



LEADERSHIP SUMMIT SERIES #2
LEADERSHIP STRUCTURE
(Governance/Strategy)



A Place of Possibilities and Transformation

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WSU Welcome

Linda Sims
 Event Coordinator, RSC Event Services


Larry Burks
 Director – Military & Veterans Services

Danya Burks
 Public School Liaison for WSU

A Place of Possibilities and Transformation

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Greetings and
Expectations for the Day

Pastor McCullough

A Place of Possibilities and Transformation

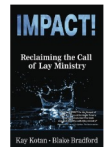

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LEADERSHIP SUMMIT SERIES #2
Facilitator:



Blake Bradford, D.Min.
 District Superintendent and
 Dean of the Cabinet,
 Arkansas Conference


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The goal of the workshop is to assist and encourage the leaders of Saint Mark UMC in living into and maximizing your new leadership structure.

The purpose of simplified accountable structure is being good stewards of the leadership gifts of the congregation in utilizing leaders for governance/strategy and for unleashing the leadership capacity of the congregation for transformational impact.

Objectives:

1. Refresher/Reminder of simplified accountable structure - the purpose, principles, and practices
2. Assessing the new VALT (Vision and Leadership Team) simplified leadership model (and relationship to the MET)
3. Curating tools and best practices for simplified accountable governance - the why and how



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Looking Back


VISION STATEMENT *(Adapted 10/7/23)*
 Because we follow Jesus Christ, Saint Mark will provide an accepting, healing, and teaching atmosphere which seeks to empower those who have been challenged by life's circumstances. We will focus and direct our energies and resources to equip individuals and families to withstand the Spiritual, Social, and Mental attacks against their well-being.

MISSION STATEMENT *(Adapted 10/7/23)*
 To reach all persons who know or need to know Jesus Christ through Praise, Fellowship and Empowerment as we grow and build for the Kingdom.

SLOGAN – A Place of Possibilities and Transformation

VALUE STATEMENTS

4 CORE MISSIONAL STRATEGIES
 Worship & Music • Discipleship & Learning •
 Communication & Marketing • Leadership Development & Training



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Biblical Lens on Leadership

7

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Acts 6:1-6
(page 89)




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Biblical Lens on Leadership: Acts 6:1-7 Table Talk

1. Complaints in the church and complaints about the allocation of resources are “biblical.” How does the Apostle’s response inform our own response to complaints or criticism?
2. This passage of scripture reminds us that when more people are unleashed for ministry, and more are living out their spiritual gifts, there will be a kingdom impact. How could this principle strengthen ministry at Saint Mark?

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Simplified Accountable Structure

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Key Concepts

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In the Typical Church Structure

structure is driving the mission
versus
the mission driving the structure!

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Structure

The design and arrangement of tangible factors in time and space.

Calendar Budget Facilities Decision Making¹²

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In the Typical Church Structure...

different committees are “siloe” and their approaches to opportunities and challenges are segmented instead of holistic.




K

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Better...Faster...Stronger



THE SIX MILLION DOLLAR MAN

“We can rebuild him. We have the technology. We have the capability to make the world's first bionic man. Steve Austin will be that man. Better than he was before. Better... stronger... faster.”

The Six Million Dollar Man (1974)



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Simplified Accountable Structure

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Governance and Accountability

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When we aim at nothing in particular, that's what we hit.



Strategic Ministry Planning helps us “AIM!”

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Use the Mission, Vision, Slogan, Values, & Strategies as a rubric to make decisions. Reinforce these as you budget, staff, decide priorities, and hold the MET, different ministries and staff accountable.


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A Place of Possibilities and Transformation 17

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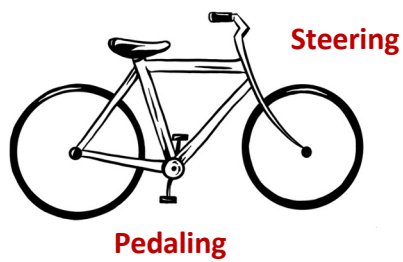

Four Responsibilities of Governance

<p>Stewardship Tending to the fiduciary responsibilities and alignment of God's people and resources</p>	<p>Generative Discerning God's dream and working to set the congregation's next steps</p>
<p>Strategic Leveraging the resources to be aligned with congregational priorities</p>	<p>Accountable Leadership Setting a culture of well-aligned, impact-focused ministry</p>

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Governance (Boards & Committees) Vs. Ministry (Teams)

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Pages 65-67 19

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Accountable Leadership

Setting a culture of well-aligned, impact-focused ministry



<p>Leadership Board Accountable to Christ for leading the church in its mission & vision</p>	<p>Board Holds Lead Pastor Accountable/ Pastor Holds Staff & Ministry Team Leaders Accountable</p>	<p>Utilize a Leadership Covenant & Guiding Principles</p>	<p>Listen to the community & respond to changing context. Share the story through ongoing communications</p>
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COMMUNICATION

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“BELAY ON”



Accountable Governance means you don't fall off the cliff

STRENGTHENING DECISION-MAKING IN GOVERNANCE
Supporting New Expeditions
Blake Bradford

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Purpose Mission & Vision for IMPACT → **DISCERN + Research**

REFLECT: Leading and Learning

PLAN + Set Goals

EVALUATE: Fruitful Impact

IMPLEMENT: Ministry Impact

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Connecting Your “Why” to Accountability

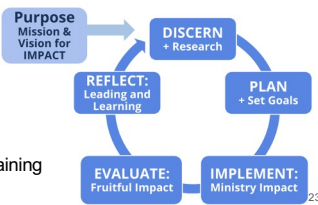
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Communication & Marketing • Leadership Development & Training



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Ministry “Shakedown”



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Supporting New Expeditions
Blake Bradford

Which ministries will take your church into its next season?

Which ones need to be left behind?

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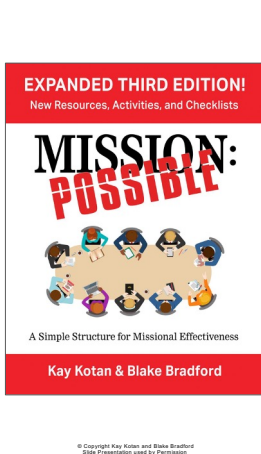
HEY NEIGHBOR!

Turn to your neighbor and name one ministry that may have run its course and needs to be left behind so your church can move forward.

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EXPANDED THIRD EDITION!
New Resources, Activities, and Checklists

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A Simple Structure for Missional Effectiveness

Kay Kotan & Blake Bradford


“ The Focus Changes

Changing to a simplified, accountable leadership structure is more than reducing the number of people at the table; it is about changing the work and conversation at the table. ”

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**Simplified
Accountable
Structure**

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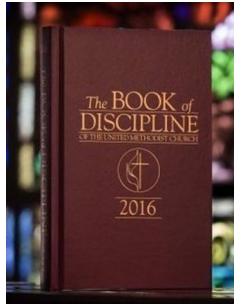
**Book of Discipline
& Recommendations**

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¶ 247.2 “modify the organizational plans”

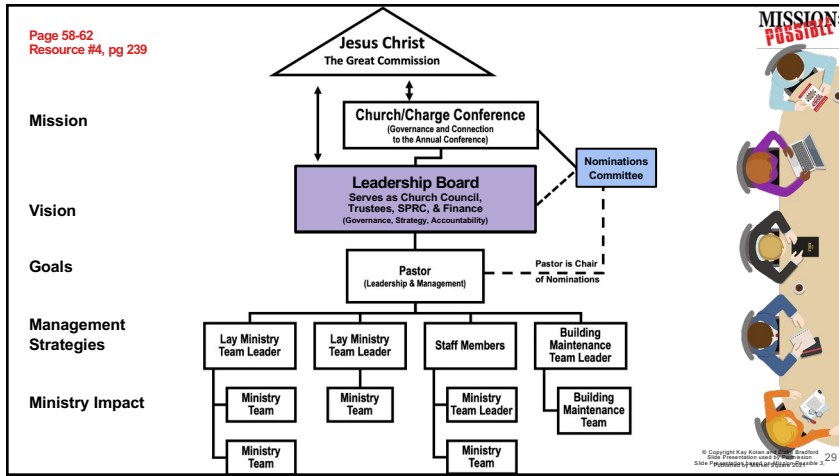


The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶ 243 are observed.

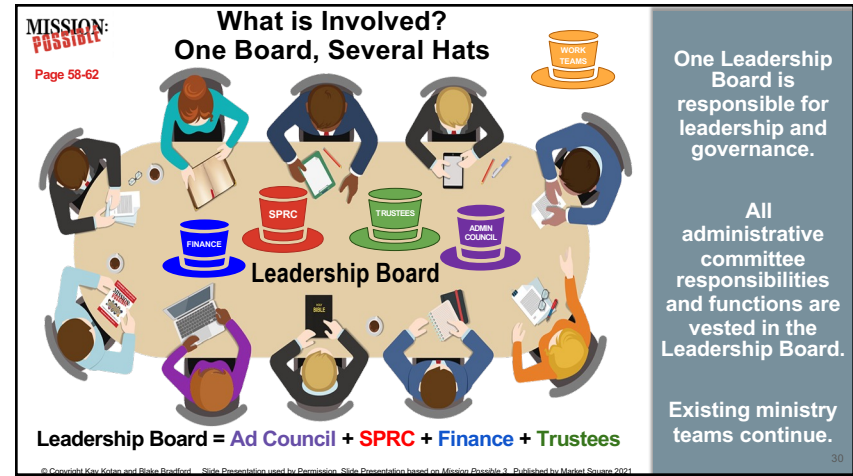
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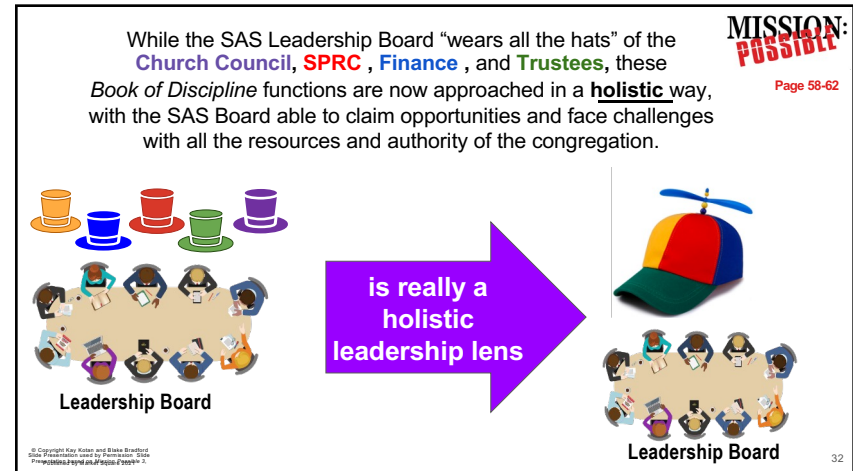
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Recommended Simplified Structure

Nine members elected by the Charge Conference

- All of the nine members (plus pastor) serve simultaneously as a unified PPRC, Trustees, Finance, & Church Council
- Must also include in the total:
 - Board Chair #
 - Lay member to Annual Conference #
 - Lay Leader #
 - Optional UWF
 - Optional UMM
 - Optional Youth
- Trustees must be 18+ years of age
- Chair, Lay Member of AC, and Lay Leader can be combined positions.
- Note that a separate and independent Nominating Committee is still required.
- Six to nine board members (+Pastor) in smaller congregations



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A Holistic Leadership Lens



- While the administrative functions may occasionally feel distinct, the members of the Leadership Board actually wear all the “hats” simultaneously.
- The multi-colored “propeller hat” also reminds us of the generative and strategic work of the Leadership Board, what Ronald Heifetz called “getting a balcony view” in his book on adaptive leadership.
- Perhaps a metaphorical little propeller is the fastest way for the Leadership Board to leave the ground level management role and get a more strategic balcony view of the new ministry landscape before us.



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Using task-based WORK GROUPS

Examples:
 Budget Drafts
 Personnel Policies
 Guiding Principles
 Community Research
 Meet with Partners

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Hey Neighbor:

How has Simplified Accountable Structure helped Saint Mark move forward?



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A Simple Structure for Missional Effectiveness

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From "MISSIONS: A SIMPLE STRUCTURE FOR MISSIONAL EFFECTIVENESS"

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**Assessing the
VALT
(Vision and Leadership
Team)**

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Stay in Your Lane



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TABLE TIME

**Draw Saint Mark's
organizational chart.**

What shifts would need to occur to live fully into the simplified, accountable structure?

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Position	Players	Functions	Metaphors
Ministry	Members	Serve in impactful ministry, disciples nurturing and developing disciples, reaching new people for Christ	Teammates, champions, athletes
Management	Staff/ Team Leaders	Identify, recruit, equip, and deploy disciples for ministry. Coordinate resources, disciples and ministries.	Assistant coaches and specialists
Leadership	Pastor	Spiritual leader and shepherd. Supervise and evaluate staff. Align ministries, staffing, and resources to the vision and goals.	Head coach, or quarterback, captain
Governance	Board	Stewardship, Generative work, Strategy Hold Lead Pastor (and ministries) accountable to the vision and goals.	Commissioner, umpire, scorekeeper & cheerleader

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Leadership Team's Role in Accountable Leadership

- Accountable to Jesus Christ for the Great Commission
- Fiduciary responsibility
- Generative work
- Strategic work
- Church Governance - not management!
- Bless the vision cast with the pastor
- Hold Sr. Pastor Accountable to vision and goals in partnership with the DS
- Create & update policies, procedures, and Guiding Principles
- Align resources to the mission, vision, goals, & strategies
- Examples of mature spiritual leaders
- Adhere to the Leadership Covenant
- Annual Strategic Planning Retreat
- Understand shift in role & responsibility from congregant to leader
- Communicate with congregation




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Pastor's Role in Accountable Leadership




- Spiritual Leader / Shepherd
- Keeper of Mission
- Caster of Congregationally Discerned Vision
- Example of Evangelist
- Chief Fundraiser
- Main Recruiter
- Monitor accomplishment of goals and make necessary strategy and staff adjustments
- Supervise Staff & Hold them Accountable
- Develop Leaders
 - Board
 - New Leaders




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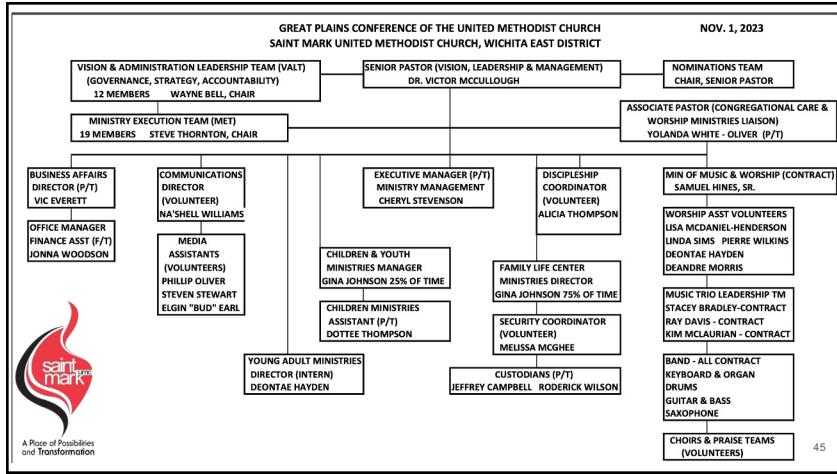
Staff/Ministry Team Leaders Role in Accountable Leadership



- In coordination with the pastor, create objectives to fulfill the annual church goals
- Connect congregation to the church's discipleship pathway through all ministries and help them take their next faithful step
- Identify, recruit, equip, and deploy ministry team members
- Coordinate ministry
- Create & update ministry team members job descriptions
- Follow Guiding Principles
- Hold ministry team members accountable
- Help ministry team members connect their ministry to the objectives, goals, vision, mission, and core values
- Evaluate all ministries (purpose, outcome, missional effectiveness & alignment, resource consumption)



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Assessing the new VALT (Vision and Leadership Team) simplified leadership model

1. What have we learned?
2. What do we need to learn?
3. What is working well in the new structure model?
4. Where are the "gaps"?

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VALT
 (Vision and Admin Team)

MET
 (Ministry Execution Team)

How do we best describe the relationship between the VALT and the MET ... and can you write it on a napkin?

How do Ministry Staff interact with the MET? The Admin Staff?

SAINT MARK
 A Place of Possibilities and Transformation

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Table Talk

What is one adaptive change that might make a difference in Saint Mark's governance and leadership?

Questions & Thoughts

SAINT MARK UMC
 A Place of Possibilities and Transformation

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Curate best practices and practical resources for SAS

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Curate best practices and practical resources for SAS

1. Board Meetings
2. Healthy Functioning
3. Technical Shifts for Intentional Leadership
4. Nominations and Leadership Development


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Curating best practices: Board Meetings


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"Gardening" Healthy Board Meetings




New Seeds

Using a new agenda and a (Harvard Business Review style) question-based approach to the meeting that moves the board from reporting to leading.




Weeding

Staying healthy, respecting boundaries, and practicing intentionality in the use of time.



Tending the Soil

Investing in becoming a praying, learning, spiritually growing team.



Sunlight

Practicing transparency, communication, and disclosure while also respecting appropriate confidentiality.


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Page 158-161

The "Packet"

Send out this information packet a week ahead of the meeting, and make available to members everything in the packet that is not covered by confidentiality.

- ❖ Agenda
- ❖ Vital Signs and Statistics
- ❖ Guest Information for Evangelism
- ❖ Minutes from previous meeting
- ❖ Financials
- ❖ Progress of Goals
- ❖ Action items such as bids, required forms, drafts of policies, etc.



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Using Team Reports to Build the Agenda

Simplified Structure with Accountable Leadership

R-14: Online Report/Request for Action Form for Leadership Board

Updater/Action Request for: (DATE)

Please submit this form to the church office 10 days prior to Leadership Board Meeting so it can be added to the agenda.

For Information Only Needs Action from Leadership Board

Committee: Adultres Team Discipleship Planning Team

Ministry Team: Ministry Team/Task Group Staff

(Staff should coordinate with pastor before submitting)

Committee Chair/Team Leader Contact:

Name: Email: Phone:

ISSUE / PROPOSAL:

Use this section to explain the actions, key strategies and/or challenges with which the committee or team is faced. Include proposed solutions or strategic plans.

FINDINGS / RATIONALE:

Explain how the proposed action helps the congregation ADV its mission and impact the mission field.

FUNDING IMPLICATIONS? None beyond budgeted Annual Fund

Yes. See below for costs and funding plan.


Financial stewardship in a congregation requires advance planning, teamwork, and discernment of priorities. Fundraising beyond the Annual Fund can be a delicate work. Please include in this section the financial implications of the proposal, and fundraising plans if Designated Funds or additional support is required.

ACTIONS TAKEN BY COMMITTEE / TEAM:

Our congregation needs to empower committees and ministry teams to do ministry and take action, within the guiding principles, strategic goals, and administrative policies of the congregation. Use this section to outline the actions planned or already taken by the Committee/Team under its own authority.

ACTIONS REQUIRING LEADERSHIP BOARD APPROVAL:

This includes: Proposed changes in Policy or Guiding Principles; actions requiring Ministry or Ministerial Duties; actions requiring changes in the Budget; and proposals that would change an organizational strategic goal.



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Resource 14, page 268

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Page 162-168
Resource #13

Agenda

Simplified Structure with Accountable Leadership

Use a **Functional Agenda** template to stay on track and help everyone stay in their lane

1. Opening Prayer
2. Spiritual Formation
3. Leadership Development
4. Consent Calendar Work
5. Fiduciary Work
6. Missional Accountability Work
7. Strategic, Generative, & Accountability Work
8. Pressing Issues and Problem Solving Work
9. Executive Session (*use for PPRC or legal work*)
10. Communication Planning and Assignments
11. Closing Prayer



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Curating best practices:


Healthy Boards

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MISSION: POSSIBLE **Guiding Principles**

Leadership Board sets the Guiding Principles, but DOES NOT manage the day-to-day operations or ministries of the church!



Page 111-117
Resource #12, pg 262-266

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Leadership Covenant: Rules for the Road



1. Decisions are Made by the Board Members Who Show Up
2. Leadership Board Members are Disciples of Jesus and Fiduciary Officers
3. We Will Speak the Truth in Love (*Ephesians 4:15*)
4. We Will Balance Transparency and Confidentiality
5. We Are a Leadership Board with a Unified Voice

Mission Possible for the Small Church
pgs 94-98; 179-181


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Leadership Covenant: Rules for the Road

Decisions are Made by the Board Members Who Show Up **1**

- Election by the Charge Conference
- Quorum
- Attendance expectations
- Teleconference/ Zoom Meetings
- Executive Session rules
- Prepare by reading meeting pocket
- Don't delay meetings b/c someone is missing



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Leadership Covenant: Rules for the Road

Leadership Board Members are Disciples of Jesus and Fiduciary Officers **2**

- Carry, support and promote the mission & vision
- Role models for the congregation (membership vow expectations)
- Encourage, support, & pray for pastor and board
- Offer and receive accountability
- Conflicts of interest
- No unique personal authority
- Fiduciary expectations: good faith, loyalty, obedience to the BOD



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Leadership Covenant: Rules for the Road

We Will Speak the Truth in Love (Eph 4:15) **3**




- Communication will be respectful, open, and honest. No “parking lot” conversations.
- Expect conflict and use Matthew 18 for conflict transformation. No secret meetings
- Always represent the Leadership Board
- Hold one another on the board accountable as disciples and church members
- Hold the pastor accountable in collaboration with the Bishop and DS

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Leadership Covenant: Rules for the Road

We Will Balance Transparency and Confidentiality **4**




- Open Meetings within certain limits (¶ 722)
- Confidentiality in PPRC/SPRC role
- Mindfulness about personnel conversations outside the Collective Board / DS
- Keeping executive session minutes
- Pastor present for all PPRC/SPRC business

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Leadership Covenant: Rules for the Road

We Are a Leadership Board with a Unified Voice **5**



- Invest in board discussions with vigor and passion
- Don't undermine decisions once made.

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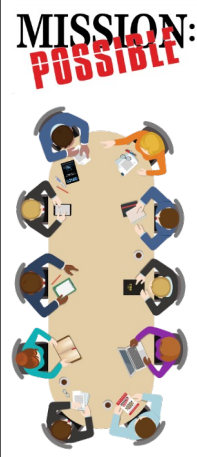
TABLE TIME

Leadership Covenant & Guiding Principles:

- What intrigued you?
- What would you want to add?
- What difference could using these two tools make in a congregation's life when practiced by the governing board?

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**Curating best practices:
Technical Shifts for INTENTIONAL LEADERSHIP**

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Trustees Work: Toolbox or Briefcase?



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SO.... depending on the nature and size of the church...
Recruit/Hire/Assign a lay or staff Building Maintenance Coordinator AND/OR Launch a Building Maintenance Ministry Team.

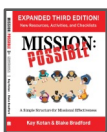
Give them a clear mandate and boundaries.



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Month	Focus
January	Elect "trustee" chair, covenant, roles/responsibilities, commissioning service for out-going and in-coming leadership board members during worship
February	Easter plans, statistical trends, facility improvement plans
March	Town hall meetings with feedback
April	Deep financial dive, stewardship campaign planning, serve together
May	Ensure policies, procedures, and guiding principles are up to date
June	Deep dive into goals to identify any needed shifts
July	Possible new pastor arrival, Town Hall
August	Final retreat preparations, staff evaluations completed by pastor, feedback from cottage meetings if a new pastor has been appointed
September	Strategic ministry planning retreat conducted, nominations working on discerning new leadership for upcoming year
October	Clergy evaluation, staff retreat, staff budget requests, clergy appreciation
November	Finalize budget, charge conference, new leader training
December	State of the church town hall, clergy consultation

Sample Annual Rhythm Reference Chart for the Leadership Board
(Adapt to your conference schedule)



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Expanded Third Edition
New Rhythms, New Tools, and New Insights

Key Notes & Bible Studies

Pages 169-182
Chart pg 181

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EQUIPPING WORLD-CHANGING DISCIPLES UMCdiscipleship.org

DISCIPLESHIP MINISTRIES
The United Methodist Church

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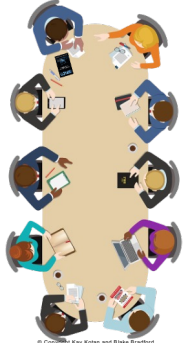


TABLE TIME


What shifts (technical/practical and adaptive) would need to occur to live fully into the simplified, accountable structure?

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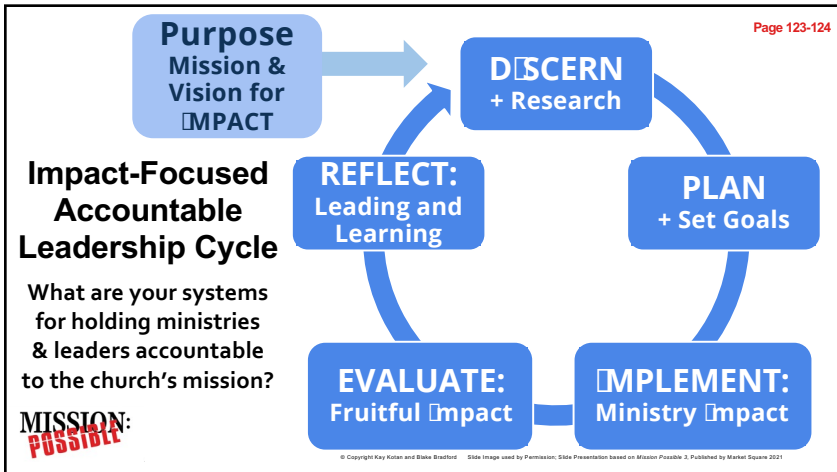


Review

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What is Involved? One Board, Several Hats



Leadership Board

Leadership Board = Ad Council + SPRC + Finance + Trustees

One Leadership Board is responsible for leadership and governance.


All administrative committee responsibilities and functions are vested in the Leadership Board.

Existing ministry teams continue.

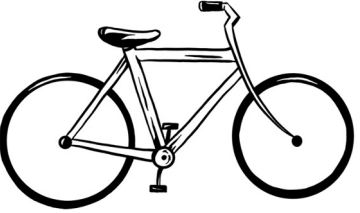
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VAULT
(Vision and Admin Team)



MET
(Ministry Execution Team)

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Healthy Board, Healthy Church



Guiding Principles

Leadership Covenant

Leading by POLICY, not Personality

STRENGTHENING DECISION-MAKING & GOVERNANCE
Supporting New Expeditions

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Common SAS Challenges
Best Practices to Eliminate SAS Gaps

Accountability


- Communication
- Developing and enforcing the Leadership Covenant
- Holding one another accountable at all levels
- Preparation or use of the "Packet"
- Unified voice
- Confidentiality
- Governance Mode
- Shift from congregant to leader
- Coaching investment

Adaptive Change

- Communication
- Agenda
- Compatible Room Set Up
- Strategic Ministry Planning followed by Staff/Ministry Team Leaders Retreat
- Move from reporting & maintenance and into generative & strategic priorities
- Using Work Teams

Leadership


- Communication
- Hard conversations
- Eliminate pastor over or under leading
- Regular Town Hall Meetings
- Developing and enforcing Guiding Principles
- Leadership Selection
- BOD Issues: term limits, relatives, separate nominations
- Establish forward thinking rhythms
- On-going SAS training



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MISSION: POSSIBLE



A Simple Structure for Missional Effectiveness

Hold your questions for the panel discussion

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A Place of Possibilities and Transformation

Communication Plan What's Next?

- ❖ What does it mean to live into our Vision & Mission? Pastor McCullough & Vic Everett
- ❖ Branding Briefing – Na’shell Williams, Communications Director
- ❖ Church Conference, December 4th at 3:30pm (Saint Mark UMC)

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A Place of Possibilities and Transformation

Panel Discussion – Q & A

Panelists:

Dr. Blake Bradford
Pastor McCullough
Dr. Alicia Thompson

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Blake Bradford
www.blakebradford.org

Thank You for Investing in Leadership Development!

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