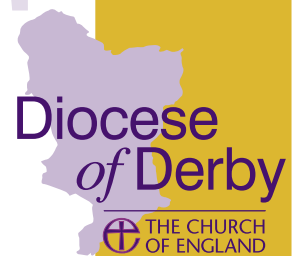




RENEWING  
Ministry

# Developing the Ministry Team in a Mission and Ministry Area

Canon Barrie Gauge



## INTRODUCTION

In the 'Getting Started' Toolkit, there is a reference to the *Ministry Team* as follows:

### Developing a Ministry Team

There needs to be some sense of being together for those who deliver ministry in the MMA. Such a group is likely to include the stipendiary and non-stipendiary clergy, Readers, and any other stipendiary or non-stipendiary lay workers. There are no rules about this as the system is designed to be flexible so as to suit local needs. The Area Vicar (see The Role of the Area Vicar Toolkit Paper, especially 2ii) will be the convener of this group.

This toolkit material is intended to enable the formation and functioning of a Ministry Team within the MMA structure – a team for the whole area. While for some churches there will be little new in what follows, it is recognised that this may well be a novel concept for many who have been used to a Vicar and Wardens model of leadership working with a PCC to implement decisions or to act as a brake, and with a few dedicated volunteers taking on key roles, often unsupported and with little guidance or oversight.

MMA's are new. New situations call for new cultures, new ways of doing things, change and firm leadership. Vision, discernment, cohesion and direction are the proper concerns of leadership and ought to inform the strategies of our MMA's. Renewing Ministry will have failed if all we have is just another version of what we have now with the same resources just spread ever more thinly attempting to carry on 'as normal' – whatever that means! Renewing Ministry will be made or broken by the clergy and local leadership - fact! Investment in the equipping of such leadership will be vital.

This Toolkit does not give advice about *who* should be part of this group, because situations vary so much from MMA to MMA, and there will be different approaches as to who brings the Ministry Team together. The toolkit is designed to help the Ministry Team once it is formed, though if you have not yet formed your Ministry Team, then there would be value in reading through these notes first to give you an idea of the kind of function such a group can have.

We acknowledge that it is difficult to find the right terminology for this group. Some churches already have 'Ministry Teams' (for example, in some cases it is the name for those who offer prayer and support ministry during Sunday worship) and in such cases it may be necessary to find another term.

## THE RENEWING MINISTRY VISION

On the face of it Renewing Ministry is about creating a more efficient church but now with fewer resources – clergy and finance. It is proposed at a time when there is probably greater ministry potential than ever before in recent history, and therein lies the greatest hope for success. However, efficiency is not the end; the end is effectiveness. We want to be a more effective church. That means people being transformed by the power of God in the presence of Christ, people learning to live in a growing relationship with God through the crucified, redeeming, risen and ascended Jesus, and seeking by how they are to be demonstration models of God's grace.

Renewing Ministry seeks to put before us the need to find structures fit for the task. We hear it condemned already in some quarters for seeking to turn clergy into Managers, as though that were a dirty word. To manage is simply to seek to organise with purpose. Surely we all ought to be about that task! But we are also more importantly seeking creative leadership in the context of an attentive and communicative church.

Renewing Ministry, seeks to engage with questions of the delivery and resourcing of ministry in the future in the light of further anticipated restraints on numbers of stipendiary clergy and a supposed reluctance on the part of congregations to provide increased funding locally. Some may see the project as yet more evidence of problems and panic. We believe it is actually a healthy sign of the vitality of the church and an indication of God's hand in his evolving purpose.. It is evidence that the church is able to be an instrument not just of change but of transformation. The present situation creates a climate of new possibilities and less dysfunctionality. It is about pioneering in different communities more effective ways of 'being church', even new ways! However, in seeking to achieve that, we face the mighty task of shifting congregational culture. This was the immediate task in promoting *A Better Way*, whose vision is essential if Renewing Ministry's model of MMA's is to succeed.

Renewing Ministry is about **Ministry for Mission**. (v Appendix 1). It is ministry on purpose, ministry to enable the building up of the Body of Christ as a company of disciples with a mission. And that mission, at Jesus' command, is the making of other disciples. "As you go", said Jesus, "Make disciples" (Matthew 28. ). Jesus desires those he calls to call others. Our ambition is not to build up the faithful just for their own sakes but that they may be emboldened, empowered and equipped, to proclaim to a world much removed from the things of God, the blessings of His grace and to enable all to share in them through Jesus Christ in the power of the Spirit. We remember that God is a God of Mission. He is also a God of surprises. Building his church is his work. Remember the Church is God's idea, a community of those called out and dearly loved at his initiative.



We now have 57 Mission and Ministry Areas, and many of these are new gatherings of parishes and benefices which are clustered together under stipendiary oversight. In the face of these proposals it is already obvious that many, if they care about doing what God is calling them to, feel inadequate, anxious, afraid of what they cannot yet imagine, impotent in the face of the challenges of the world around them. It is a world where many now accept as a given the notion of God as but nonsense and who regard religion and church as little more than an amusing but outdated phenomenon and only for those who like that sort of thing. The temptation is to put our heads down, keep what we have going for as long as possible in the only ways we have known and even to shirk responsibility and to expect the Vicar – if we've still got one – or the Bishop or the Diocese to do everything with a little help from the few, and then to carry the blame when decline is not halted and the constant and apparently relentless haemorrhaging is not stemmed.



## RENEWING MINISTRY AND A BETTER WAY

*A Better Way*, approved by Derby Diocesan Synod in 1998, highlighted in its proposals the development of the ministry of the many - of all baptised disciples. For many it gave impetus to what was already happening to various degrees. To others - congregations and clergy alike - it presented a radical change of culture. In theological terms it sought a return to a far more New Testament model of church, in short, "the collaborative ministry of the whole church". While many churches embraced its vision and attempted to make the shift, for others it was seen as just a way of getting the laity to do more of the work that would be done by Vicars if we had enough of them! As with all proposed changes, many sought to continue in the old pattern, in some cases encouraged, it must be said, by their clergy. To be fair to clergy however, many found it difficult to move into a different way of ministering – leading the leaders, enabling ministry and shared leadership rather than leading and ministering themselves alone (with perhaps a few willing to 'do things to help the Vicar'!) *Renewing Ministry* follows on from the recommendations of *A Better Way* and in no way diminishes them. If anything it makes them more relevant and essential if church is to develop as the agent of the Gospel in our land. The creation of faithful believers, equipped to challenge the society around them, strengthened by supportive, learning, worshipping fellowships, resourced by the gifts of many working together will be vital if the church is to survive as God's agent in the world, the visible expression of the Body of Christ.

MMA's, as envisaged in the *Renewing Ministry* project, should provide the opportunity to grow a more effective church. It will however be initially a painful process which will need courage, vision, leadership and focussed determination.



## LEADERSHIP AND STRUCTURE

This Toolkit paper seeks to address the two issues of Leadership with its two essentials to a) discern vision and strategy, and b) to deliver purposeful, well equipped organisation and structure for the provision of basic ministries

### THE MMA MINISTRY TEAM – BASICS TO CONSIDER

At an early stage, the Ministry Team will want to consider some basics:

#### 1. Holy Dissatisfaction

Are you happy with things as they are in your church? Many parishioners will say "I don't want change. I am happy with where we are and with what I am doing and I don't understand what you are trying to do to the church and why. I have no interest in learning about other ways of doing things". There are even clergy like that! But others will be very unhappy with a situation where there is stagnation and no growth, and where there is this holy discontent, you have an essential ingredient for moving on. Growing churches are born of holy dissatisfaction. Where are the areas of dissatisfaction in your MMA? Is it 'holy dissatisfaction', or just normal human grumbling? Where there is holy dissatisfaction, can a group be brought together to think of creative ways of moving on?

#### 2. Clear Focus

Focussing is an essential ingredient of vision – you can't see clearly if your vision is out of focus! The danger of leadership is that of dissipating our energies on those things which are not central to our desired aims. Focussed vision enables a proper perspective on expectations, both our own and that of others. Our duty is a concentration on the tasks for which we are set apart. The Ministry Team will want to develop a clear focus at an early stage. The members of the team will need to pray and listen together to discern with some clarity what God wants this team to do, and then to be confident in doing those tasks, and leaving others well alone. All those in the MMA should be aware of this focus. The process commended in 'Getting Started' of discovering a united Vision Statement will be part of the determining of this focus. In 2006 we will provide tools to enable a MMA to clarify its vision and set its strategy.

### 3. Core Values

What are the underlying core values and beliefs which inform our being as a local church? Values communicate what is important – the organisation's bottom line. They are key to a church's success or failure. They are the conviction, precepts, ideals, standards, assumptions of your church. They will move its ministry, decision making, problem solving, goal setting, team building and approaches to finance – giving and spending priorities.

Unshared and uncommunicated common values are a major problem in many churches and the cause of much confusion and mixed expectations. The Ministry Team will need to be aware of the core values of each church in the MMA, and, in time, develop core values that can be owned throughout the MMA. There may well be cases where there is some variance in core values in the different churches in the MMA, and the Ministry Team will be there to help the churches acknowledge the differences, and respect each other.

The following questions can be helpful in determining what the core values of each church are. You can also ask adapted forms of these questions for the MMA.

- Why are we here as church?
- Why do we do what we do?
- What are we doing as church?
- What do we seek to achieve and why?
- What are we supposed to be doing?
- How do we achieve effective ministry?
- What is the shape of the wider community in which we are set?

These are questions not to be avoided and which need articulation within the whole MMA. This process can be both educative and liberating.

### 4. Growing Disciples

What are we seeking to achieve? This is very often the unasked and unanswered question but is an essential first building block for leading and positioning a church in mission. I believe the answer is summed up in the Great Commission, (Matthew 28) that we are to go and make disciples, to incorporate them (baptising) into the church, and teach them to obey the word of Christ. So part of the answer to the question 'What sort of people does God want to deploy in the world?' is to be found in the word *disciples*. Disciples are those who follow, learn, love and persevere. To us that ought to be obvious but in a church which so often sees itself as groups of customers consuming what the church puts on for them week by week the idea of discipleship expressed in ministry is one we need to proclaim clearly. The picture of your destination defines your decisions.

## LEADERSHIP AND CHANGE

It is very likely that the Ministry Team will need to enable important changes to happen in the MMA, particularly in those cases where churches are being brought together to form a MMA. This new unit of mission and ministry will involve a change in the way we do ministry, a change of culture from independent single unit parishes often grouped under one leader to interdependent, ministry areas with a commonality of purpose and structure. In such we cannot underestimate the importance of Leadership and the concept of shared leadership. The concept is of collaboration. (see Appendix 1).

However, many clergy find themselves in an ambiguous situation – they cannot act as they want, often having to play old tunes and to continue to operate with dysfunctional systems. Changing the way a church lives is not easy. It never was and no one ever said it would be! However, "To aspire to leadership is an honourable ambition" (1 Tim 3:1 NEB).

The best way to change behaviour is to put people into a new organisational context which imposes new roles, responsibilities and relationships on them. To change a culture you have to start doing things differently. The Ministry Team represents one such (desirable) organisational change. The new structure provides a good excuse to motivate people for change.

Trapped cultures do not change; they look instead for different ways of pulling the same levers. Leadership seeks to envision a different way. Remember that what has worked for the church in past generations does not guarantee its success within the present.

Our present purpose is to engage with the prevailing culture in order to present the Christian Gospel using the gifts and insights of every member in line with the Great Commission. We do not need merely to provide adequate structures; we need also to provide adequate and suitable processes. These are:

- **engagement** – helping people to engage properly in the call to mission
- **encounter** – helping people to engage in a transforming encounter with the living God in worship, prayer and fellowship
- **enquiry** - helping people to listen to God, ourselves and our community
- **equipping** – developing the tools to deliver the mission

Changing any structure will lead to conflict, fear, new problems and hitherto suppressed emotions, but it will be much easier to face this together than on your own. The lonelier you are in your leadership the more entrenched you become, and the less open to change. The Ministry Team enables a journey with companions engaged with you in the same enterprise.

In *A Better Way* in the Diocese we were seeking to move from surrogate (purchased) ministry to performance (hands on) ministry by the "baptised".

The role of the authorised ministry is to build up the ministry of others. This will be by enabling the ministry of all the church to the church in order to equip all the church for ministry to and in the world.

However, change will only succeed when:

- there is general recognition of the problem;
- there is a shared vision of a better future;
- there is an acceptance of the first planned steps to take;
- these three outweigh the cost to individuals and groups involved.

Leadership for such a change will involve

- **oversight** – leading people into a common vision and keeping the work focussed on that vision
- **insight** – discerning whether we are keeping on track
- **foresight** – thinking ahead and listening to God for his direction

The exercise of discernment will be vital especially where there is no one course of action, which is clear. In its management aspect, it will be about tasking not enforcing, trusting not distrusting, tending not policing. Such leadership is better shared. In all this Vision will be essential. Vision, discernment, cohesion and direction are the proper concerns of leadership and ought to inform the strategies of our MMAs.

Change is the function of leadership. Change for the sake of change is novelty: change for the sake of improvement is progress. The Ministry Team will be about giving shape, form and direction, about discerning and discovering. We are trying to change deep-rooted cultures, expectations and behaviours which have been long supported by venerable historic structures, power distribution based on status and deference, inadequate information systems, lack of decisiveness and often dysfunctional ways of interacting which have long prevailed.

Mission can only be conducted from within a community that has itself come under the radical call of the Gospel. We cannot hope to evangelise the world until we are ready to be evangelised ourselves. To be church is to be a collection of people, whose lives are being moulded by the gospel, and who are in ministry together with a missionary agenda. In *A Better Way* The Derby Diocesan Vision declares the desire

***To be a Christian community  
recognised as experiencing and  
sharing God's salvation.***

We want to be those who say, "Come and join us and be equipped to go back into the world with us". The church is a witness to, not the dispenser of, salvation. Where attitudes and systems have become absolutised the ability to challenge is weakened. It is often difficult to solve a problem without freedom from past solutions.

## THE MMA MINISTRY TEAM

### WHAT ARE WE TALKING ABOUT? SOME BASICS TO CONSIDER

The Ministry Team will need to provide leadership to the MMA, so that there is a clear sense of direction. Leadership and Management are different, but they are complimentary systems of action – both are necessary for success. It is easy to be over-managed and under-led. Strong leadership with weak management is no better. Some have the capacity to manage but are not strong leaders.

- Management is about coping with practices and procedures in order to prevent chaos, 'ad hocery', contradictory action, etc.
- Leadership is about coping with change – as far as the church is concerned, its changed environment, expectations, mission focus, levels of adherence etc. It is about repositioning and refocusing
- Management is about developing the capacity to achieve a plan by organisation and staffing – aligning people to appropriate tasks.

However, in practice and experience there is huge overlap and it is true that managers do lead and leaders manage.

With this in mind, what is envisaged for MMAs? It is probable that no two MMAs will be the same but the hope is that a basic structure will be evident in them all.

The Ministry Team has two related tasks:

1. **prayerful discernment:** seeking God's will about vision, direction, priorities, oversight (episcopate). The Ministry Team will be led collegially by the Area Vicar as 'primus inter pares'. Its membership will be determined locally but will not necessarily include all clergy, Readers, officers etc, bearing in mind its primary function. It could be described as a Think tank, or a Discernment or Discovery team or a Strategy thinking team. Its concern will be not with its own good ideas but with God's ideas!
2. **action:** The Ministry Team will need to see that things happen, that ministry is delivered effectively and fairly in the churches of the MMA.

A specifically Christian team will be united under the leadership and Lordship of Jesus Christ. Its strength will lie in the concept of leadership as well as the qualities of the leader(s). It will be not so much democratic as synergistic. A team will seek success but will also recognise that failure is often a step to success and so a team has permission to fail some of the time in order to grow. Each member is both a player and a coach – coached and coaching in a milieu of shared gifts. "For those who are truly leaders, building a team and maintaining it is one of the most fulfilling tasks imaginable. It allows a leader to exercise his/her gifts by drawing the most out of each participant, invest in those individuals

and discover the joys of dying to self for the sake of others. Jesus modelled it for us. For what more could we ask?" (Tom Phillips in 'Leaders on Leadership' edited George Barna)

To achieve the outworking of vision needs motivation and inspiration. Leadership is about setting the direction which is not the same as planning which is a management process. The local leadership team may have both tasks or only the first while the PCC often only has the second. Vision is not the preserve of charismatic leaders only, but of broad based strategic thinkers also. Such thinking may not necessarily be original but will serve the interests of the organisation. Interdependence is a central feature of modern organisation – leadership is about lining up and going in the same direction.

Trying to get people to comprehend a vision of an alternative future is a communication challenge. Not least is it a challenge to get people to believe the message; an alignment to a vision of an alternative future is actually empowering. Good leadership motivates by articulating the organisation's vision by stressing the values of its mission and seeking to align those with the values of the 'audience'. They have to be involved in deciding how to achieve that vision. More change equals more need to motivate others to provide leadership. Leadership will create challenging opportunity not least the idea that we are not managing decline. Leaders will be continually clarifying values and vision, understanding the deeply ingrained assumptions and seeking to create the environment of a learning organisation. Multiple leadership needs careful co-ordination. Such a task will fall to the Area Vicar in an MMA.



## ARTICULATING VISION AND VALUES

This is an essential ingredient in MMAs moving, and material to help with this will be available in 2006.

## MINISTRIES FOR MISSION

What basic ministries will need to be in place within an MMA? We suggest that the following are fundamental, and others will arise from them as they are discerned. (THEY ARE NOT IN ANY PARTICULAR ORDER OF PRIORITY).

### WORSHIP

The Ministry Team will want to survey the worship patterns across the whole MMA and will need to consider the following kinds of questions:

- when do congregations meet for worship? It would be useful to provide a comprehensive list.

- are all the meetings which require leadership essential and likely to grow. If there are more services than the ministry team can staff, then which ones need to be cut?
- How many of those who provide ministry in worship are available to offer their services in churches other than their own?
- How are you going to deploy the worship leaders?
- Where is real growth happening? How can these services be encouraged?
- Can we provide opportunities for learning from each other, particularly sharing those ideas that are encouraging spiritual and numeric growth.

**PASTORAL CARE** - this is a ministry for many but it does need to be organised, clear in intention and well supported. Separate Toolkit material outlining a scheme of Contact, Communication, Care and Prayer will be available to help in this area. Fundamental is the notion that while much pastoral care does go on in parishes it is often very ad hoc with little accountability and assumptions that it is really the Vicar's job. MMAs demand it be properly based, organised and resourced. It will be important to have discussions about how pastoral resources can be shared. For example, it may be that one church has, for example, a bereavement visiting team. How can that team be developed to be available to the whole MMA?

**OUTREACH – EVANGELISTIC AND SOCIAL** - the whole point of a Mission and Ministry Area is to help the church care better for the area it serves, so it is recommended that a discussion on mission takes place at an early stage of the MMA. The Ministry Team can facilitate this discussion and start determining how the churches can work together for the area they serve. Getting to know the community (communities) in which the MMA functions is vital, its needs, make up, attitudes, organisations is a vital part of the building blocks for ministry. *The Council for Social Responsibility Diocesan Advisers will be able to help with this process via a community audit).*

**SPECIFIC WORK AMONG CHILDREN, YOUNG PEOPLE, SCHOOLS AND FAMILIES (INCLUDING THE ELDERLY)** – Good childcare which takes the needs of parents, children and young people seriously and builds the ministry to them and by them into the fundamental fabric of the MMA is essential. They may not be part of church life now but they never will be if we do not make best practice provision part of our very fabric. You may find it helpful to get together all those with responsibility for children's ministry to meet together and exchange ideas. There may be some churches in your MMA that have no children's or youth work. Is there a way that those churches which *do* have that ministry, can help those that don't? Can there be any combined children's or youth activity? *(Help and advice is available from the children's, schools' and youth Advisers of the Diocese).*

## **ADMINISTRATION, COMMUNICATION AND**

**FINANCE** – administration is a gift identified by St Paul and is essential as part of the management of leadership, vision and direction. It will be important that it be adequate within the new MMA. Good mechanisms of communication will also be essential and an MMA will want to consider appointing someone with that particular and discrete ministry brief (See *Communicating within a MMA Toolkit* paper). Adequate financial resourcing which is based in the real world of expenditure and income is vital. An MMA will want to consider someone to oversee the whole ministry of Christian Giving. (*The Diocesan Talking Money manual is still much used and is being revised to relate to Renewing Ministry. A separate Toolkit paper will soon be available to introduce or in some cases reinforce the principles of Giving for the task of mission*).

**TEACHING.** Ignorance about the fundamentals of the Christian Gospel is everywhere, outside and in the pew. We need to ask in each MMA questions such as, How do we help the enquirer? How do we nurture new Christians? How do we help those who have been on the journey sometime? How does preaching fit in? What place is there for groups/cells within the nurture programme of the MMA? How do we train leaders? Etc., etc. There will be real value in sharing resources for this.

## **WHAT SHALL WE DO NOW?**

There are two important tasks, which could be separated into two teams if desired.

### **THE DISCERNMENT TASK**

Area Vicar and other 'core ministers' meet for preliminary discussion (over a day) of the concept and its implementation using the Toolkit as a foundation. Particular local questions which might mean an adaptation of the process will need to be articulated.

- Discussion to share aspirations of team in terms of what the MMA is to achieve locally, outlining what has been achieved in individual parishes which make up the MMA, what areas of ministry are weak or missing. (Use the categories outlined above – pages 8 & 9 – as a guide). It is important to remember that MMAs are not starting from scratch. Yes, this is now a different way of 'doing parochial church' but the new MMA is made up of different local 'histories', inherited ways of doing things, different models of working, some of which are probably no longer fit for the task. Remember the best way to change a culture is to start **doing** things differently!
- Identify the ministries needed and begin to identify the particular gifts available in the MMA and which need to be discerned. (You may find the chart in Appendix 2 helpful).
- Keep communicating progress to the Area Council or equivalent.

- Begin to plan for an MMA-wide project to begin to articulate vision, purpose, direction and identification for ministries and ministers (See Definitions in Appendix 1). (The Diocesan Parish Focus material available from CDDM at Church House is a useful guide to such a process. CSR will be able to provide material to assist in conducting a community audit).
- Undergird the whole process with prayer in the group and congregations.

### **THE DOING TASK.**

- Discrete areas of ministry will need to be led and managed, i.e. organized on purpose! This leadership will need particular giftings. Once the various areas of ministry to be so led have been identified, prayer for the discerning of those to lead will be needed.
- In setting up this ministry lines of responsibility and accountability will need to be agreed and it will be important to be sure that all involved in these ministries are clear about what the values and the aspirations of such ministries are. This is of equal application to all undertaking ministries under this Ministry leadership.
- Opportunity for feed back, discussion etc on resourcing these ministries adequately will need to be built in to the MMA programme.
- Suggested areas of ministry needing discrete leadership:
  - Worship and liturgy, including prayer groups.
  - Pastoral Care Networks
  - Children's and Young People's ministry.
  - Finance and Administration
  - Social and Evangelistic outreach (including world Mission contacts).
  - Teaching, nurture of new Christians, training for ministry – all areas to do with congregational development.
  - And ??
- The provision of mechanisms for review, exit strategies, etc. (See Appendix 4)
- Further consultative help is available from the Training and Development Team of the Council for Developing Discipleship and Ministry.

***Our fellowship is with the Father and with His Son, Jesus Christ.***

***(1 John 1:3)***

***But to each of us grace has been given as Christ has apportioned it***

***(Ephesians 4:7)***

**Canon Barrie Gauge**

Parish Development Adviser

*In the Training and Development Team of CDDM  
Chancellor of Derby Cathedral*

## APPENDIX 1

### RENEWING MINISTRY: SOME DEFINITIONS

#### Renewal:

Renewal is not just about doing things differently. It is a theological concept which speaks of the work of the Holy Spirit 'making all things new'. As such it is about doing things in a power and a strength not of our own. "Not by might or by power, but by my Spirit", says the Lord'. (Zechariah 4:6). The presence of the Holy Spirit brings "seasons of refreshing from the presence of the Lord" (Acts 3:19). He reminds us of the truth of who Jesus is, who we are in him, what God purposed through him and through his church. It is thus essential that the Renewing Ministry Project is undergirded with prayer, the prayer for the renewing power of the Spirit to give us discernment, direction and a vision of our purpose. For God calls us to do what we are doing 'on purpose'. In the context of prayer for discernment we will see the need addressed by Renewing Ministry, receive a clear vision from God, be enabled to create a strategy to develop and will be strengthened not to give up!

#### Mission:

Mission is "God's work of reconciling the whole of creation to himself, in which we are called to participate". (*Mike Booker. Evangelism, Which Way now? CH Publishing 2003*). Mission is "The earthly purpose of the people of God.... the declaring and the demonstrating of the glory and love of God to all the world .....to speak of forgiveness in the face of 'ungrace' " (*George Barns. Turning vision into action 1996*) A Missionary church is a 'sent church', obeying the Jesus imperative to "make disciples of all nations". Mission is our purpose for mission is rooted in the character of God. A Better Way spoke of the Diocesan purpose – its Mission statement. "To love and worship God in unity with other Christians offering witness and service to those communities in which we live and work". It is in the encounter with God that mission is fired. Being part of a worshipping community should enable that encounter. If it does not then mission will be ineffective and burdensome. Renewing Ministry ought to free up the churches of this Diocese to retool our structures for mission.

Five Marks of Mission have been identified which provide a good checklist for our churches and which will be the basis for some thinking about Mission later in our process:

**Tell:** Proclaiming the good news of the kingdom

**Teach:** Teaching, baptising and nurturing new believers

**Tend:** Responding to human need by loving service

**Transform:** Seeking to transform unjust structures of society

**Treasure:** Safeguarding the integrity of creation, sustaining and renewing the earth

Renewing Ministry demands a new commitment to mission, and a new commitment to unity. New parish structures will enable us to be about this business more effectively 'for God's sake!'

#### Ministry:

*A Better Way* is a Strategy for Ministry in the Diocese. It had this to say about Ministry. "Ministry is the outward expression of our inner Christian faith and discipleship. All faithful disciples have a ministry. It finds expression in a whole variety of ways depending on each person's particular gifts, commitments and situation. It is as much to do with the place where we work, our home and family life as the interests we pursue, the organisations to which we belong, as it is to do with the place where we worship"(4.1). Our being part of a church community is as much about being in a place of equipping for ministry as about worship and individual piety! Renewing Ministry can never become a reality without the openness of the many to be gifted by God's Holy Spirit. And God's choosing is an indication that he sees our potential for that shaping in ministry!

The present Bishop's Council has articulated its priorities for the Diocese. It will be seen how these fit into the vision of Renewing Ministry. They are the aims for a renewed mission and ministry in Derby Diocese:

- Enabling Evangelism and witness
- Releasing new ministries and refreshing established ones
- Building confidence and growth in faith

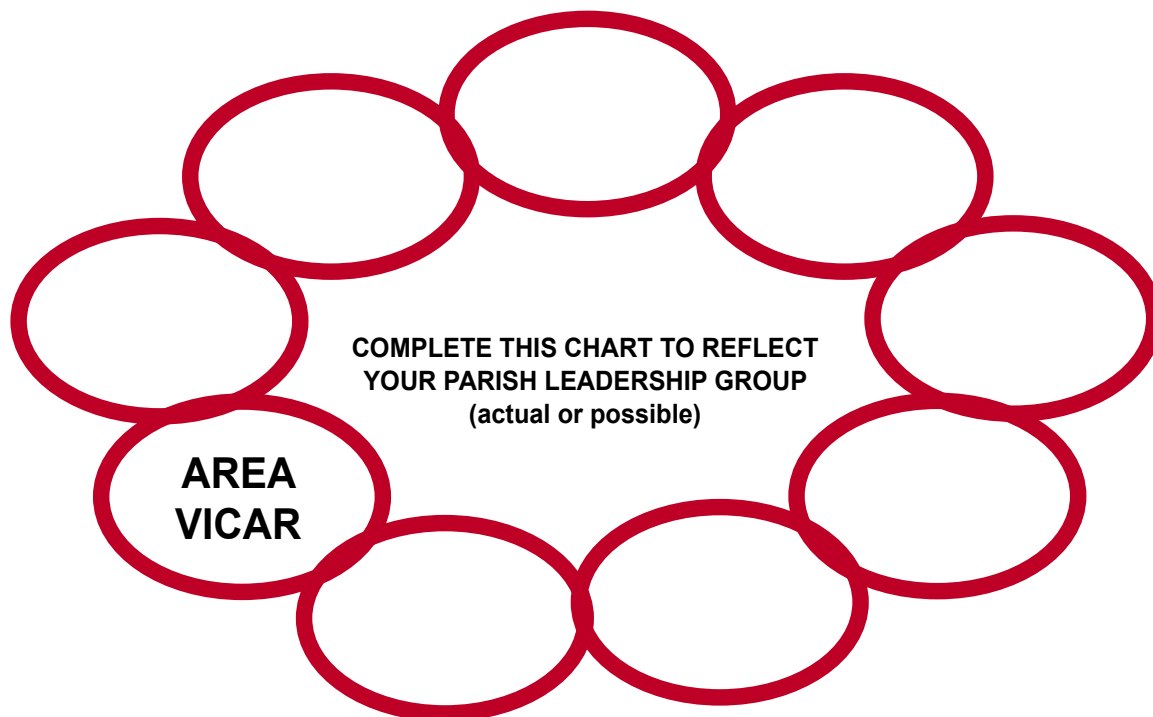
### COLLEGIALITY

This consists of a shared decision making process and a set of shared values essential for the success of the MMA enterprise. It incorporates mutual respect for similarities and differences between backgrounds, expertise, judgements and responsibilities, and involves mutual trust and shared mutual care. An MMA of its very nature will be a complex web of decision making as it seeks to translate values, purpose and goals into action and outcome. The concept is by nature one which involves not hierarchical dictat but constant consultation and evolution always set against Biblically determined priorities. Collegiality is not about 'giving everyone what they want' but will rest on interlinked ministries and procedures to enable a commonality of purpose to be effected in reality. The Area Vicar model is essentially that of a coordinator of equals not in any sense that of the Chief Executive

## APPENDIX 2

### LOCAL LEADERSHIP TEAMS A PARISH LEADERSHIP MODEL

1. What gifts do you need in the team?
2. Who would you choose?



The model is deliberately non hierarchical but linked and collegial in makeup. (See Appendix 1). You will need first to identify the gifts you believe are necessary and then discern who might already be so gifted or, more importantly, those whom God will gift. There is much literature about team gifts available and an exercise such as Belbin could be useful as you establish your team(s)

## APPENDIX 3

Please use this space for your own notes

### QUESTIONS FOR LEADERS?

Think of three things you do as part of your regular ministry.

Ask of each:

1. What do I feel about what I'm doing?
2. What other 'characteristics', gifts etc are needed to supplement mine in this area?
3. What qualities should a leader in this area have?

And generally,

4. What are my **Strengths, Weaknesses**? What **opportunities** does my present position give me? What are the real **threats** to my effectiveness in leadership?
5. What needs to be done in dealing with weaknesses, making the most of strengths and opportunities and coping with threats?
6. What training do I think I might need?
7. Am I satisfied by the present structures of accountability and 'mentoring'? Would some other structure be more suited to my needs?

## APPENDIX 4

Please use this space for your own notes

### ACTION GUIDELINES/CHECKLIST FOR LEADERS:

- Set specific goals
- Define activities. When you know what you are going to do you also then know what you are not going to do!
- Keep people informed.
- Identify and advertise milestones.
- Timetable proposals and keep the end in sight.
- Forewarn about difficulties and particular perceived hurdles.
- Attempt to forecast the expected outcome.
- Formulate plans.
- Involve others in the MMA's plans and activities.
- Expect modifications as you implement plans.
- Supervise their effecting with adequate briefing and debriefing.
- Evaluate continually.
- Celebrate and congratulate!
- Be prepared to learn from failure, seeing it as opportunity to move forward.

## APPENDIX 5

### Miscellaneous

#### SOME IDEAS ABOUT LEADERSHIP.

“The only way to lead people is to show them a future.

A leader is a dealer in hope” (*Napoleon Bonaparte*).

“The task of the leader is to get people from where they are to where they have not been. Leaders must involve the alchemy of great vision” (*Henry Kissinger*). “The first responsibility of a leader is to define reality”. (*Max Deprees*). “Leaders don’t have to coerce people to pay attention. They are so intent on what they are doing that, like a child completely absorbed with creating a sandcastle they draw others in”. “There are no hopeless situations only people who think hopelessly”. (*Winifred Newman*)

#### SKILLS OF EFFECTIVE LEADERSHIP

- Making decisions
- Communication
- Motivation
- Building commitment
- Team building
- Resolving conflict

#### THE OUTPUT WHICH IS EXPECTED FROM OUR LEADERS

- They will grasp the big picture and provide a clear aspirational and inspirational vision of their task is, should and could be, and why.
- They will provide a sense of direction and identify the values and competencies that will underpin this.
- They will establish an environment within which people work effectively both as individuals and as team members whose purposes and outputs are directed towards the organisation’s goals and values.
- They will ensure that individual performance is not at the expense of the team.
- They will seek to establish clear objectives and a few simply expressed performance measures and targets which demand results.
- They will communicate progress in order to motivate and encourage staff.
- They will appoint the right people.
- They will ensure a framework and behaviours in which people are coached and given the freedom to develop and in which they are valued.
- They will set and seek to live strong clear personal values which support a distinctive culture throughout the organisation.
- They will endeavour to create an organisation which continuously strives to improve.
- They will communicate constantly to build passionate commitment to the vision and inspire confidence in its delivery.

- Leadership will include the ability to involve people at every stage of any process, to equip them to engage with the real issues at hand, to help them to plan each phase or step along the way and to enable them to work together as a team in such a way that the leader’s role increasingly becomes one of coaching rather than of marshalling the troops.

#### WHY LEADERS FAIL

- Pressures of power – most managers have formal authority and therefore control over the destiny of others. This stops them from getting personal feedback that could lead to the awareness of their limitations.
- The inability to keep learning – circumstances change, the rules change, skills vary in importance and leaders who fail tend to keep repeating the same patterns that brought them success. Also, it is difficult to acknowledge that what has worked well so far may not continue to work in the future.
- Loss of touch with reality – they stop getting feedback, criticism and information. They begin to believe their own press. Gradually they lose touch. They also forget where they have come from and what it is like for other people.
- Misuse and overuse of strength – leaders who fail tend to rely on one or two core talents. Their weaknesses also matter. Qualities that were tolerated before begin to count against them.
- Insensitivity to the organisation’s culture and people’s expectations – they fail to notice things and stop listening to what people are really saying. They don’t pay sufficient attention to the environmental and societal changes that are occurring and to the values people hold.
- Wear and tear – they don’t look after themselves physically and psychologically. They become tired, stressed out and burnt out.

#### VOLUNTEER CHECK LIST

Are you clear about the following?

- Your job description.
- Your time commitment.
- The policy behind your work.
- Induction procedures.
- Training opportunities.
- Regular support structures.
- Opportunities for evaluation and feedback with others.
- Expenses, refreshments arrangements
- Complaints, grievance and disciplinary procedures
- Health and Safety issues (including training).
- Insurance.
- Contractual restrictions.
- Code of practice e.g. in relation to children.
- Exit procedures.