CULTIVATING THE MISSIONAL CHURCH

in the Church in Minnesota
On-Ramps for Leadership Development

Plenary
On-Ramps for Leadership Development

Plenary

"I had an epiphany."
Once again it has to be said that there can be no going back to the ‘Constantinian’ era. It will only be by movements that begin with the local congregation in which the reality of the new creation is present, known, and experienced, and from which men and women will go into every sector of public life to claim it for Christ, to unmask the illusions which have remained hidden and to expose all areas of public life to the illumination of the gospel. But that will only happen as and when local congregations renounce an introverted concern for their own life, and recognize that they exist for the sake of those who are not members, as sign, instrument, and foretaste of God’s redeeming grace for the whole life of society.

Leslie Newbigin
AS THE SHIFT TAKES ROOT...

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WHAT IS MISSION?

• The mission of the Church is to restore all people to unity with God and each other in Christ. *The Catechism*

• The People of God in partnership with God in God’s redemptive mission in God’s world. (based on Reggie McNeal)

• This missional thrust of creating and sharing communion that reconciles differences into unity is reflected in the church’s calling to be a sign, witness, agent, and foretaste of God’s mission to reconcile all creation. (Dwight Zscheile in *The Trinity, Leadership and Power*)
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Mission

• The foundation for leadership is Baptism with its charge to be engaged in God’s mission in the world.

• Leaders point the congregation to the mission of Christ the Servant.

• Leaders help navigate the move from a position of privilege and establishment toward engagement with the community in which the Baptized dwell and in which God is already at work.
WHAT IS A LEADER?

• Committed to God’s mission in the world and being formed for that mission.

• Aware of the change and competent to work in this new context.

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Leadership

- Studies point to the need for leaders to be *trustworthy* and *visionary*, both of which are grounded in the sacramental character of the church.

- *Inner coherence* established in trustworthiness.

- *Outward character* seen in a leader shows a way forward that is faithful and visionary.
Leader Competencies

- **Focus** - can see rightly, offers insight & correction, helps move forward
- **Relational** - provides environment for hope and grace, concern for the team, builds relationships
- **Servant** - concern for others’ well-being, helps unleash gifts of others, serves as hopeful companion
- **Navigational** - urges beyond stuck places, has planning skills, points to safe passage
- **Equipping** - affirms others, wise use of questions, encourages others to lifelong learning
- **Self-Awareness** - has balance and humility, non-anxious, ability to pay attention
MISSION + LEADERSHIP

- Intentional and Relational
- Hopeful and Generous
- Influential and Visionary

Leaders help join our lives together in a hospitable space to be shaped by the Holy Spirit with God’s blessing so that we may be sent in blessing to the world.
Discipleship

• The regular context for discipleship (as “learner”) formation is the local faith community. It is a lifelong commitment and calling.

• Primary means of formation is by being around and interacting with other disciples. Role of leader is to help these interactions occur and participate in them.

• How? Being part of ongoing formation and Bible study.

• Disciples are also equally apostles.
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Discipleship and Apostleship

The interplay of the people of God as they oscillate between apostleship and discipleship creates a vibrant community of Christian practice with strong, mutual companionship and conversation.

The leader calls attention to “the particular community, empowered by God’s Spirit, (which) not only lives out the gospel internally but opens up the gospel externally by the way it lives, so that others may see and respond.” (Darrell Guder)
APOSTLEDISCIPLE

gather scatter

equipping receive blessing

“come to me”

“continue in Apostles’ teaching”

SACRAMENTAL RHYTHM

APOSTLE

formed sent

inward & spiritual outward & visible

give blessing serving

“go to the world”

“proclaim by word & example”
human health requires oscillation
non-oscillation puts us out of balance
we need support systems

BRUCE REED’S OSCILLATION
in Dynamics of Religion
Governance

In 2011, Bishop Katharine Jefforts Schori, used a very stark phrase when speaking to the church’s Executive Council. She said we were in danger of committing “suicide by governance. We need ...”

• “a system that is more nimble, that is more able to respond to change”

• “more responsive and adaptable and less rigid set of systems”
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Governance

• We were in danger of committing “suicide by governance.” ... “We need a system that is more nimble, that is more able to respond to change,” ... “a more responsive and adaptable and less rigid set of systems." (Bishop Jefferts Schori)

• Every process over time moves toward complexity and regulation.
A congregation easily (moves to) recruiting people to an empty discipleship of committee service, finance, and building maintenance. Institutional maintenance is a necessary, but ultimately secondary, function of a congregation. If souls are not transformed and the world is not healed, the congregation fails no matter what the treasurer reports.

Don Hotchkiss
A Path to Reordered Governance

• Conceive of the Vestry (or any group) as a **School of Leadership**. Include formation through Biblical Study and Theological Reflection.

• Tend to the oscillation in the congregation as it prepares disciples and sends them into the world as representatives of Christ and return to debrief.

• Use some of the time to engage great ideas found in such books as Dwight’s *People of the Way*.

• Every three years “graduate” a new set of leaders prepared for continued leadership.
Change

- *metanoia* - turn, change of mind, invitation to go beyond our present outlook, often translated *repent*

- Change is not optional. Jesus wants us to harness purposeful change so we and others may experience the Good News.

- It is in the change arena where Appreciative Inquiry shines.
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Leading change, however, can be an occasion for conflict.

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WE ARE LEAVING, BECAUSE WE DO NOT LIKE THE WAY THINGS ARE DONE

WE ARE ARRIVING, BECAUSE WE DO NOT LIKE THE WAY THINGS ARE DONE ELSEWHERE
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CartoonChurch.com
... and Conflict

- Can happen anywhere, including our faith community
- Exacerbated by cultural stress and scarcity --- and just plain mean people seeking control
- Can follow destructive or constructive trajectory
- Positive value: uncover buried issues and systematic dysfunction to set the stage for needed transformation
- 30% of our churches are in at least moderate conflict
Modeling

• Leaders set examples through behavior and expressed attitudes consistent with the faith and values of the people of God.

• Modeling the way makes tangible the core beliefs and vision of the church.

• Recommended method: Appreciative Inquiry
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How does this happen?!?

★ TOP ONLY - FEW INVOLVED
Answers from experts

★ FOCUS ON WHAT'S WRONG

★ SEARCHING FOR "ROOT CAUSE" OF FAILURE/DECAY
"If you look for problems, you'll
find more problems"

★ "FIX" THE PAST

★ OBSTACLES TREATED
AS BARRIERS

TRADITIONAL APPROACH

VIBRANT ALIVE

TIME DRAGS
NO FUN
HARD WORK

MECHANICAL

STATIC, INERT, DEAD

EXHAUSTED!

OVERWHELMED

FEELS IMPOSSIBLE!

NO TIME TO MAKE IT HAPPEN

LOW ENERGY

CHALK LINES

04/19/13 5:09 PM

Friday, April 19, 13
APPRECIATIVE APPROACH

- SEARCH AMPLIFY WHAT GIVES
- FOR WHAT WORKS
- LIFE
- VIBRANT
- ALIVE
- TIME FLIES
- NEW POSSIBILITIES
- UNEXPECTED
- CREATIVITY
- ORGANIC, EMERGENT
- MORE
- ALIVE!
- IN-SYNC
- ENERGY CAN'T BE
- WHOLE GREATER
- THAN SUM OF PARTS
- STOPPED

HOW DOES THIS HAPPEN?!!

☆ ALL (OR ALL LEVELS) INVOLVED
SOLUTIONS FROM WITHIN

☆ FOCUS ON WHAT WORKS

☆ SEARCH FOR ROOT CAUSES
OF SUCCESS
- "If you look for successes, you'll find more successes"

☆ CREATE THE FUTURE

☆ OBSTACLES TREATED AS
RANKS INTO NEW TERRITORY

HIGH ENERGY E F
Collaboration

- We are at our best when we work together!

- Hierarchical command-and-control systems are losing effectiveness and simpler, relational systems are replacing them.

- Aids to collaboration:
  - consensus formation . . .
  - asset mapping . . .
Collaboration

- We are at our best when we work together!

- Hierarchical command-and-control systems are losing effectiveness and simpler, relational systems are replacing them.

- Aids to collaboration:
  - consensus formation
  - asset mapping
• Collaborative discernment begins with thorough discussion of the issue at hand

• Most issues can be easily adopted as consensus statements

• Tougher issues require additional work.

• A significant level of maturity is both required and enhanced by this process.
A way to identify and involve the God-given abilities, capabilities and capacities of and within a congregation.

- Focuses on the positive
- Helps faith communities identify hidden strengths, skills and underutilized resources
- Affirms the primacy and ministry of the baptized
Champions

• All leaders (and potential leaders) have a passion for one or more aspects of congregational life.

• Role of a champion is to stand up for an ideal, an idea, a change to help keep a proper focus on a discerned, shared vision.

• Champions are one of the most important elements of a successful collaborative ministry.
Champions

- All leaders (and potential leaders) have a passion for one or more aspects of congregational life.

- Role of a champion is to stand up for an ideal, an idea, a change to help keep a proper focus on a discerned, shared vision.

- Champions are one of the most important elements of a successful collaborative ministry.
Knows how to be accountable

Models servanthood as life’s rudder; marked by humility

Is a creative collaborator

Knows how to cast a vision & recruit others to that vision

Is motivated by God’s grace

God is at the center of a champion’s life

Can initiate, delegate and communicate

Involved in the life of the local congregation

Can handle challenge, ambiguity and uncertainty
Catalysts

• Ally to the role of Champion, a catalyst is a person who can set a process in motion but does not enter into full implementation.

• Helps generate good ideas, cede control to leaders who are raised up and provides inspiration.

A basic premise of chemistry is that a catalyst forms a reaction which allows two or more substances to take on characteristics beyond their original capacities alone. People who serve as a leadership catalyst enable others to become more than they are capable of becoming by themselves.
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A basic premise of chemistry is that a catalyst forms a reaction which allows two or more substances to take on characteristics beyond their original capacities alone. People who serve as a leadership catalyst enable others to become more than they are capable of becoming by themselves.
- Demonstrated passion for the vision/project/change
- Grounded, with a healthy understanding of process
- Ability to tolerate open-endedness and ambiguity
- Being trusting and collaborative
- Being faithful and emotionally maturity
- Ability to let go
- Has the heart of a servant
- Ability to lead by example

*note similarity to the characteristics of a champion*
THE CHAMPION

Both of Julie Andrews’ characters in the Sound of Music and Mary Poppins enter a dysfunctional family system, teach the members harmony and cooperation, show everyone healthy ways to get along, and sing happy songs. Maria then stays in the Von Trapp family...
THE CATALYST

insert video
Mary Poppins pops out of town. In letting go of the leadership role, she transfers responsibility and ownership - the work of a catalyst. There is no great celebration of the great work done by the catalyst, she just flies away...
MARY POPPINS

MARIA VON TRAPP

Catalyst and Champion

04/19/13 5:09 PM
Covenant

- Covenants are hallmarks of how we organize and honor our relationships.

- “I will bless you ... and you will be a blessing. (And) all the people of the earth will be blessed through you.” (Genesis 12:2-3) *The purpose of covenant, therefore, is to accept and extend blessing.*

- Practices which build relationship of blessing:
  - Direct Communication
  - Reduction of anonymous information
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• Practices which build relationship of blessing:
  ▸ Direct Communication
  ▸ Reduction of anonymous information
We are a people of *abundance* and *grace*. We express this commitment by making our conversations and actions holy and life-affirming. We work hard to remove deficit-based words and expressions from our speech. As people of light, we believe in direct communication and do not participate in communication triangles (speaking of others who are not present); we believe that anonymous information (folks not willing to be quoted) has no place in our life together. We are a permission-giving people who will strive to say “yes” to each other and God by recognizing the bounty God has given us. Our purpose is Godly, prayerful, open, engaging, consensus seeking discernment of Jesus’ mission for our congregation in the world. We are blessed by God so that we may be a blessing in our community.
ON-RAMPS

LEADERSHIP
MISSION
CATALYST
DISCIPLESHIP & APOSTLESHP
CHANGE
MODELING
PARTNERSHIP WITH GOD IN THE NEIGHBORHOOD
GOVERNANCE
COVENANT
CHAMPION
COLLABORATION

Friday, April 19, 13
Leadership is a process by which a person influences others gracefully and honorably to accomplish God’s purposes and together direct the church in a way that is faithful in its pursuit of God’s mission.

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