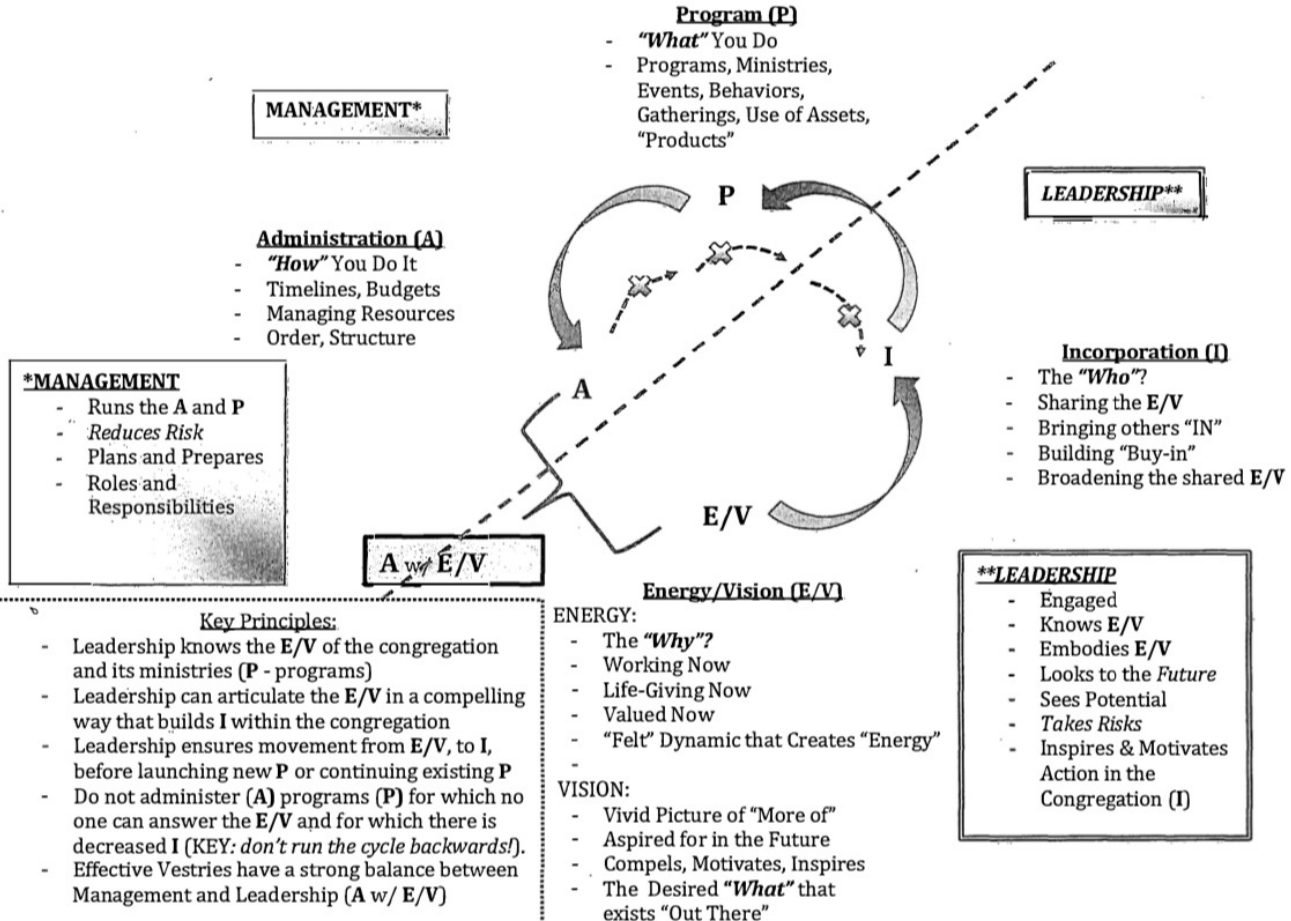
TRANSITIONAL-SIZE CHURCH | 120-250 ASA |

Not a natural size. This congregation will have tension: internal pressure to preserve intimacy, external pressure to provide quality programming; adolescent in a growth spurt; Must have proper guidance and appropriate changes at various levels or it will revert to pastoral-size.

Embracing Christ, Engaging the World

Vestry Leadership: The Energy/Vision Cycle

Managing "Business" w/ the Energy of a Shared Vision
A handout for Vestry leadership training prepared by The Rev. Canon Jason D. Lewis



Section D

Assumptions of Appreciative Inquiry

1. In every society, organization, or group, something works.
2. What we focus on becomes our reality.
3. The experience of reality is created in the moment, and there are multiple experiences of reality.
4. The act of asking questions of an organization or group influences the group in some way.
5. People have more confidence and comfort to journey to the future (the unknown) when they carry forward parts of the past with them.
6. If we carry parts of the past forward, they should be what is best about the past.
7. It is important to value differences.
8. The language we use creates our reality.
9. At any given moment people are doing the best they know how to do in that context at that time.
10. The deepest longing of the human heart is for acceptance. The only change outcomes that will be sustainable are those that result from greater self-acceptance.

Alienation is humanity's core injury.

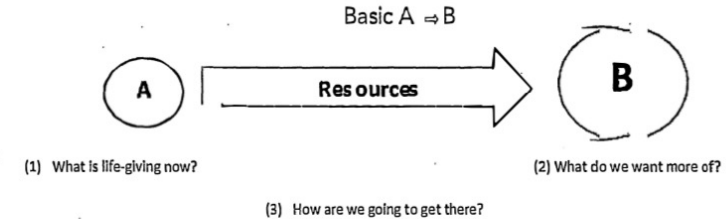
- a. alienated from our self, our capability and our potential.
- b. alienated from our neighbor.
- c. alienated from the Source of our existence.

If alienation is the problem, acceptance is the cure.

From the Thin Book of Appreciative Inquiry, Copyright, 1996 Sue Hammond

Leading and Creating Change (using AI as a resource)

The A to B change model focuses on the design, implementation and achievement of desired, sustainable goals. (Note: these materials are based on resources from the Clergy Leadership Institute)



Change Fractal

Contrary to most popular thinking, we don't need to know why or how we got to A in order to make changes in our life. We need to focus on where we are going rather than where we have come from. The following guidelines are essential to achieving our goals.

Goals need to be positive.

We cannot become happy by being less miserable.

Goals need to be valued.

We will not put effort into an outcome that we don't value.

Goals need to be imaginable.

We cannot achieve what we cannot imagine.

Goals need to be resourced and perceived as worth the resources.

We cannot achieve our goals if we don't have the resources.

Goals need to be ecological.

We need to satisfy our objections to the goal rather than overcome them for our goals to be sustainable over time.

Goals need to be just.

Others cannot be disadvantaged as our goal is achieved.

Goals need to increase freedom.

We will resist goals that limit choice and options.

Goals need to be sold to and owned by those working on them.

In group situations all the members need to own the goal. Externally imposed goals will be resisted. For change to be sustainable it has to be an "inside job."

The path to the goal needs to be consistent with the goal.

Both the journey and the outcome must be consistent with our values and core purpose. We cannot fight for peace.

Achieving the goal won't make you loveable.

The love and self-acceptance we have at A is the power we use to get us to B.

Additional Resources

ecfvp. org

Vestry Covenants and Norms



Every vestry should establish written group norms and a vestry covenant. Norms, which deal with procedure, and covenants, concerned with behavior offer vestries and other groups a framework for managing members' expectations, preconceptions, and anxieties, facilitating the group's work and relationships. Norms and covenants help build the trust and mutual respect that encourages all members to share their gifts and ideas. They also strengthen the team's ability to make decisions and to accomplish great things in Jesus' name. Developing these norms and covenants together is an important element of healthy team formation.

Issues to consider include:

- Meetings: length, attendance, cell phone usage, agenda procedures
- Discussion: listening, handling debate/disagreement, courtesy, respect
- Confidentiality: balanced with the need for transparency
- Accountability: how to test for buy-in before moving on, keeping the conversation in the room for all to be engaged, naming things that are under the surface but getting in the way of the work

12 Marks of Healthy Church Behavior

1. Worships: Designs and carries out in a thoughtful and excellent fashion worship that is responsive to the individual nature of the congregation. The congregation understands the power of the Holy Eucharist to renew the spirit. Worship is vibrant and alive and touches the worshipper. Liturgy is well planned and executed.

2. Knows Itself and Moves Forward: Defines itself by its sense of values, mission (purpose) and vision with resulting plans for the congregation. The culture is one of expectation of constant movement and change, seeking God's will for its future. This awareness is grounded in theological definition and understanding.

3. Invites, Incorporates: Invites, displays hospitality and works toward inclusion of newcomers and members into active participation in congregational life with an emphasis on relationship formation.

4. Disciples: Takes seriously the formation of disciples, grounded in the Baptismal Covenant with emphasis on spiritual formation, biblical education and prayer.

5. Lives as Stewards: Promotes good stewardship of parishioner's time, spiritual gifts, talents and money.

6. Empowers: Fosters a culture of empowering ministry utilizing knowledge of persons' spiritual gifts, passions and talents for service coupled with expectation and accountability for those who undertake ministry.

7. Cares: Responds with thoughtfulness and pastoral sensitivity to individuals in the congregation when illness, personal crisis, death and other challenging life circumstances arise.

8. Reaches Out: Focuses significant ministry outside the congregation to the community and beyond.

9. Fosters a Learning Culture for Leaders: Understands that leaders in Christian community have a distinctive call, that they seek God's guidance, are willing to risk, lead change well and learn from experience. Leaders are trained and expected to mentor future leaders. Lay leaders foster a healthy relationship with their clergy.

10. Communicates: Generates effective communications inside the church and outside to the community.

11. Manages Conflict: Conflicted situations are managed with practices/processes that foster and reflect a theology of reconciliation.

12. Understands the Need to Be Connected to the Greater Church: Demonstrates connectedness and support for the wider church.



Q. WHAT IS THE MISSION OF THE CHURCH?

A. TO RESTORE ALL PEOPLE TO UNITY WITH GOD AND EACH OTHER IN CHRIST.



Save the Date! Youth Events

- Spring Gathering

March 24-26

- Summer Camp

Senior High (incoming 9th-12th graders): June 18th-23rd

Primary (incoming 2nd-4th graders) : June 25th-29th

New Horizons (incoming 5th-6th graders) : July 9th-14th

Junior High (incoming 7th-8th graders) : July 16th-21st





Save the Date!

July 21-23
Presiding Bishop Visit

The Presiding Bishop Michael Curry will be visiting our
Diocese **July 21-23**. Details forthcoming.

General Convention is coming to Louisville!

June 22-28, 2024



Want to Volunteer at General Convention 2024?
Scan this QR to sign up!