

# *Orthodox Strategic & Servant Leadership & Parish Innovation*



STEWARDSHIP  
CALLING

Bill Marianes

Bill@stewardshipcalling.com





**You Were NOT  
Called to  
Lead Your  
Church**

**You were called to lead  
people closer to Christ  
and each other.**





## Why Do 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.”

Orthodox Divine Liturgy  
II Corinthians 5:10


# Μετάνοια

# Metanoia



“a transformative change of heart”



A full-page background image showing a sunset over a body of water. The sky is filled with dark, dramatic clouds, with a bright orange and yellow glow from the setting sun visible near the horizon. A small, dark silhouette of a boat is visible on the water's surface in the distance. The overall color palette is dominated by deep blues, purples, and oranges.

“The best way to  
predict the future is to  
create it.”

Peter Drucker & Dennis Gabor

(Cohen, 2009; Gabor, 1964)

This is your last chance. After this, there is no turning back. You take the blue pill - the story ends, you wake up in your bed and believe whatever you want to believe.

---



You take the red pill - you stay in Stewardship Callingland and I show you how deep the rabbit hole goes.



- 1. Characteristics of successful Parish leaders and innovators**
- 2. Timeless Orthodox Parish  
Servant Leader principles to  
better engage, lead, and serve**
- 3. Some actionable steps to  
transform and improve your  
Parish**





**1. Characteristics of successful Parish leaders and innovators**

2. Timeless Orthodox Parish  
Servant Leader principles to  
better engage, lead, and serve

3. Some actionable steps to  
transform and improve your  
Parish





**God – the ultimate change agent**



In the beginning God made heaven and earth.  
The earth was invisible and unfinished...

בראשית ברא אלהים את השמים ואת הארץ

Bereshith bara Elohim et HaShamayim v'et HaArets

In the beginning Elohim created the heavens and the earth



# INNOVATION

- ~ From the Greek καινοτομία (kainotomia) - καινός (kainos; new) and τομή (cutting) ( i.e., “making new cuttings”)
- ~ Frequently discussed and used by Xenophon, Plato, Aristophanes, and Aristotle (hundreds of year B.C.) in abstract thinking (“making new”)



# The Greatest Innovators

## The Holy Trinity



### **GOD:**

“In the beginning God made heaven and earth” <sup>1</sup>

### **CHRIST:**

“Those who have turned the world upside down have come here too.” <sup>2</sup>

### **HOLY SPIRIT:**

“when they arrest you...do not worry beforehand...whatever is given you in that hour, speak that: for it is not you who speak but the Holy Spirit.” <sup>3</sup>

### **THE HOLY TRINITY:**

“For there are three that bear witness in Heaven: the Father, the Son, and the Holy Spirit; and these three are one.” <sup>4</sup>

<sup>1</sup> Genesis 1:1    <sup>2</sup> Acts 17:6

<sup>3</sup> Mark 13:11    <sup>4</sup> John 5:7

(Oster, 2011)

# Selected Biblical Innovation Examples



| Innovation Example                       | Holy Scripture Passage                |
|--|---------------------------------------|
| Creation of the universe                 | Genesis 1-2                           |
| Noah and the flood                       | Genesis 7-8                           |
| Confusion of languages at Babel          | Genesis 11:1-9                        |
| Moses & the 10 Egyptian plagues          | Exodus 7:20-12:30                     |
| The walls of Jericho fall                | Joshua 6:6-20                         |
| Daniel saved in the lion's den           | Daniel 6:16-23                        |
| Jonah survives in the belly of a fish    | Jonah 2:1-10                          |
| The miraculous catch of fishes           | Luke 5:4-11                           |
| Water made into wine                     | John 2:1-11                           |
| Lazarus raised from the dead             | John 11:38-44                         |
| Centurion's servant healed               | Matthew 8:5; Luke 7:1                 |
| Stormy seas calmed                       | Matthew 8:23; Mark 4:37; Luke 8:22    |
| Jesus feeds five thousand                | Matthew 14:15; Luke 9:10; John 6:1-14 |
| The resurrection of Jesus                | John 21:1-14                          |
| The Holy Spirit comes upon the disciples | Acts 2                                |



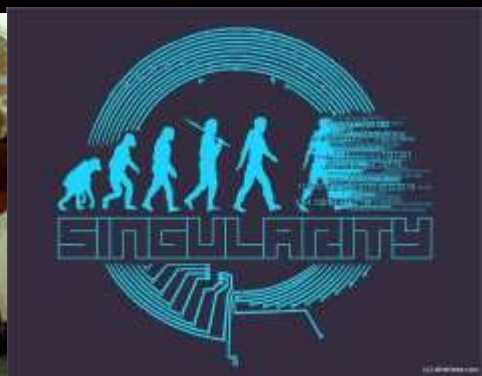
Please return your seat backs to  
the locked and upright position







Do you want to see the future?



**“Beloved brothers and sisters in Christ,**

**Today, we gather as a faithful community to celebrate the glorious feast of Pentecost, a momentous occasion in the life of the Church. Pentecost, meaning "fiftieth day," is a day of great joy and significance, commemorating the descent of the Holy Spirit upon the disciples and the birth of the Church. As Greek Orthodox Christians, we embrace this sacred day with reverence and awe, recognizing the transformative power of the Holy Spirit in our lives.**

**On that blessed day of Pentecost, the disciples, who were gathered in prayer and supplication, were filled with the Holy Spirit. The sound of a mighty rushing wind filled the room, and tongues of fire appeared, resting upon each of them. In that instant, the disciples were granted the gift of speaking in different languages, enabling them to proclaim the Gospel to people of various nations.**

**The Holy Spirit, the third person of the Holy Trinity, was sent by the Father to empower and guide the Church. The Spirit breathes life into the Church, animating her with divine grace and sanctifying her members. Just as the wind gives life to all living creatures the Holy Spirit invigorates our souls, renews our hearts, and sustains our faith.**

## Pentecost Sermon





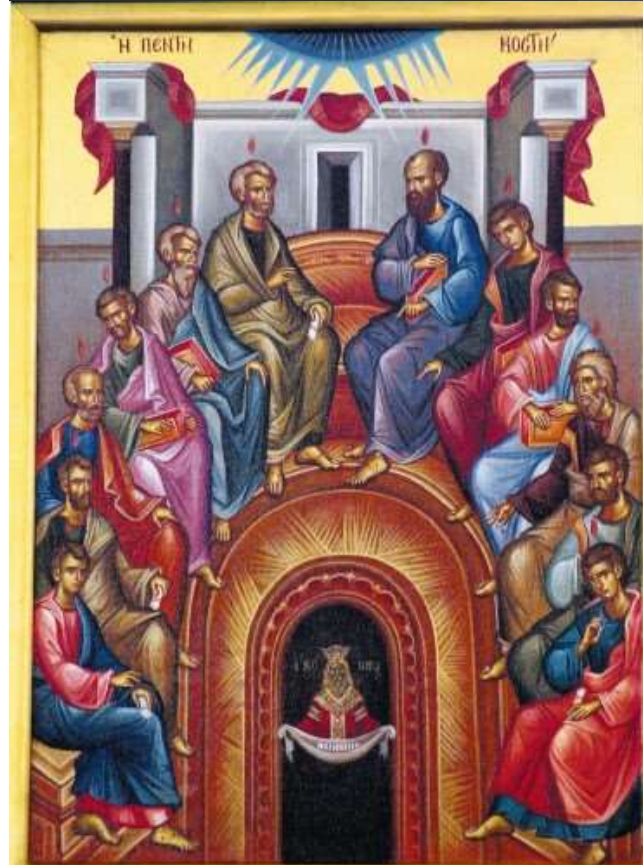
# Pentecost Sermon

**The feast of Pentecost reminds us that the Holy Spirit is not limited to a singular moment in history. Rather, the Spirit continues to dwell within the Church and within each one of us, offering guidance, comfort, and strength. Through the sacraments, particularly the sacraments of baptism and chrismation, we receive the indwelling of the Holy Spirit, becoming living temples of God's presence.**

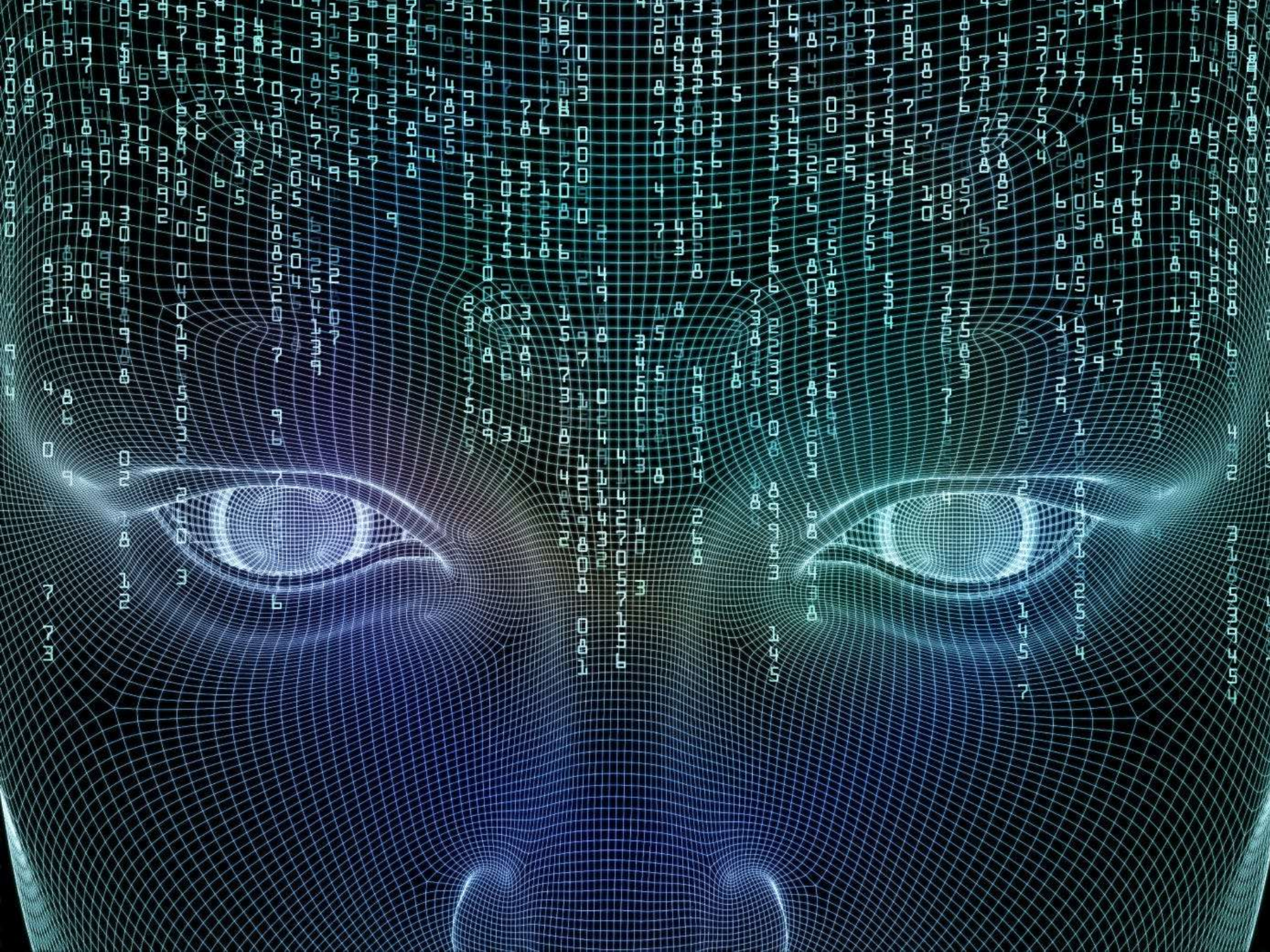
**Moreover, the Holy Spirit unites us as one body, the mystical body of Christ. He enables us to partake in the divine life and grants us spiritual gifts for the edification of the Church. We are called to use these gifts for the service of others, bearing witness to Christ's love and mercy in the world.**

**As we celebrate Pentecost, let us open our hearts and minds to the transforming power of the Holy Spirit. Let us seek His guidance in all our endeavors, that we may be instruments of His peace and agents of His love. May the Holy Spirit, the Comforter, fill us with His presence, so that we may be faithful witnesses to the Gospel and instruments of God's grace in the world.**

**May the grace of the Holy Spirit, the love of the Father, and the peace of our Lord Jesus Christ be with you always. Amen.”**









**The preceding sermon was  
written in only 10 seconds  
using Artificial Intelligence**

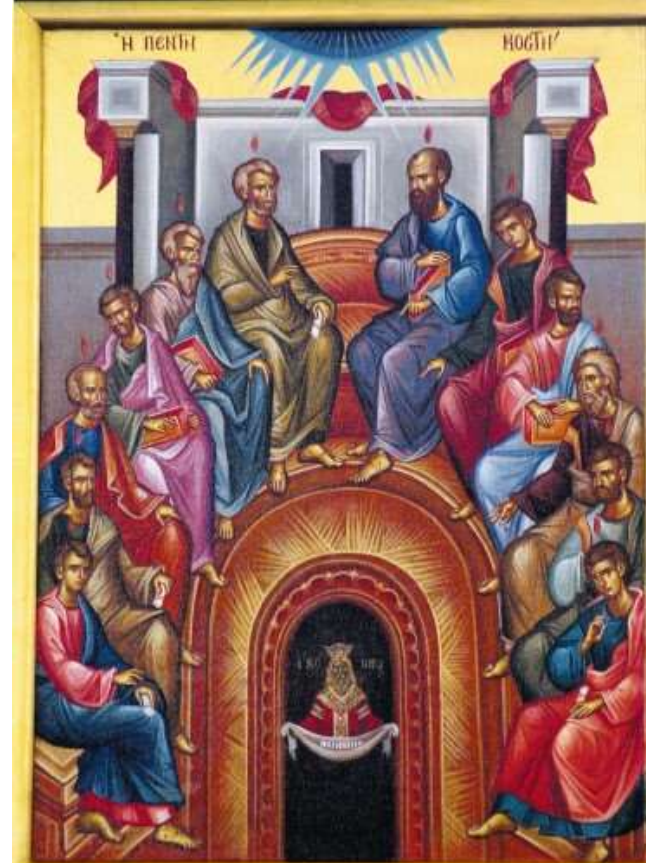


**Here were the simple  
instructions:**

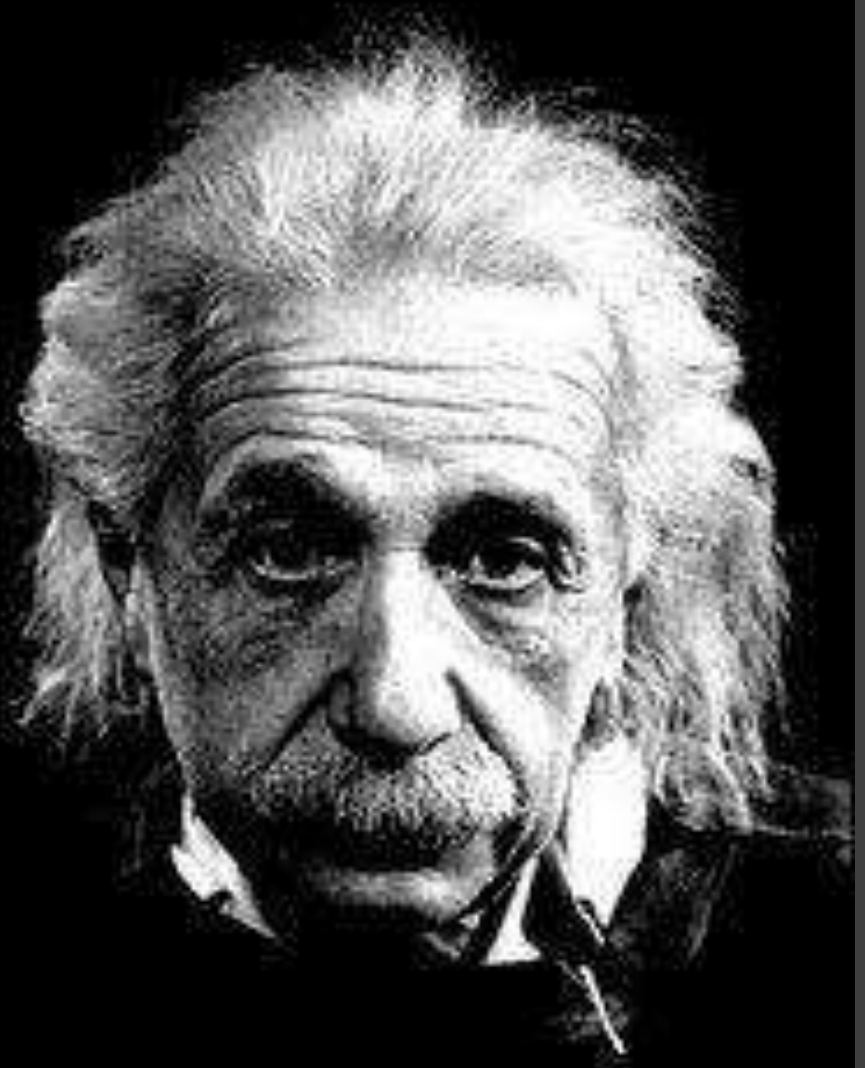
**“Write 300-word sermon on  
Pentecost from a Greek  
Orthodox perspective.”**

(ChatGPT, 2023)

Pentecost Sermon



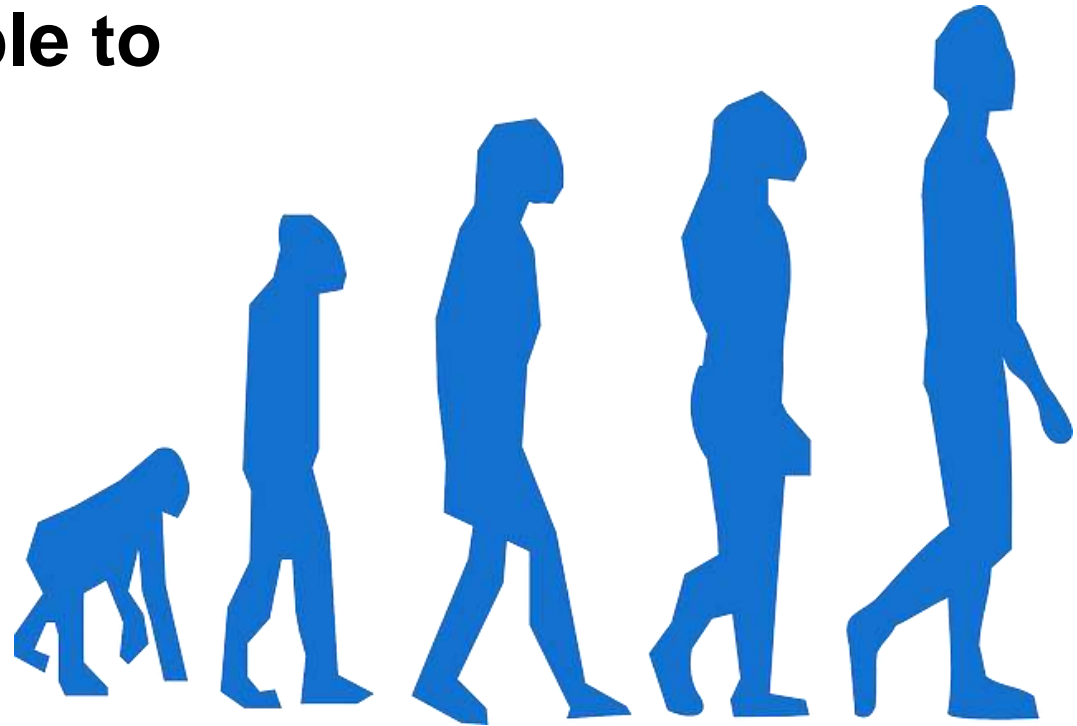
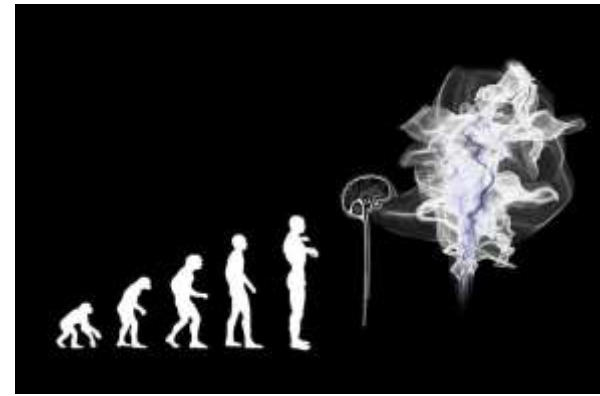
"WE CANNOT  
SOLVE OUR  
PROBLEMS  
WITH THE SAME  
THINKING WE  
USED WHEN WE  
CREATED THEM"



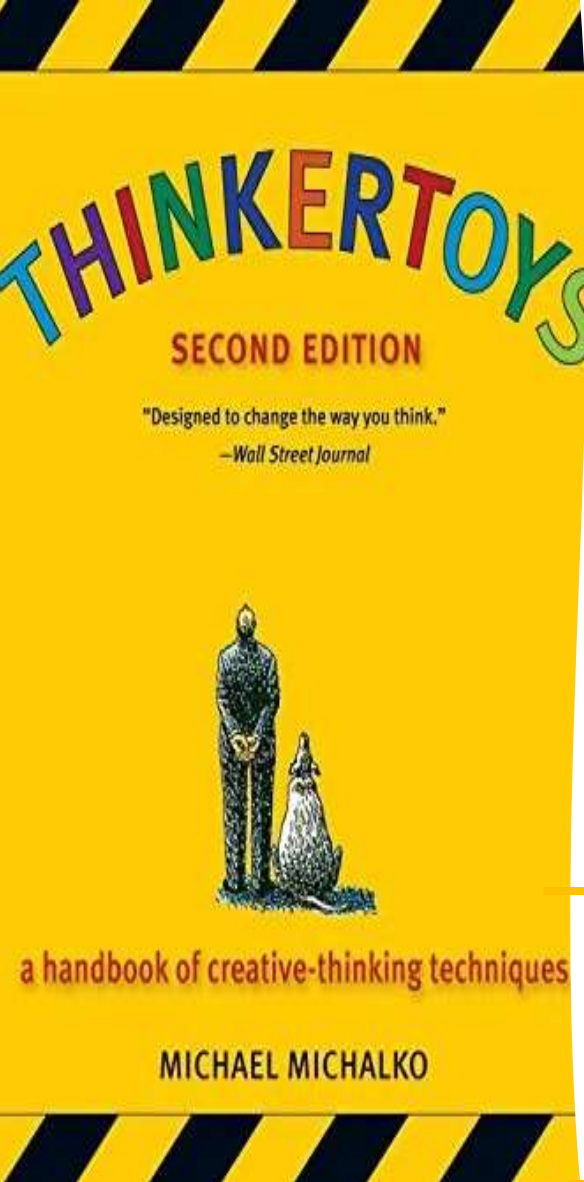
*(The Journal of Transpersonal Psychology, 1969.)*



**“It is not the strongest of  
the species that survives,  
nor the most intelligent that  
survives. It is the one that is  
the most adaptable to  
change”**



(Megginson, 1963)



**“We do not choose:**

to be born;  
our parents;  
our historic epoch;  
the country of our birth;  
the immediate circumstances of our upbringing...  
to die...or the time or conditions of our death.

**But within this realm of choicelessness, we do choose how we shall live:**

with purpose or adrift,  
with joy or joylessness,  
with hope or despair,  
with humor or sadness,  
with a positive outlook or a negative outlook...

**No matter how indifferent the universe may be to our choices or decisions, these choices and decisions are ours to make. We decide. We choose.**

**In the end, our own creativity is decided by what we choose to do or what we refuse to do. And as we decide and choose, so are our destinies formed.”**

(Michalko, 2006, p. xv)



## A Leader Leads By Example

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

(Kouzes & Posner, 2017)



“The domain of  
the Leader is the



The work of the  
leader is  
change.”



(Kouzes and Posner, 2017)

# What's the Biggest Challenge Facing Your Parish

$$\Delta S = S_f - S_i = \int \frac{dq_{rev}}{T}$$

$$\Delta S = \frac{q_{rev}}{T}$$

## Entropy

- ~ Everything in the universe moves from order to disorder.
- ~ Entropy measures that change.
- ~ If you don't make positive changes, you will get negative changes!

**Every church leader  
chooses how he/she  
will lead a flock:  
as a risk taker,  
as a caretaker, or  
as an undertaker  
while it slowly dies.**



(Warren, 2013)



# **Leaders Own Our Parish Problems**

---

**“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.**

**... if you find yourself blaming the people, you should look again.”**

---

**W. Edwards Deming  
Father of the Quality Movement  
(Aguayo, 1991)**



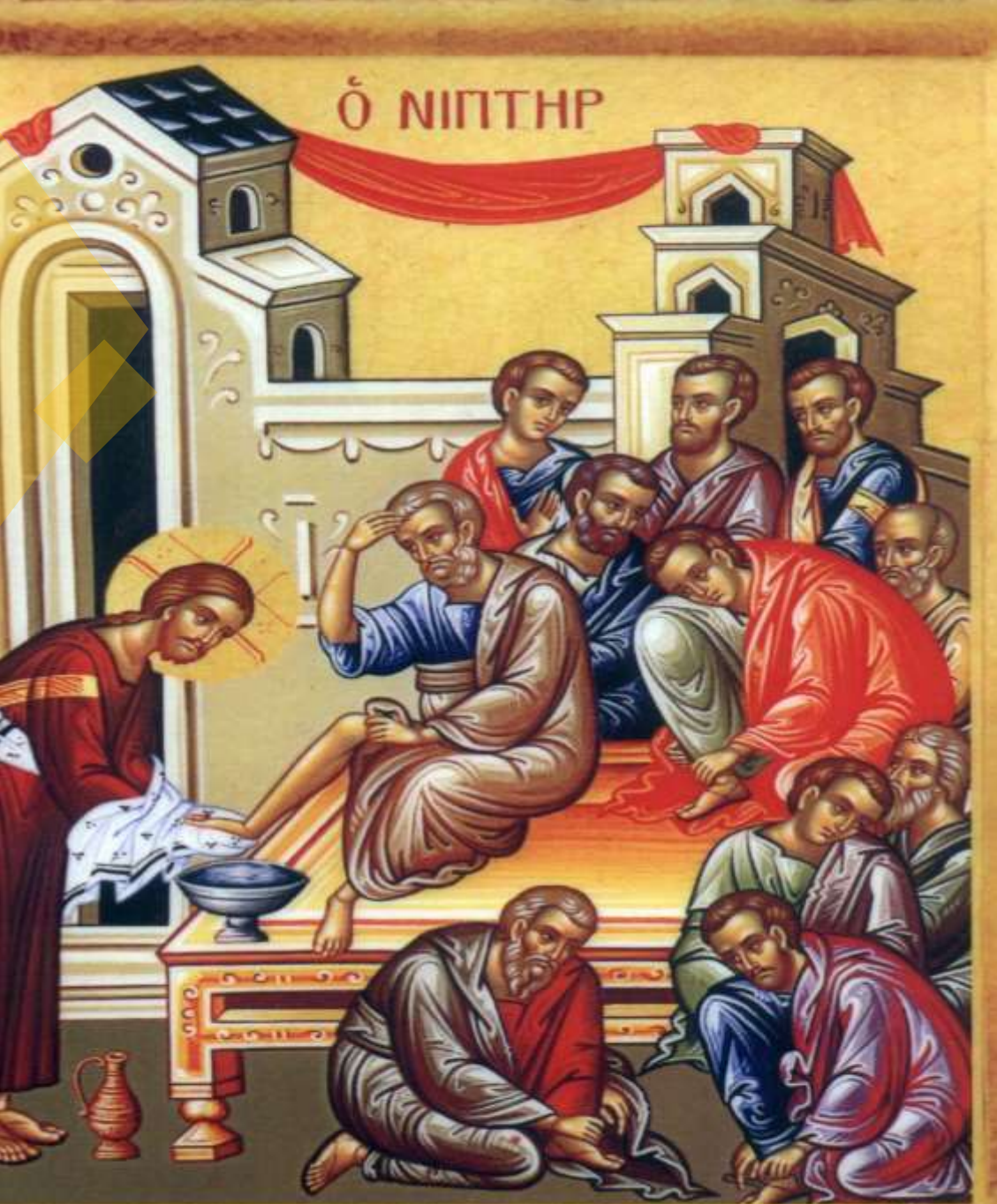


1. Characteristics of successful Parish leaders and innovators

**2. Timeless Orthodox Parish  
Servant Leader principles to  
better engage, lead and serve**

3. Some actionable steps to transform and improve your Parish





# PARISH ORTHODOX SERVANT LEADERS

John 13:1-5





**“The most basic task of the Church leader is to:**

- 1. discern the spiritual gifts of all those under his authority, and to**
- 2. encourage those gifts to be used**
- 3. to the full**
- 4. 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.”**

(Chrysostom, 1964)



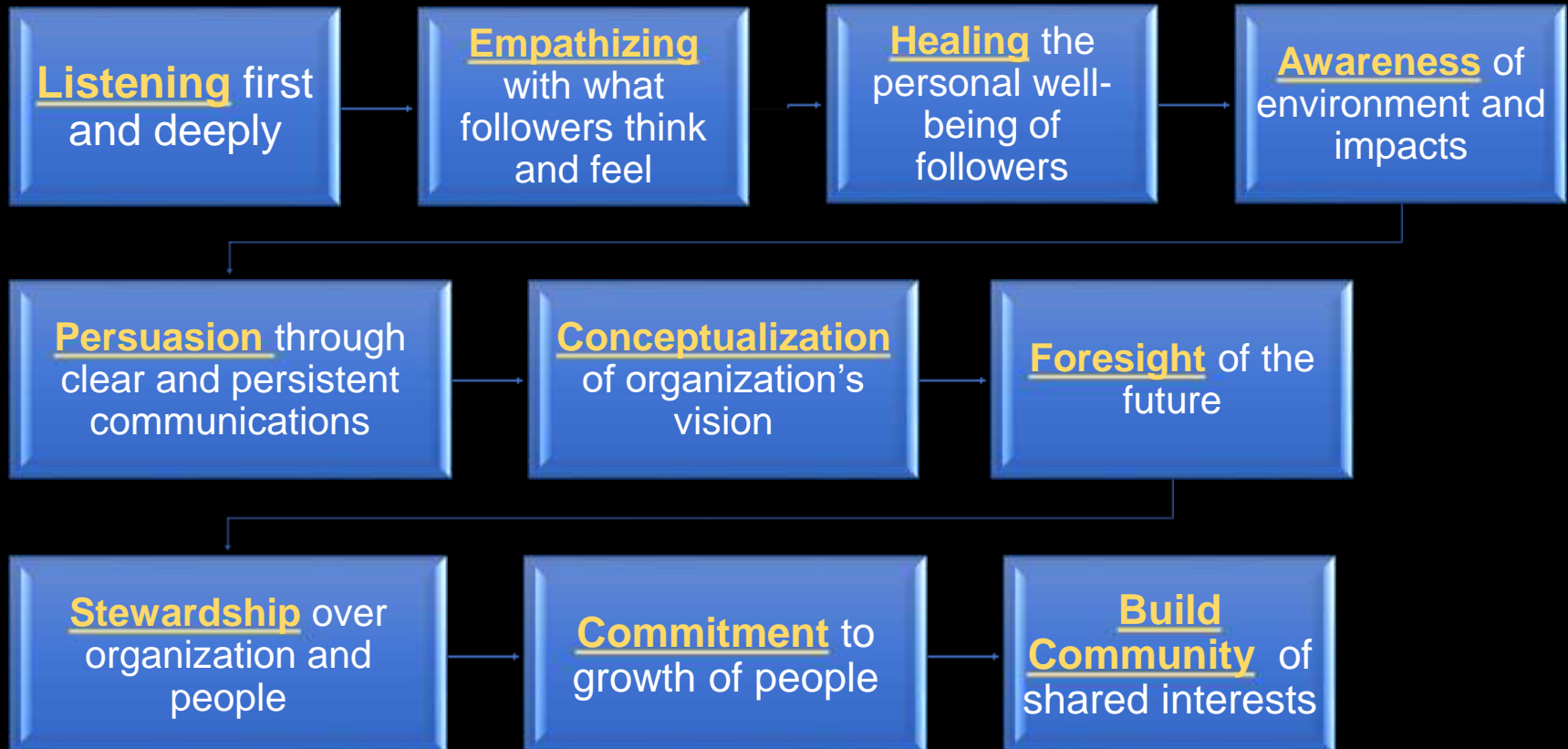
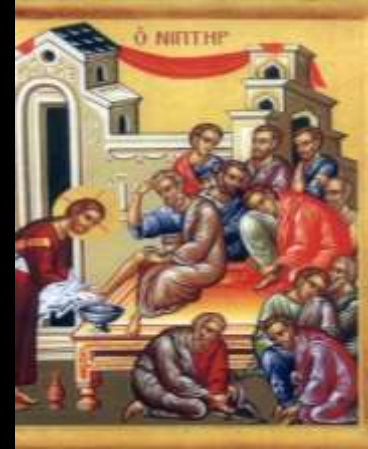
**“God doesn’t call  
the qualified;**

**God  
qualifies  
the called.”**





# 10 Characteristics of Servant Leaders

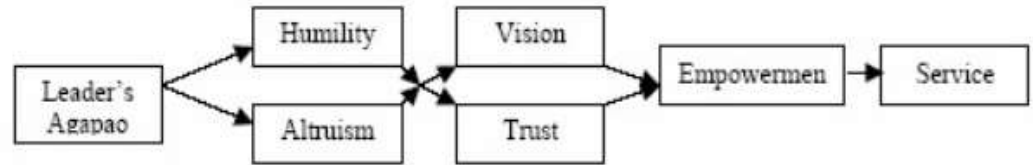


(Greenleaf, 1970; Northouse, 2002; Spears, 2002)



# Patterson's Summary of Greenleaf's

## 8 Elements of Servant Leaders



*Figure 1, The model of constructs, This model details how the servant leadership constructs work together beginning with agapao love and ending with service.*

- 1. Love**
- 2. Humility**
- 3. Altruism**
- 4. Vision**

- 5. Trust**
- 6. Empowerment**
- 7. Service**



# 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 lead to 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 lead to a righteous destination \_\_\_\_\_

5 = Always  
4 = Mostly  
3 = Sometimes  
2 = Rarely  
1 = Never



(Kouzes & Posner, 1993)

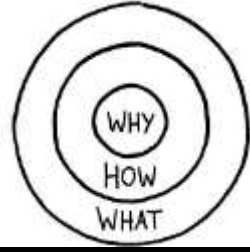
**“In the end  
leaders don’t  
decide who  
leads.**

**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”**



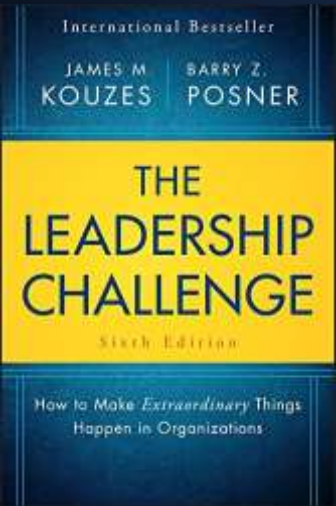
~ **“Leaders merely hold a title or position of power or influence.”**

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

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



# Two Great Leadership Books Inspiring A Better Future

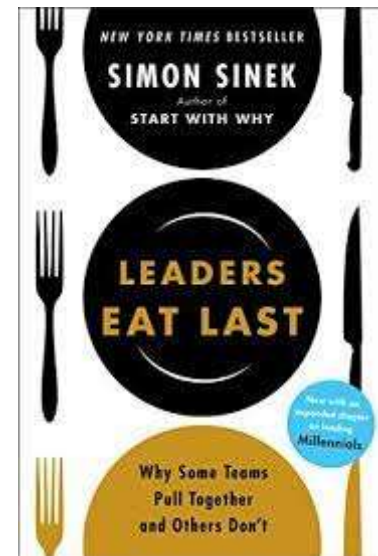


(Kouzes &  
Posner 2017)

**“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.”**

**“We are not victims of our situation. We are the architects of it.”**

(Sinek, 2017)



**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



**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



# Good To Great And The Social Sectors

1. Performance is assessed relative to achieving your mission (not financially)
2. Determine how success is measured in your Parish and ministries
3. The financial question to answer is: What is our return on the stewardship donations we received?
4. Brand reputation is critical, SO: What is your Parish's brand?

WHY EXTRAORDINARY  
IS NOT THE ANSWER

**GOOD TO GREAT**  
AND THE  
**SOCIAL SECTORS**

12 Principles for Transforming  
Churches & Ministries

(Collins, 2001, 2005)

BY BESTSELLER  
THREE MILLION COPIES SOLD

What Extraordinary  
Churches & Ministries  
Do Differently

**GOOD TO  
GREAT**

JIM COLLINS  
Author of *Good to Great*  
and *Great by Design*



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

(other than missing your ethnic food festival)

---

## Pick Top 7 Qualities People Want In Their Leaders

**Ambitious**

**Broad minded**

**Caring**

**Competent**

**Cooperative**

**Courageous**

**Dependable**

**Determined**

**Fair Minded**

**Forward-looking**

**Honest**

**Imaginative**

**Independent**

**Inspiring**

**Intelligent**

**Loyal**

**Mature**

**Self-Controlled**

**Straight forward**

**Supportive**



# Top Qualities People Want In Their Leaders

**Honest** (85%)

**Forward-looking** (70%)

**Inspiring** (69%)

**Competent** (64%)

Intelligent = 42%

Broad minded = 40%

Dependable = 37%

Supportive = 36%

Fair Minded = 35%

Straight forward = 31%

Determined = 28%

Cooperative = 26%

Ambitious = 26%

Courageous = 21%

Caring = 20%

Loyal = 18%

Imaginative = 18%

Mature = 16%

Self-Controlled = 11%

Independent = 6%

JAMES M. KOUZES  
BARRY Z. POSNER

*Bestselling authors of The Leadership Challenge*

THE  
TRUTH  
ABOUT  
LEADERSHIP

The **NO-FADS**,  
HEART-OF-THE-MATTER  
FACTS YOU NEED TO KNOW

From 30 years of empirical research (Kouzes & Posner, 2010)

# AGENDA

1. Characteristics of successful Parish leaders and innovators
2. Timeless Orthodox Parish Servant Leader principles to better engage, lead, and serve
3. **Some actionable steps to transform and improve your Parish**



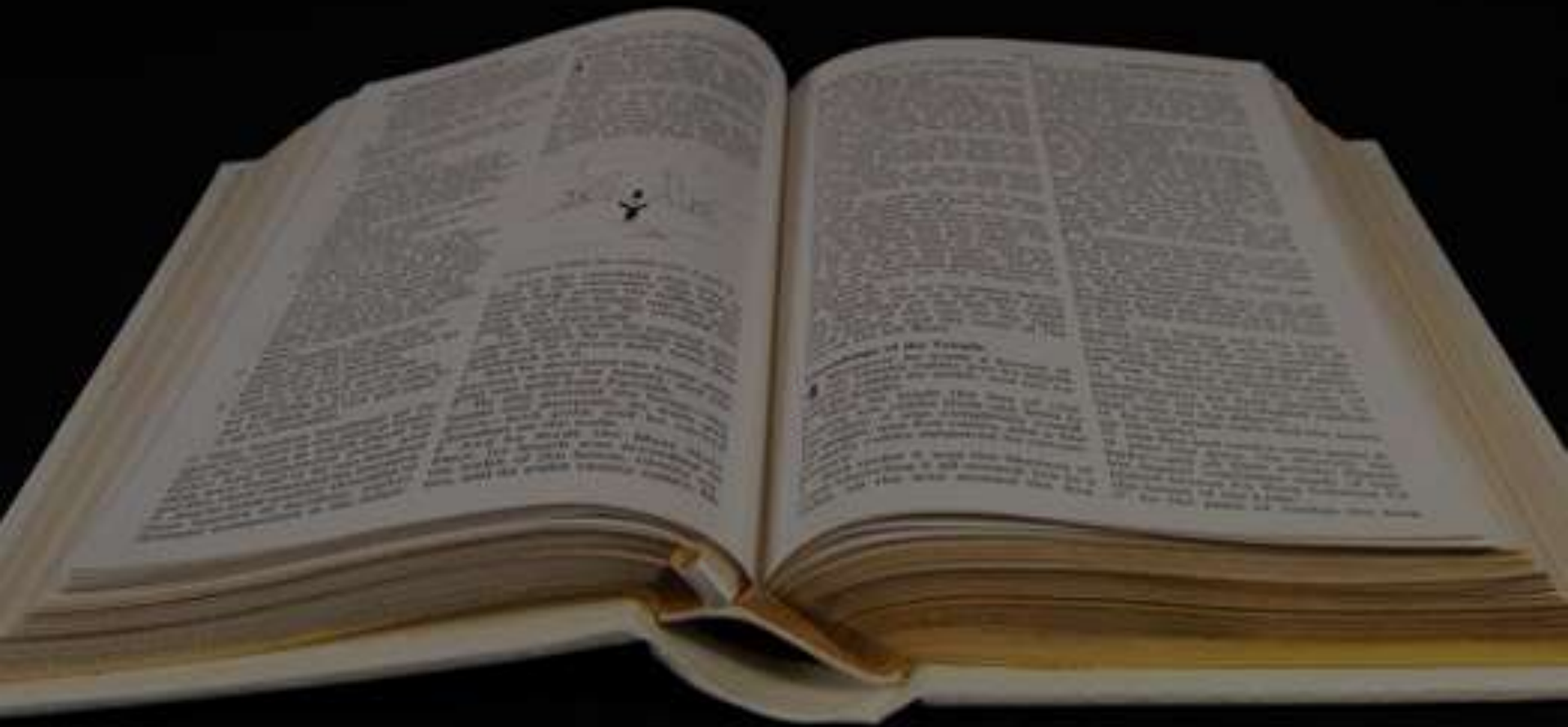


# The Stewardship Calling Strategic Planning Process & Timeline

---



# Strategic Planning is Biblical





**FUTURE**

loading...

“For I know the plans I have  
for you, declares the Lord,  
plans for welfare and not for  
evil, to give you a future  
and a hope.”

**Jeremiah 29:11**



## A process to:

1. manage the “busyness” of our Church without turning our Church into a “business”
2. define our strategy to allocate our resources to achieve our vision





**Must answer  
4 questions:**

- 1. Why do we exist?**
- 2. Where are we now?**
- 3. Where do we want to be?**
- 4. How will we get there?**

# The 4 Ps of



1. **People** - The right people leading, developing and implementing the process, with input from everyone along the way
2. **Process** - A comprehensive, inclusive and methodical process and schedule
3. **Plan** - A 10-element comprehensive strategic plan with a detailed implementation action plan and timeline
4. **Performance** - A well-managed and persistent implementation with full accountability

1. SWOT Analysis & EPA
2. Statement of Why
3. Core Values
4. Mission Statement
5. S.M.A.R.T. Goals
6. Vision Statement
7. Interim Goals & Interim Actions
8. Success Scoreboard
9. SMART Goal Accountability Process (“SMART GAP”)
10. Strategic Plan



# 10 Strategic Plan Deliverables





Know Thyself



Know Others





~ We experience sensations, intuitions, feelings, and thoughts

~ Myers-Briggs builds self-awareness and effective teams through:

- common language
- ways to identify challenging relationships
- positive views of all personalities
- a way to change personal behavior



(Myers, 1962)

# Myers Briggs

## PERSONALITY TYPES KEY



### Extroverts

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



### 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.



### Thinkers

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



### Judgers

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



### 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.



### Intuitives

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



### 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.



### Perceivers

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

# Myers Briggs 16 Personality Types

## 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



[Personality Test](#) [Personality Types](#) [Premium Guides](#) [Specialized Tests](#) [Teams](#) [Resources](#)



[Log in](#)

[Take the Test](#)

**"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  
/free-personality-test](https://www.16personalities.com/free-personality-test)



# 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 |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ENFP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| INFJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ENFJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| INTJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ENTJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| INTP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ENTP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ISFP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ESFP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ISTP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ESTP |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ISFJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ESFJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ISTJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| ESTJ |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |      |

**Chart Legend**

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

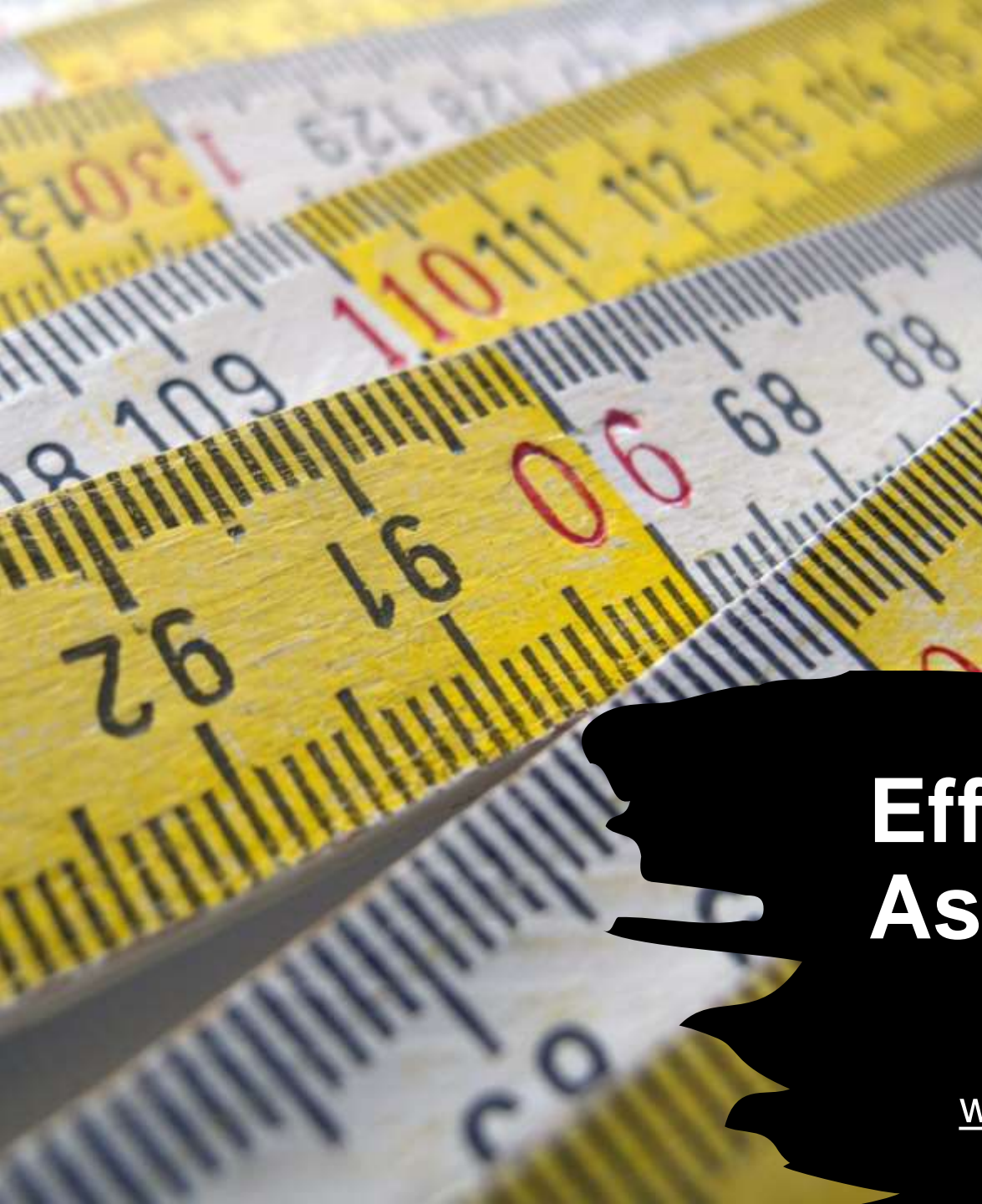
Check  
Compatibilities  
Among Parish  
Council and  
Ministries  
Teams and  
Discuss  
Consequences

(and the do it  
with your  
family)



**Know Thy  
Parish**

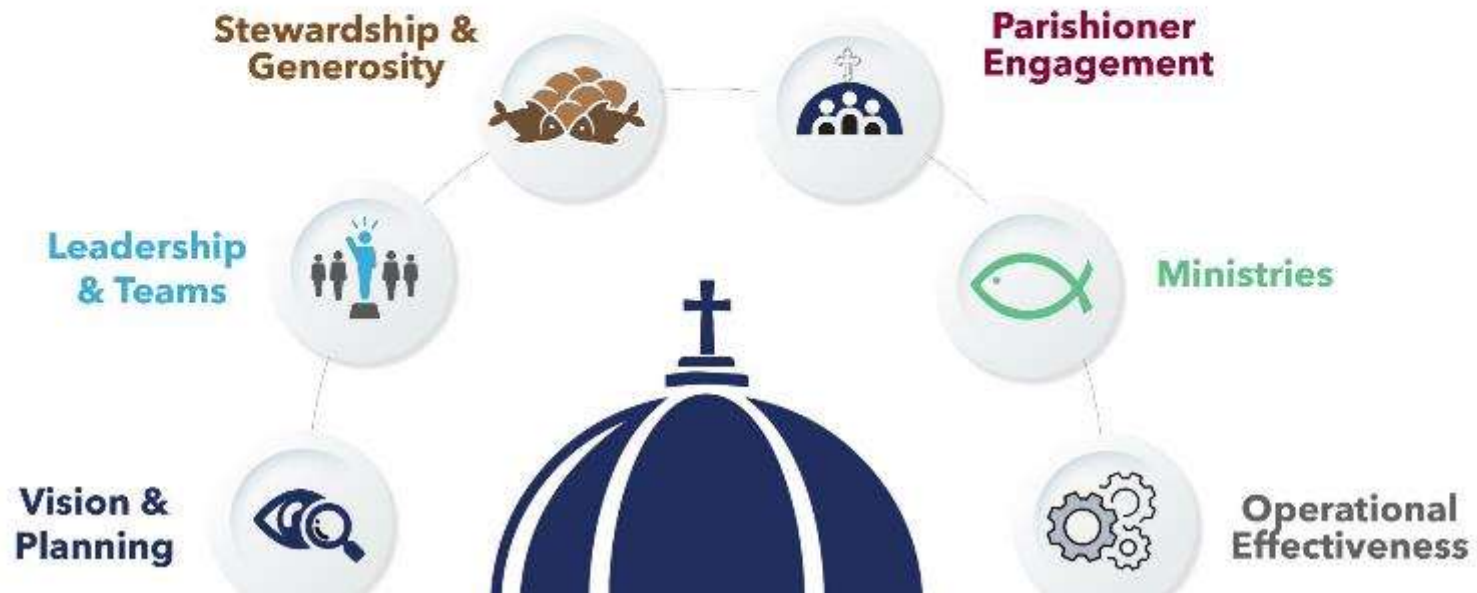




# Effective Parish Assessment

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

# OMS EFFECTIVE PARISH MODEL



For the most  
healthy and  
effective  
Orthodox Parish

Assess the 30 Building Blocks  
and 6 Operational Pillars that  
must be optimized to  
excellence



# SIGN UP FOR THIS FREE PARISH ASSESSMENT AT:

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



## Vision & Planning

1. Strategic Planning
2. Operational & Tactical Planning
3. Parishioner Involvement
4. Goal Achievement & Accountability



## Leadership & Teams

5. Christian Leadership
6. Leading & Coaching
7. Conflict Management
8. Effective Teams
9. Parish Council & Boards



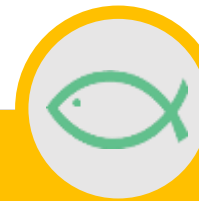
## Stewardship & Generosity

10. Giving & Tithing
11. Stewardship Campaign
12. Capital Campaign
13. Planned Giving & Endowments
14. External Philanthropy
15. Transparency & Accountability



## Parishioner Engagement

16. Spiritual Education & Catechism
17. Liturgical & Sacramental Participation
18. Outreach
19. Evangelism
20. Welcoming & Fellowship



## Ministries

21. Defines Needs of Parishioners
22. Ministry Management
23. Ministry Engagement
24. Volunteer Management
25. Youth & Young Adult



## Operational Effectiveness

26. Communication & Digital Strategies
27. Facilities & Technology
28. Financial Excellence
29. Safety & Security
30. Staff Management

A 3D rendering of a large, light gray oval conference table. Around the table are numerous blue chairs, each with a stylized blue human figure seated in it. The figures are arranged in a circle, facing the center of the table. The background is a solid light gray.

# Council of Ministries

# **Council of Ministries**

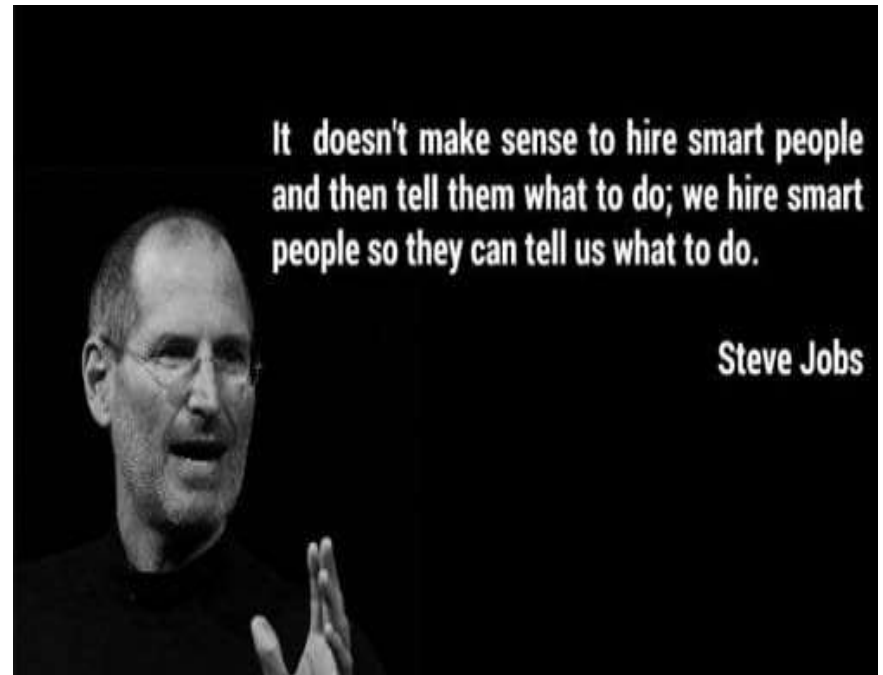


- 1. Every major Parish activity is run by a Ministry**
- 2. Each Ministry has co-chairs**
- 3. Each Ministry has its own WHY and Vision consistent with the Parish WHY and Vision**
- 4. Each Ministry establishes its own budget to achieve its WHY and Vision**
- 5. Each Ministry has a Parish Council member who is their liaison to the PC**
- 6. The C.O.M. meets (at least) quarterly to share activities, ideas, best practices, needs, etc.**

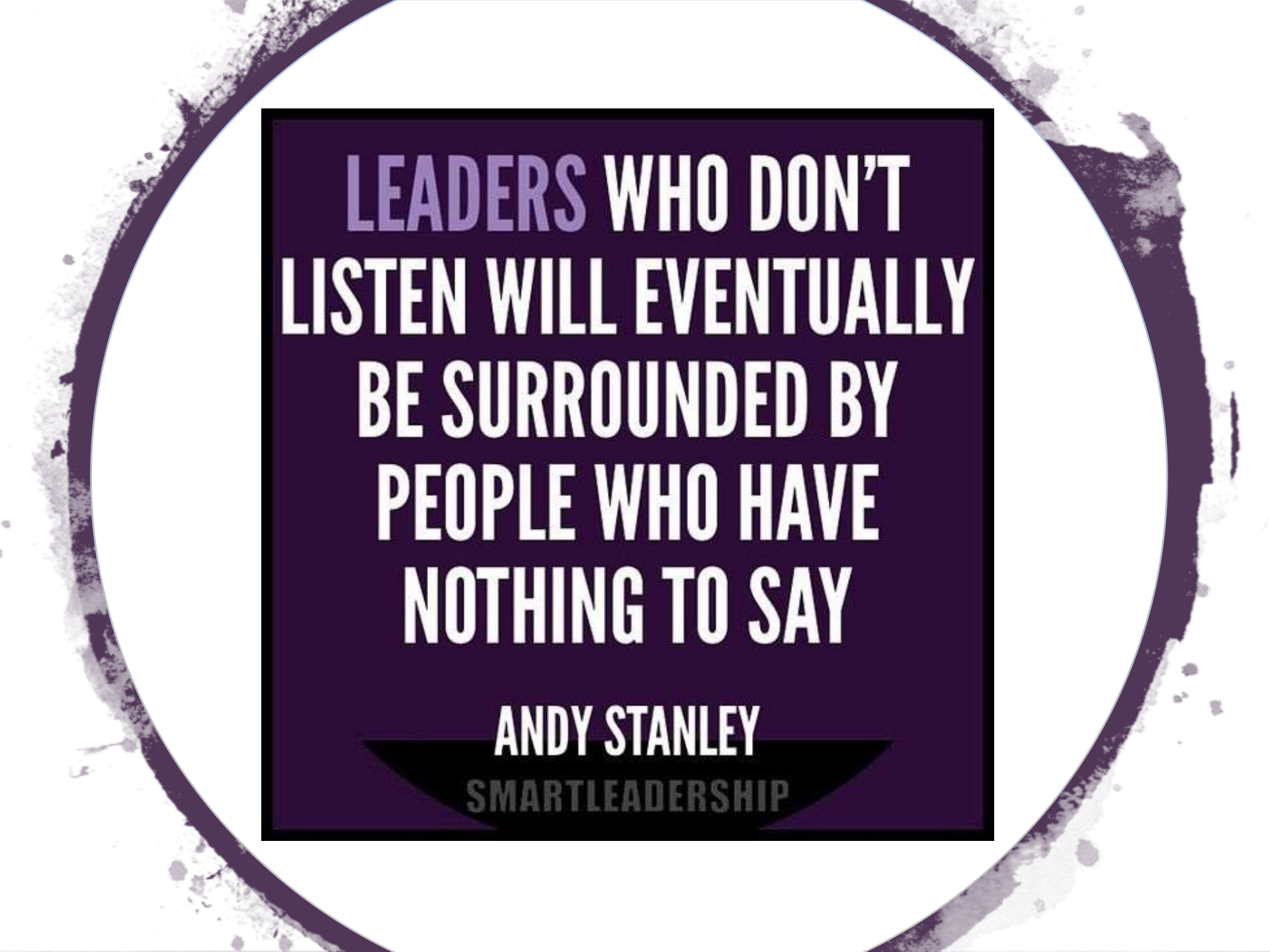
# Board Don'ts - 101

## DO NOT

- ~ Micro-manage day-to-day Parish or ministries operations if you expect talented people to stay.
- ~ Manage the Results NOT the Process







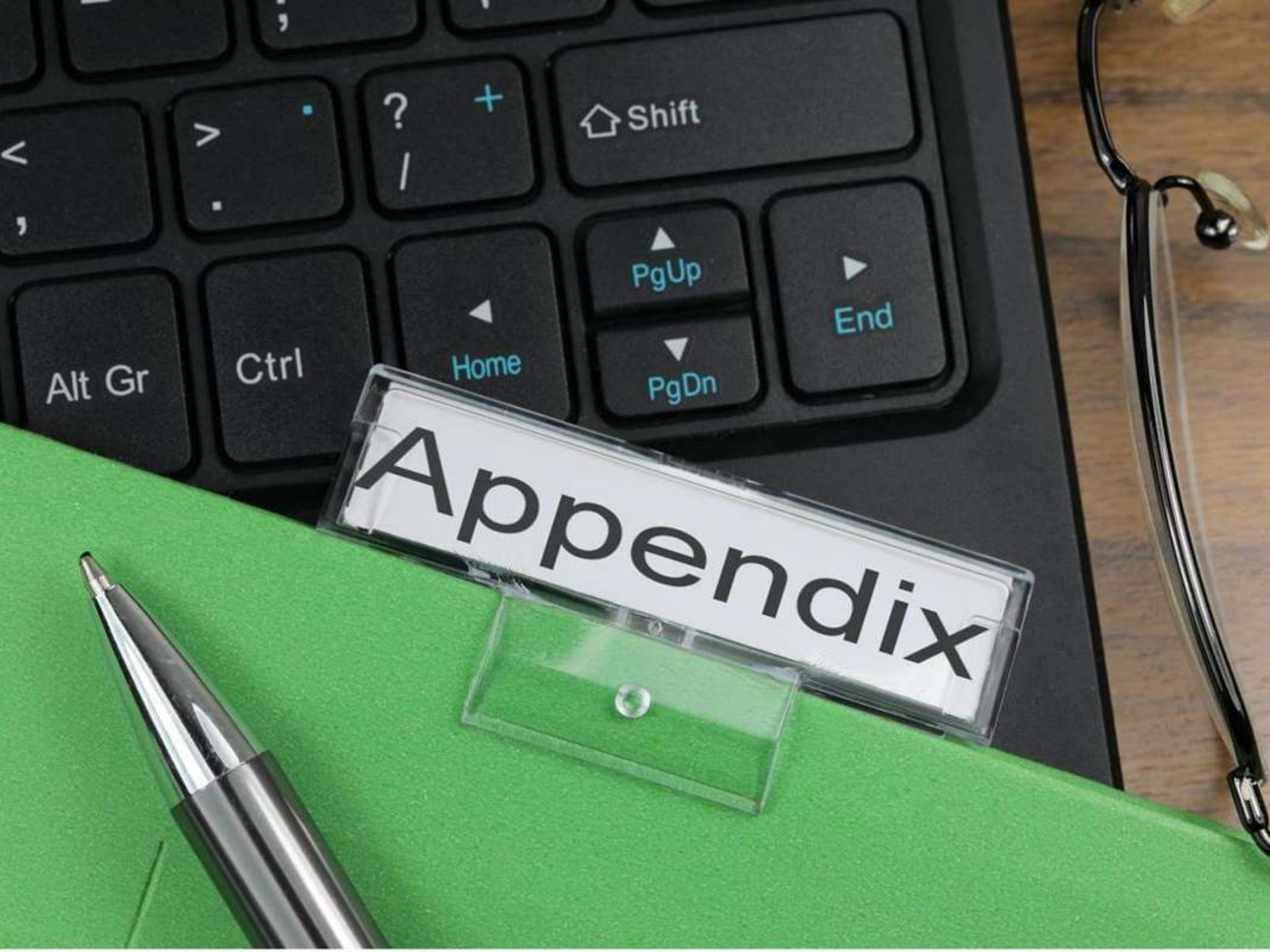
**LEADERS WHO DON'T  
LISTEN WILL EVENTUALLY  
BE SURROUNDED BY  
PEOPLE WHO HAVE  
NOTHING TO SAY**

**ANDY STANLEY**

**SMARTLEADERSHIP**

There is hope for  
your future, declares  
the Lord.





Appendix

# References

Adams, S. (2012). Dilbert. [Cartoon].

Aguayo, R. (1991). *Dr. Deming: The American who taught the Japanese about quality*. Simon & Schuster.

Assembly of Canonical Orthodox Bishops of the United States of America (2021) Strategic plan *statement of why?*  
<https://www.assemblyofbishops.org/about/overview>

Batterson, M. (2016). *The circle maker: Praying circles around your biggest dreams and greatest fears*. Zondervan

ChatGPT. (2023, June 5). [Response to user question: “write a sermon of 300 words on Pentecost from a Greek Orthodox perspective”]. [Retrieved from <https://chat.openai.com/>].

Chrysostom, S. J. (1964). *Six books on the priesthood* (G. w. Butterworth, Trans.). St. Vladimir’s Seminary Press (p. 44.)

Cohen, W. A. (2009). *Drucker on leadership: New lessons from the father of modern management*. John Wiley & Sons

Collins, J. (2001). *Good to great: Why some companies make the leap and others don’t*. Harper Business

Collins, J. (2005). *Good to great and the social sectors: Why business thinking is not the answer*. Harper Business



# References

Doran, G. T. (1981). There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review* 70 (11):35-36.

Duckworth, A. (2016). *Grit*. Ebury Publishing.

Ellwanger, A., & Gehrke, P. J. (2020). *Metanoia: Rhetoric, authenticity, and the transformation of the self*. Penn State University Press.

Ernandes, M., & Giammanco, S. (1998). MacLean's triune brain and the origin of the "Immense Power Being" idea. *Mankind quarterly*, 39, 173-202.

Gabor, D. (1964) *Inventing the future*. Penguin

Gershon, M. (1998). *The second brain: The scientific basis of gut instinct an a groundbreaking new understanding of nervous disorders of the stomach and intestines*. Harper Collins

Glock, C. Y. (1993). The Churches and Social Change in Twentieth-Century America. *The Annals of the American Academy of Political and Social Science*, 527(1), 67–83.  
<https://doi.org/10.1177/0002716293527001006>

Godin, B. (2015). Kainotomia and Conceptual Innovation in Ancient Greece. In *Innovation Contested* (pp. 35–51). Routledge.  
<https://doi.org/10.4324/9781315855608-10>

# References

Greenleaf, R. K. (1970). *The servant as leader*. Greenleaf Center for Servant Leadership

Kouzes, J. M. & Posner, B. Z. (1993). *Credibility: How leaders gain and lose it, why people demand it*. Jossey-Bass

Kouzes, J. M. & Posner, B. Z. (2010). *The truth about leadership: The no-fads, heart-of-the-matter facts you need to know*. Jossey-Bass

Kouzes, J. M. & Posner, B. Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations*. Jossey-Bass

Landis, J. (Director). (1980) *Blues brothers* [Film]. Universal Pictures

Marianes, A., & Spradling, A. C. (2013). Physiological and stem cell compartmentalization within the *Drosophila* midgut. *eLife*, 2, e00886. <https://doi.org/10.7554/eLife.00886>

Marianes, W. (2017). *Stewardship calling Orthodox servant leader model*. Stewardship Calling. <https://stewardshipcalling.com/leadership/>

Meggison, L. C. (1963). Lessons from Europe for American business. *Southwestern Social Science Quarterly* 44(1), 3-13.

# References

Michalko, M. (2006). *Thinkertoys: A handbook of creative-thinking techniques*. (2<sup>nd</sup> ed.). Ten Speed Press.

Myers, I. B. (1962). *The Myers-Briggs type indicator: Manual* (1962). Consulting Psychologists Press.

*New King James Version*. (1982). Thomas Nelson.

Northouse, P.G. (2022). *Leadership theory and practice*. (9<sup>th</sup> ed.). Sage

Orthodox Study Bible. (2008). St. Athanasius Academy of Orthodox Theology.

Oster, G. (2011). *The light prize: Perspective on Christian innovation*. Positive Signs Media

Patterson, K. (2003). Servant leadership: A theoretical model. *Servant Leadership Roundtable at Regent University*. [https://www.regent.edu/wp-content/uploads/2020/12/patterson\\_servant\\_leadership.pdf](https://www.regent.edu/wp-content/uploads/2020/12/patterson_servant_leadership.pdf)

Sinek, S. (2011). *Start with why: How great leaders inspire everyone to take action*. Portfolio

Sinek, S. (2017). *Leaders eat last: Why some teams pull together and others don't*. Skillsoft.

# References

Spears, L.C. (2002). Tracing the past, present, and future of servant leadership. In L. C. Spears & M. Lawrence (Eds.), *Focus on leadership: Servant-leadership for the 21<sup>st</sup> century* (pp.1-16. Wiley.

Stanley, A. [@AndyStanley]. (2021, August 19). *Leaders who don't listen will eventually be surrounded by people who have nothing to say.* [Tweet]. Twitter. <https://twitter.com/AndyStanley/status/1428471840603885577>

*TEDTalks: Angela Lee Duckworth—The key to success? Grit.* (2013). TED Conferences LLC.

*The Journal of transpersonal psychology.* (1969). Volumes 1-4, p.124. Transpersonal Institute; American Transpersonal Association.

van Dierendonck, D., & Patterson, K. (2010). *Servant Leadership Developments in Theory and Research* (1st ed. 2010.). Palgrave Macmillan UK. <https://doi.org/10.1057/9780230299184>

Warren, R. [@RickWarren]. (2013, November 11). *Every pastor chooses how he will lead a flock: As a risk taker, as a caretaker, or as an undertaker while it slowly dies.* [Tweet]. Twitter. <https://twitter.com/rickwarren/status/400014337093685250>

Wachowski, L. & Wachowski, L. (Dirs). (1999). *The matrix.* [Film]. Warner Bros.



# *Orthodox Strategic & Servant Leadership & Parish Innovation*



STEWARDSHIP  
CALLING

Bill Marianes

[Bill@stewardshipcalling.com](mailto:Bill@stewardshipcalling.com)