

# *Parish Leadership Training*



Bill Marianes



You were not selected to a Parish Council or  
Ministry Leadership Position

You were  
called to  
lead people  
closer to  
Christ.





“When seen through the lens of a servant’s heart, leadership becomes not just a job but a calling. Lives are changed for the better.

Next-generation leaders are molded. Along the way, the sense of destiny God planted in each individual soul finds fulfillment.”

Dr. James Kouzes

# Μετάνοια

# Metanoia



“a transformative change of heart”

# Find Your



***“I beg you to walk worthy of the calling to which you have been called.”***

Ephesians 4:1

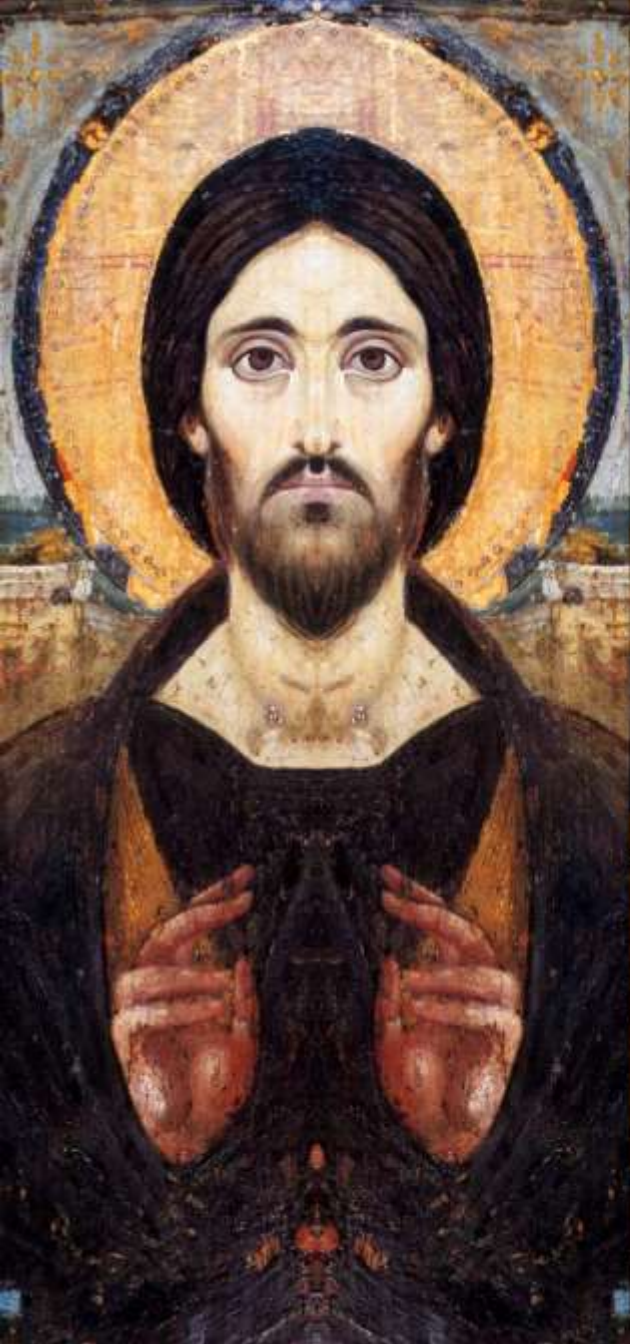
***“... to each one of us grace was given according to the measure of Christ’s gift... some to be apostles, some prophets, some evangelists, and some pastors and teachers for the equipping of the saints for the work of ministry...”***

Ephesians 4:7-13



## Why Are We Doing This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”



**Christ's  
possible  
very  
difficult  
question**



What did **you** do,  
for **My** church and **My** people,  
under **your** watch,  
given all of the gifts **I** gave **you** ?



## OUR CHALLENGE

**47%**

of cradle  
Orthodox  
have left the  
Church

**64%**

of young  
people fall  
away from  
the Church

**21%**

of Greek Orthodox  
Christians regularly  
attend Church

**99%**

of Orthodox Parishes  
are dependent on  
festivals and  
fundraisers to fund their  
needs

Is this a “good account before the awesome judgment seat of Christ?”



## **1. WHY**

- a. WHY and Values**
- b. Orthodox Servant Leadership**
- c. Know Thyself and Thy Parish**

## **2. WHAT**

- a. Archdiocese Regulations**
- b. Your Parish Charter and Bylaws**
- c. Legal Requirements**

## **3. HOW**

- a. Council of Ministries**
- b. Effective Meetings**
- c. Consensus and Rules of Engagement**

## **4. FUTURE**



## A Leader Leads By Example

“Leadership is not about  
personality. It’s about  
behavior”

“The domain of  
the Leader is the



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The work of the  
leader is  
change.”



Dr. James Kouzes



## 1. WHY

- a. WHY and Values
- b. Orthodox Servant Leadership
- c. Know Thyself and Thy Parish

## 2. WHAT

- a. Archdiocese Regulations
- b. Your Parish Charter and Bylaws
- c. Legal Requirements

## 3. HOW

- a. Council of Ministries
- b. Effective Meetings
- c. Consensus and Rules of Engagement

## 4. FUTURE

# Why Are Here Today?



“Live as if you were to die tomorrow. Learn as if you were to live forever.”

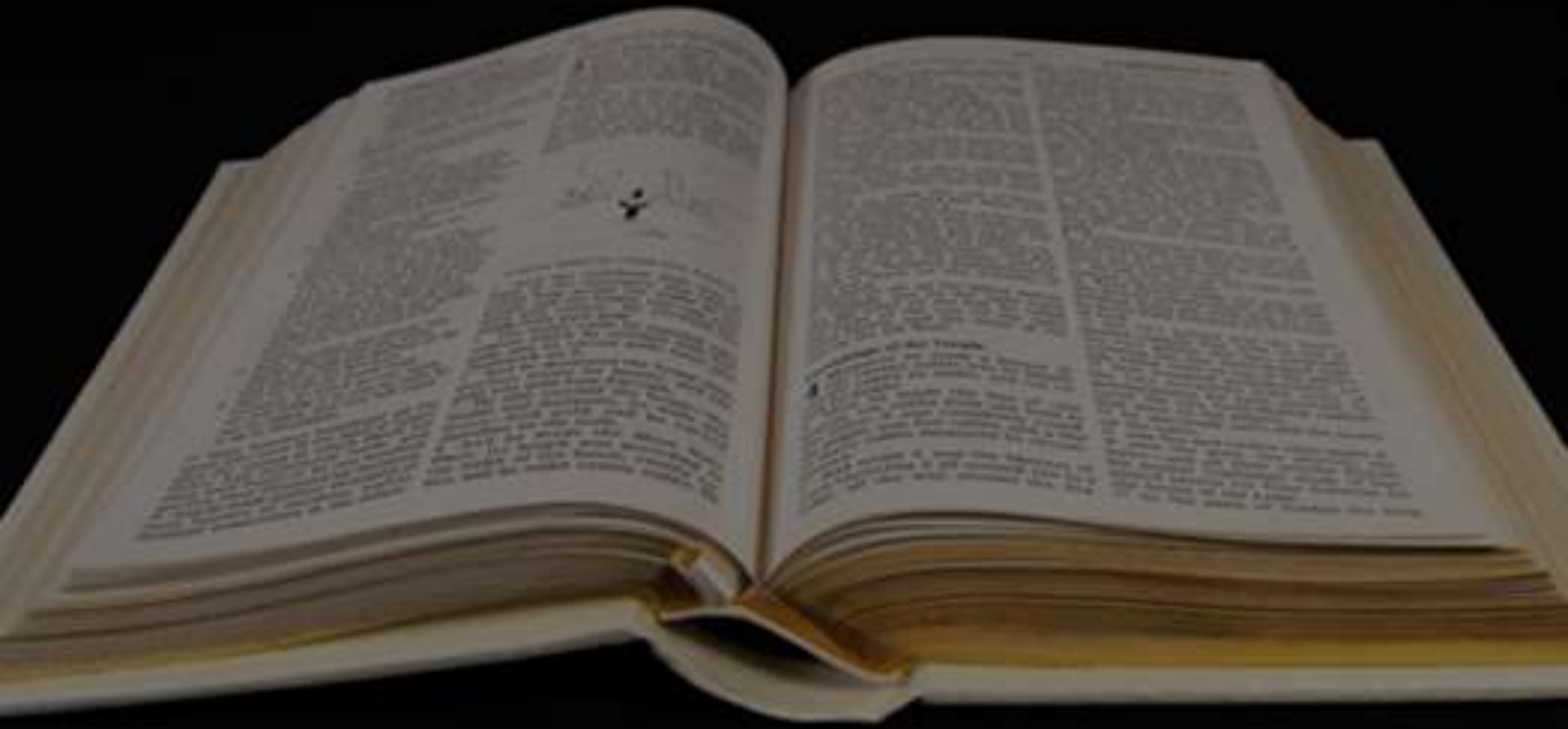
~ Mahatma Gandhi

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“Discipleship is the life of learning, growing, self-sacrifice, and commitment required of every Christian.”

~ Orthodox Study Bible

# Asking Why is Biblical



***“Friends, WHY  
are you doing  
these things?”***

Acts 14:15



## WHY Statement

An articulate, compelling and inspirational reason why our parish or ministry exists and why anyone should care or want to join us.





Holy Trinity Greek Orthodox Church  
Grand Rapids, MI

## WHY Statement

**To experience and share  
Christ's transformative  
love, joy, and peace and  
to be united with God  
and one another.**

**Help transform and  
improve Orthodox  
Church parishes  
and ministries in  
order to strengthen  
the Body of Christ.**

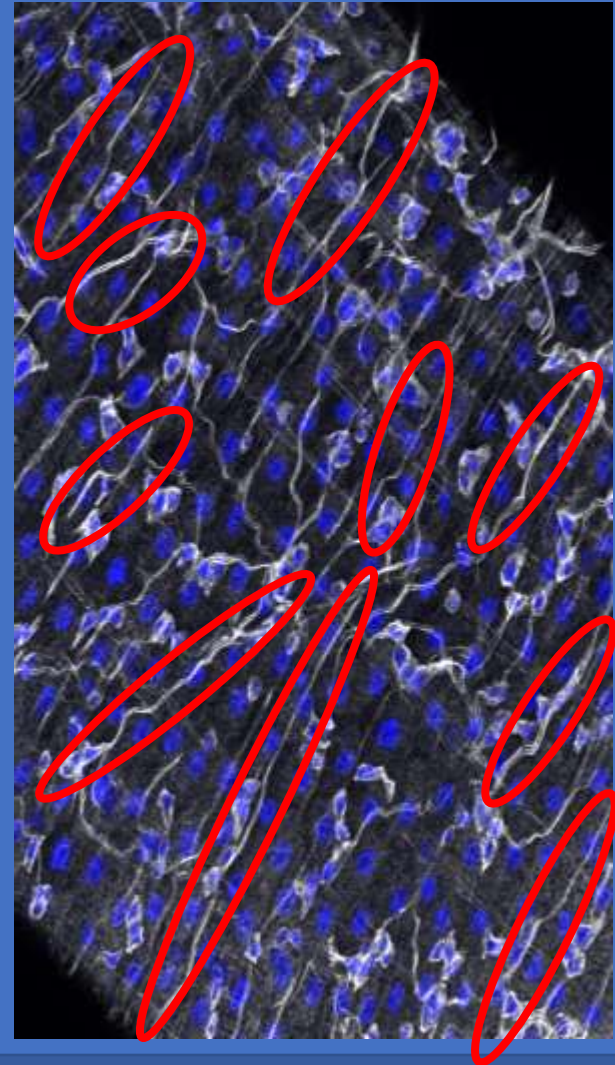
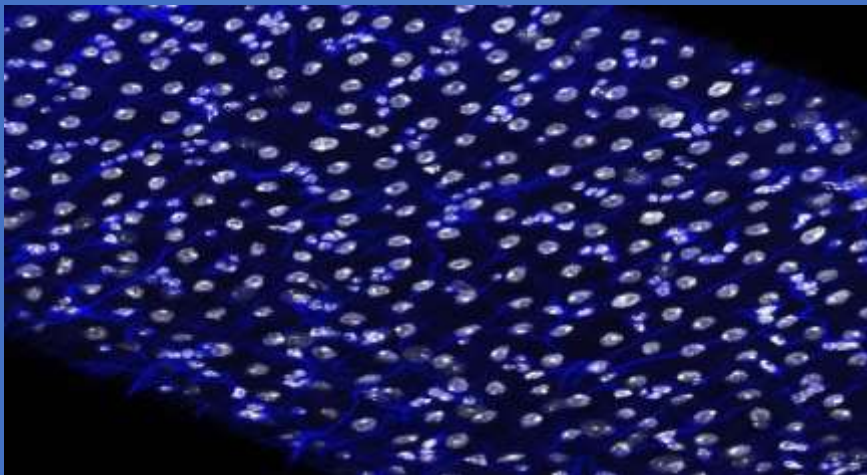


# Your Second Brain”<sup>1</sup>

*“The 2nd brain informs our state of mind...”*

The enteric nervous system  
 (“second brain”) in our gut has  
 100+ million neurons

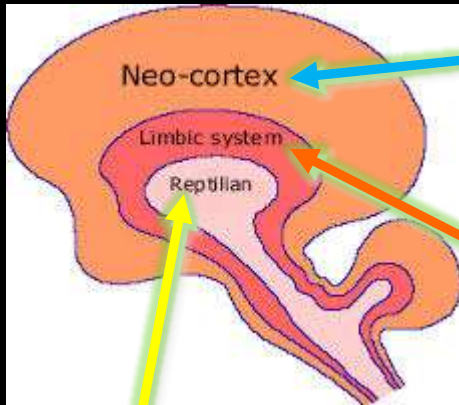
*“A big part of our emotions are  
 probably influenced by the  
 nerves in our gut...”*



<sup>1</sup> The Second Brain (HarperCollins) Dr. Michael Gershon, Chairman Department of Anatomy and Cell Biology at New York–Presbyterian Hospital/Columbia University Medical Center

<sup>2</sup> Pictures of midgut enteric neuron system taken from PhD dissertation of Dr. Alexis Marianes –“*How to bust a gut: physiological and stem cell compartmentalization in the Drosophila midgut*” - Johns Hopkins University (2013)

# Human Brain



**The Neo-cortex “Thinking” brain  
(where all language gets processed)**

**The Limbic “Feeling”  
brain (it has no  
capacity for language)**

**The Reptilian “Acting”  
brain (it drives action)**

**THE NEW BRAIN**  
RATIONAL

**THE MIDDLE BRAIN**  
EMOTIONAL

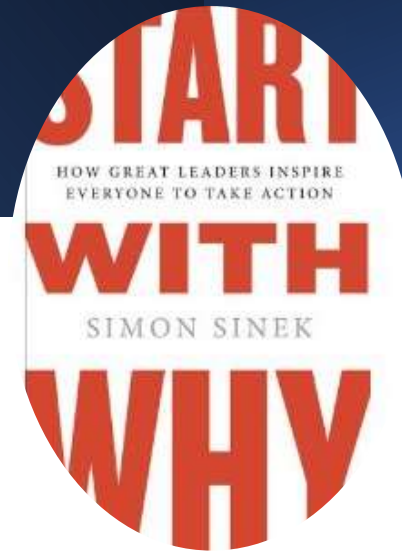
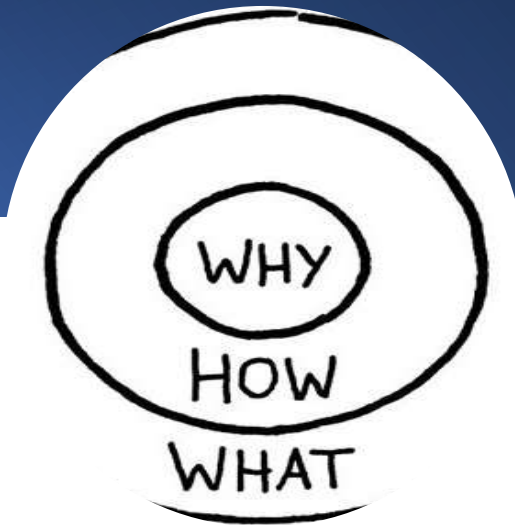
**THE REPTILIAN BRAIN**  
INSTINCTUAL



So do you know WHY You Are Here?



# Start With Why - How Great Leaders Inspire Everyone To Take Action



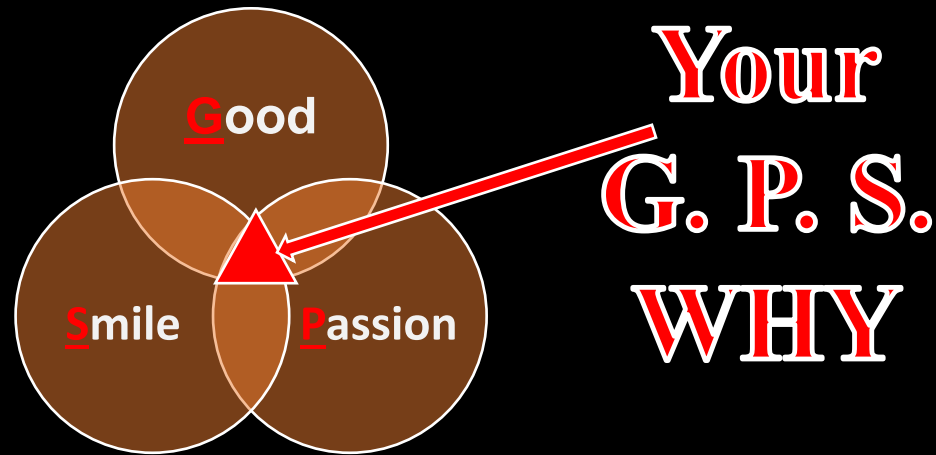
## Simon Sinek

[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action.html](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html)

(Over 55 million views)



## 3 Personal G.P.S. Questions



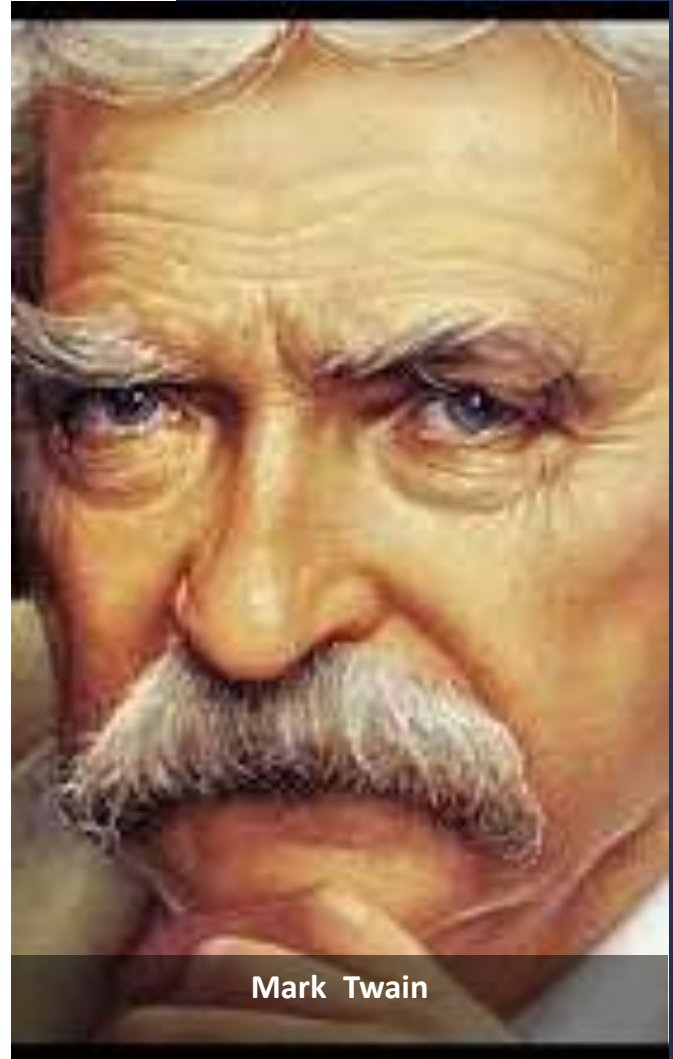
1. What am I **G**ood at?
2. What am I **P**assionate about?
3. What makes me **S**mile?



***“Two of the most important days of your life are:***

***First, the day you were born; and***

***Second, the day you figure out why.”***

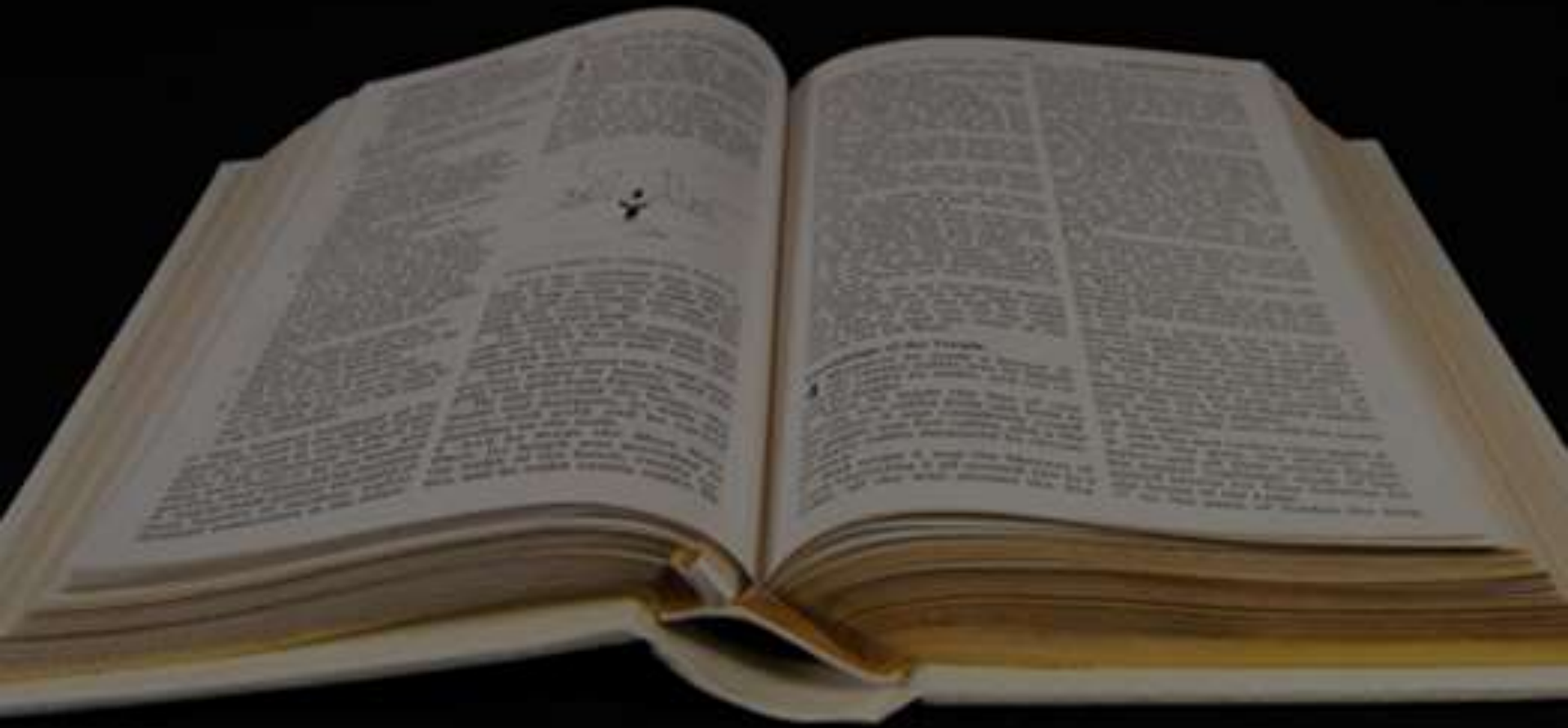


Mark Twain



Core  
Values

# Core Values Are Biblical



# GOD'S Core Values

I  
THOU SHALT HAVE  
NO OTHER GODS  
BEFORE ME

II  
THOU SHALT NOT  
MAKE UNTO THEE  
ANY GRAVEN IMAGE

III  
THOU SHALT NOT  
TAKE THE NAME OF  
THE LORD THY GOD  
IN VAIN

IV  
REMEMBER THE  
SABBATH DAY TO  
KEEP IT HOLY

V  
HONOR THY FATHER  
AND THY MOTHER

VI  
THOU SHALT  
NOT KILL

VII  
THOU SHALT NOT  
COMMIT ADULTERY

VIII  
THOU SHALT  
NOT STEAL

IX  
THOU SHALT NOT  
BEAR FALSE  
WITNESS AGAINST  
THY NEIGHBOR

X  
THOU SHALT  
NOT COVET

# CHRIST'S Core Values

## THE BEATITUDES

Blessed are the poor in spirit,  
for theirs is the kingdom of heaven.

Blessed are those who mourn,  
for they shall be comforted.

Blessed are the meek,  
for they shall inherit the earth.

Blessed are those who hunger and thirst  
for righteousness, for they shall be satisfied.

Blessed are the merciful  
for they shall obtain mercy.

Blessed are the pure of heart,  
for they shall see God.

Blessed are the peacemakers,  
for they shall be called children of God.

Blessed are those who are persecuted  
for righteousness sake,  
for theirs is the kingdom of heaven.

Matthew 5:3-10



**1. Beliefs shared by the stakeholders**

**2. Drive the organization's culture  
and priorities**

**3. Provide a framework for decisions**



St. Nicholas  
Orthodox Church

## CORE VALUES

- ~ **Christ-Centered Love**
- ~ **Generous Stewardship**
- ~ **Faithful Worship**
- ~ **Caring Community**
- ~ **Spiritual Transformation**



Once You Know You WHY And Core Values,  
Life Becomes Much Easier To Live



**To help people and  
parishes discover  
and live their  
stewardship callings,**

**so that they may  
have a good  
account before the  
awesome judgment  
seat of Christ.**



# Bill's Core Values

GI<sup>3</sup>



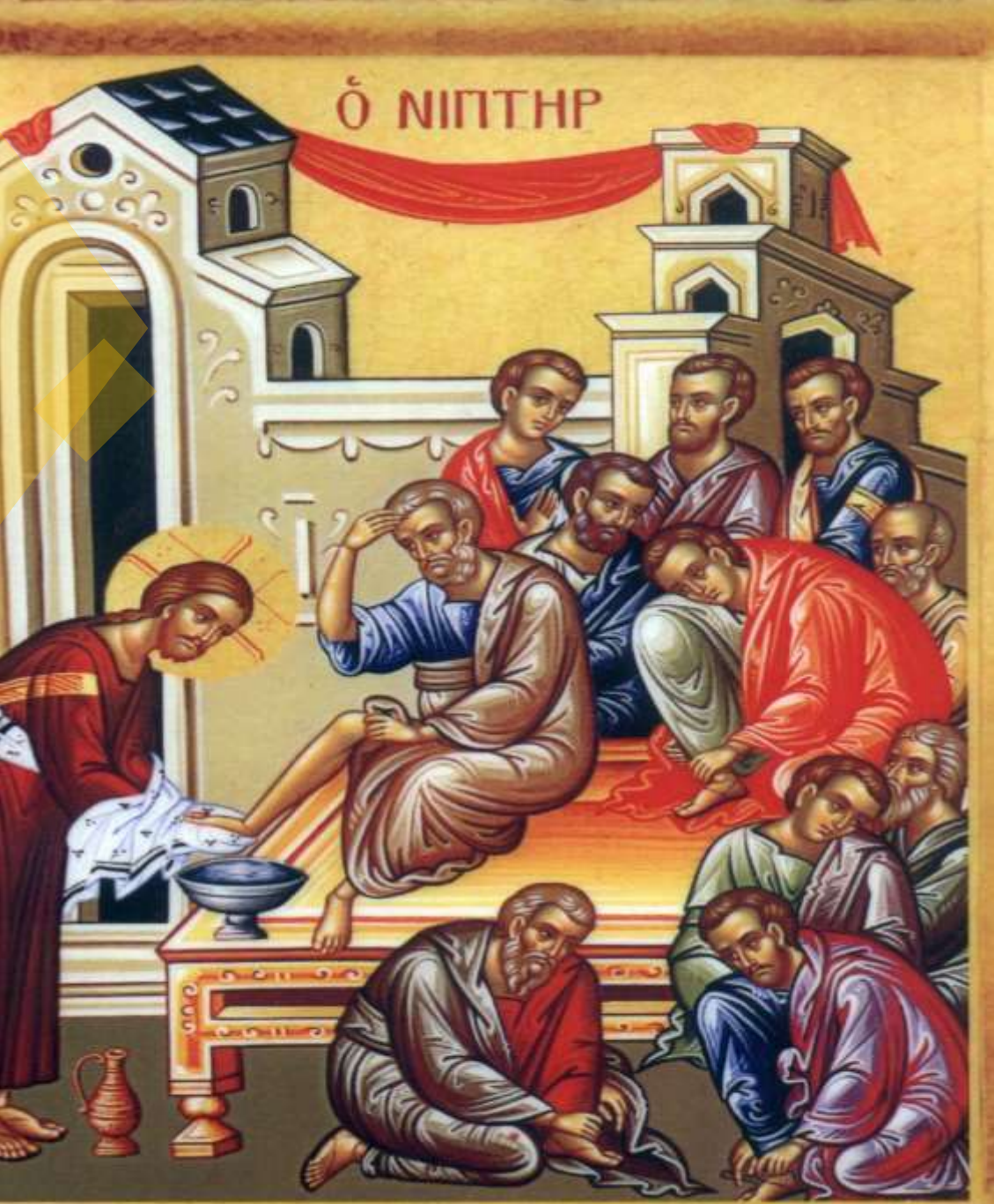
Grit

Integrity

Inquisitive

Inspirational





# ORTHODOX SERVANT LEADERSHIP



**“The most basic task of the Church leader is to discern the spiritual gifts of all those under his authority, and to encourage those gifts to be used to the full for the benefit of all.”**

**“Only a person who can discern the gifts of others and can humbly rejoice at the flowering of those gifts is fit to lead the Church.”**



# Orthodox Servant Leader Model

VISION

COURAGE

TEAM

HUMILITY

LOVE

TRUST

# Orthodox Servant Leader

**LOVE**

I love  
unconditionally.

**TRUST**

I do what I  
say.

**HUMILITY**

I admit my  
mistakes.

**COURAGE**

I sacrifice to  
ensure success.

**TEAM**

I support my  
people.

**VISION**

I see a righteous  
destination.

# Orthodox Servant Leader Score

LOVE

I love unconditionally \_\_\_\_\_

TRUST

I do what I say \_\_\_\_\_

HUMILITY

I admit my mistakes \_\_\_\_\_

COURAGE

I sacrifice to ensure success \_\_\_\_\_

TEAM

I support my people \_\_\_\_\_

VISION

I see a righteous destination \_\_\_\_\_

5 = Always

4 = Mostly

3 = Sometimes

2 = Rarely

1 = Never

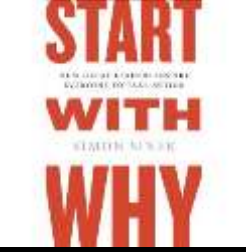


**“In the end,  
leaders don't  
decide who  
leads.**

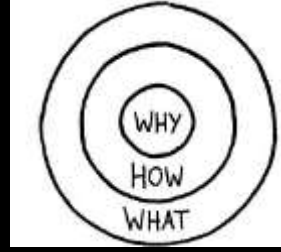
**Followers do.**

**If you think  
you're a  
leader and  
you turn  
around and  
no one is  
following you,  
then you're  
simply out for  
a walk.”**





# **“There Are Leaders And There Are Those Who Lead”**



~ **“Leaders merely hold a title or position of power or influence.”**

~ **“Those who lead, inspire us to follow them.”**

~ **“We follow those who lead, not for them, but for ourselves.”**

## 4 Key Characteristics of Great Leaders<sup>1</sup>

1. INTEGRITY – trustworthy and ethical
2. GOOD JUDGMENT – make good decisions after gathering relevant facts
3. VISION – empower reaching an inspiring destination
4. SELF AWARENESS - know how you impact others

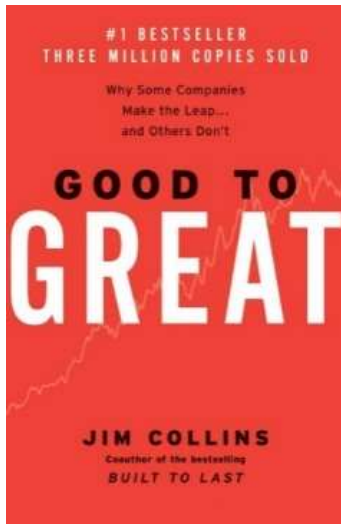


“If leaders have integrity nothing else matters, and if they do not have integrity nothing else matters.”

David Gergen

Adviser to 4 U.S. Presidents

# Good To Great Levels of Leadership



1. **Highly Capable Individuals** make productive contributions
2. **Contributing Team Members** work well with others in groups
3. **Competent Managers** – effectively organize people and resources to achieve an objective
4. **Effective Leaders** – inspire a commitment to compelling vision and higher performance
5. **Level 5 Executives** - build enduring greatness with through a paradoxical blend of personal humility and professional will

## Dr. James Kouzes – Leadership Visionary

**Leading by example is more effective than leading by command.**

**Leadership isn't the private reserve of a few...**

**It brings out the best in people and others.**

**Liberate the leader in everyone, and extraordinary things happen.**

**It takes a group of people working together with a common purpose in an atmosphere of trust and collaboration to get extraordinary things done.**

# 5 Practices of Exemplary Leadership<sup>1</sup>



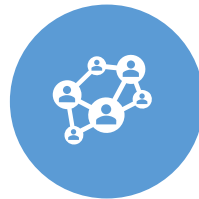
1. **Model The Way** know and live your core values and WHY



2. **Inspire a Shared Vision** articulately share the exciting possibilities of a future destination



3. **Challenge the Process** ask questions, experiment, and test the unknown



4. **Enable Others To Act** great dreams are achieved through collaborative and trusting relationships



5. **Encourage The Heart** celebrate the values and victories of your teams

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<sup>1</sup>The Leadership Challenge Dr. James Kouzes & Dr. Barry Posner

1. **“You Make A Difference –**  
Before you can lead you have to believe you can have a positive impact on others.”
2. **“Credibility is the Foundation of Leadership –** If people don’t believe in you, they won’t willingly follow you.”
3. **“Values Drive Commitment –**  
People want to know what you stand for and believe in.”
4. **“Focusing on the Future Sets Leaders Apart –** You have to take a long-term perspective. Gain insight from reviewing your past and develop oversight by looking around.”
5. **“You Can’t Do It Alone –**  
Leadership is a team sport.”

Top 10 Timeless Empirical  
Leadership Findings From

**The Truth About Leadership**<sup>1</sup>



All of these are direct quotes from:  
**The Truth About Leadership**  
by Dr. James Kouzes and Dr. Barry Posner

6. **“Trust Rules** – The level of trust others have in you will determine the amount of influence you have.”
7. **“Challenge Is the Crucible for Greatness** – Exemplary leaders – the kind of leaders people want to follow – are always associated with changing the status quo.”
8. **“You Either Lead By Example Or You Don’t Lead At All** - You can’t ask others to do something you aren’t willing to do yourself. Moreover, you have to be willing to admit mistakes and be able to learn from them.”
9. **“The Best Leaders Are The Best Learners** – Leaders are constant improvement fanatics and learning is the master skill of leadership.”
10. **“Leadership Is An Affair of the Heart** – Leaders are in love with their stakeholders...and make others feel important...Love is the motivation that energizes leaders to give so much for others.”

Top 10 Timeless Empirical  
Leadership Findings From  
**The Truth About Leadership**<sup>1</sup>



All of these are direct quotes from:  
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# Good To Great And The Social Sectors<sup>1</sup>

1. In social sector entities, performance is assessed relative to mission (not financially)
2. Determine what is a relevant measure of success in your parish and ministries
3. The only financial question is: What is our return on the stewardship donations we have invested?
4. Brand reputation is critical in social sector entities, SO: What is your parish's brand?

<sup>1</sup>Based on Jim Collins' "Good To Great and the Social Sectors - Why Business Thinking Is Not The Right Answer."





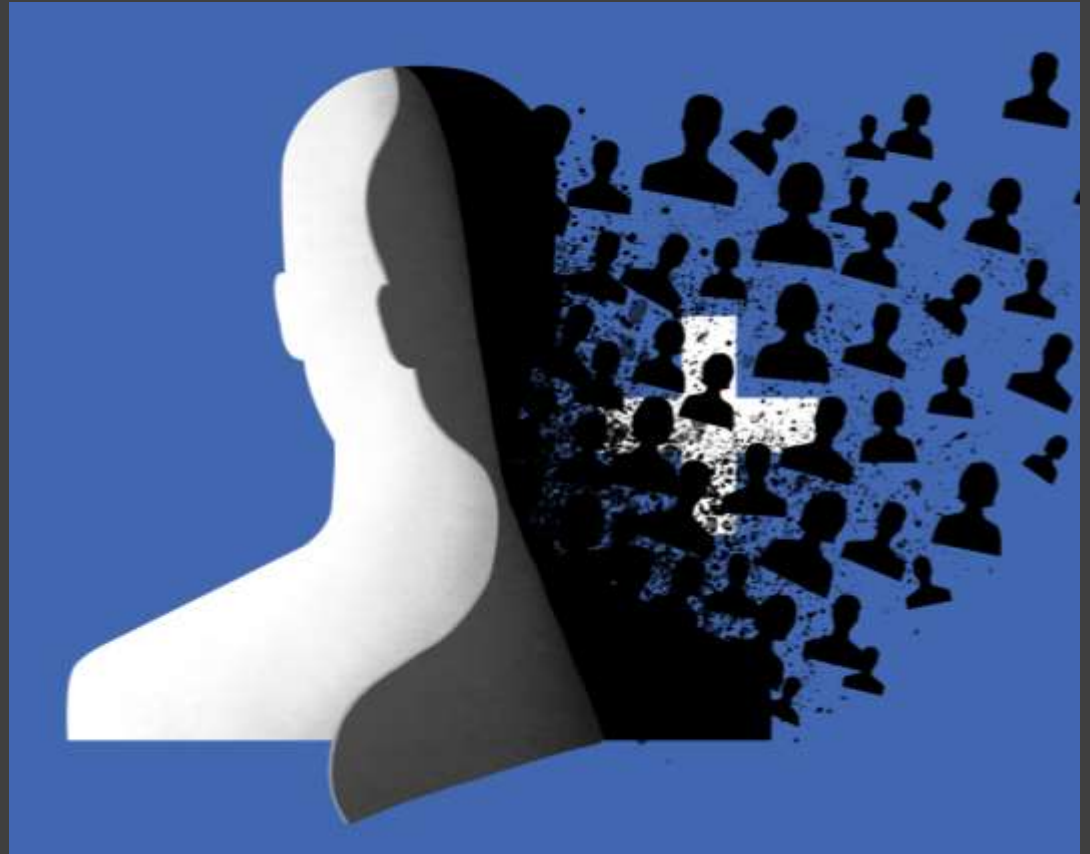
**If your parish ceased to exist, would anyone in your community notice?**

**(other than missing your food festival)**

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Know Thyself



Know Others

**GREAT LEADERS DON'T  
SET OUT TO BE A  
LEADER...THEY SET OUT  
TO MAKE A DIFFERENCE.  
ITS NEVER ABOUT THE  
ROLE-ALWAYS ABOUT  
THE GOAL.**

**“Two are better than one, because they have a good return for their labor.**

**If either of them falls down, one can help the other up.**

**But pity anyone who falls and has no one to help them up.”**

**ONE  
TEAM  
ONE  
DREAM**



**Ecclesiastes 4:9-10**

***So we, being many,  
are one body in  
Christ,***

***and every one  
members one of  
another.***



***Romans 12:5***

**None of us can do  
as much as all of us  
can do together.**



**None of us is as smart  
as all of us are.**



## Who Am I? Myers Briggs

- ~ Uses Carl Jung's psychological types theory
- ~ We behave consistently based on our perception and judgment.
- ~ Perception is how we become aware of things, people, happenings, or ideas
- ~ Judgment is our conclusion based on our perceptions
- ~ People who perceive things differently will reach different conclusions based on the same information







- ~ We experience sensations, intuitions, feelings, and thoughts
- ~ 1 of these is mostly dominant
- ~ Myers-Briggs builds self-awareness and effective teams through:

- common ways to describe differences
- ability to see similarities and differences
- understanding challenging relationships
- positive views of all personalities
- a way to genuinely change your behavior

#### PERSONALITY TYPES KEY

<b>E</b> <b>Extroverts</b> Extroverts are energized by people and a variety of tasks, a quick pace, and an open environment.	<b>S</b> <b>Sensors</b> Sensors are realistic people who like to focus on the facts and details. They enjoy common sense and practical experience to find practical solutions to problems.	<b>T</b> <b>Thinkers</b> Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.	<b>J</b> <b>Judgers</b> Judgers tend to be organized and planned. They like to make and stick to plans, and are comfortable following rules.
<b>I</b> <b>Introverts</b> Introverts often like working alone or in small groups, prefer a slow methodical pace, and like to focus on one task at a time.	<b>N</b> <b>Intuitives</b> Intuitives prefer to focus on possibilities and the big picture, easily see patterns, make connections, and seek creative solutions to problems.	<b>F</b> <b>Feelers</b> Feelers tend to be sensitive and empathetic, and make decisions on their own internal values and how others will be affected by their actions.	<b>P</b> <b>Perceivers</b> Perceivers prefer to keep their options open; they like to be able to act spontaneously and like to be flexible with making plans.



# Who Am I? Myers Briggs

## PERSONALITY TYPES KEY

**E**

### Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

**S**

### Sensors

Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.

**T**

### Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

**J**

### Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

**I**

### Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

**N**

### Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

**F**

### Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

**P**

### Perceivers

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

# Who Am I? Myers Briggs

## 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer  
**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer  
**I**  
Introversion

## 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer  
**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer  
**N**  
Intuition

**ISTJ**  
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**  
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**  
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INTJ**  
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**  
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**  
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**  
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**  
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

**ESTP**  
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**  
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**  
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**  
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**  
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**  
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**  
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**  
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

## 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer  
**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer  
**F**  
Feeling

## 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer  
**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer  
**P**  
Perceiving

# Who Am I? Myers Briggs

“It’s so incredible to finally be understood.”

Only 10 minutes to get a “freakishly accurate” description of who you are and why you do things the way you do.

[Take the Test →](#)

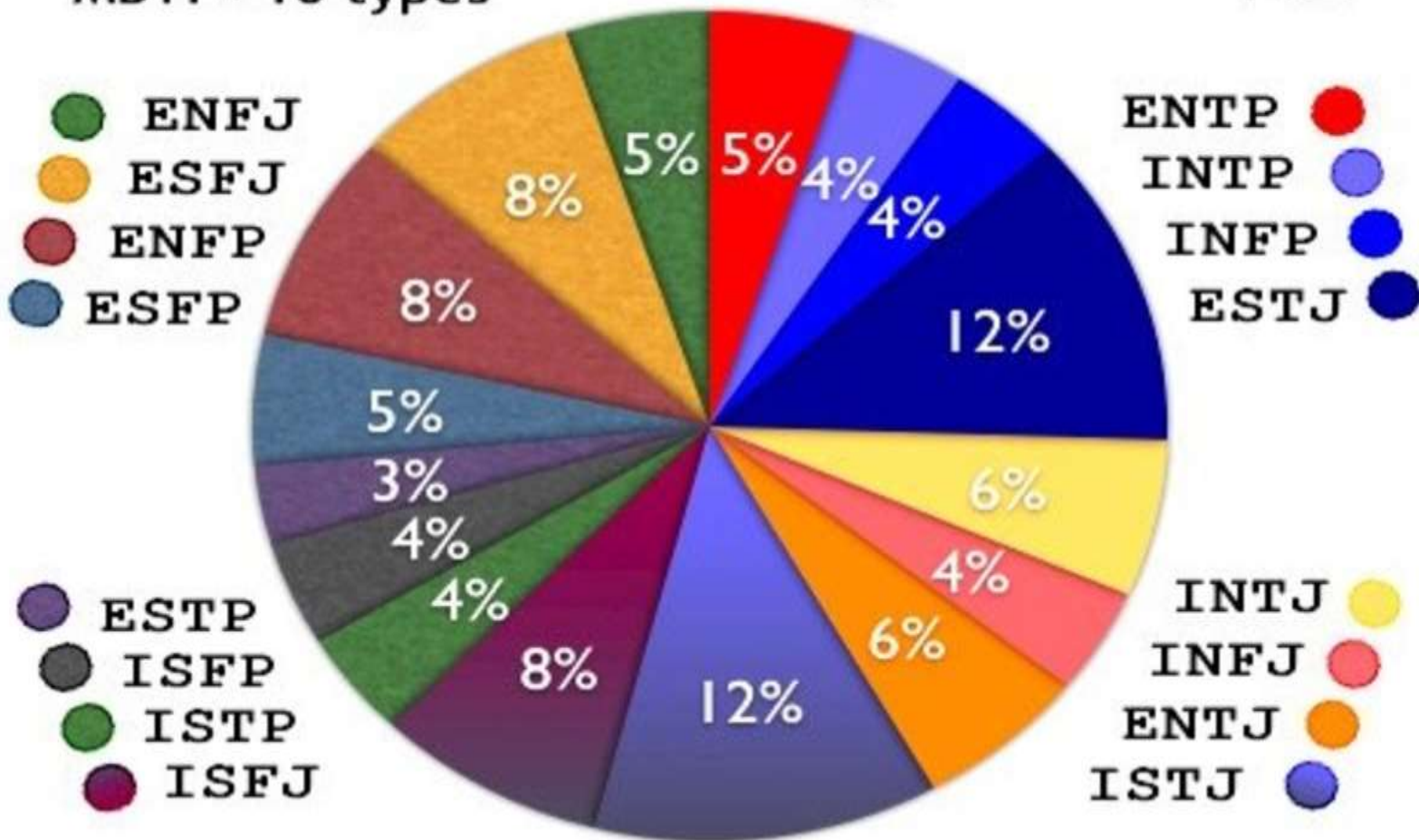


<https://www.16personalities.com/personality-types>

# Who Am I? Myers Briggs

MBTI - 16 types

## Myers-Briggs



# Useful & Fun Parish Council & Ministry Activity

## Simplified Myers Briggs Type Compatibility Chart

	INFP	ENFP	INFJ	ENFJ	INTJ	ENTJ	INTP	ENTP	ISFP	ESFP	ISTP	ESTP	ISFJ	ESFJ	ISTJ	ESTJ
INFP	Green	Green	Green	Blue	Green	Blue	Green	Green	Red	Red	Red	Red	Red	Red	Red	Red
ENFP	Green	Green	Blue	Green	Blue	Green	Green	Green	Red	Red	Red	Red	Red	Red	Red	Red
INFJ	Green	Blue	Green	Green	Green	Green	Green	Blue	Red	Red	Red	Red	Red	Red	Red	Red
ENFJ	Blue	Green	Green	Green	Green	Green	Green	Green	Blue	Red	Red	Red	Red	Red	Red	Red
INTJ	Green	Blue	Green	Green	Green	Green	Green	Blue	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow
ENTJ	Blue	Green	Green	Green	Green	Green	Blue	Green	Green	Green	Green	Green	Green	Green	Green	Green
INTP	Green	Green	Green	Green	Green	Blue	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow	Blue
ENTP	Green	Green	Blue	Green	Blue	Green	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow
ISFP	Red	Red	Red	Blue	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Blue	Green	Blue
ESFP	Red	Red	Red	Red	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Blue	Green	Green
ISTP	Red	Red	Red	Red	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Blue	Green	Blue
ESTP	Red	Red	Red	Red	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Blue	Green	Blue	Green
ISFJ	Red	Red	Red	Red	Yellow	Green	Yellow	Yellow	Green	Blue	Green	Blue	Green	Green	Green	Green
ESFJ	Red	Red	Red	Red	Yellow	Green	Yellow	Yellow	Blue	Green	Blue	Green	Green	Green	Green	Green
ISTJ	Red	Red	Red	Red	Yellow	Green	Yellow	Yellow	Blue	Green	Blue	Green	Green	Green	Green	Green
ESTJ	Red	Red	Red	Red	Yellow	Green	Blue	Yellow	Blue	Green	Blue	Green	Green	Green	Green	Green

### Chart Legend

Red	Uh-Oh, Think This One Through
Yellow	It Could Work, But Not Ideal
Light Green	One Sided Match
Green	It's Got a Good Chance
Blue	Often Listed as an Ideal Match

Check  
Compatibilities  
Among Parish  
Council and  
Ministries  
Teams and  
Discuss  
Consequences

(and do it  
with your  
family)



**As iron sharpens iron, so one person sharpens another.**

Proverbs 27:17



**“Then he said to his disciples,  
The harvest is plentiful, but the  
workers are few.**

**Ask the Lord of the harvest,  
therefore, to send out workers  
into his harvest field.”**

Matthew 9:37-38





**Know Thy  
Parish**

# Who Owns The Problem?

---

**“Any time the majority of people behave a particular way the majority of the time, the people are not the problem. The problem is inherent in the system.**

**As a leader, you own responsibility for the system. Although a particular person can be a big problem, if you find yourself blaming the people, you should look again.”**

---

**W. Edwards Deming  
(father of the Quality Movement)**

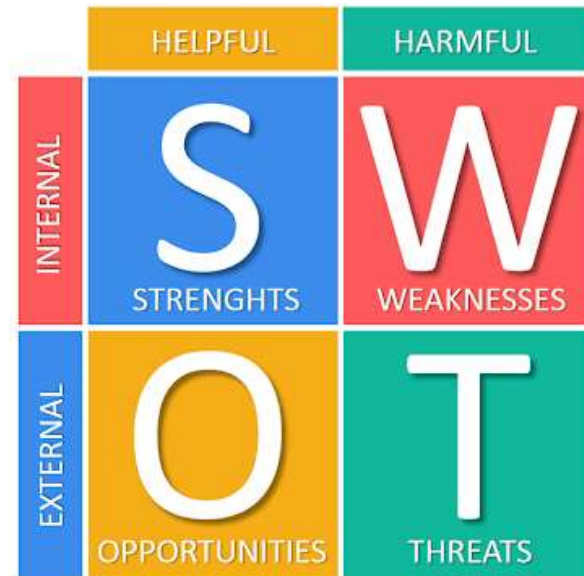
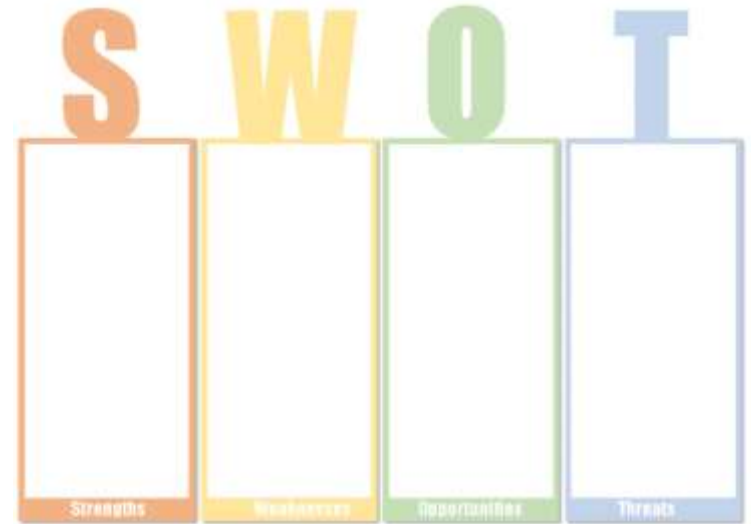


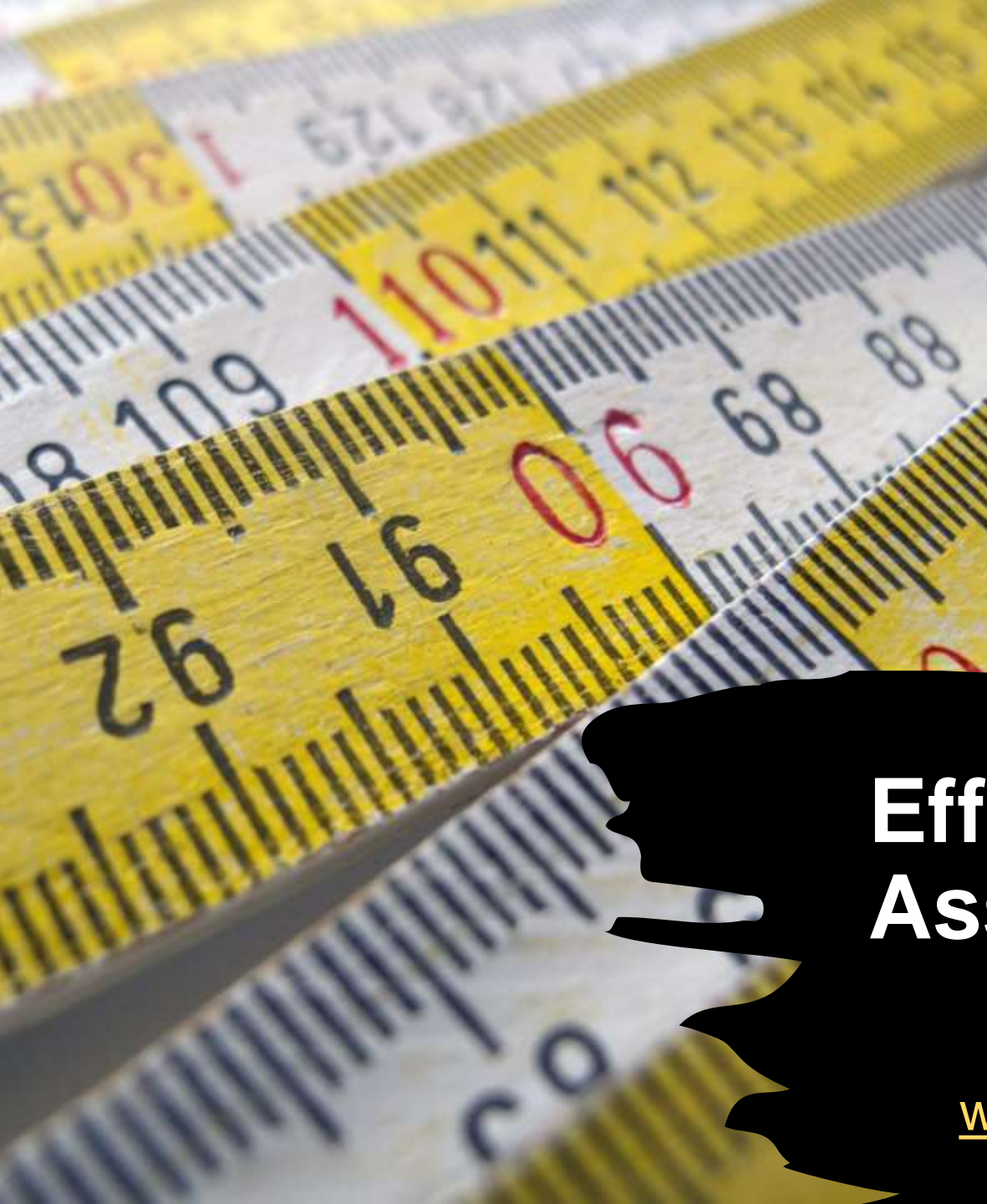
# SWOT ANALYSIS

Answers strategic planning question where are we now?

~ First focus on INTERNAL Parish Strengths and Weaknesses

~ Second focus on EXTERNAL Opportunities and Threats that our Parish faces





# Effective Parish Assessment

[www.effectiveparish.org](http://www.effectiveparish.org)

# OMS EFFECTIVE PARISH MODEL



## THE SOLUTION

Empirical research identified 6 Operational Pillars and 30 Building Blocks that must be optimized to excellence in the most healthy and effective Orthodox Parish.



## 1. WHY

- a. WHY and Values
- b. Orthodox Servant Leadership
- c. Know Thyself and Thy Parish

## 2. WHAT

- a. Archdiocese Regulations
- b. Your Parish Charter and Bylaws
- c. Legal Requirements

## 3. HOW

- a. Council of Ministries
- b. Effective Meetings
- c. Consensus and Rules of Engagement

## 4. FUTURE

# 5 Key Parish Council Roles

1. VISION  
~ Vision-setting & Strategic Planning
2. RESOURCES  
~ budget, finance, & development (3Ds)
3. TALENT  
~ Parish Council, Ministry leadership, and non-clerical employee recruitment, assessment and development
4. ADMINISTRATION  
~ policy creation and enforcement and Parish Council and committee meetings
5. EMMISSARY  
~ be the face of parish in church and at all times in the community

# Your Minimum Job

1. Attend Divine Liturgy regularly
2. Participate in Church sacramental life
3. Assist Priest in the administration of Parish ministries
4. Establish appropriate committees (Stewardship, Finance, Fundraising, Planning and Real Estate committees)
5. Use Archdiocese Stewardship materials
6. Prepare budgets and collect Parish revenue
7. Provide compensation and benefits to all Parish personnel
8. Provide financial resources for the Parish's administration, spiritual, educational, and other ministries
9. Buy/sell/mortgage Parish property
10. Pay Archdiocese assessments
11. Certify and submit Parish financials, budgets and audits to Hierarchy and the Archdiocese
12. Submit Archdiocese/Metropolis required Parish reports
13. Adhere to Charter, Regulations & Congresses decisions
14. With Priest's consent, hire, manage, and discharge all parish personnel (including schoolteachers)
15. Ensure Parish adheres to all Archdiocese personnel and volunteer policies
16. Surrender all records to the next Parish Council
17. Exercise any additional authority, consistent with the Charter, Regulations and the Parish Bylaws



# Parish Administration

1. The Priest is head of the Parish and guides and oversee the Parish.
2. Priest and Parish Council are responsible to Hierarchy for the life and activities of Parish.
3. Parish is administered by the Priest and Parish Council cooperatively.
4. Except for the Board of Elections and Board of Auditors, all Parish committees or boards are under the jurisdiction of the Priest and Parish Council.
5. Problems between a Priest and Parish Council shall not be brought before the Parish Assembly and can refer the matter to the Hierarchy.

---

**§ 35 - Disputes that involve ecclesiastical, theological, canonical, Church governance or Church property issues and that pertain to the life of the Parish or Church community shall be governed by the Archdiocese Dispute Resolution Procedures.**

# Your Parish Articles of Incorporation (Charter) and Bylaws

- ~ All incorporated parishes have Articles of Incorporation or Charter and Bylaws that define its legal organization and duties
- ~ Every Parish Council member should review and understand these critical documents
- ~ P.C. should periodically review these documents and ensure alignment with best practices, law changes and Archdiocese regulations



The Law  
Imposes  
3 Duties  
on ALL  
Board  
Members

- +
- 
- o
- 1. Duty of Care**
- 2. Duty of Loyalty**
- 3. Duty of Obedience**

## Legal Duty of Care

- ~ **Exercise responsibilities in good faith with diligent attention, care, and skill.**
- ~ **Active participation in all PC & committee meetings**
- ~ **Understand the “business” of the parish and how it operates**
- ~ **Provide strategic direction and oversee management**
- ~ **Use your own judgment in decision-making on behalf parish. Ask questions. Secure facts.**
- ~ **Seek out independent professional advice when needed (e.g., buying or selling major assets or property and entering into material contracts)**

## **Legal Duty Of Loyalty**

- ~ Always act in the best interest of the parish and do not use your position for personal benefit**
- ~ Adopt strong conflict of interest statements signed by each PC member**
- ~ Obtain multiple bids for purchases**
- ~ Make all decisions objectively and do not participate when your objectivity is impaired**
- ~ Respect the confidentiality of the personnel and parish matters when appropriate**

## **Legal Duty of Obedience**

- ~ Understand all applicable rules, policies, laws and regulations**
- ~ Carry out everything according to its Charter / Articles of Incorporation, Bylaws, Archdiocese Charter and Regulations, and Archdiocese, Metropolis and parish policies**
- ~ Do not take actions beyond the parish's powers and purposes**
- ~ Make all decisions in a manner faithful to the parish WHY, Core Values, Mission, Vision**
- ~ Comply with ALL Federal, State and Local laws**

# Board Duties 101

~ Provide:

***Foresight***  
***Oversight***  
***Insight***

(sit in the crow's nest scanning the horizon for storms or rainbows to explore)

~ Being a nonprofit Board member  
also requires the “3 D’s”

## The “3-Ds”

### Essential Duties Of All Parish Leaders

- ~ **Donate** – you donate the funds or other resources needed to achieve the Vision
  
- ~ **Develop** – you help raise the funds and resources from others to achieve the Vision
  
- ~ **Do / Deliver** – you perform an essential expense saving function necessary to achieve the Vision
  
- ~ **Make no mistake about it:**
  1. advice alone is insufficient
  2. you must be a generous steward
  3. you must own the Vision by ensuring it can be achieved





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- c. Legal Requirements

## 3. HOW

- a. Council of Ministries
- b. Effective Meetings
- c. Consensus and Rules of Engagement

## 4. FUTURE

**Recruit  
Parish  
Council  
Board  
Members  
With  
These  
Talents**

- ~ **Administration and Operational Excellence**
- ~ **Communications, Marketing, Public Relations**
- ~ **Entrepreneurship**
- ~ **Financial Management**
  - **Accounting / tax**
  - **Banking**
  - **Investing**
- ~ **Fundraising**
- ~ **Law**
- ~ **Technology**

A blue ribbon graphic with a white border, containing the text 'Some Recommended Parish Council Committees'.

**Some  
Recommended  
Parish Council  
Committees**

- ~ Executive**
- ~ Vision / Strategic Planning**
- ~ Development, Finance & Accounting**
- ~ Marketing, Communications, Public Relations**
- ~ Nominations / Elections**

# Some Best Practices

- 1. Corporate Delegation of Authorities (who has what authority to take actions)**
- 2. Best Financial Practices (e.g., two signatories, separation of authorities, Board financial oversight, financial dashboards annual audits, etc.)**
- 3. Buy Full Insurance Coverages** (get professional advice re policies for: Directors & Officers, Health, Youth Protection, General Liability, Special Event Coverage (e.g., festivals, hall rentals) Financial Integrity, etc. - and consider buying a personal Umbrella Insurance Rider
- 4. Make sure your Bylaws include an indemnification of Parish Council Members, Parish employees, ministry leaders, etc.**
- 5. Conflicts of Interest Policy and annual Conflicts Disclosure Forms signed by all fiduciaries**
- 6. Background checks for everyone**
- 7. Parish & Ministries Operations manual and training program (including human resources manual with succession plans)**



# Recommended Parish Financial Dashboard

## Stewardship Calling Recommended Parish Financial Dashboard

ITEM <sup>1</sup>	THIS YEAR	LAST YEAR	PRIOR YEAR
<b>The following are reported monthly</b>			
Total Income			
Total Stewardship Income			
Total Expenses			
Net Income or Loss			
% of Expenses Covered by Stewardship			
Number of Stewards			
Median Stewardship Pledge <sup>2</sup>			
<b>(add any other critical line item the PC needs to watch here)</b>			

### The following are added to the report each quarter

Total Expenses invested in parish chosen charities and ministries			
% of Total Expenses invested in parish chosen charities and ministries			
Proxy Tithe % Analysis <sup>3</sup>			
% of stewardship income from top 10 stewards			
% of stewardship income from top 10% of stewards			
% of stewardship income from top 20 stewards			
% of stewardship income from top 20% of stewards			

<sup>1</sup> ALL columns include only "month to date" numbers as of the end of the previous month

<sup>2</sup> Use median NOT average because major donors skew averages

<sup>3</sup> Divide median stewardship contribution by \$8,175 (tithe of median U.S. Orthodox income)



## **Effective Parish Council Organization**

- ~ Every Parish Council Member must have a defined job**
- ~ President, Vice President(s), Treasurer and Secretary jobs are set in Regulations and Bylaws**
- ~ Some Parish Council members may chair a Board Committee (e.g., Strategic Planning)**
- ~ All other PC members should become Ministry Liaisons under a Council of Ministries**

# Council of Ministries

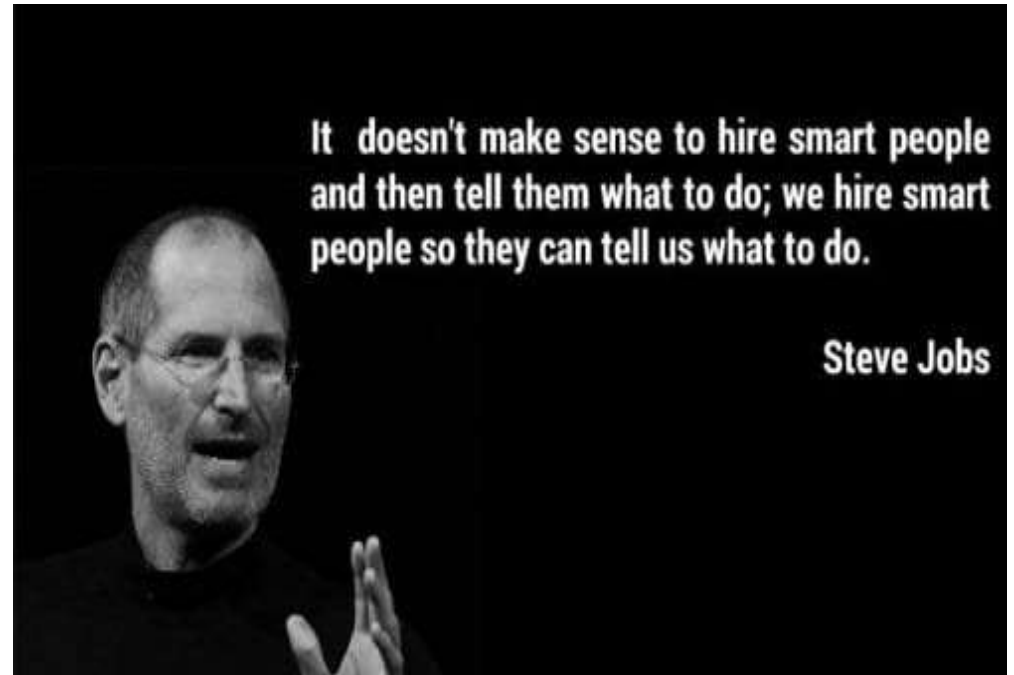
- ~ Every major Parish activity is run by a Ministry that has co-chairs
- ~ Each Ministry has a WHY & Vision consistent with the parish WHY & Vision
- ~ Each Ministry establishes its own budget to achieve its WHY and Vision
- ~ Each Ministry has a parish council member liaison to the P.C.
- ~ The C.O.M. meets (at least) quarterly to share activities, ideas, best practices, needs, etc.



# Board Don'ts - 101

## DO NOT

**Micro-manage day-to-day parish or ministries operations if you expect talented people to stay**



**It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.**

**Steve Jobs**



# Board Don'ts - 201

Manage the  
Results NOT  
the Process

**“If you want to hire great people and have them stay working for you, you have to let them make a lot of decisions, and you have to be run by ideas...”**

**The best ideas have to win, otherwise, good people don't stay.”**



**LEADERS WHO DON'T  
LISTEN WILL EVENTUALLY  
BE SURROUNDED BY  
PEOPLE WHO HAVE  
NOTHING TO SAY**

**ANDY STANLEY**

**SMARTLEADERSHIP**

## Effective Parish Council Meeting Rules

1. **Respect everyone by Always starting on Time – NO “Greek time” (ZOOM or conference call is OK if your Bylaws permit them)**
2. **All Financial Statements, Operations Dashboard, Minutes and other reports are written and circulated at least 3 days before meeting (review them in advance)**
3. **Rules of Engagements are enforced, and PC meetings do NOT become “committee meetings”**
4. **Discussions stay strategic and do not micromanage tactics**
5. **All decisions are by consensus**

## **Effective Parish Council 10 -Step Meeting Agenda**

- 1. Opening Prayer & Clergy reflection**
- 2. Review parish WHY, Vision and any key strategic plan achievements**
- 3. President's report (major items only)**
- 4. Treasurer discusses Financial Dashboard and only unique or concerning financial statement item(s)**
- 5. PC members share updates on key Ministry for which they are liaison**
- 6. Vote on material matters requiring approval**
- 7. Address unfinished old business**
- 8. Identify any action item(s) for next meeting (and responsible person)**
- 9. "Good of the Parish" short commentaries**
- 10. Closing prayer & fellowship**

# Two Process Keys



**Rules of Engagement & Consensus**

1. Start on time and stay on schedule
2. Everyone is equal
3. Interact confidentially
4. Ask questions
5. Park tangential issues
6. No distractions
7. All decisions made by consensus
8. Focus only on things we control or influence not things we can't control
9. Everyone **MUST** participate
10. Be honest and "no spin"



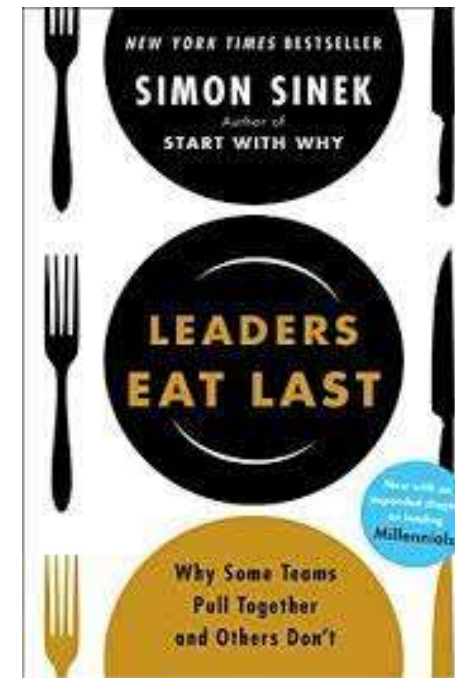
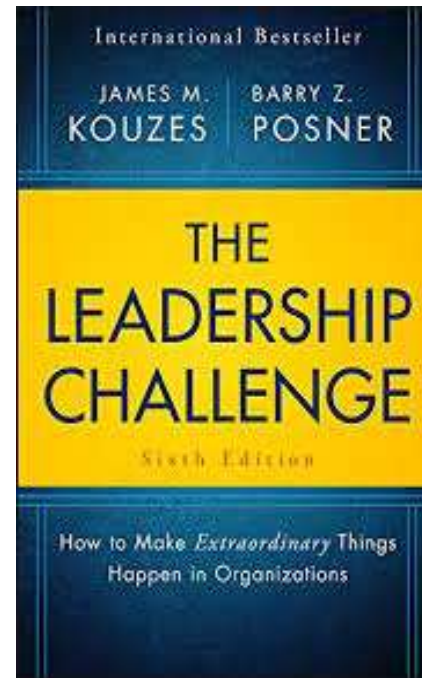
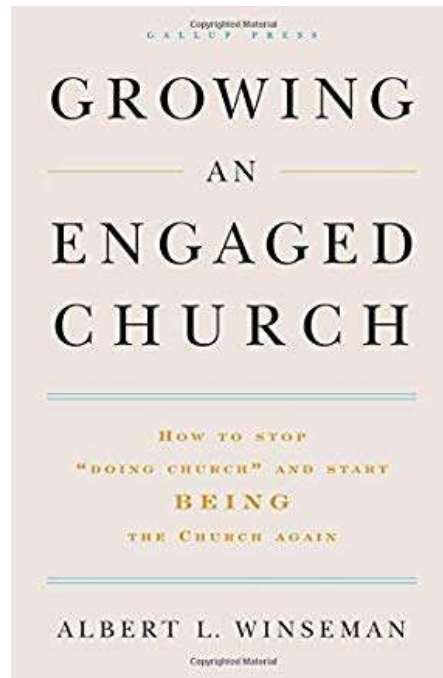
11. No defensiveness
12. NO "Discussion Killers"
13. Think strategically
14. Speak precisely and succinctly
15. We are members of the Body of Christ treating everyone with love and respect and allow the Holy Spirit to participate freely

# Consensus

A group of business professionals in a meeting, with text overlaid on a dark background. The image shows several people in business attire, some standing and some sitting at a table, engaged in discussion. The text is overlaid in white on a dark, semi-transparent background.

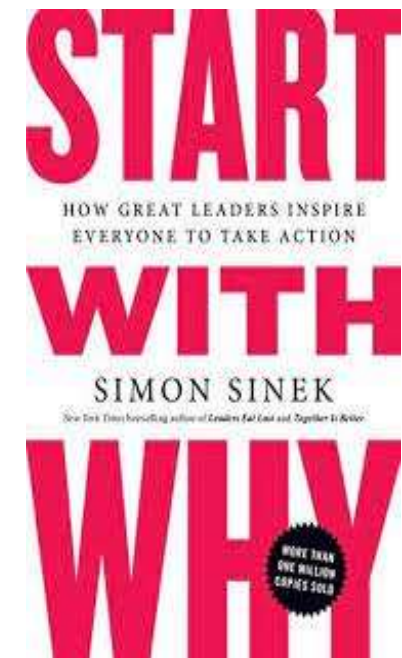
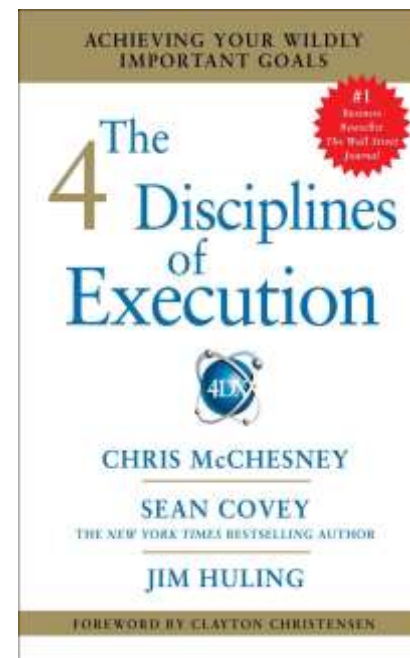
- ~ Seek the “common mind” through respectful dialogue
- ~ An agreement everyone can “live with” (even if it is not their first choice)
- ~ Consensus is achieved once:
  - (a) the discussion has been full and fair
  - (b) everyone can live with the modified proposal

# Suggested Reading



**“Change is the province of leaders. It is the work of leaders to inspire people to do things differently, to struggle against uncertain odds, and to persevere toward a misty image of a better future.”**

Dr. James Kouzes





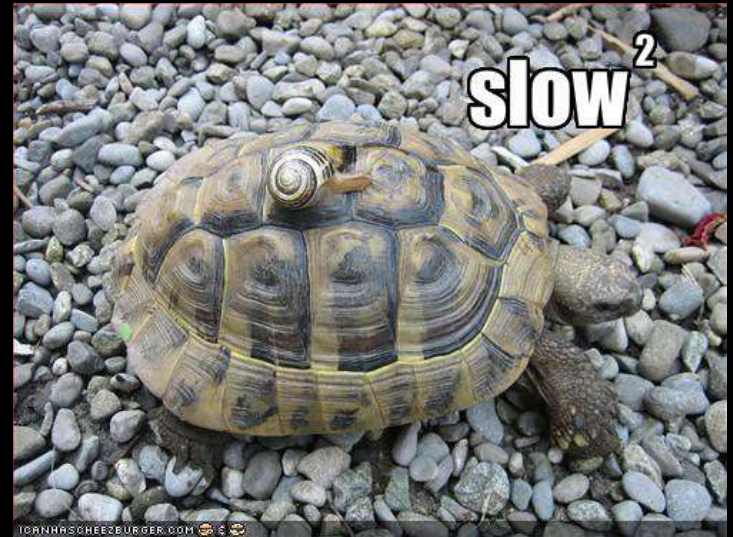
## “FEAR NOT”

We are offering 3 Leadership ZOOM programs in 2023.



Part 1 - Your Parish WHY  
Part 2 - Your Parish What  
Part 3 - Your Parish How

Each will unpack everything we covered (and a little extra) at a much slower pace with extensive time for Q&A. (Stay tuned for dates and times.)





## 1. WHY

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## 2. WHAT

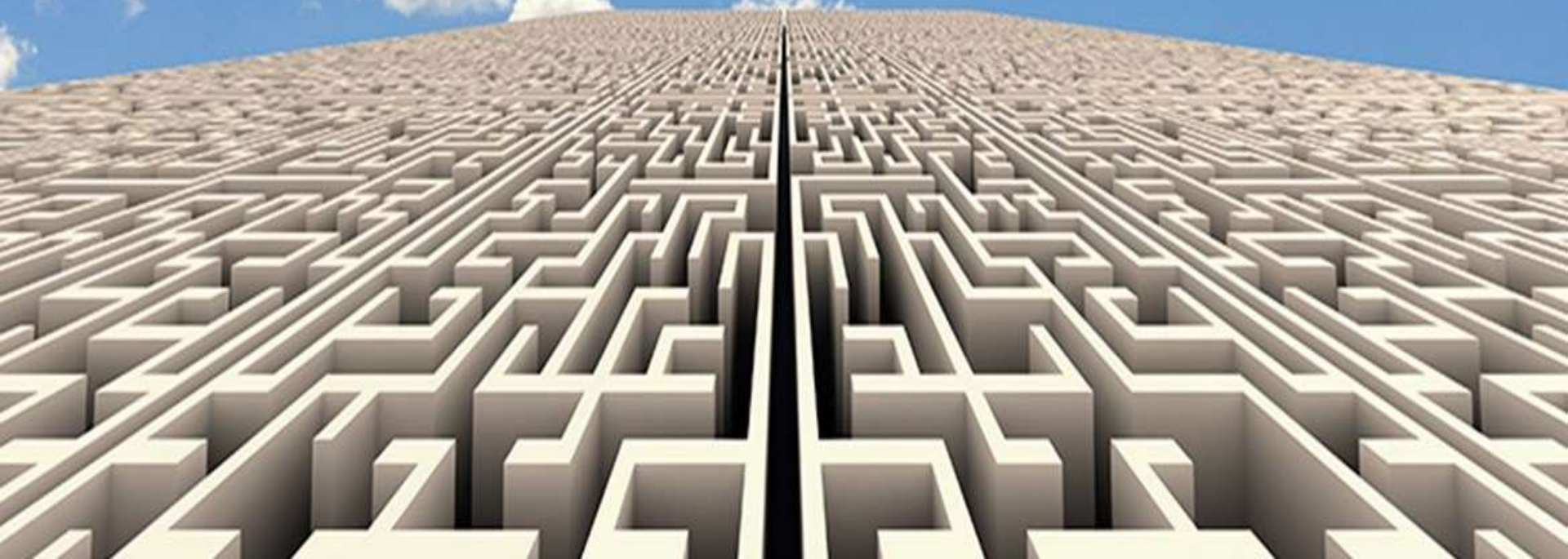
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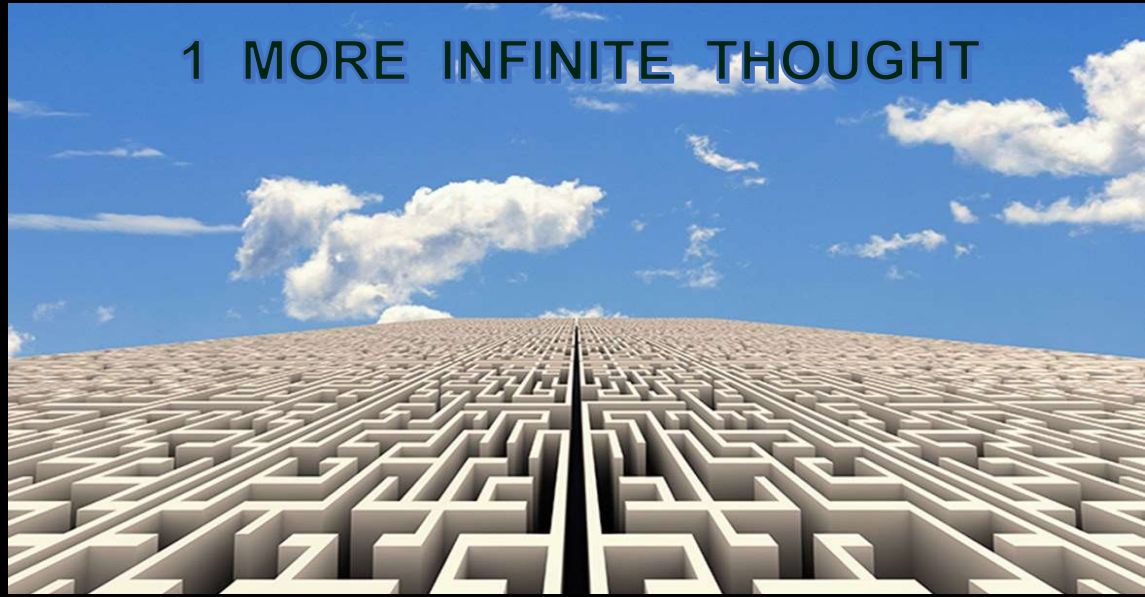
## 4. FUTURE

# 1 MORE INFINITE THOUGHT



**You are  
playing an  
 $\infty$  game...**

1 MORE INFINITE THOUGHT

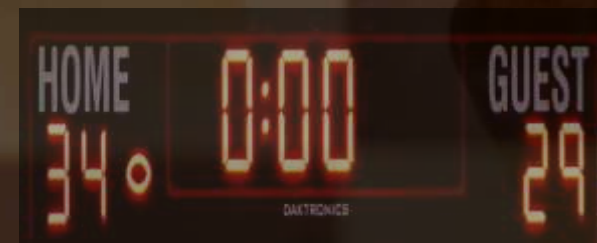


**...not a  
finite game.**

# FINITE GAME

- ~ players are known
- ~ rules are fixed
- ~ endpoint is clear
- ~ winners and losers are easily identified

(like football or chess)



# INFINITE GAME

- ~ rules are changeable
  - ~ there is no defined endpoint
  - ~ players come and go
  - ~ there are no winners or losers
  - ~ there is only ahead and behind

(like life itself)



# YOUR HISTORY

- ~ God has existed since “the beginning”
- ~ Your Orthodox Church has existed for centuries after Christ started it
- ~ Your Archdiocese has existed for 100 years
- ~ Your Orthodox parish has existed for many (many) decades

# YOUR LAP

~ Prior leaders got you here

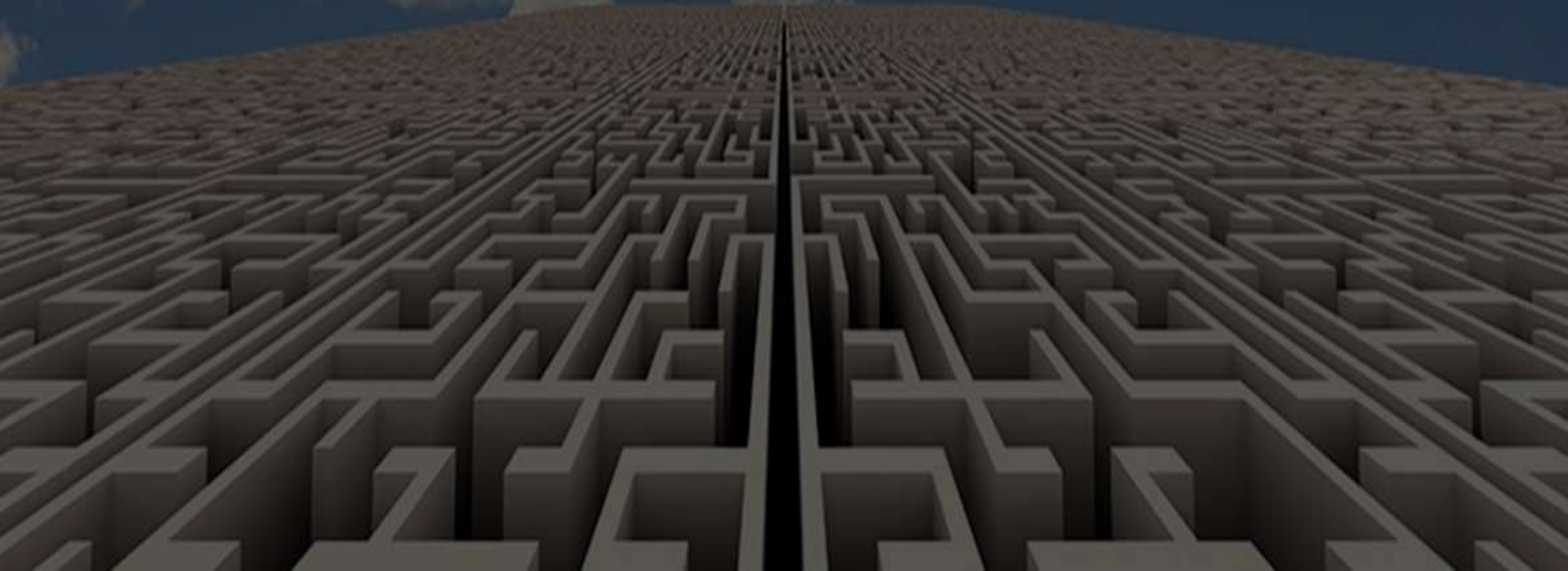
~ This is merely your lap

~ Run it well, and you bless  
future generations

*“..the time of my departure is at hand. I fought the good fight, I have finished the race, I have kept the faith.”*

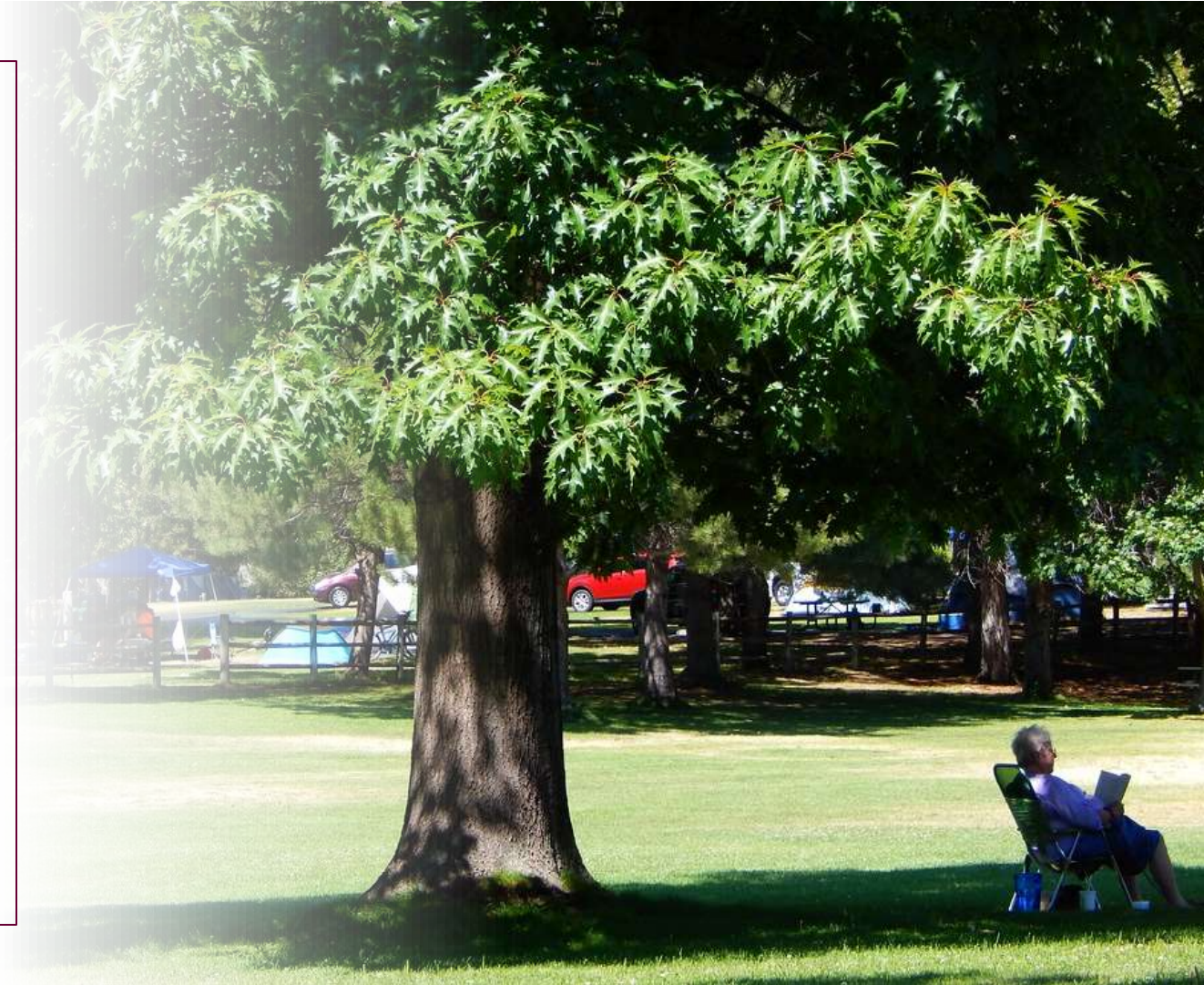


**What do you plan on  
doing under your watch?**



**“A society  
grows great  
when old men  
and women  
plant trees in  
whose shade  
they shall  
never sit.”**

**Greek Proverb**





*Old Chinese Proverb*

***“The best time to plant a tree  
was 20 years ago.***

***The second best time is today.”***



Leaders of a church will either be risk takers, or church caretakers who will eventually become its undertaker.

# TURN *the* PAGE



**There comes a day  
when you realize  
turning the page is  
the best feeling in  
the world.**

**Because you realize  
there's so much  
more to the book  
than the page you  
are stuck on.**



# Be Courageous

**If anyone ever asks you, "What Would Jesus Do?"**



**Remind them that flipping over tables and chasing people with a whip is within the realm of possibilities.**

**Matthew 21:12  
Luke 19:45**

**Mark 11:15  
John 2:15**

Now, Lord,  
look on their  
threats, and  
grant to Your  
servants that  
with all  
boldness they  
may speak  
Your word!

Acts 4:29

**Fortune Favors The Bold...**





# *Parish Leadership Training*



Here are the dates and topics for the Deeper Dive into Leadership programs I will deliver for the Metropolis of Boston.

For more information, email:  
[Bill@stewardshipcalling.com](mailto:Bill@stewardshipcalling.com)

## **1. The WHY of Parish Leadership**

January 17, 2023

- a. The Biblical Elements of Parish Leadership
- b. WHY, Values, and Vision
- c. 6 Elements of Orthodox Servant Leadership
- d. How to Better Know Yourself, Your Teams and Your Parish
  - i. Myers Briggs
  - ii. Effective Parish Assessment
  - iii. SWOT Analysis
  - iv. Organizational Cultural Assessment

## **2. The WHAT of Parish Leadership**

February 21, 2023

- a. Archdiocese Regulations
- b. Parish Charter and Bylaws
- c. Legal Duties of Care, Loyalty and Obedience
- d. General Board Duties

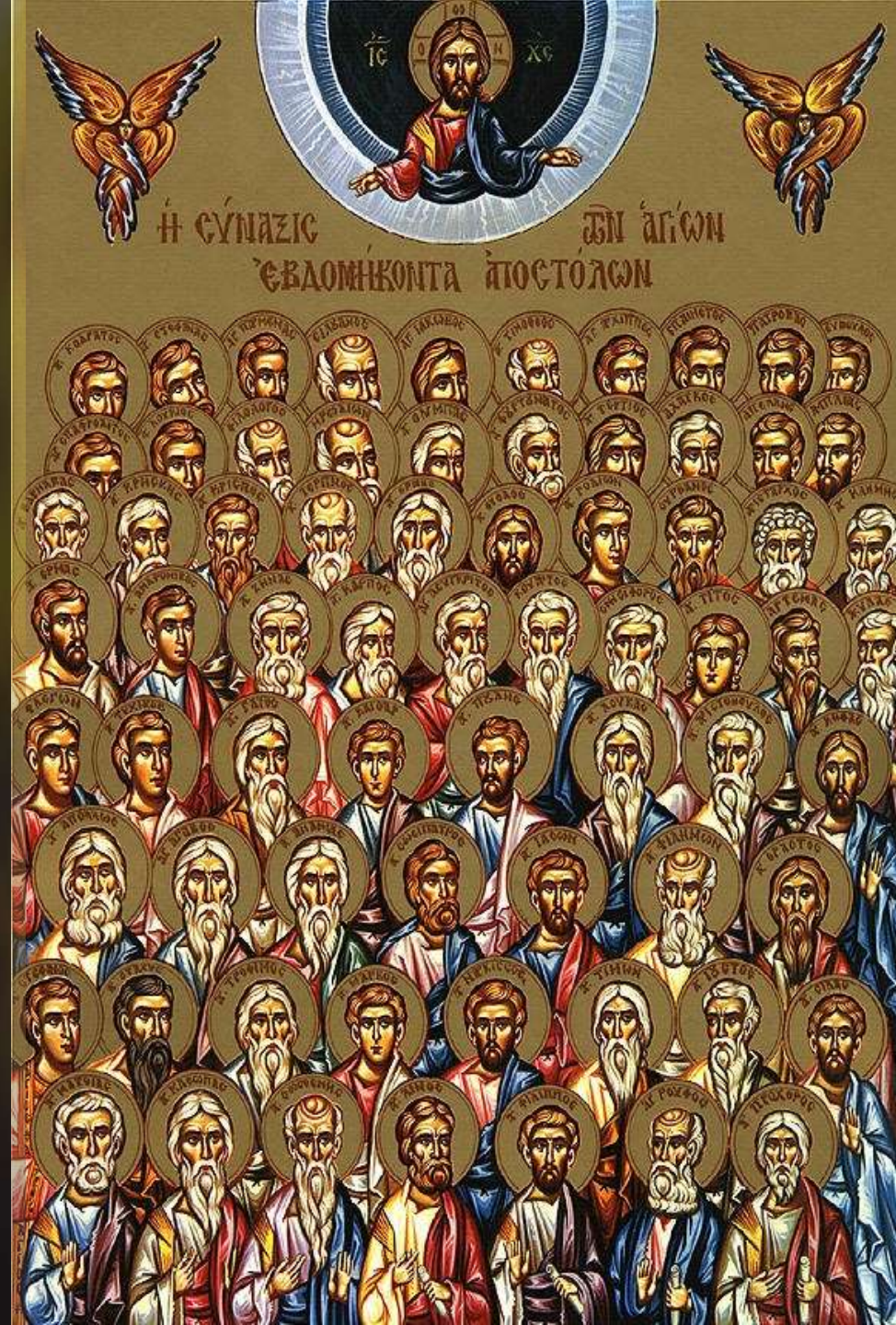
## **3. The HOW of Parish Leadership**

March 14, 2023

- a. Parish Council Best Practices
- b. Council of Ministries
- c. Effective Meetings
- d. Consensus & Rules of Engagement

*You have  
now been  
called as one  
of the 70  
Disciples*

*Luke 10:1*



# *Parish Council Leadership Training*



**STEWARDSHIP  
CALLING**

Bill Marianes



**OMS**  
ORTHODOX MINISTRY SERVICES