

# *Clergy Retreat 2023*



STEWARDSHIP  
CALLING

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# My Confession

**I'M NOT TELLING YOU  
IT IS GOING TO BE  
EASY, I'M TELLING  
YOU IT IS GOING TO  
BE WORTH IT**

**I am in awe of your calling.**

**I am here voluntarily out of love and respect.**

**I ask for your patience and forgiveness.**





The messenger  
requests that he  
please not be shot.

# Food For Thought

(courtesy of C. S. Lewis)

*"I believe there are too many practitioners in the church who are not believers."*



*"In such a fearful world, we need a fearless church."*





**What You Wanted to Learn About**





Who's trying to  
help you?

So, did anyone help who's "helping" you today?



# A journey ...

*... 415,000+ airlines miles over 20 years*

*...presentations to well over 600 Parishes of all Orthodox jurisdictions*

*...a financial stewardship analysis for over 275+ Parishes*





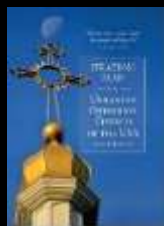
# The Stewardship Calling Process has been used to complete Strategic Plans covering over **26%** of Orthodox Christians



**GOA  
Metropolis  
of San  
Francisco**



**GOA  
Metropolis  
of Atlanta**



**Ukrainian  
Orthodox  
Church of  
the USA**



**GOA  
Metropolis  
of  
Chicago**



**Orthodox  
Christian  
Prison  
Ministry**



**St. John The Divine (Jacksonville FL)  
St. Mary (Wichita, KS)  
St. John The Baptist (Beaverton, OR)  
St. Nicholas (Ann Arbor, MI)  
Sts. Mark, Mary, Philopater (Troy, MI)  
Annunciation Cathedral (Atlanta, GA)  
St. Nicholas (Grand Rapids, MI)**



## Recently Completed Strategic Plans:

**OCA Diocese of New England**

**OCA Diocese of Midwest**

**St. Demetrios (Saginaw, MI)**

**Holy Trinity (Indianapolis, IN)**

**Christ the Saviour (Harrisburg, PA)**

**Holy Trinity (Grand Rapids, MI)**

## Strategic Plans In Progress:

**St Nicholas (Lexington, MA)**

**St. Luke (E. Longmeadow, MA)**

**St. Demetrios (Warren, OH)**

**St. Raphael (Iowa City, IA)**

**Dormition of the Theotokos – (Sommerville, MA)**

**Holy Trinity (Concord, NH)**

**Sts. Raphael, Nicholas & Irene (Cumming, GA)**

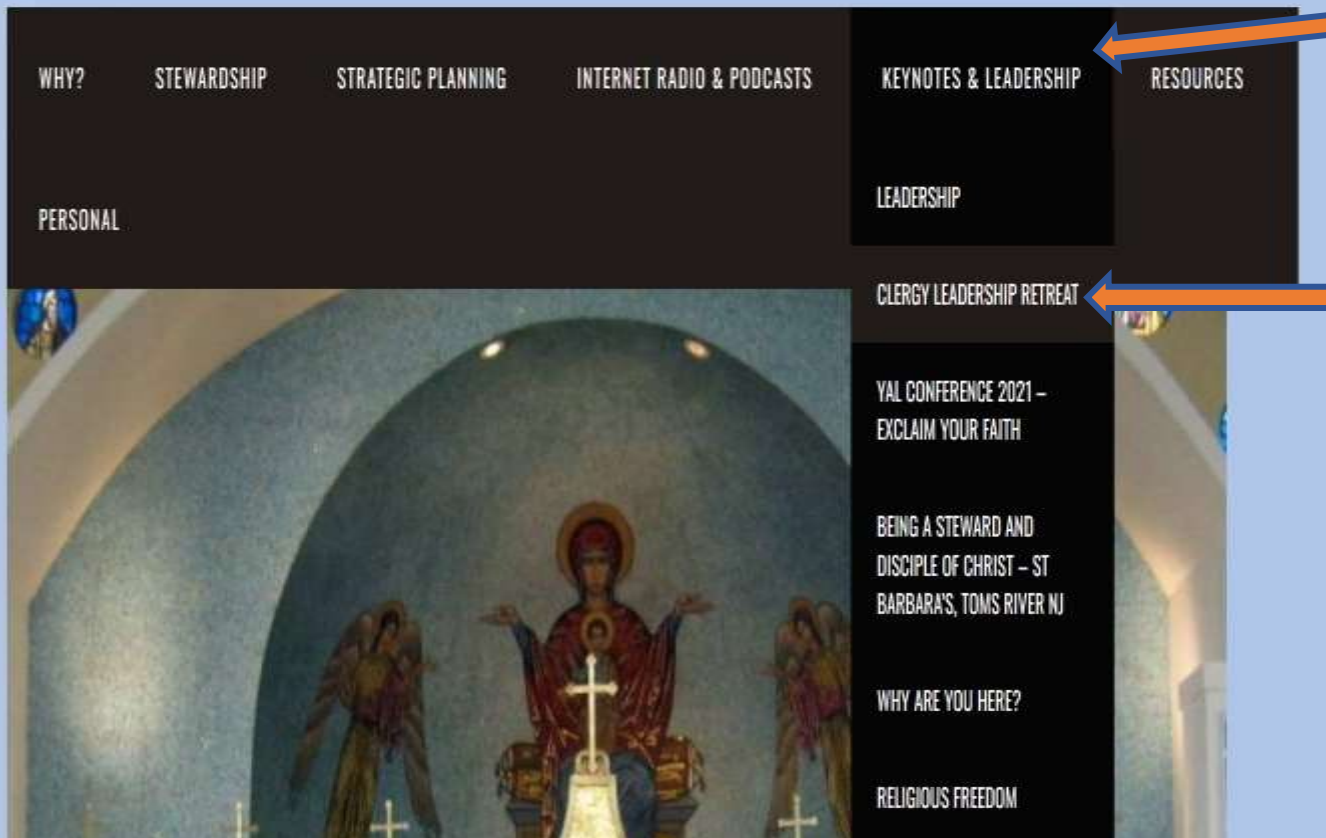
**St. Sophia (Jefferson, PA)**

# Download This Presentation:

**Stewardship  
Calling.com**

## Stewardship Calling

What are you doing with all of the gifts God has given you?



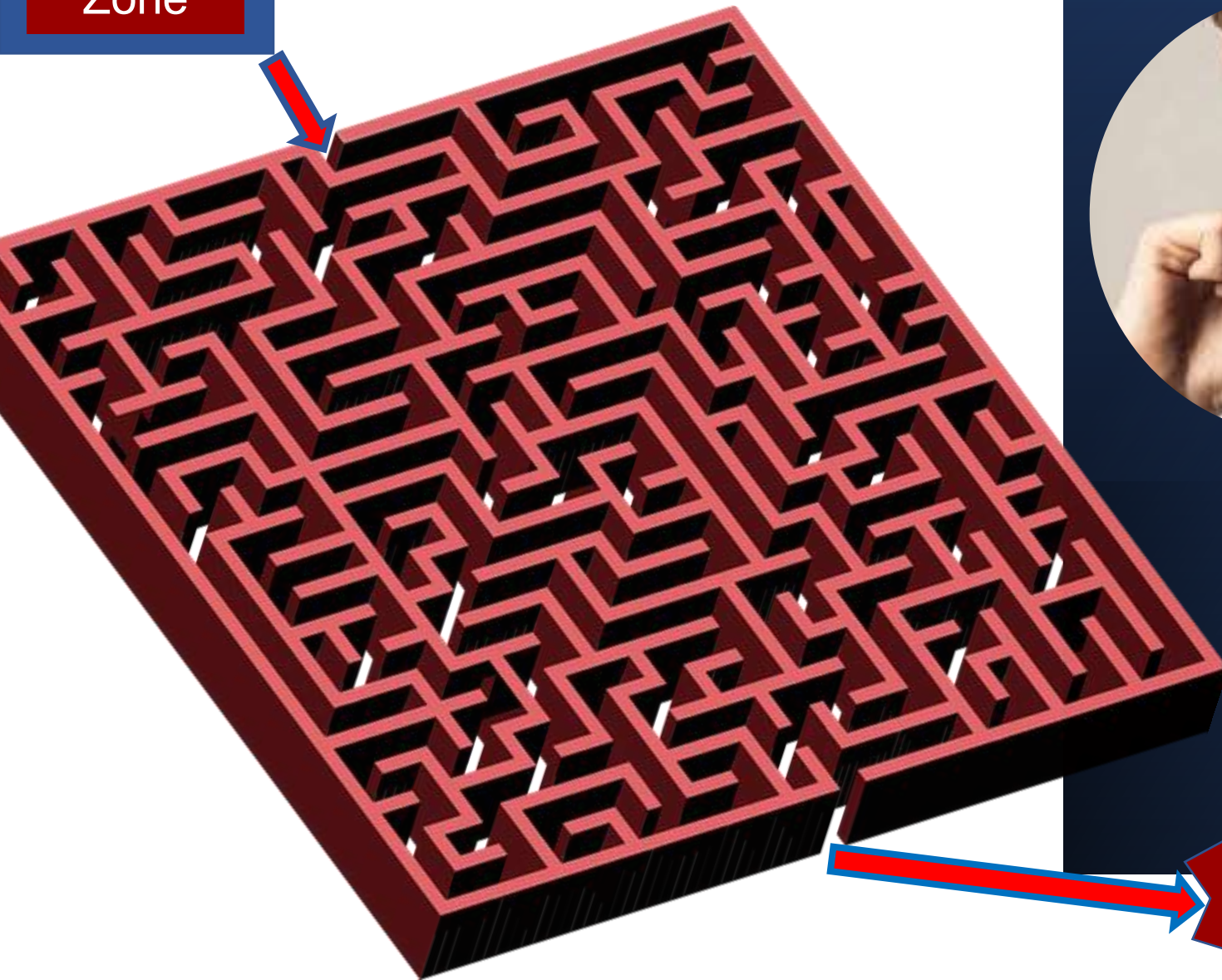
**Keynotes &  
Leadership Tab**

**Clergy  
Leadership  
Retreat Page**

**<https://stewardshipcalling.com/clergy-leadership-retreat/>**

# My Goal for Our Time Together

Your  
Comfort  
Zone



Where the  
Magic  
Happens

# Μετάνοια

# Metanoia



“a transformative change of heart”

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

**ANDY STANLEY**

**SMARTLEADERSHIP**

# John Wooden

**“Whatever you do in life, surround yourself with smart people who’ll argue with you.”**

**“Don’t measure yourself by what you have accomplished, but by what you should have accomplished with your ability.”**



**Won 10 NCAA  
Championships in 12 years**



**You Were NOT  
Called Merely To  
Lead Your  
Parish**

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

A blue-toned image of Earth from space, showing the curvature of the planet and the atmosphere. The background is a dark blue space with some stars and nebulae. The text is overlaid in white.

**GOD**

For with

**NOTHING**

shall be

**IMPOSSIBLE.**


Luke 1:37





Where there is  
no vision, the  
people perish.

Proverbs 29:18

A sunset over a large body of water, likely a lake or sea. The sky is filled with dramatic, colorful clouds in shades of orange, red, and purple, with the sun low on the horizon. The water reflects the colors of the sky. In the distance, a small, dark island or headland is visible on the horizon line.

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

Peter Drucker



“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.”

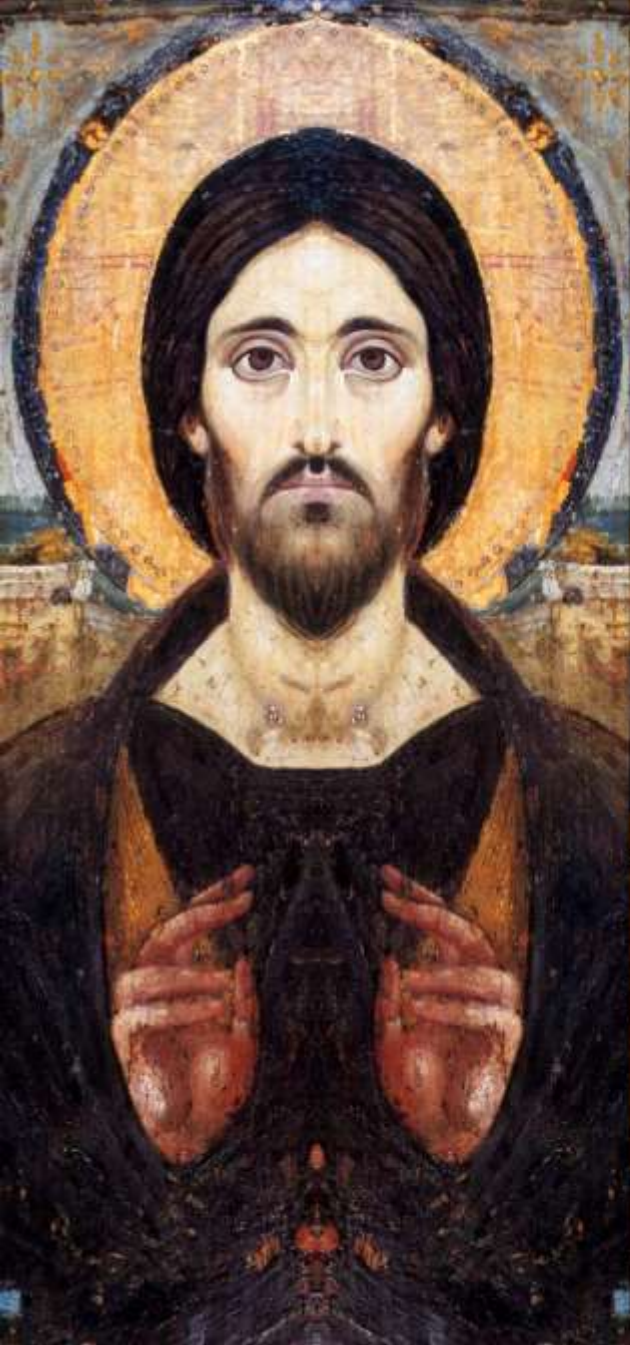
Dr. James Kouzes



## 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



**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**?

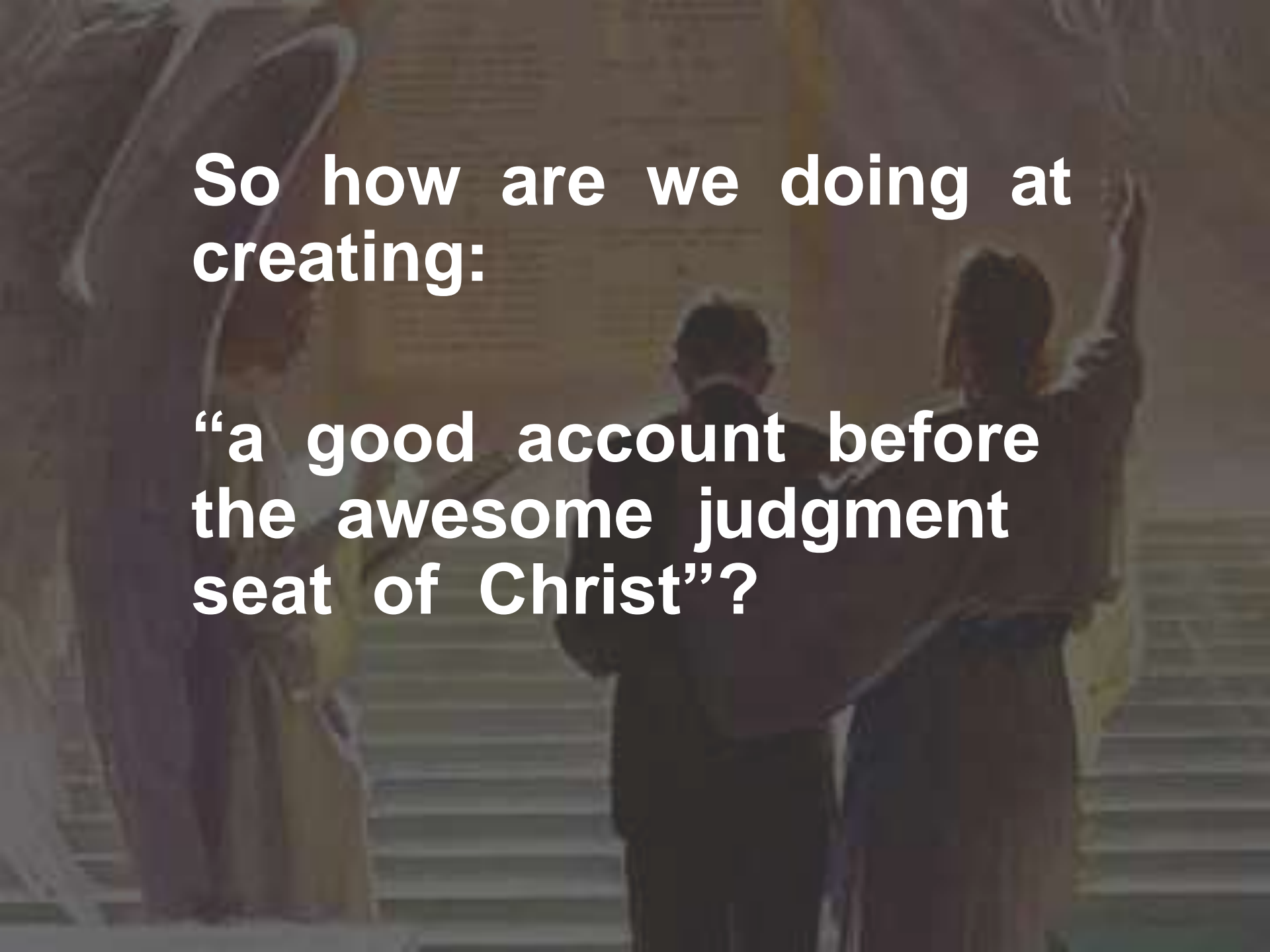
**GREAT LEADERS DON'T  
SET OUT TO BE A  
LEADER...THEY SET OUT  
TO MAKE A DIFFERENCE.  
ITS NEVER ABOUT THE  
ROLE-ALWAYS ABOUT  
THE GOAL.**

**IN GOD  
WE TRUST  
ALL OTHERS  
MUST BRING  
DATA**

## Session 1

Setting  
the Stage  
With The  
Facts





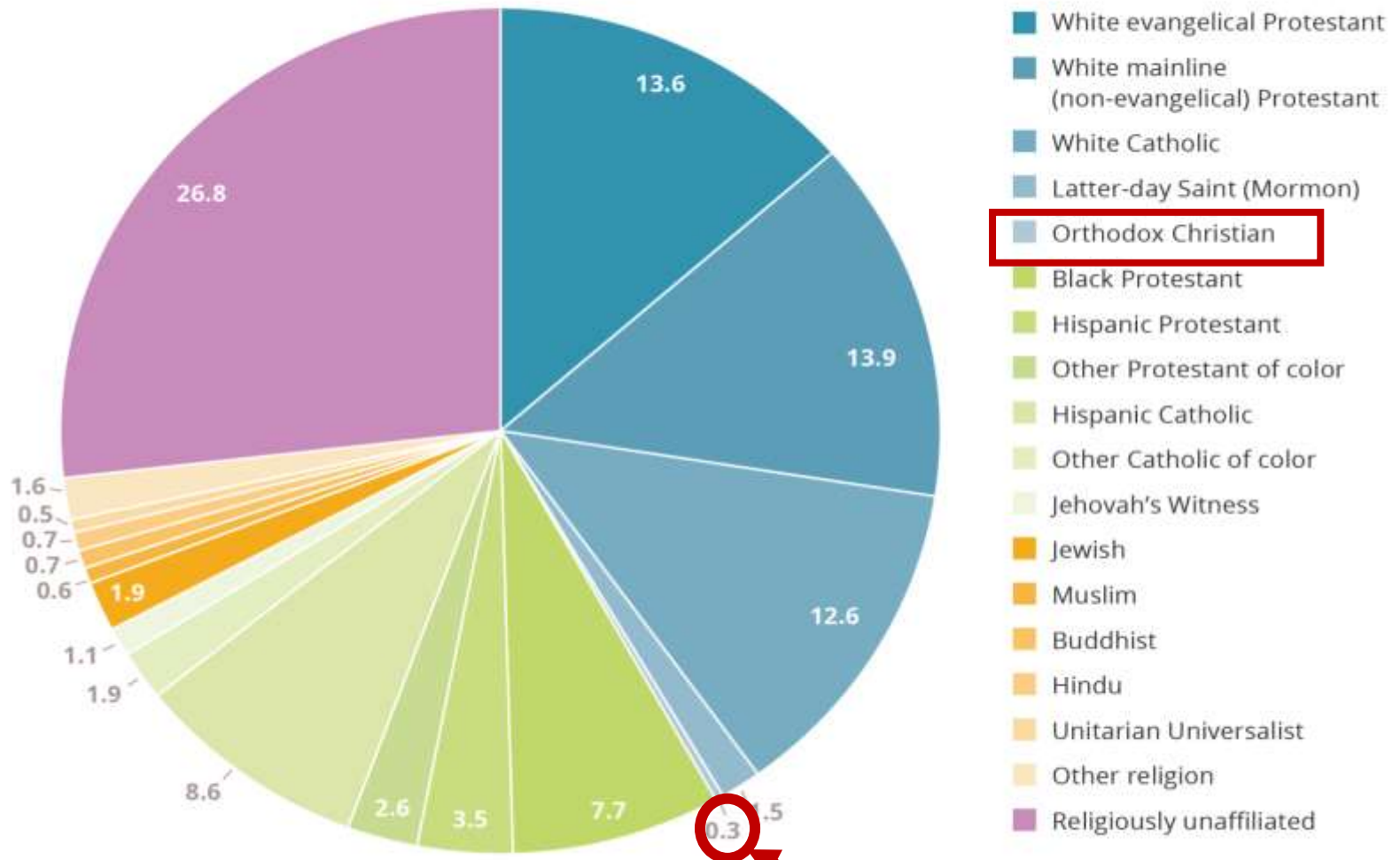
**So how are we doing at  
creating:**

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

# Orthodoxy – A Rounding Error In The American Christian Landscape

FIGURE 1. The American Religious Landscape in 2022

Percent who identify as:



Source: PRRI 2022 American Values Atlas.

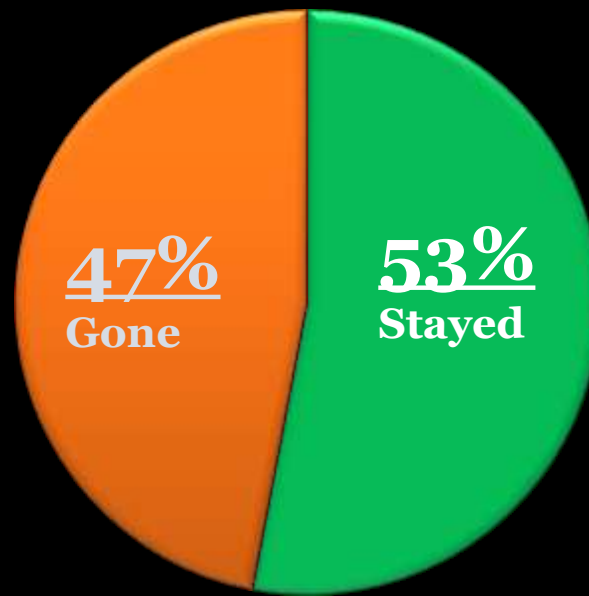
0.3%

0.5% 100 year ago

## We Lost Our Adults

**47% of adults who were raised in the Orthodox Church have left the Church<sup>1</sup>**

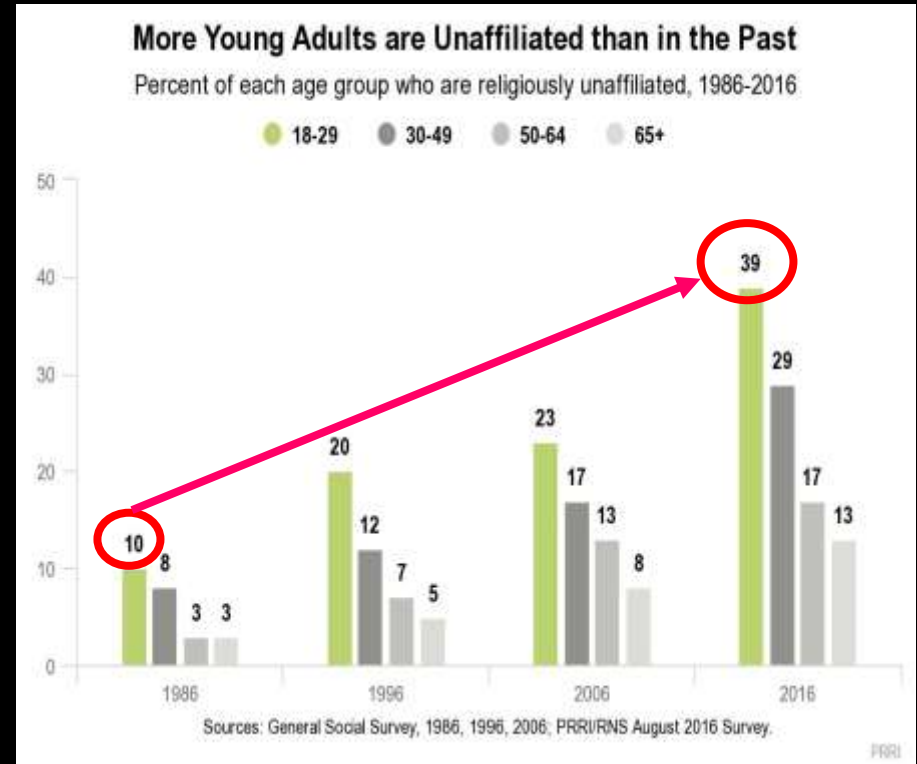
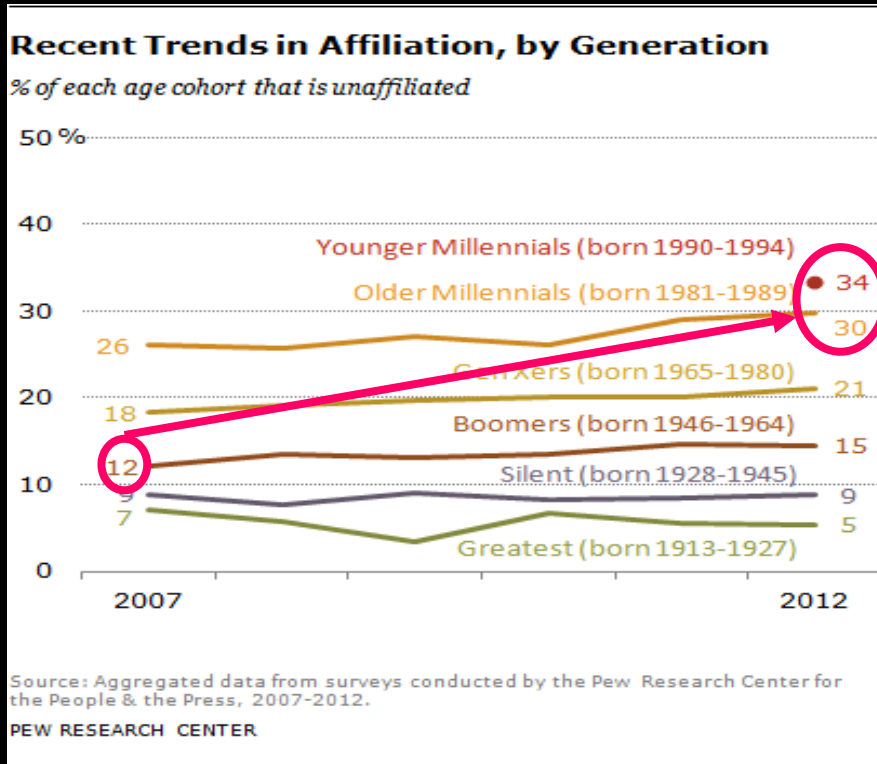
### Cradle Orthodox Adults Who Are Still in the Church



■ YES ■ NO

# PRE-COVID We Can “Kiss Our Youth Goodbye”

**34% to 39% of Millennials (1981-1996) are  
“NONES” and claim NO religion**



[Religion in the Millennial Generation \(2010\)](#) and [U.S. Religious Landscape Survey \(2007\)](#), Pew Forum on Religion & Public Life of the Pew Research Center.

Public Religion Research Institute August 2016 Survey

# PRE-COVID We Can "Kiss Our Youth Goodbye"

Youth church drop out rate has grown from

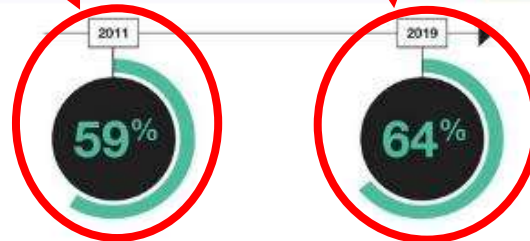
59% (2011) to 64% (2019)

When Barna president David Kinnaman published his 2011 book *You Lost Me*, we heard from many people (especially church leaders) who were shocked to learn that 59 percent of young adults with a Christian background had dropped out of church at some point during their 20s—many for just a time, but some for good.

Eight years later, research for Kinnaman's new book *Faith for Exiles: 5 Ways for a New Generation to Follow Jesus in Digital Babylon* reveals that the church dropout problem is still a problem. In fact, the percentage of young-adult dropouts has increased from 59 to 64 percent. Nearly two-thirds of U.S. 18–29-year-olds who grew up in church tell Barna they have withdrawn from church involvement as an adult after having been active as a child or teen.

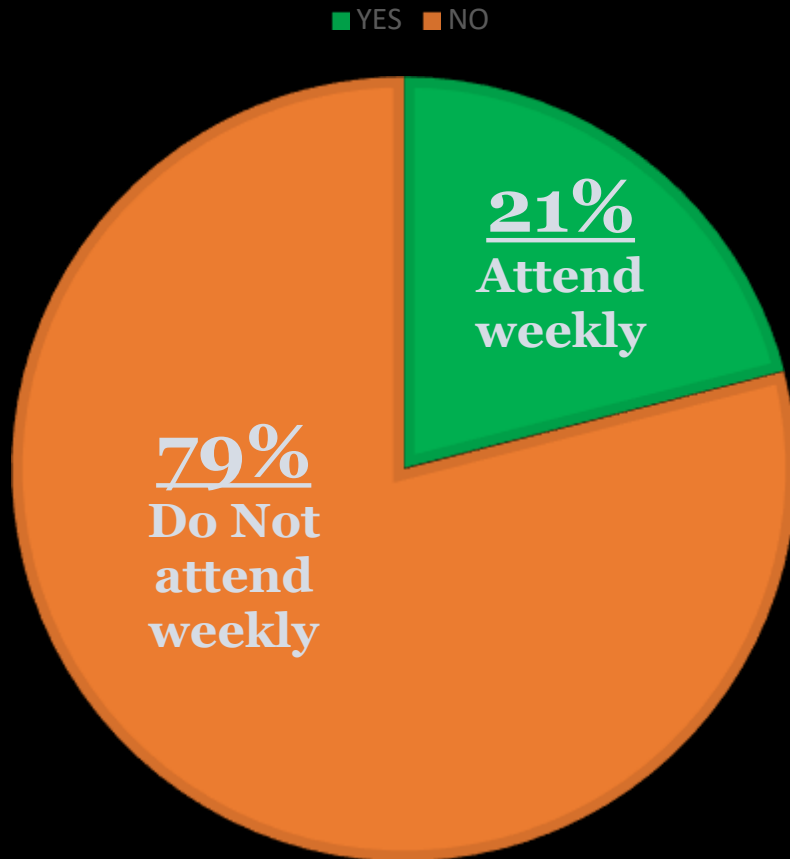
## INCREASE IN CHURCH DROPOUTS

Barna



# PRE-COVID Church Attendance Data

## ATTEND CHURCH WEEKLY



Only 21% of all GOA adherents regularly attend church services on a weekly basis.<sup>1</sup>

P.S. It averages:

21 % in GOA parishes

22 % in Serbian parishes

26% across all Orthodox parishes

37% in Antiochian parishes

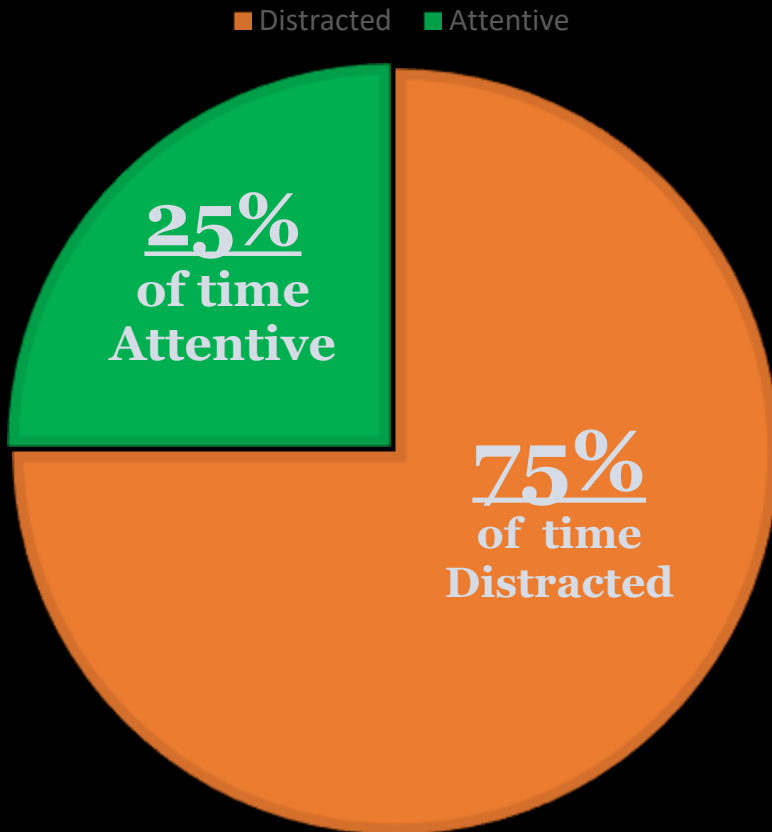
40% in OCA parishes

48% in Carpatho Russian parishes

<sup>1</sup> Eight Facts about Church Attendance in US Orthodox Christian Churches (2010) Assembly of Canonical Orthodox Bishops of North and Central America.

# Church Attentiveness Data

## % OF TIME DISTRACTED



Our minds wander 70% to 80% of the time during Orthodox church services (excluding the sermon)<sup>1</sup>

<sup>1</sup> Personal survey data acquired from interviews of hundreds of Orthodox Christians by Stewardship Calling

# PRE-COVID Giving Facts<sup>1</sup>

U.S. Orthodox Christians are in:

~ top 1/4 in annual income

~ bottom 1/4 in church stewardship

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<sup>1</sup> Pew Forum income data compared against Financial Stewardship Analysis of over 275 U.S. Orthodox Parishes conducted by Stewardship Calling ministry





Go into all  
the world

# How Fast Is Our World Changing?



**Exponentially!**

We are living in exponential times...

... the speed of change is  
unimaginable and accelerating

**'The following is based on the pioneering YouTube video “Did You Know?” (with certain updated statistics).**

Did You Know? is licensed by Karl Fisch, Scott McLeod, and XPLANE under a Creative Commons Attribution Non-Commercial Share-Alike license. You are free to copy, distribute, remix and transmit the presentation as long as you give proper attribution to the original creators and share the resulting work under the same license. You may not use Did You Know? for commercial purposes without permission from the creators. (Selected statistics have been updated, as much as reasonably possible, from available sources.)

# Years it took to reach 50 million users:

Telephone - 75 years



Radio - 38 years



TV - 13 years



Internet - 4 years



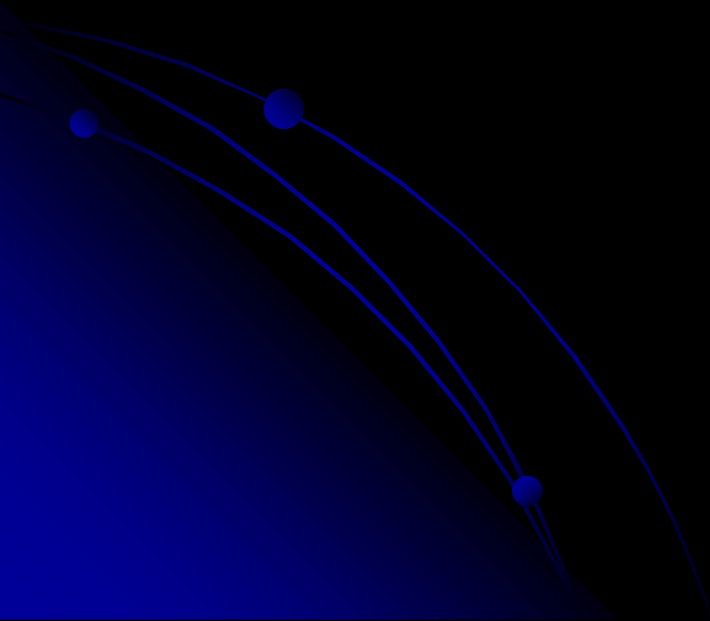
Pokémon GO - 19 days



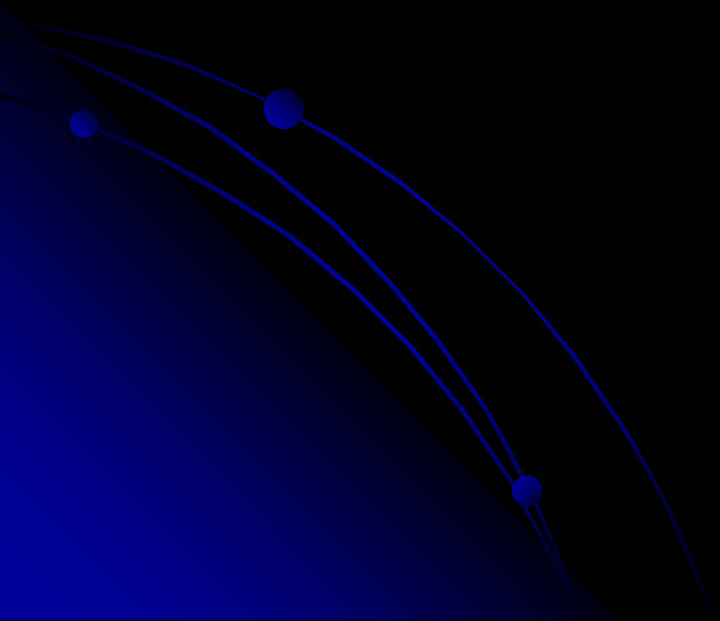


~ 2.3 BILLION worldwide  
users

~ 8.3 hours of video is uploaded  
every second



We are living in exponential times...



**facebook** started about 20  
years ago in October 2003.

~ It now has over 2.89 Billion  
active monthly users.

~ It is has over 1.91 Billion  
active daily users.

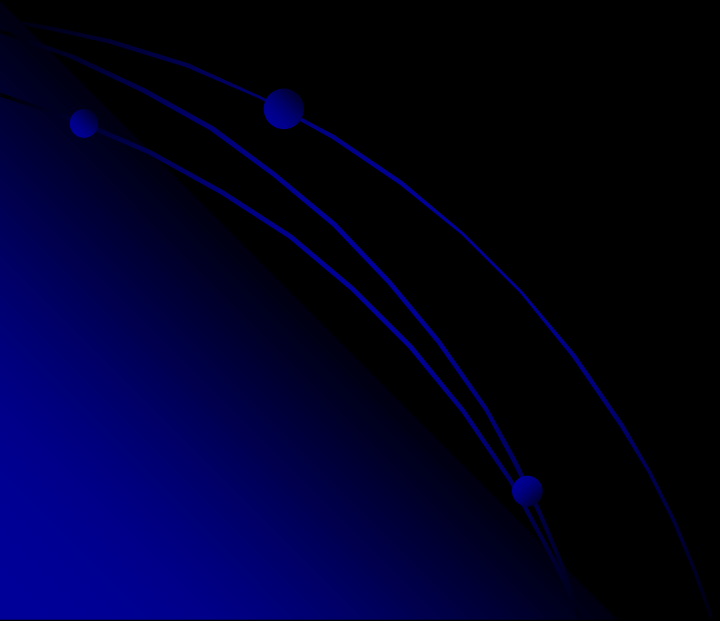
If Facebook were a country . . .



. . . it would be the largest country in the world

. . . Almost twice the size of China and India, and 8.7 times bigger than the U.S.

We are living in exponential times...





~ 97% of American adults text.



~ Text messages have a 98% open rate versus only 20% for email.

~ 95% of all text messages are read in under 3 minutes.

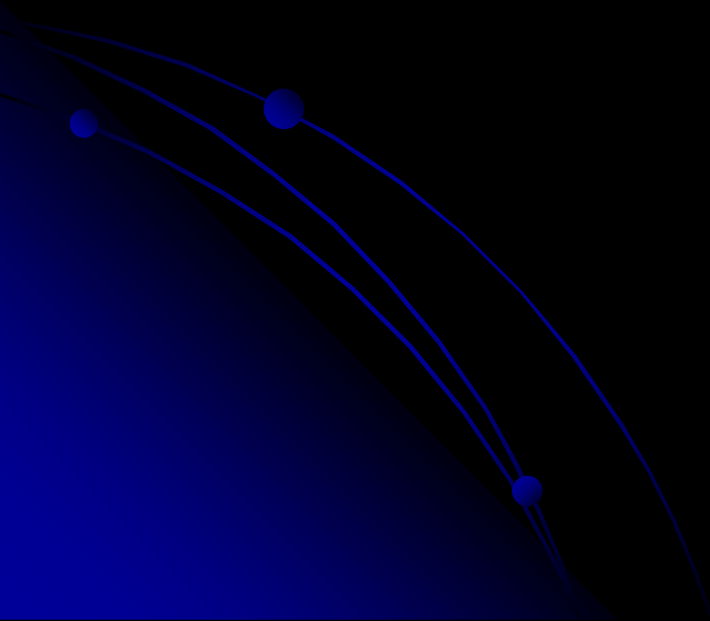


~ 13% of couples married in  
the U.S. in 2005 . . .  
. . .met online

~ By 2017, 39% of couples  
in the U.S. met online

We are living in exponential times...

So what does this mean for your  
Parish?





# Jack Welch

Chairman & CEO - General Electric



~ ~ ~ ~ ~

**“If the rate of change on the outside  
exceeds the rate of change on the inside,  
the end is near.”**

~ ~ ~ ~ ~

**“Change before you have to.”**

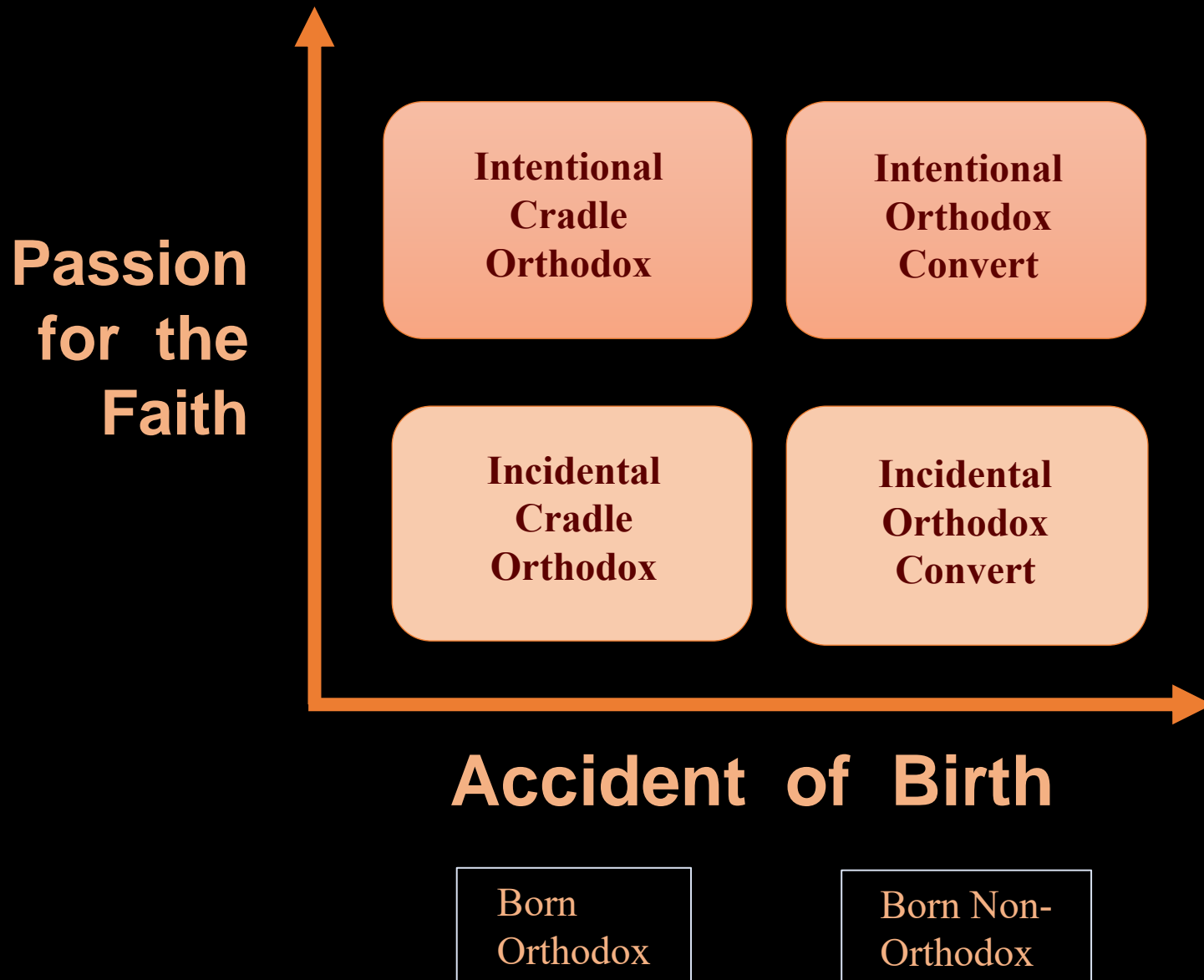


The Orthodox Church  
Demographic  
Makeup Has  
Changed  
Significantly Over  
The Last 15  
Years

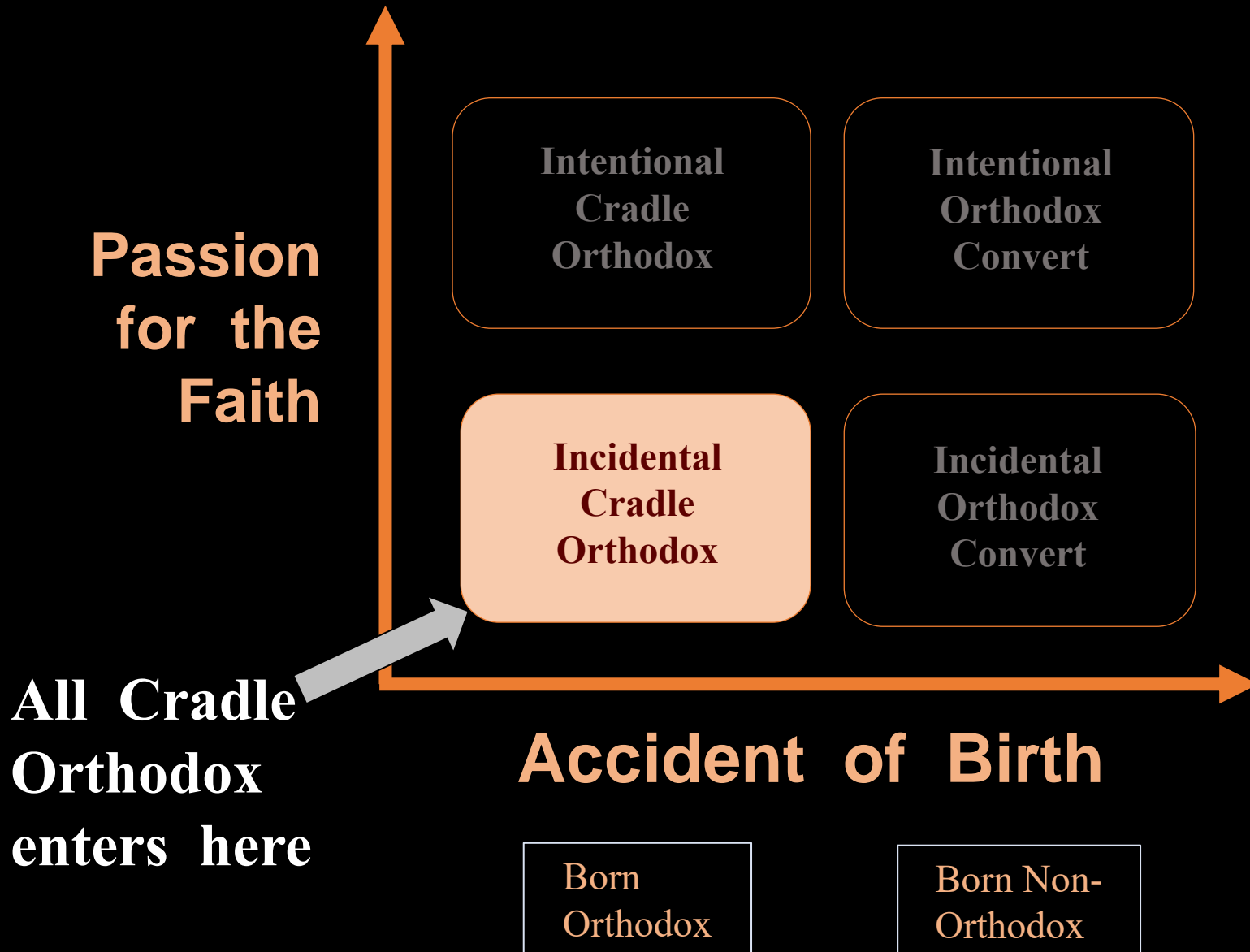
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# 4 Kinds of U.S. Orthodox Christians



# 4 Kinds of U.S. Orthodox Christians



# 4 Kinds of U.S. Orthodox Christians

Few Cradle  
Orthodox  
move here

Passion  
for the  
Faith

Intentional  
Cradle  
Orthodox

Intentional  
Orthodox  
Convert

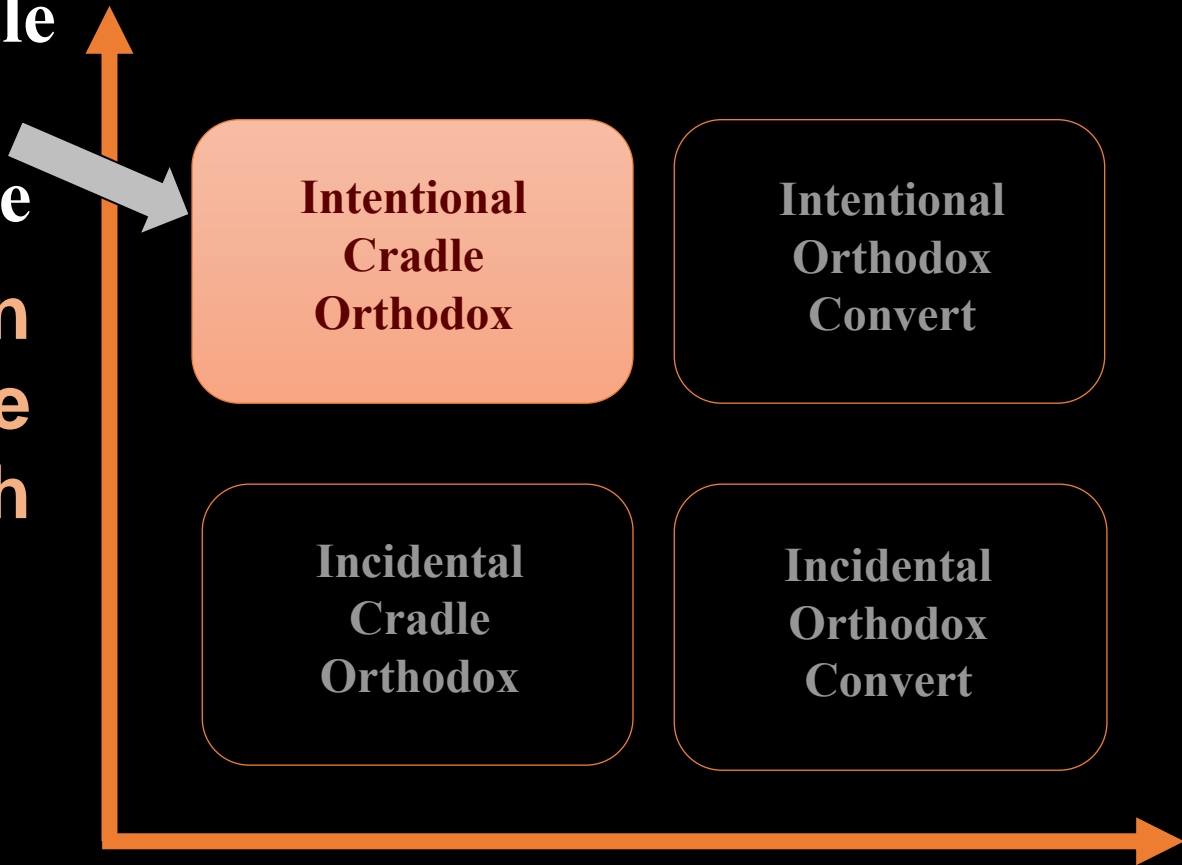
Incidental  
Cradle  
Orthodox

Incidental  
Orthodox  
Convert

Accident of Birth

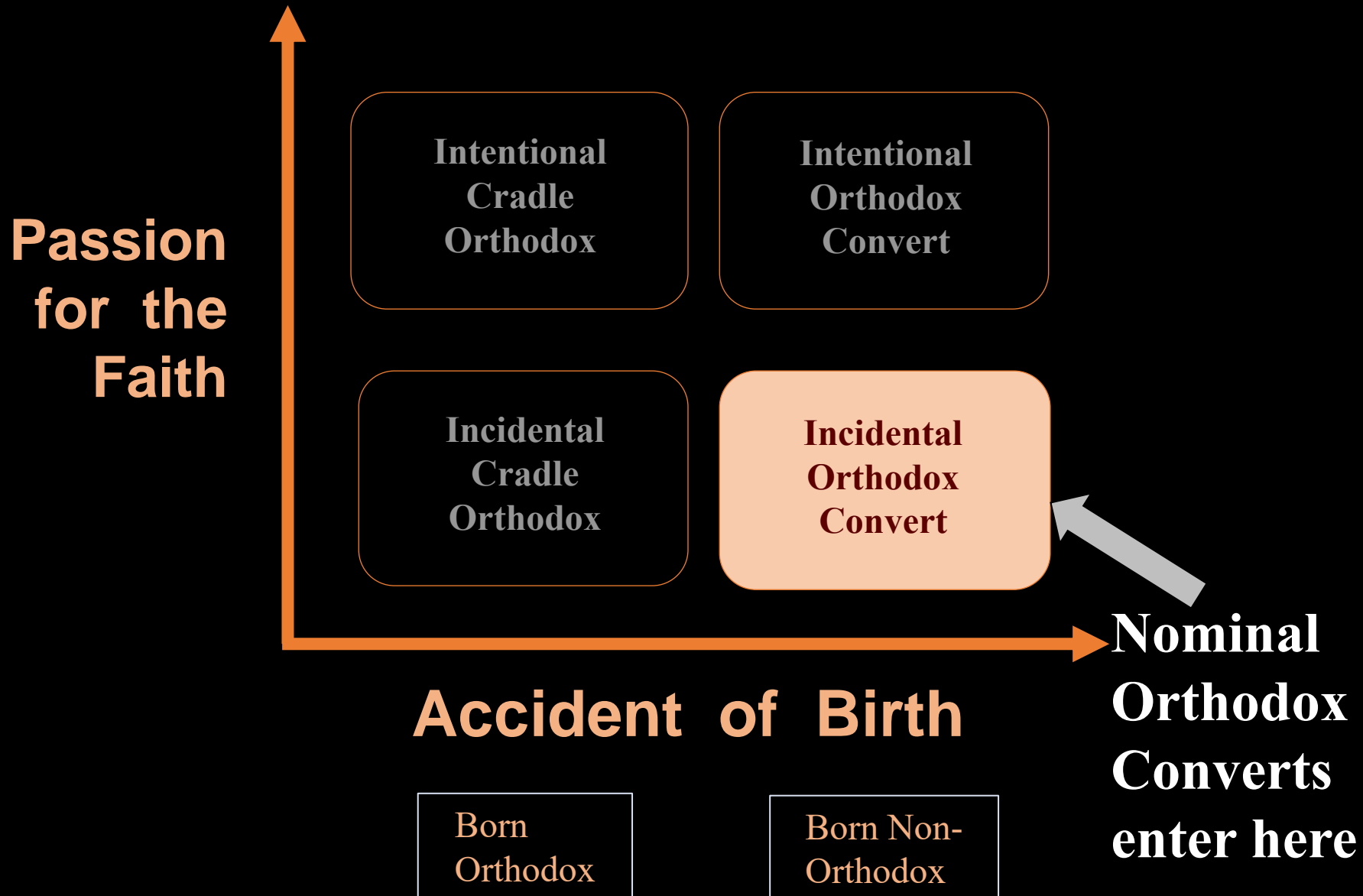
Born  
Orthodox

Born Non-  
Orthodox

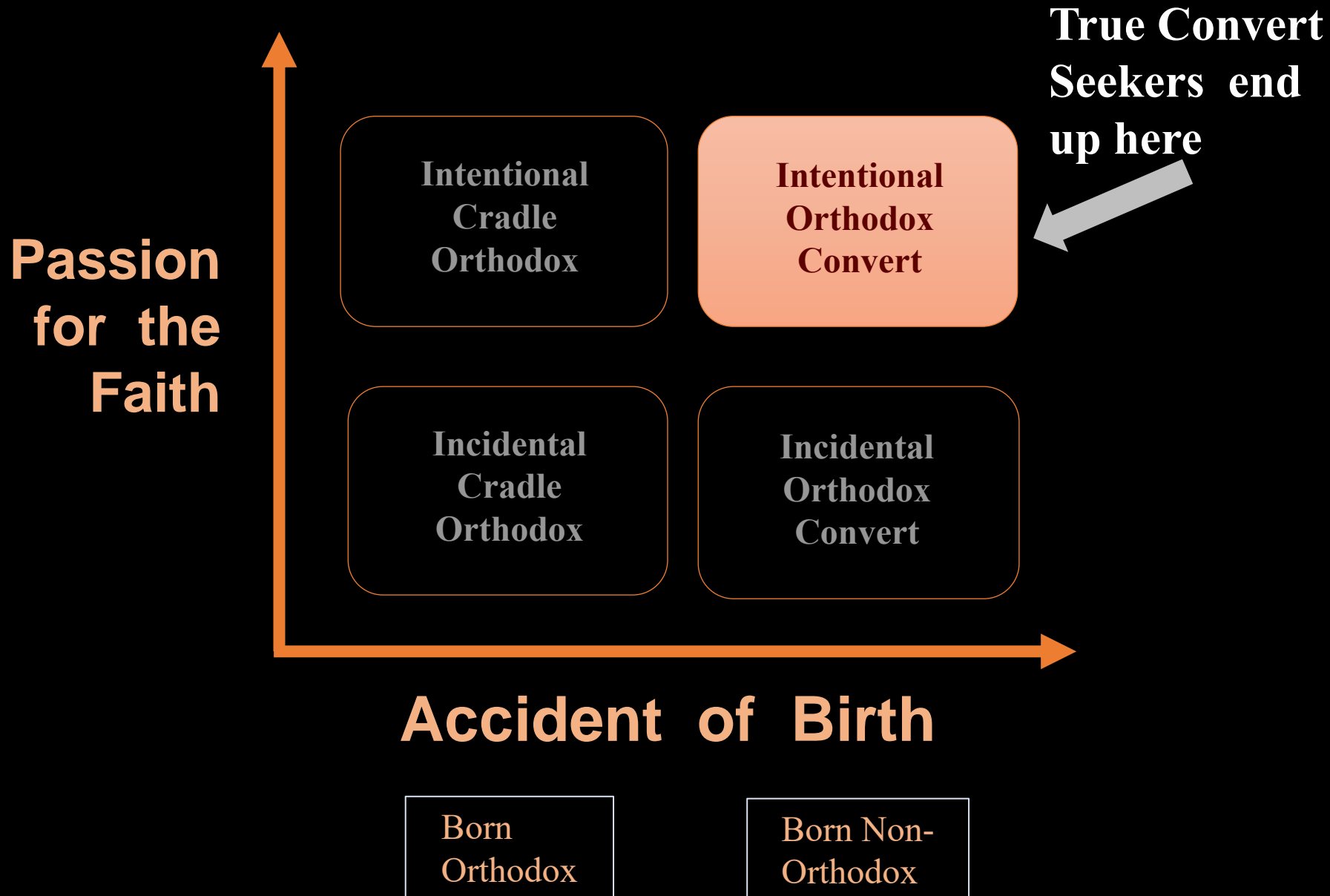




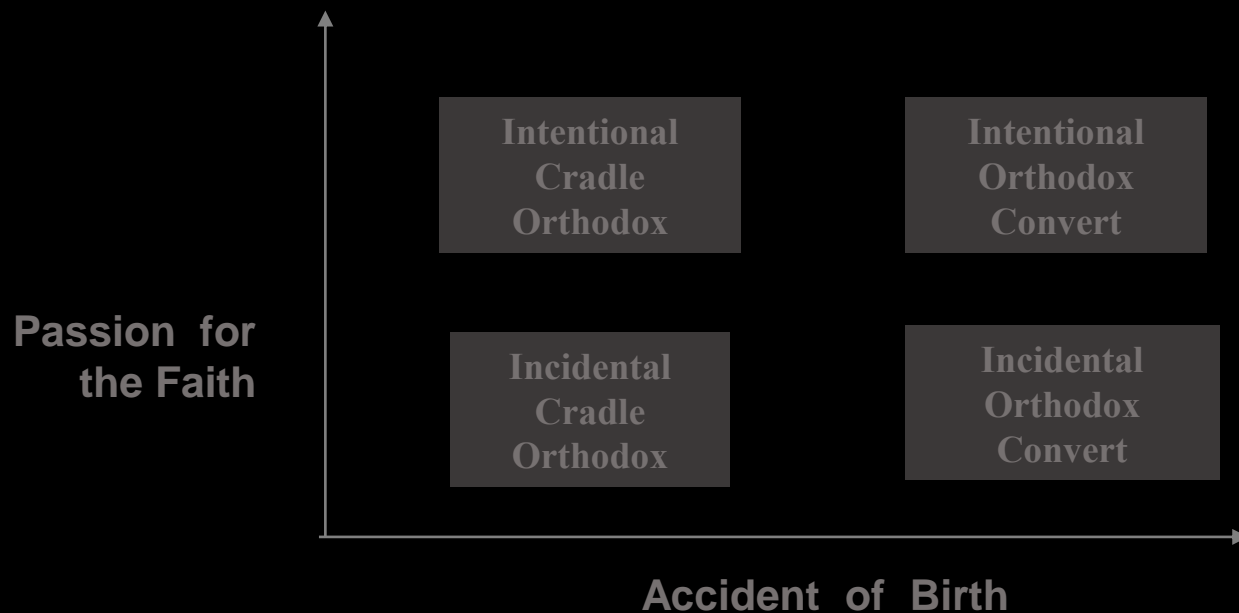
# 4 Kinds of U.S. Orthodox Christians



# 4 Kinds of U.S. Orthodox Christians



**We now need 4 different strategies to effectively reach all of our different parishioners**





**What Is The Biggest Challenge Facing Your Parish?**

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

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

~ Entropy

~ Everything in the universe moves from order to disorder, and Entropy measures that change

~ If you don't make positive changes, you will get negative changes

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



(Warren, 2013)



## Session 2

**Know Thyself, Your  
Brothers and Your Team**



# MEN ARE FROM MARS, *Women Are from Venus*

A Practical Guide for  
Improving Communication and  
Getting What You Want in Your Relationships

JOHN GRAY, Ph.D.

What's the difference  
between the way men and  
women communicate?





~ Swiss psychiatrist **Carl Jung**

~ Random behavior variations are actually orderly and consistent due to individual differences in perception and judgment

~ Perception involves how we become aware of things, people, happenings, or ideas

~ Judgment involves how we come to conclusions about what we have perceived

~ We communicate, interact and reach conclusions differently based on perceptions and judgments

PERSONALITY TYPES KEY			
<b>E</b> <b>Extroverts</b> Extroverts are energized by people, enjoy a variety of tasks, and like to spend time with others.	<b>S</b> <b>Sensors</b> Sensors are practical people who like to focus on the here-and-now. They rely on their senses and past experiences to find practical solutions to problems.	<b>T</b> <b>Thinkers</b> Thinkers tend to make their decisions using logical analysis, objective criteria, and rational thought. They value consistency and balance.	<b>J</b> <b>Judgers</b> Judgers tend to be organized and prepared. They like to make decisions in advance, and are comfortable following a set plan.
<b>I</b> <b>Introverts</b> Introverts often like working alone or in small groups, and prefer a quiet, reflective life. They 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. They are often creative, imaginative, and seek creative solutions to problems.	<b>F</b> <b>Feelers</b> Feelers tend to be sensitive and aware of the needs and feelings of others. They are often influenced by their emotions.	<b>P</b> <b>Perceivers</b> Perceivers prefer to keep their options open. They are often flexible and adaptable, and like to be flexible with their plans.

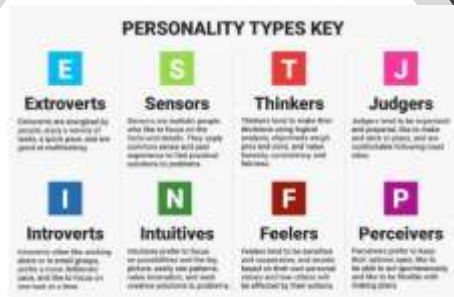
Myers & Briggs



~ 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 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

## INTJ

INNOVATIVE, INDEPENDENT, STRATEGIC, LOGICAL, RESERVED, INSIGHTFUL. DRIVEN BY THEIR OWN ORIGINAL IDEAS TO ACHIEVE IMPROVEMENTS.

## INTP

INTELLECTUAL, LOGICAL, PRECISE, RESERVED, FLEXIBLE, IMAGINATIVE. ORIGINAL THINKERS WHO ENJOY SPECULATION AND CREATIVE PROBLEM SOLVING.

## ENTJ

STRATEGIC, LOGICAL, EFFICIENT, OUTGOING, AMBITIOUS, INDEPENDENT. EFFECTIVE ORGANIZERS OF PEOPLE AND LONG-RANGE PLANNERS.

## ENTP

INVENTIVE, ENTHUSIASTIC, STRATEGIC, ENTERPRISING, INQUISITIVE, VERSATILE. ENJOY NEW IDEAS AND CHALLENGES, VALUE INSPIRATION.

## INFJ

IDEALISTIC, ORGANIZED, INSIGHTFUL, DEPENDABLE, COMPASSIONATE, GENTLE. SEEK HARMONY AND COOPERATION; ENJOY INTELLECTUAL STIMULATION.

## INFP

SENSITIVE, CREATIVE, IDEALISTIC, PERCEPTIVE, CARING, LOYAL. VALUE INNER HARMONY AND PERSONAL GROWTH, FOCUS ON DREAMS AND POSSIBILITIES.

## ENFJ

CARING, ENTHUSIASTIC, IDEALISTIC, ORGANIZED, DIPLOMATIC, RESPONSIBLE. SKILLED COMMUNICATORS WHO VALUE CONNECTION WITH PEOPLE.

## ENFP

ENTHUSIASTIC, CREATIVE, SPONTANEOUS, OPTIMISTIC, SUPPORTIVE, PLAYFUL. VALUE INSPIRATION, ENJOY STARTING NEW PROJECTS, SEE POTENTIAL IN OTHERS.

## ISTJ

RESPONSIBLE, SINCERE, ANALYTICAL, RESERVED, REALISTIC, SYSTEMATIC. HARDWORKING AND TRUSTWORTHY WITH SOUND PRACTICAL JUDGEMENT.

## ISFJ

WARM, CONSIDERATE, GENTLE, RESPONSIBLE, PRAGMATIC, THOROUGH. DEVOTED CARETAKERS WHO ENJOY BEING HELPFUL TO OTHERS.

## 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.

## ISTP

ACTION-ORIENTED, LOGICAL, ANALYTICAL, SPONTANEOUS, RESERVED, INDEPENDENT. ENJOY ADVENTURE, SKILLED AT UNDERSTANDING THINGS.

## ISFP

GENTLE, SENSITIVE, NURTURING, HELPFUL, FLEXIBLE, REALISTIC. SEEK TO CREATE A PERSONAL ENVIRONMENT THAT IS BOTH BEAUTIFUL AND PRACTICAL.

## ESTP

OUTGOING, REALISTIC, ACTION-ORIENTED, CURIOUS, VERSATILE, SPONTANEOUS. PRAGMATIC PROBLEM SOLVERS AND SKILLFUL NEGOTIATORS.

## ESFP

PLAYFUL, ENTHUSIASTIC, FRIENDLY, SPONTANEOUS, TACTFUL, FLEXIBLE. HAVE A STRONG COMMON SENSE, ENJOY HELPING PEOPLE IN TANGIBLE WAYS.

## THE 16 MTBI PERSONALITY TYPES

**ISTJ**

### THE LOGISTICIAN

Practical and fact-minded individuals, whose reliability cannot be doubted

**INTJ**

### THE ARCHITECT

Imaginative and strategic thinkers, with a plan for everything

### THE DEFENDER

Very dedicated and warm protectors, always ready to defend their loved ones

**ISFJ**

### THE LOGICIAN

Innovative inventors with an unquenchable thirst for knowledge

**INTP**

**ESTJ**

### THE EXECUTIVE

Excellent administrators, unsurpassed at managing people

**ENTJ**

### THE COMMANDER

Bold, imaginative and strong-willed leaders, always finding a way - or making one

### THE CONSUL

Extraordinarily caring, social and popular people, always eager to help

**ESFJ**

### THE DEBATER

Smart and curious thinkers who cannot resist an intellectual challenge

**ENTP**

**ISTP**

### THE VIRTUOSO

Bold and practical experimenters, masters of all kinds of tools

**INFJ**

### THE ADVOCATE

Quiet and mystical, yet very inspiring and tireless idealists

### THE ADVENTURER

Flexible and charming artists, always ready to explore and experience something new

**ISFP**

### THE MEDIATOR

Poetic, kind and altruistic people, always eager to help a good cause

**INFP**

**ESTP**

### THE ENTREPRENEUR

Smart, energetic and very perceptive people, who truly enjoy living on the edge

**ENFJ**

### THE PROTAGONIST

Charismatic and inspiring leaders, able to mesmerize their listeners

### THE ENTERTAINER

Spontaneous, energetic and enthusiastic entertainers - are never boring

**ESFP**

### THE CAMPAIGNER

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile

**ENFP**

## 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	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow
ENTJ	Blue	Green	Green	Green	Green	Green	Blue	Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
INTP	Green	Green	Green	Green	Green	Blue	Green	Green	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Blue
ENTP	Green	Green	Blue	Green	Blue	Green	Green	Green	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow
ISFP	Red	Red	Red	Blue	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow	Light Green	Blue	Light Green	Blue
ESFP	Red	Red	Red	Red	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow	Blue	Light Green	Blue	Light Green
ISTP	Red	Red	Red	Red	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow	Light Green	Blue	Light Green	Blue
ESTP	Red	Red	Red	Red	Light Green	Light Green	Light Green	Light Green	Yellow	Yellow	Yellow	Yellow	Blue	Light Green	Blue	Light Green
ISFJ	Red	Red	Red	Red	Yellow	Light Green	Yellow	Yellow	Light Green	Blue	Light Green	Blue	Green	Green	Green	Green
ESFJ	Red	Red	Red	Red	Yellow	Light Green	Yellow	Yellow	Blue	Light Green	Blue	Light Green	Green	Green	Green	Green
ISTJ	Red	Red	Red	Red	Yellow	Light Green	Yellow	Yellow	Light Green	Blue	Light Green	Blue	Green	Green	Green	Green
ESTJ	Red	Red	Red	Red	Yellow	Light Green	Blue	Yellow	Blue	Light Green	Blue	Light Green	Green	Green	Green	Green

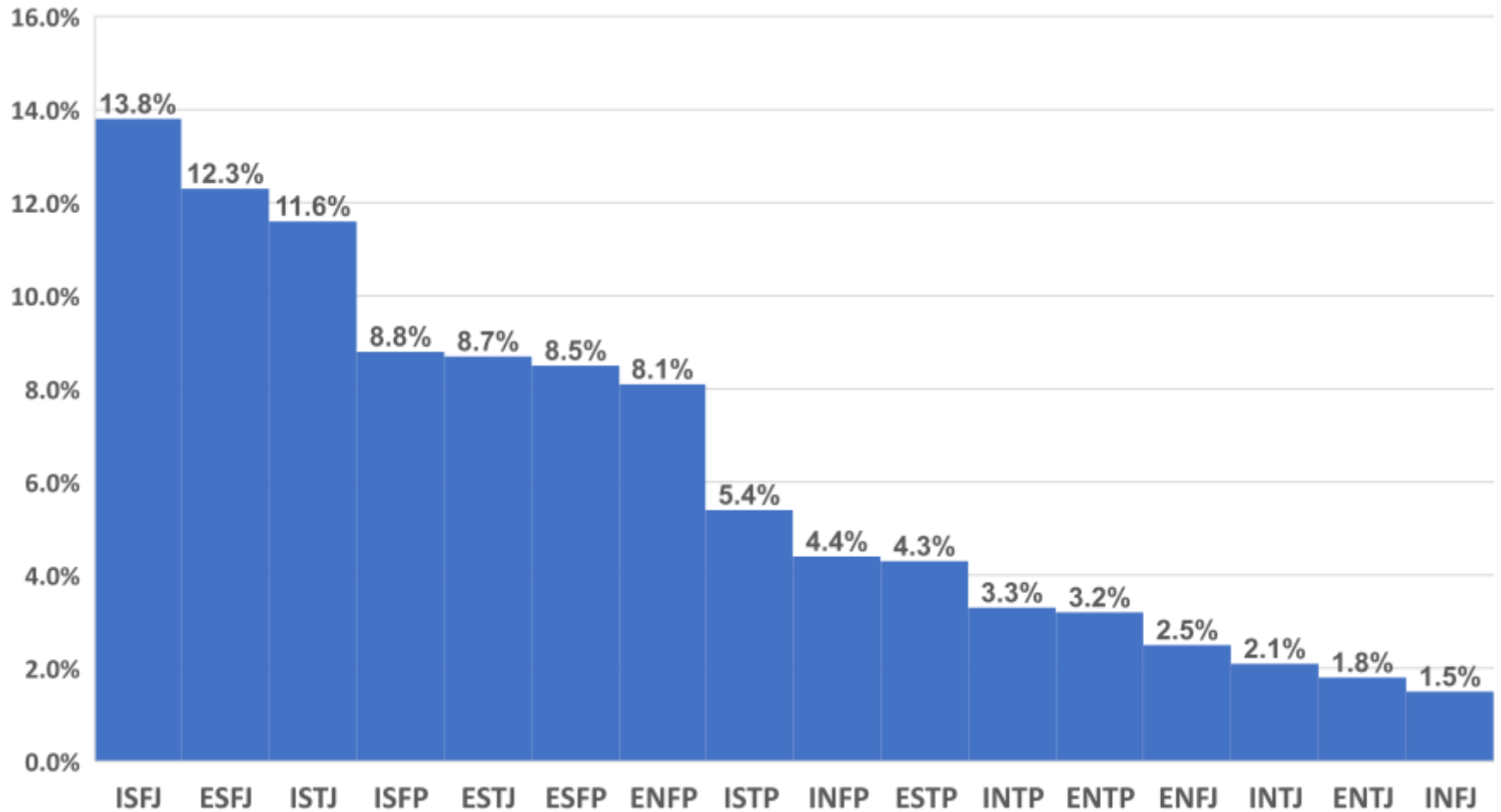
### Chart Legend

- 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 do it  
with your  
family)

# Myers Briggs Frequency By Personality Type



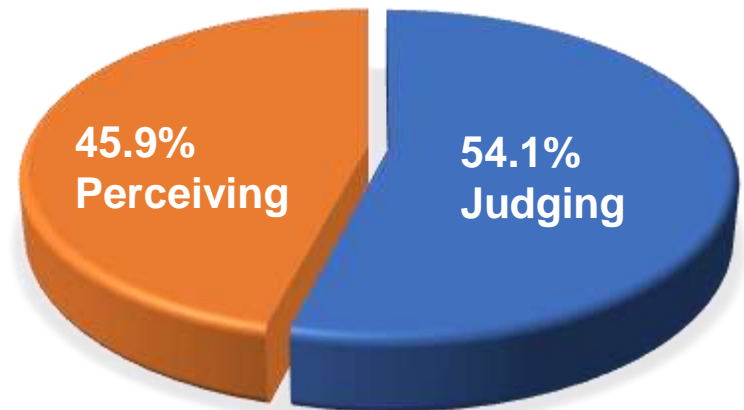
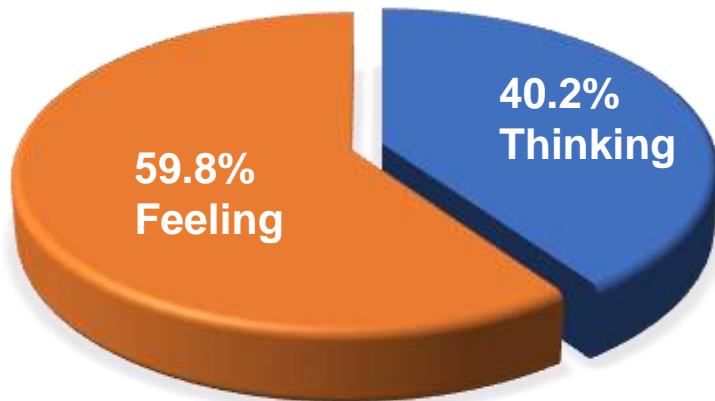
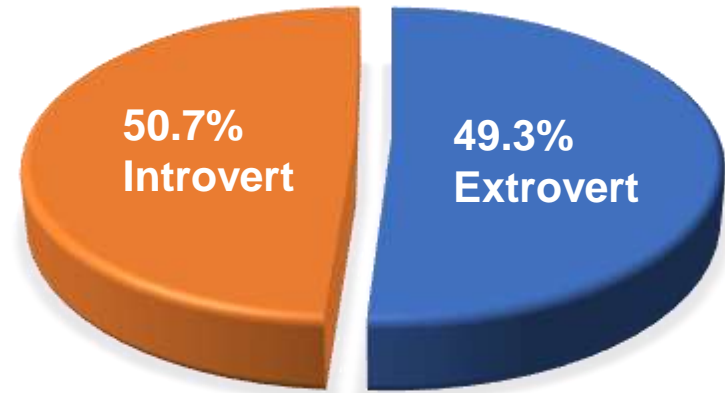
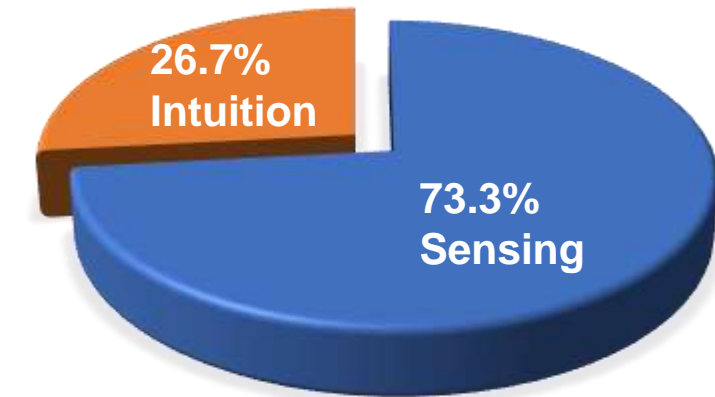
The estimated frequency table was compiled from a variety of MBTI® results from 1972 through 2002,

including data banks at the Center for Applications of Psychological Type; The Myers-Briggs Company; and Stanford Research Institute (SRI).

<https://www.myersbriggs.org/my-mbti-personality-type/my-mbti-results/how-frequent-is-my-type.htm>



# Myers Briggs Frequency



The estimated frequency table was compiled from a variety of MBTI® results from 1972 through 2002, including data banks at the Center for Applications of Psychological Type; The Myers-Briggs Company; and Stanford Research Institute (SRI).

<https://www.myersbriggs.org/my-mbti-personality-type/my-mbti-results/how-frequent-is-my-type.htm>







## Bill's 2 Team Premises



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



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

Do you think communications and interactions would be better if all Parish leadership discussed their MBTI styles?

---



## SESSION 3

---

# LEADERSHIP & MANAGEMENT



John 13:1-5



“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.”**





“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.”



## A Leader Leads By Example

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

# Tough Love



**St. Paisios the Athonite**

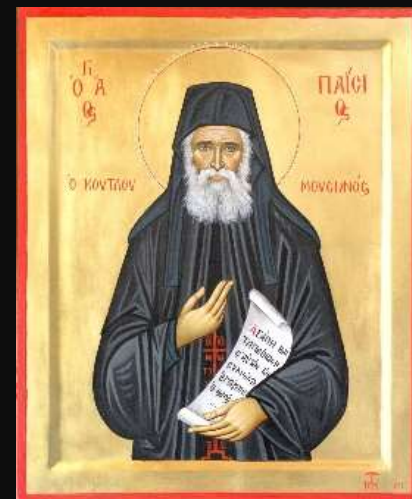
The spirit of luke-  
warmness reigns.

We've been spoiled  
for good.

How does God still  
tolerate us?



St. Paisios the Athonite



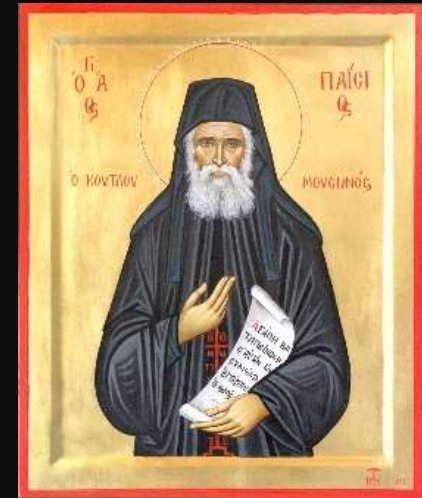
Today's generation  
is the generation  
of indifference.

There are no  
warriors !

The majority are  
fit for parades  
and feasts only.



St. Paisios the Athonite

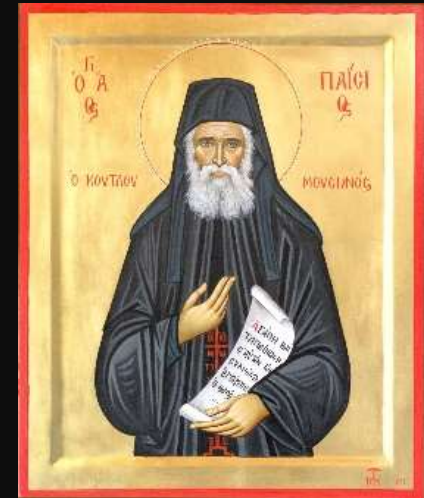


Even people who've  
got something  
inside have begun  
to grow cool  
saying,

Can I really do  
anything to change  
the situation ?



St. Paisios the Athonite

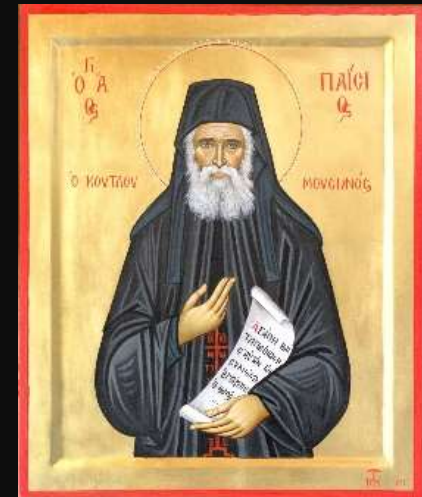


We have to  
**witness** our Faith  
with **boldness**,

because if we  
continue to remain  
silent, we'll have  
to **answer** in the  
**end**.



St. Paisios the Athonite



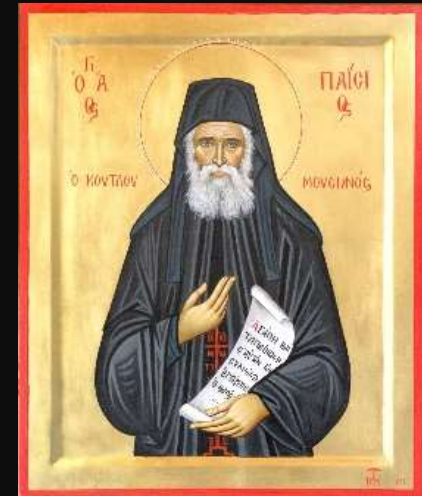
In these difficult days, **each must do** what is in their own power.

Leave what's out of their power to **GOD.**

In this way, our **conscience will be clear.**



St. Paisios the Athonite





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

**God  
qualifies  
the called.”**



# The Leadership Management / Dichotomy

---



**Leader:**

Own the Vision and manage the Managers



**Managers**

Manage the Team to achieve the Goals necessary to achieve the Vision



**Team Members**

Perform the tasks necessary to achieve the Goals

## **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)**



## 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%

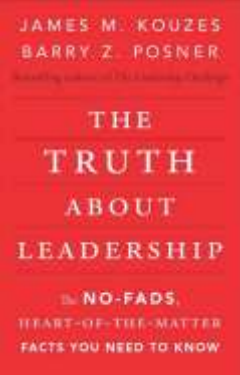
JAMES M. KOUZES  
BARRY Z. POSNER

*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)

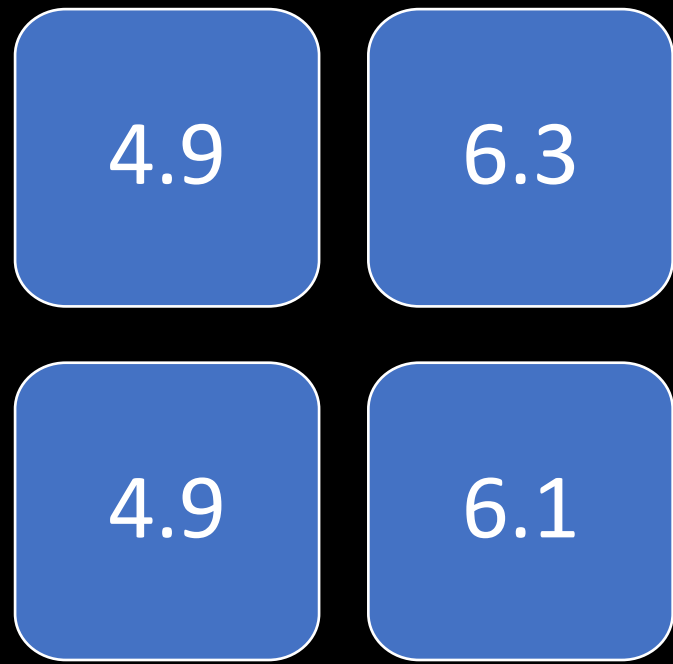


# Impact of Values Clarity on Commitment

Clarity of  
Organizational  
Values

High

Low

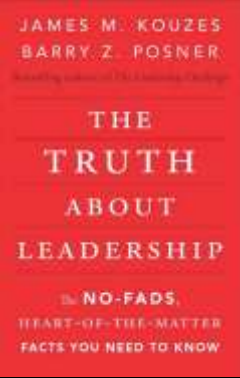


Low

High

Clarity of Personal Values

Scale: High = 7 Low = 1



# Impact of Values Clarity on Commitment

- ~ Clarity of personal values is most critical (Μετάνοια)
- ~ However, the greatest positive impact comes from clarity of both personal and Parish values
- ~ Have you and your Parish leadership, clarified personal and parish values



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



“The domain of  
the Leader is the



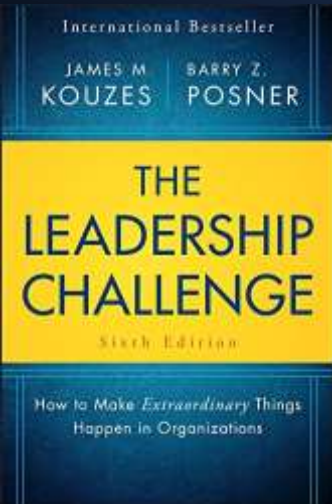
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The work of the  
leader is  
change.”



(Kouzes and Posner, 2017)

# Two Great Leadership Books Inspiring A Better Future

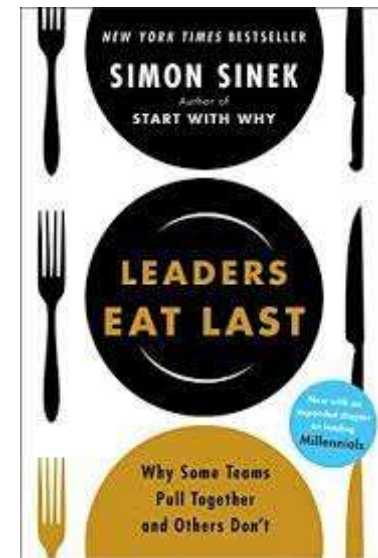


**“Change is the province of leaders. It is the work of leaders to inspire people to do things differently, to struggle against uncertain odds, and to persevere toward a misty image of a better future.”**

(Kouzes &  
Posner 2017)

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

(Sinek, 2017)



# 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

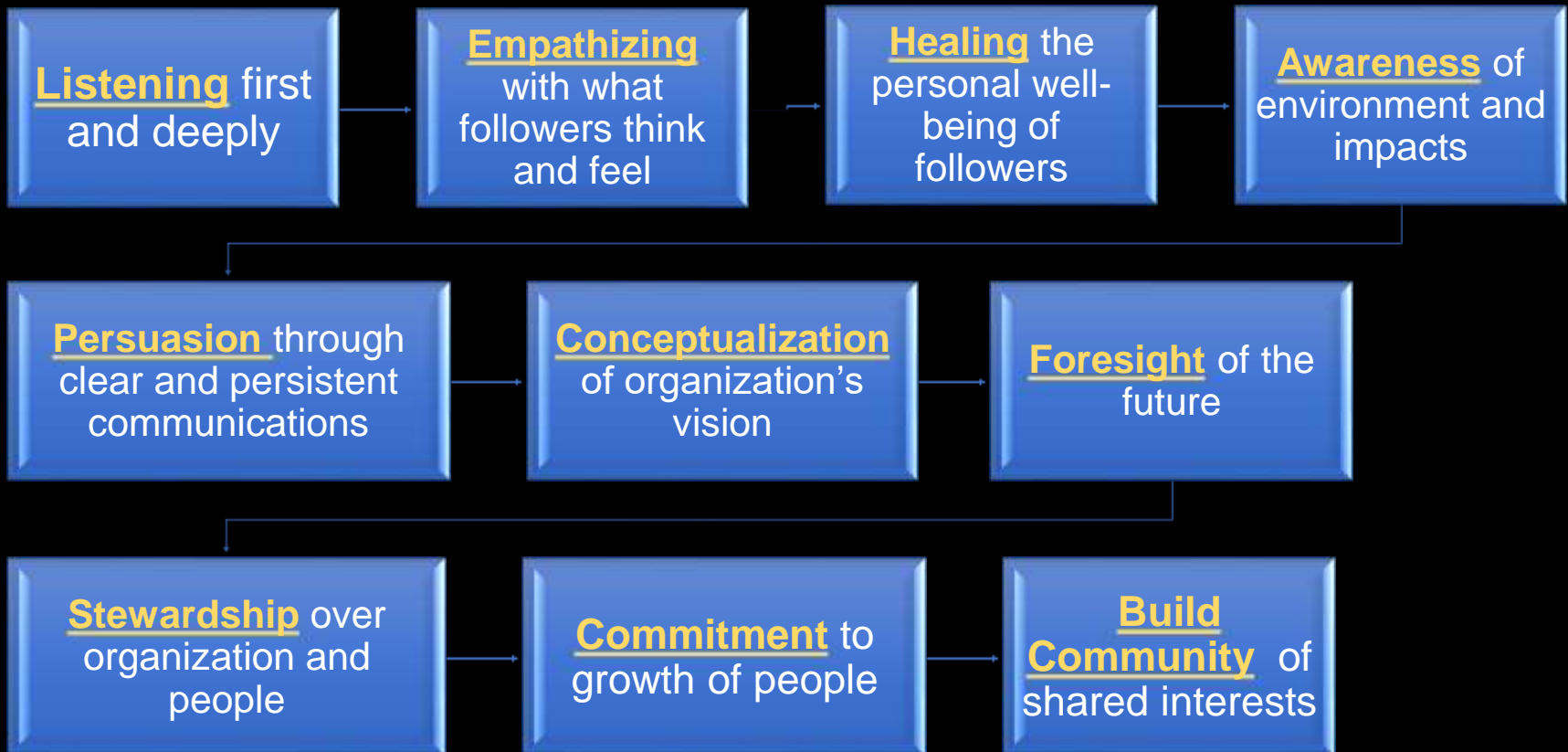
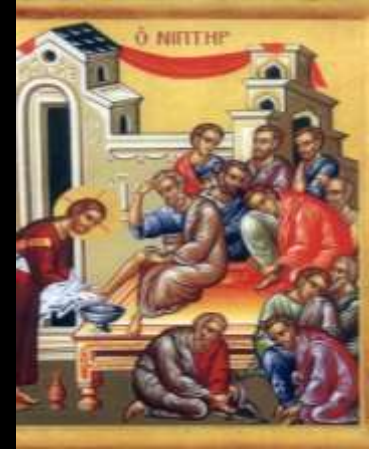


**4. Enable Others To Act** – great dreams are achieved through collaborative and trusting relationships



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

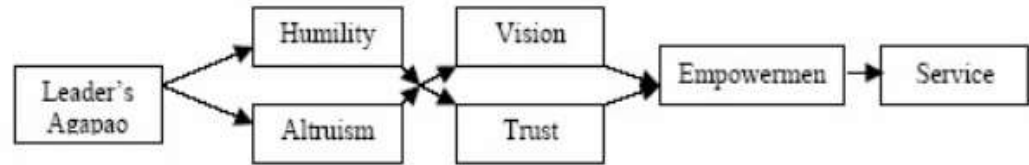
# 10 Characteristics of Servant Leaders



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

# Patterson's Summary of Greenleaf's

## 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 persevere  
regardless of  
danger, difficulty  
or uncertainty.

**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 persevere regardless of danger, difficulty or uncertainty. \_\_\_\_\_

TEAM

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

VISION

I lead to a righteous destination \_\_\_\_\_

5 = Always

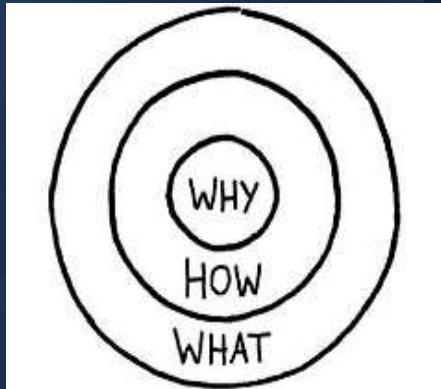
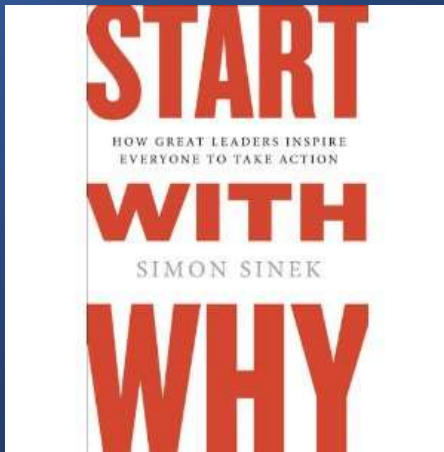
4 = Mostly

3 = Sometimes

2 = Rarely

1 = Never





# “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.”

# 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 is what is our return on the stewardship donations we invest in ministries?
4. Brand reputation is critical, SO: What is your Parish's brand?

WHY EXCELLENCE MATTERS  
TO GET THE RESULTS

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

(Collins, 2001, 2005)

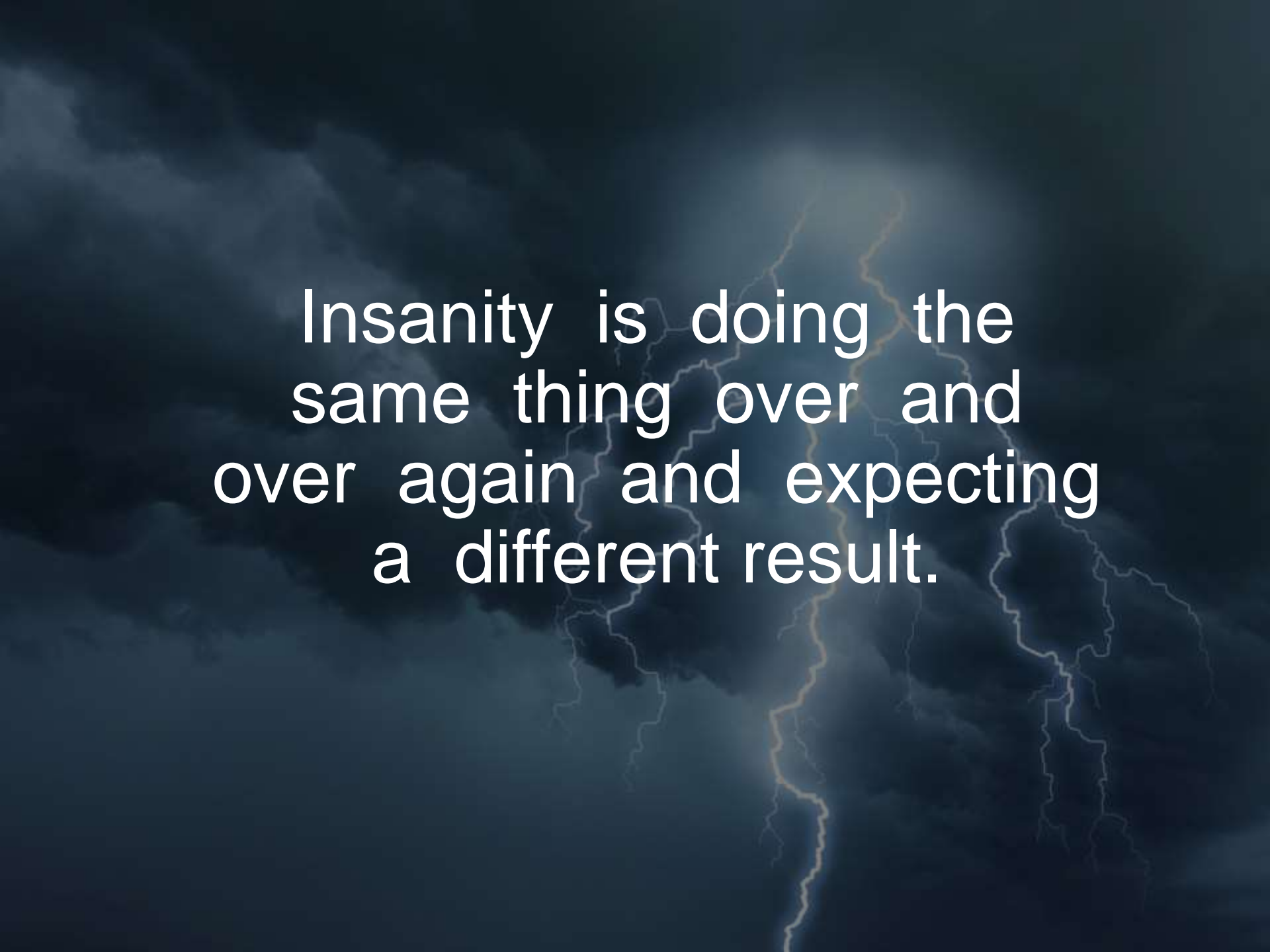
WHY EXCELLENCE MATTERS  
TO GET THE RESULTS

**GOOD TO GREAT**

JIM COLLINS  
WHY EXCELLENCE MATTERS  
TO GET THE RESULTS

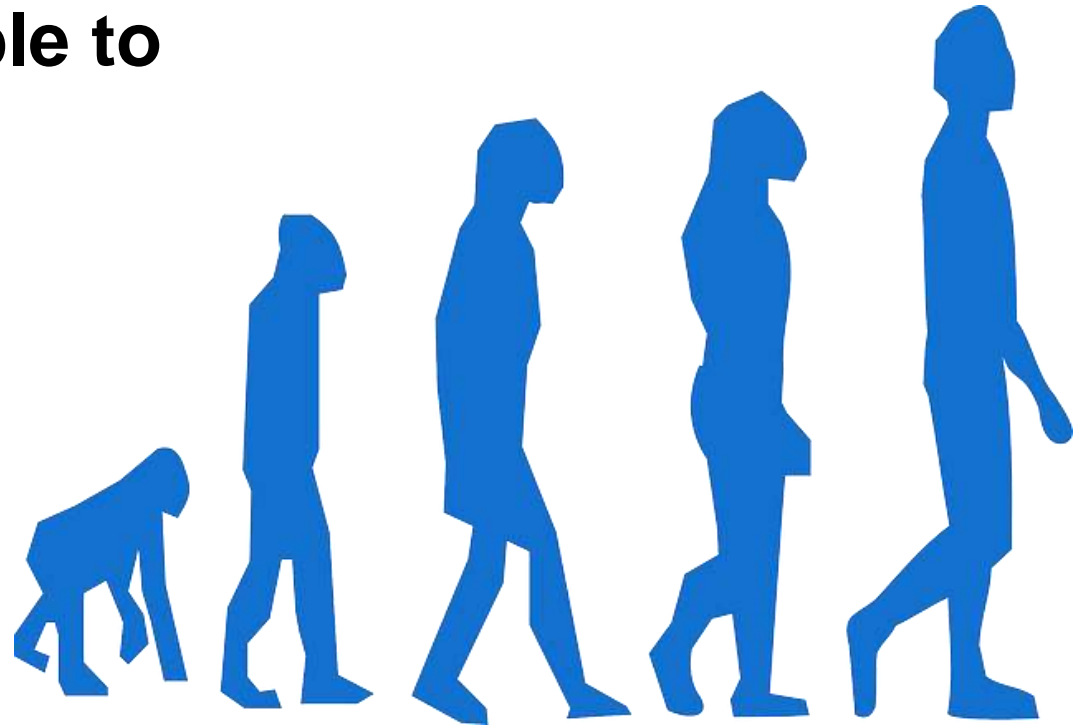
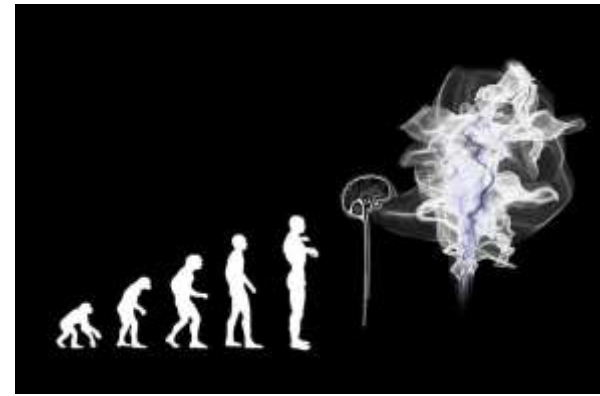
A black top hat is suspended in the air above a headless mannequin. The mannequin is dressed in a dark suit jacket, a white dress shirt, and a striped necktie. The background is a textured, light-colored wall.

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

A dark, stormy sky with several bright yellow lightning bolts striking down. The text is centered in the upper half of the image.

Insanity is doing the  
same thing over and  
over again and expecting  
a different result.

**“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)



~ You can only do = x

~ Each disciple you recruit  
can only do = X

~ If you do it all yourself,  
you can do = 1x

~ If you recruit 10  
disciples, you can  
do = 11x

~ Your leadership reach is 100%  
correlated with the number of  
disciples you recruit and what you  
delegate to them

# Success = Succession

**“Without  
disciples, the  
dream dies  
with the  
dreamer”**



# Success = Succession

**You don't need a title to lead.  
You only need a:**

- 1. Why**
- 2. Vision**
- 3. Team**





**Emulate a  
flock of  
geese...**

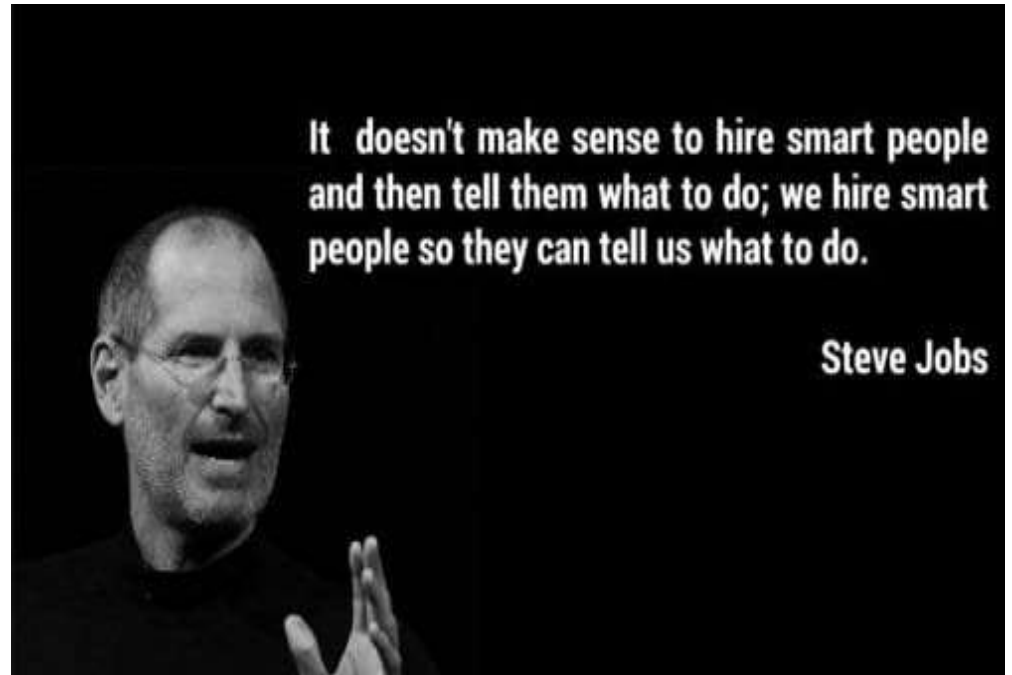
**...not a herd of Buffalo**



# Leadership Don'ts - 101

## DO NOT

**Micromanage day-to-day parish or ministry operations if you expect talented people to stay**



## Leadership Don'ts - 101

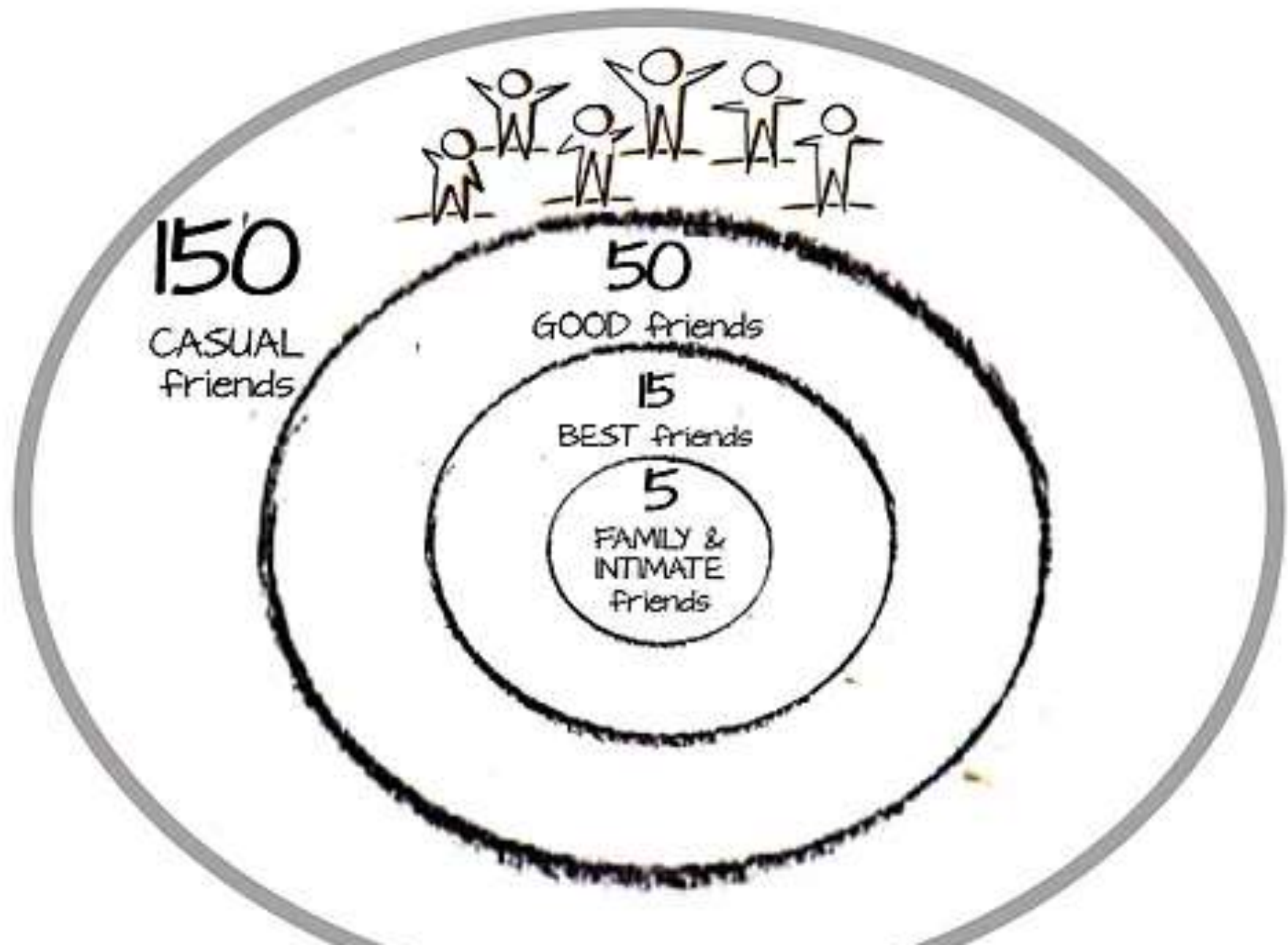
**Manage the  
RESULTS  
not the  
PROCESSES**

**“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...”**

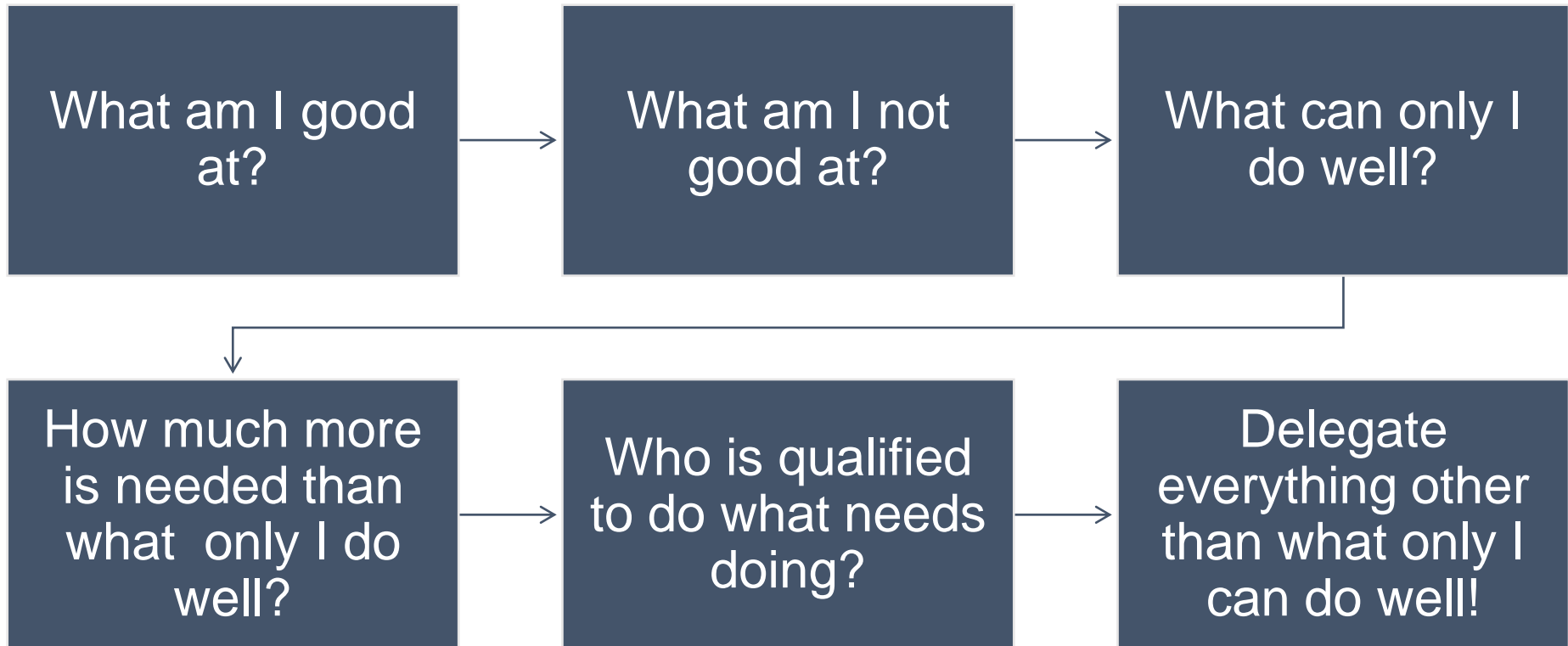
**The best ideas have to win, otherwise, good people don't stay.”**



# DUNBAR'S NUMBER



# Your Leadership & Management Action Matrix



# Your Religious Education Action Matrix



What religious education am I good at teaching?

What religious education am I not good at teaching?

What religious education can only I offer with excellence?

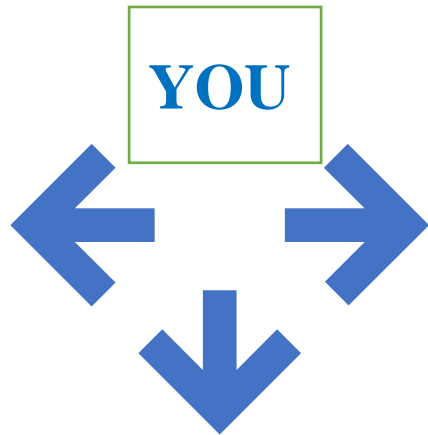
How much more religious education is needed than only I can offer with excellence?

Who is qualified to deliver needed religious education I cannot do or offer with excellence?

Delegate the religious education others can offer with excellence!



# DELEGATION

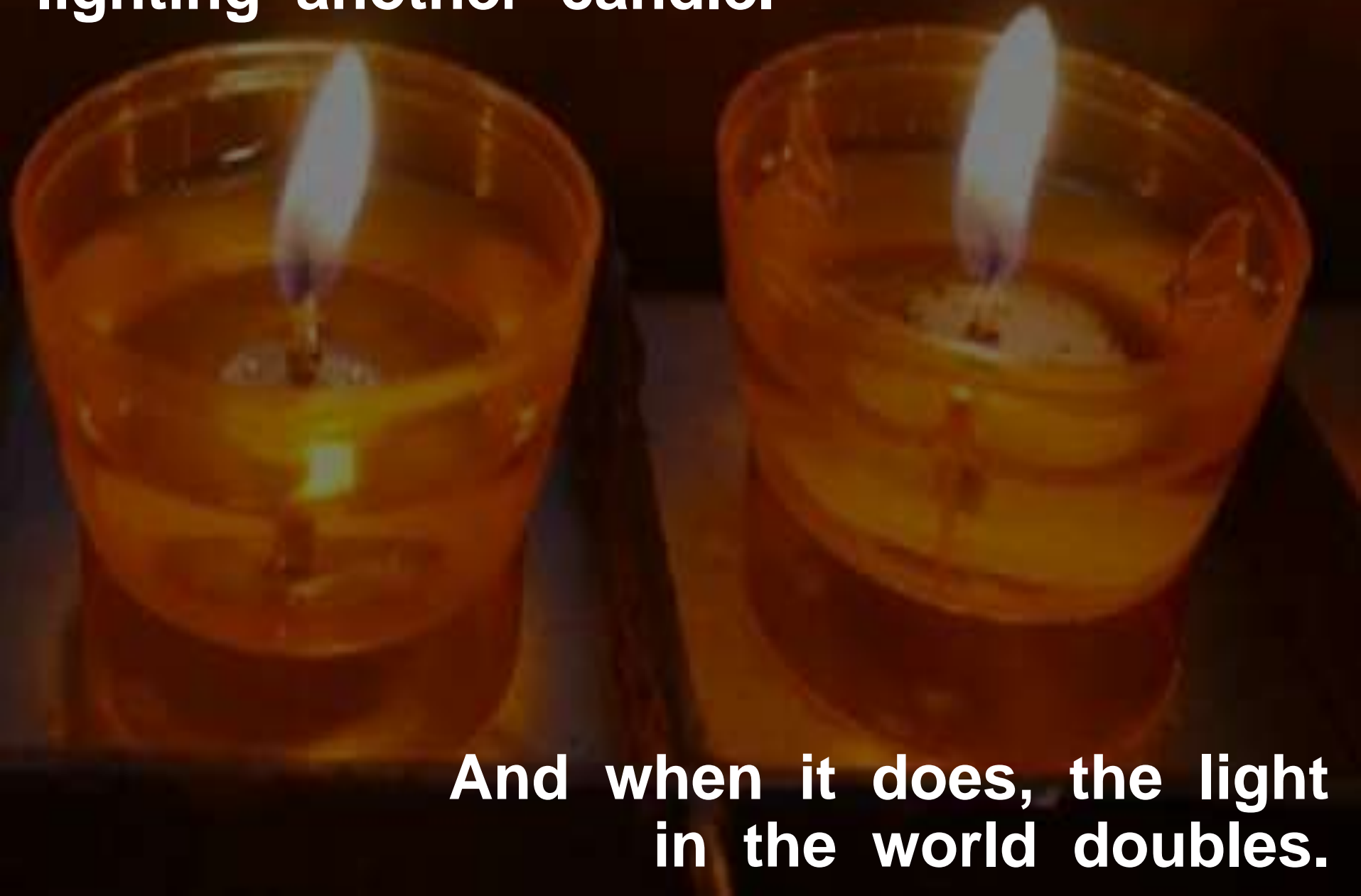


The first question you must always ask yourself when a new task is identified...

---

To whom can I delegate this task to perform with excellence?

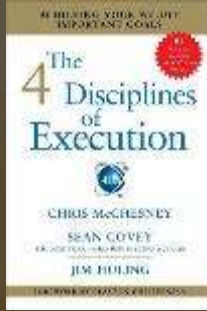
**A candle loses nothing by  
lighting another candle.**



**And when it does, the light  
in the world doubles.**



# The Power of FOCUS

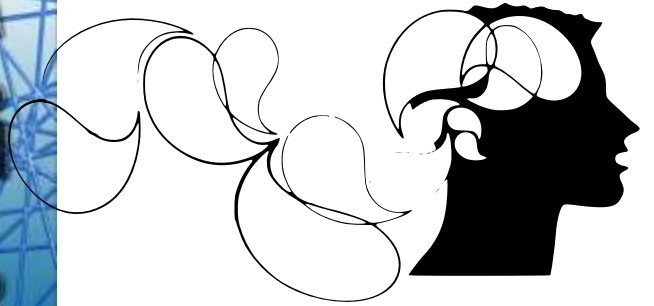


- ~ Human beings are genetically hardwired to do a very small number of things at a time with excellence<sup>1</sup>
- ~ Focus on the most critical things produces larger scale positive impacts

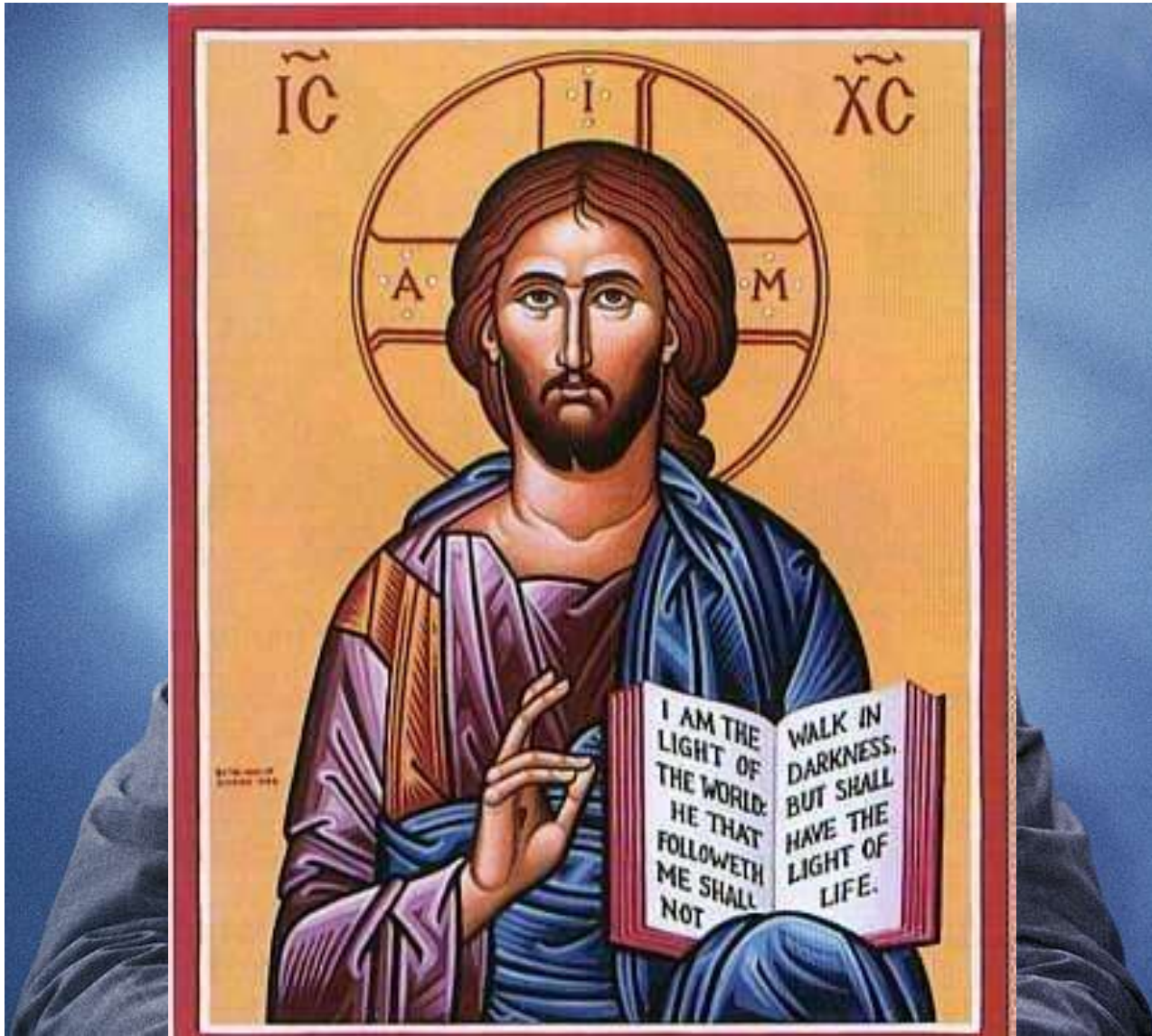
<sup>1</sup> MIT neuroscientist Earl Miller: “Trying to concentrate on two tasks causes an overload of the brain’s processing capacity.”

# Communicating Effectively Is Job #1

---



***“The only reason to give a speech is to change the world.”***



# Top 5 Things People Look For In Picking A New Church



1. **Quality of sermons** (83%)
2. **Feeling welcomed** (79%)
3. **Style of services** (74%)
4. **Location** (70%)
5. **Education for kids** (56%)



Teacher = Informational



Preacher = Inspirational



Reacher = Transformational

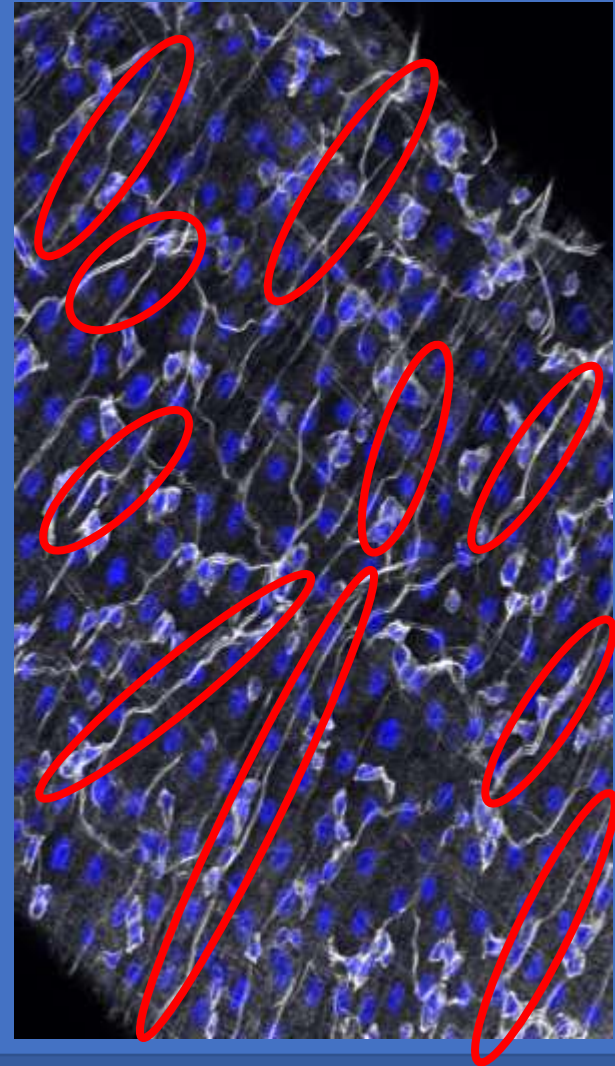
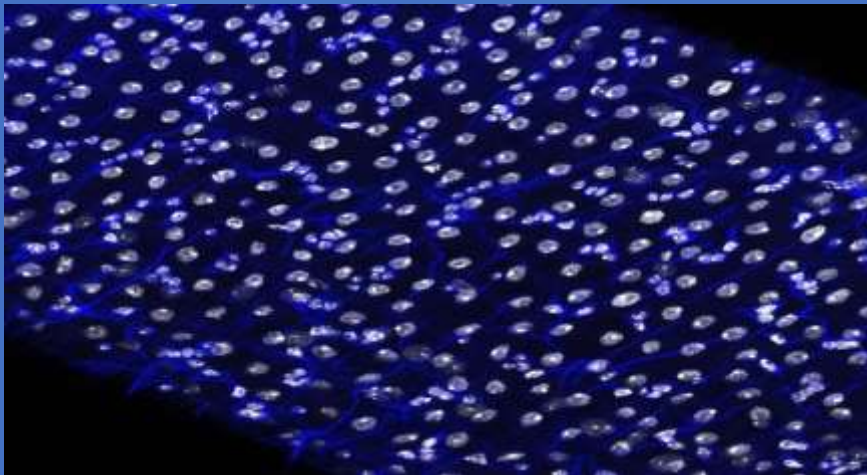


# Your Second Brain” 1

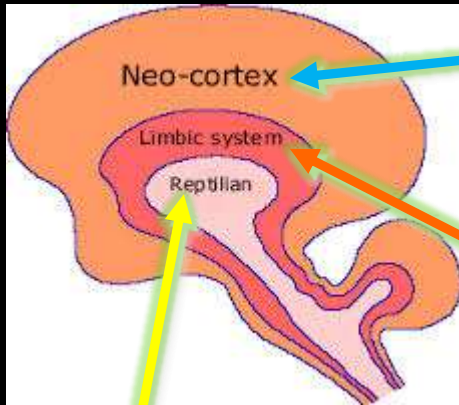
*“The 2nd brain informs our state of mind...”*

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...”*



# 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



# The Official Orthodox “Old Dead Guy Rule”

## Cicero’s 3 Rules for Orators:

- ~ Teach
- ~ Delight
- ~ Persuade



106 B.C. –  
43 B.C.

*“To teach is a necessity, to delight is a beauty, to persuade is a triumph.”*



Believers  
didn't change  
the world.

A circular inset image showing a field of black pushpins on a light-colored surface. One pushpin in the center is orange, standing out from the rest. The text "Doers did!" is overlaid in red on the orange pushpin.

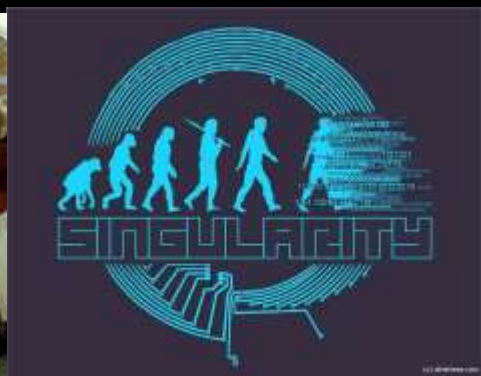
**Doers did!**

If you just teach and don't reach,  
someone else will.





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



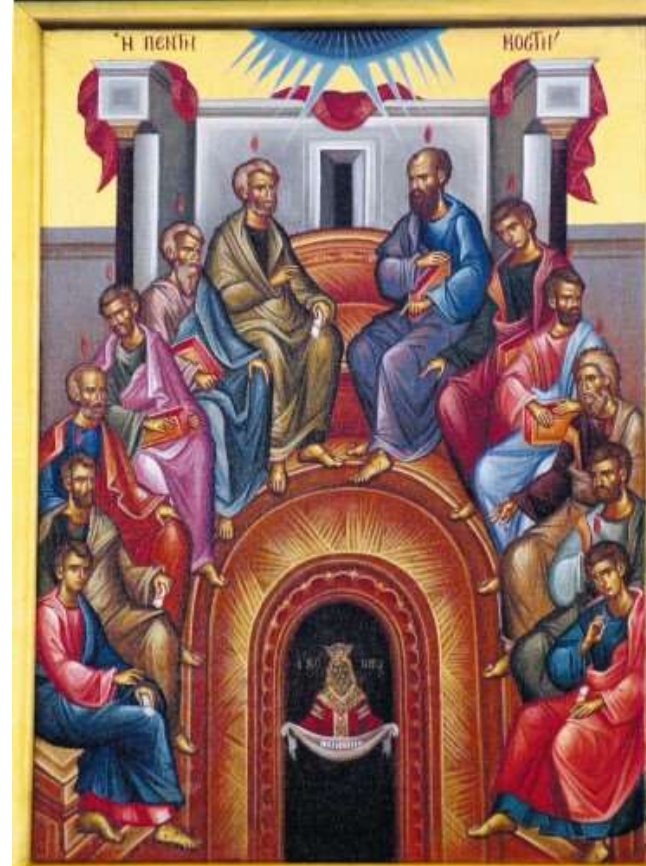
# Pentecost Sermon

**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.”**





# KNOW THY CONTENT

---

~ “Begin with the end in mind” (i.e., What action do you want them to take?)

## 1 The Redundancy Effect



~ Three steps

1. Tell them what you'll tell them;
2. Tell them;
3. Tell them what you've told them.

~ How many times have you rehearsed?

~ Have you received comments from competent trusted advisors?



# KNOW THY CONTENT

---

- ~ More interaction is better
- ~ Eliminate physical barriers (pews not pulpits)
- ~ There is no electric fence around the soleas
- ~ Videotape yourself
- ~ Maximize eye contact (memorize/teleprompter)  
to maximize eye contact
- ~ **NEVER READ**
- ~ Rehearse, rehearse, rehearse

"We are what we  
repeatedly DO..."

"Excellence, then, is not  
an act, but a HABIT"



*Aristotle*

384 B.C. – 332 B.C.





## Effective Communications

—

***“ ‘Why do You speak to them in parables?’ Jesus answered them, ‘To you it has been granted to know the mysteries of the kingdom of heaven, but to them it has not been granted...’***

***“Therefore I speak to them in parables; because while seeing they do not see, and while hearing they do not hear, nor do they understand.”***

Matthew 13:10-15  
Luke 8:9-10



# storytelling

~ Storytelling:

1. engages the entire brain;
2. is most effective for learning and communicating

---

~ “65% of conversations are personal stories (and gossip)”



# Personal Communications

**When you make it personal,  
you make it:**

- ~ understandable**
- ~ realistic**
- ~ achievable**
- ~ meaningful**
- ~ actionable**
- ~ your voice**



# Personal Communications

- 
- ~ **Tell stories people can understand and apply**
  - ~ **Use real life examples applying your key message**
  - ~ **Provide context**
    - + **Luke 15:4 - 1 Lost Sheep**
    - + **Matthew 6:25 - Don't worry about food, clothes...**

# Passionate Communications



*“The most successful TED talks are delivered by speakers who have a passion for their idea, and consequently deliver their talks with emotion and imagination.”*

Chris Anderson,  
TED conference curator

# Passionate Communications

*“We don’t fully trust people until we’ve seen them get emotional... because these moments allow us to take the measure of their values.”*

*“...someone who is radiating a strong emotion is fascinating, eye-catching, and lit up in a special way that we call charismatic.”*



# Passionate Communications



- 
- ~ Things sound better when delivered with passion
  - ~ *“People ‘buy’ on emotions and justify with facts.”*
  - ~ Passion creates:
    1. energy
    2. contagious enthusiasm
    3. disciples

- ~ Direct correlation between a presenter's "passion" and the likelihood people will do what is asked
- ~ Research shows passionate leaders:
  1. are more creative
  2. set higher goals
  3. exhibit greater persistence
  4. record better performance







*You are the light  
of the world.  
A city set on a hill  
cannot be hidden.*

Matthew 5:14

***“Let your light so shine before men,  
that they may see your good works  
and glorify your Father in heaven.”***



Create  
Orthodox  
Human  
Light  
Bulbs

# Passionate Communications

- ~ *Focus not on what you want to say but on why you're saying it ...*
- ~ *“Let the underlying emotion come out in every word you deliver...”*
- ~ *“Imagine someone in the audience has the power to take everything away from you unless you win him/her over with your passionate argument.”*



**I DON'T THINK I  
HAVE EVER SEEN YOUR  
SPECIFIC KIND OF CRAZY!**



**BUT I DEFINATELY  
ADMIRE YOUR TOTAL  
COMMITMENT TO IT**



"People with passion can change the world for the better." Steve Jobs

**"There is no passion to be found playing small - in settling for a life that is less than the one you are capable of living." — Nelson Mandela**

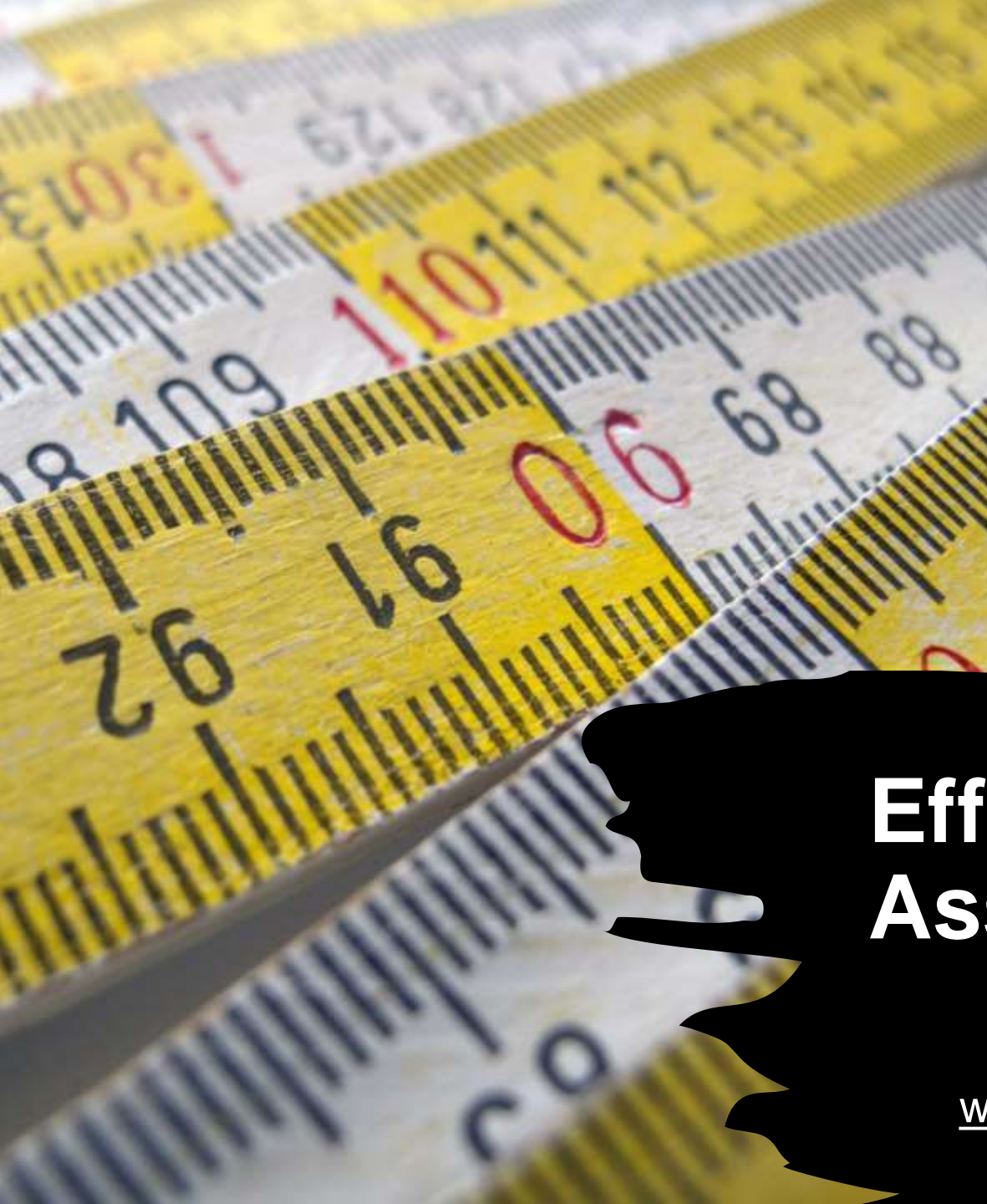


**If you can't deliver the  
word of God with  
passion...?**



# Part 4

Know Thy Parish



# Effective Parish Assessment

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





## **EFFECTIVE PARISH ASSESSMENT**

**A free opportunity to optimize your parish health & operational excellence**

## 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 Parishes are  
dependent on festivals  
and fundraisers to fund  
their needs

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



- Doctors can assess your personal health.
- Financial planners can assess your financial health.
- Until now, your Parish lacked similar empirical and validated assessment tools to assess its operational health and effectiveness.
- After 20+ years of work with over 500 Orthodox parishes, the **Orthodox Ministry Services (OMS)** team developed its **Effective Parish Assessment (EPA)**.
- The **EPA** is a reliable, easy, and empirical way to assess the health and operational effectiveness of your Parish.

# THE SOLUTION

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

## OMS EFFECTIVE PARISH MODEL





## **EFFECTIVE PARISH COHORTS**

- 1. Are “innovative” Parishes willing to examine their needs and the root causes of their biggest issues**
- 2. Will consider best practices to improve their effectiveness and address their greatest challenges**
- 3. Are led by experienced Clergy willing to support a Parish self-assessment and improvement process**
- 4. Have a Parish Council and Ministry leaders committed to positively improving their Parish’s health and operational effectiveness.**
- 5. ALL Metropolis of Boston parishes have been asked to participate!!!**



## **EFFECTIVE PARISH COHORTS**

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- 3. Are led by experienced Clergy willing to support a Parish self-assessment and improvement process**
- 4. Have a Parish Council and Ministry leaders committed to positively improving their Parish’s health and operational effectiveness.**



## COHORT PARISH PARTICIPANTS

- **ALL** parishioners will be asked to participate
- All clergy and PC members
- Ministry Leaders
- As many participants as possible, representing the full diversity of the Parish

# Effective Parish Preliminary Assessment

PARISH INFO HERE  
EXAMPLE ONLY



## EPA RESULTS



### 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



# Summary

## EXAMPLE ONLY

	<u>% favorable</u>	<u>% unfavorable</u>	<u>% neutral</u>	<u>% I don't know</u>
Vision & Planning	71%	11%	18%	13%
Leadership & Teams	65%	11%	24%	9%
Stewardship & Generosity	37%	45%	19%	20%
Parishioner Engagement	37%	33%	30%	13%
Ministries	43%	26%	31%	17%
Operational Effectiveness	55%	18%	26%	13%

### EPA Footnotes

- **Favorable + Unfavorable + Neutral = 100%** (does not include “I don’t know”)
- “I don’t know” is separately shown as a % of total responses
- **Summary of EPA 2 questions to come, correlates closely with EPA 1 questions**



**EPA 2 – Example, Building blocks for 1 pillar only**  
**Stewardship & Generosity**



<b><u>Stewardship &amp; Generosity</u></b>	<b><u>% favorable</u></b>	<b><u>% unfavorable</u></b>	<b><u>% neutral</u></b>	<b><u>% I don't know</u></b>
Giving & Tithing	43%	33%	24%	24%
Stewardship Campaign	53%	25%	21%	23%
Capital Campaign	30%	39%	31%	44%
Planned Giving & Endowments	24%	49%	27%	46%
External Philanthropy	43%	33%	24%	24%
Transparency & Accountability	65%	17%	18%	17%



# WHAT ARE WE ASKING FOR?

## 1. 30 minutes of parishioners' time for the benefit of the parish

- Average time to complete is 28 minutes!
- There are over 100 hundred questions, but all follow the same format:

\* 8. We have recently asked all our parishioners about what else they need or want from our Parish.

Strongly agree

Disagree

Agree

Strongly disagree

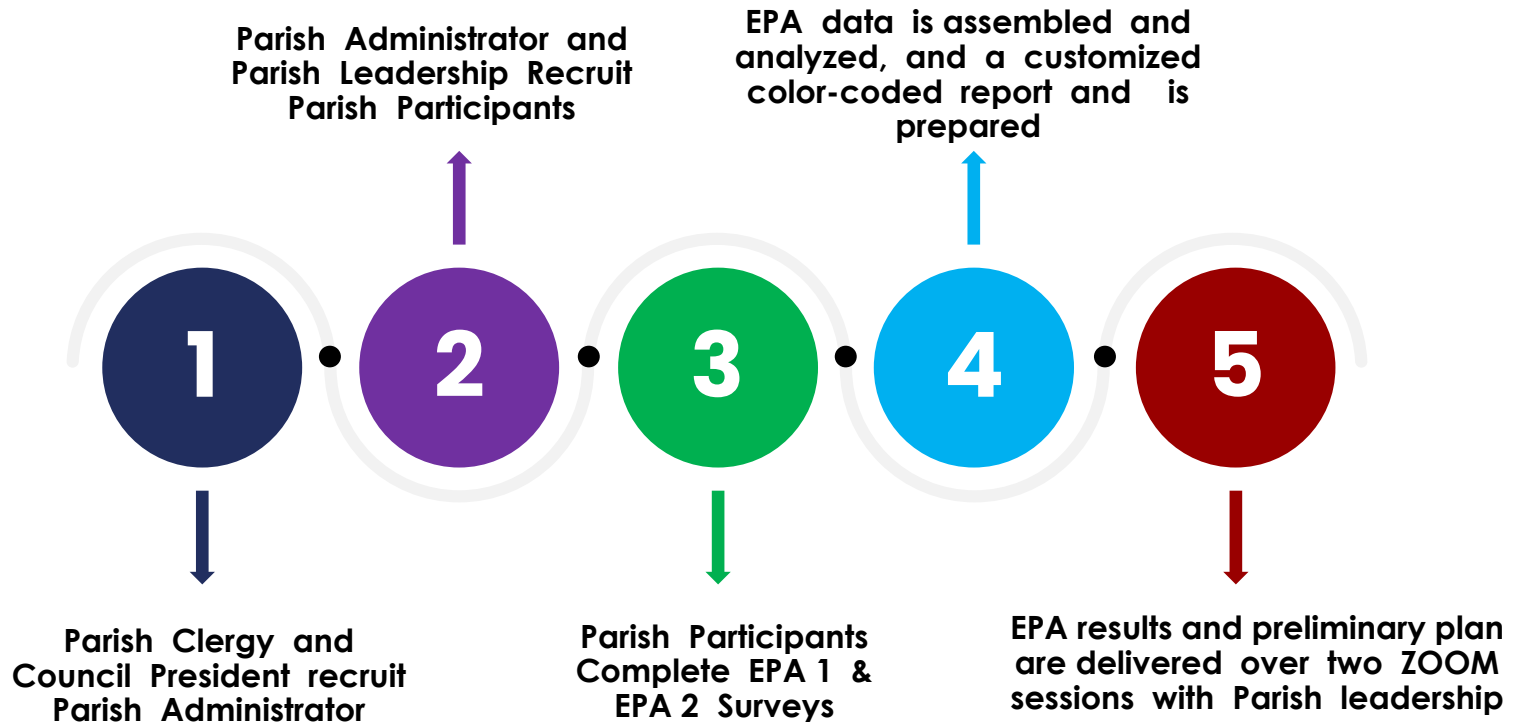
Neither agree nor disagree

I don't know

## 2. COMPLETE honesty

- No demographic data
- Each independent household member should respond separately

# THE 5 STEPS IN THE EFFECTIVE PARISH COHORT JOURNEY



*Leadership 100*<sup>®</sup>





**QUESTIONS ?**  
Contact Bill Marianes  
[billmarianes@gmail.com](mailto:billmarianes@gmail.com)

# OMS Effective Parish Assessment 1

The EPA 1 online assessment evaluates a Cohort Parish's operational effectiveness in the 6 Pillars of an Effective Parish.

Each Pillar will be color coded based on survey responses:



Green = Good  
Yellow = Caution  
Red = Critical

**EPA 1**

# OMS Effective Parish Assessment 2

The EPA 2 online assessment evaluates in greater depth the Building Blocks in any of the 6 Pillars in the Red Critical category after the EPA 1.

Each Building Block area in each Pillar assessed will be color coded based on survey responses:

Green = Good  
Yellow = Caution  
Red = Critical

**EPA 2**



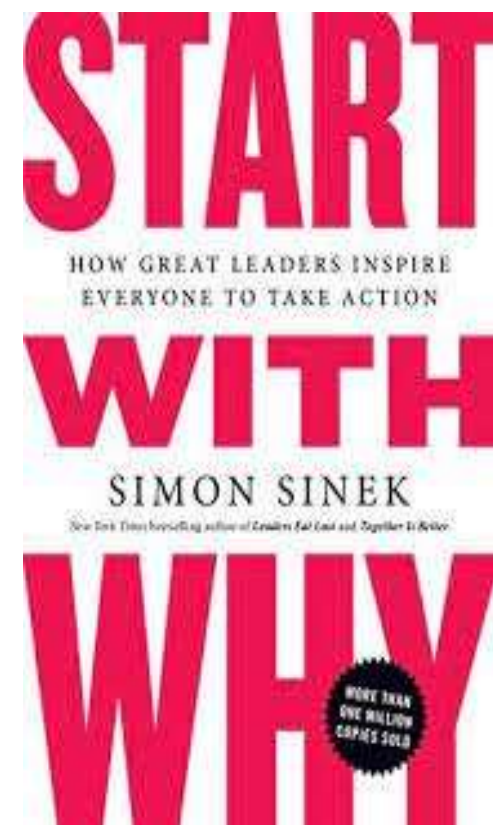
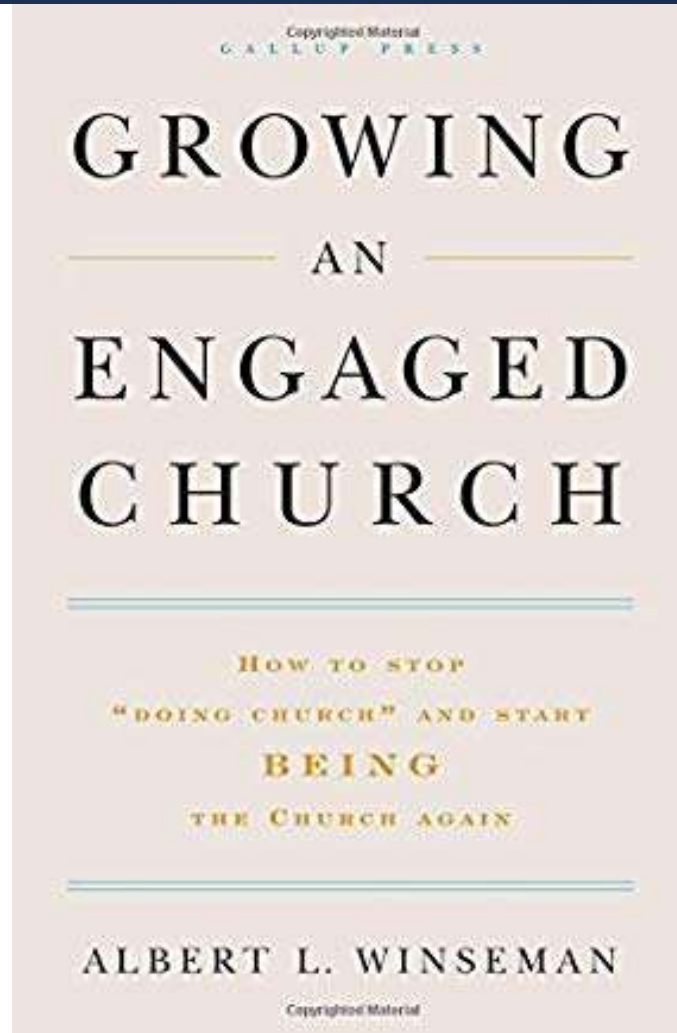
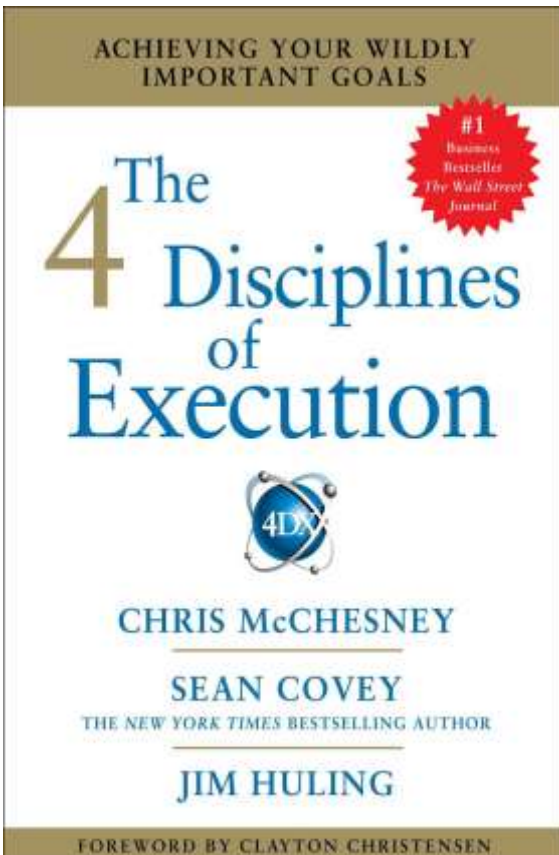
**Part 5**



**The  
Big  
Ideas**

**The Power of E<sup>3</sup>  
Engagement  
Education &  
Evangelism**

# Additional Critical Reading



# Church Engagement

Spiritual commitment is usually a result of one big – and often overlooked – factor:

**parishioner engagement.**

“Focus on improving engagement and increased commitment will follow.”



# Church Engagement

“churches with engaged members are:

1. spiritually healthier;
2. better able to:
  - (a) carry out their missions,
  - (b) attract more new people,
  - (c) fund new ventures; and
3. have a higher percentage of spiritually committed individuals.”



# Church Engagement

“Your job as a leader is **not to placate the actively disengaged.**

It is to create and **grow disciples.**”

“congregations are in trouble because they have a **low percentage of engaged members.**”

“So, the very first thing a church leader, must do ... is to **clarify ‘membership expectations.’**”





How much members give...  
How many hours they volunteer...  
How often they invite others...  
**...is more dependent on engagement than on any other factor.”**

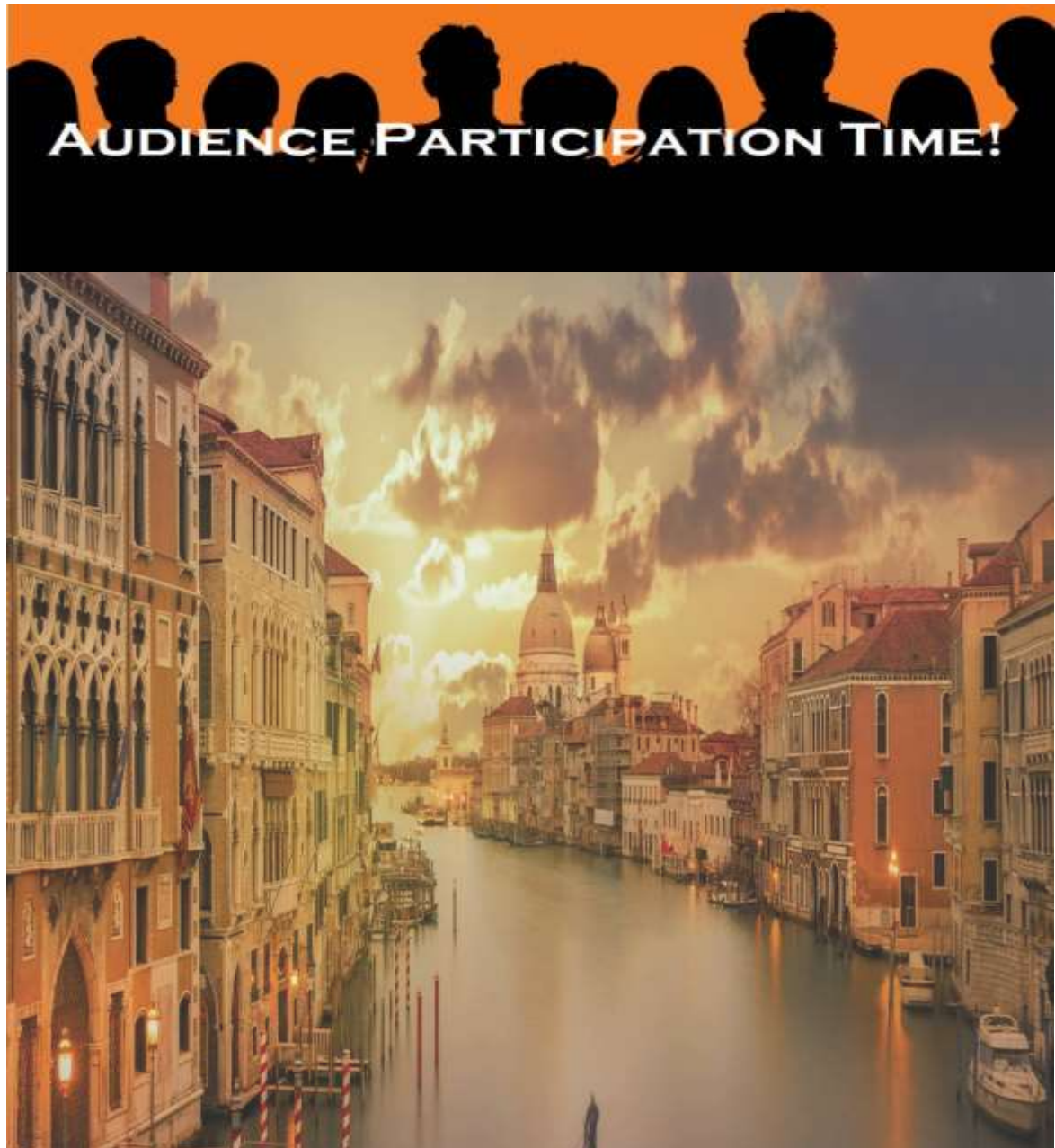
<sup>1</sup> Growing An Engaged Church: How To Stop “Doing Church” And Start Being The Church Again – By Al Winseman, Global Practice Leader for Faith-Based Organizations for the Gallup

# Church Engagement

“Each year, engaged members give a median of **5% of their annual income...**”



**What are  
some things  
we can do to  
increase  
active church  
service  
engagement  
and  
participation?**






W<sup>2</sup>

“Own the  
Watch, and  
you will own  
the Wallet.”





**Whose job is Christian evangelism?**

A white statue of Jesus Christ with long hair and a beard, wearing a white robe with a brown sash. His arms are outstretched horizontally. The statue is set against a dark, circular background with a starry, night-sky pattern. The lighting is dramatic, highlighting the statue against the dark background.

**71% of non-  
denominational  
church goers invited  
someone to join  
them in church in  
the last 6 months**

**(25% of them have invited at least 3  
people)**

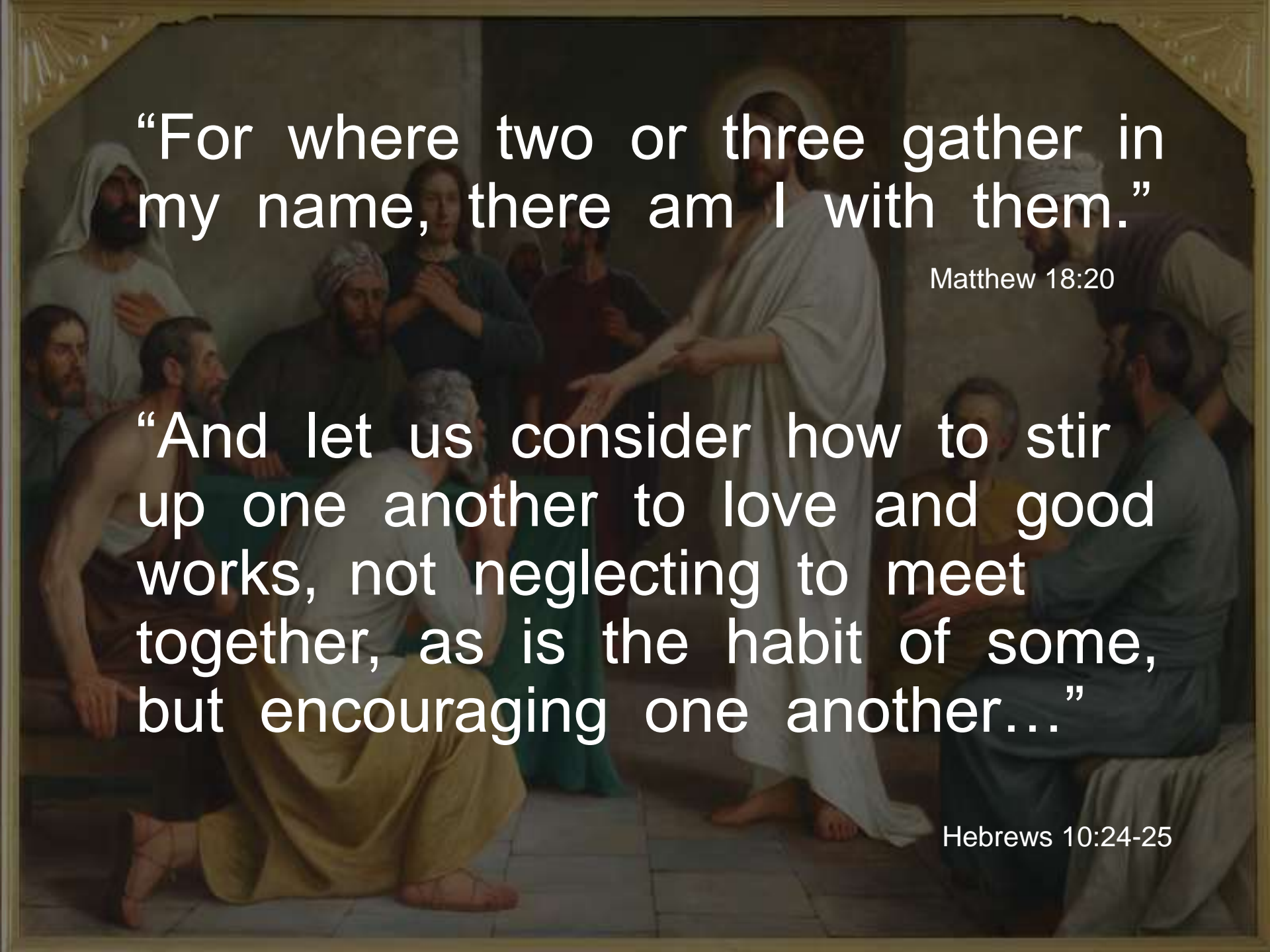


**Why don't our faithful invite people to join them in church and what can be done to change that?**



# Transformational Small Group Ministry

Cultivate A Sense Of  
Community




“For where two or three gather in my name, there am I with them.”

Matthew 18:20

“And let us consider how to stir up one another to love and good works, not neglecting to meet together, as is the habit of some, but encouraging one another...”

Hebrews 10:24-25

A large, diverse crowd of people is seated in a church sanctuary, viewed from behind. The people are of various ages and ethnicities, filling the pews. The text is overlaid in the center of the image.

**“The bigger a church gets, the smaller it must become!”**

# Small Groups Ministry

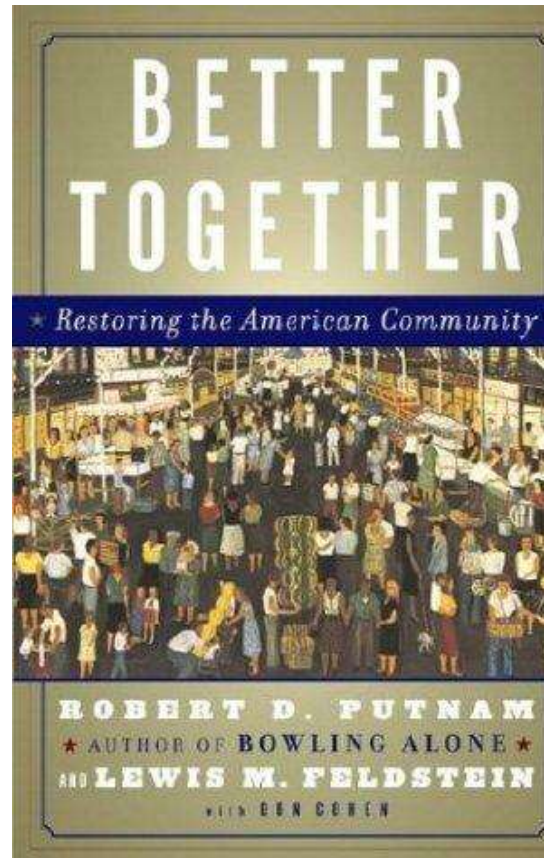
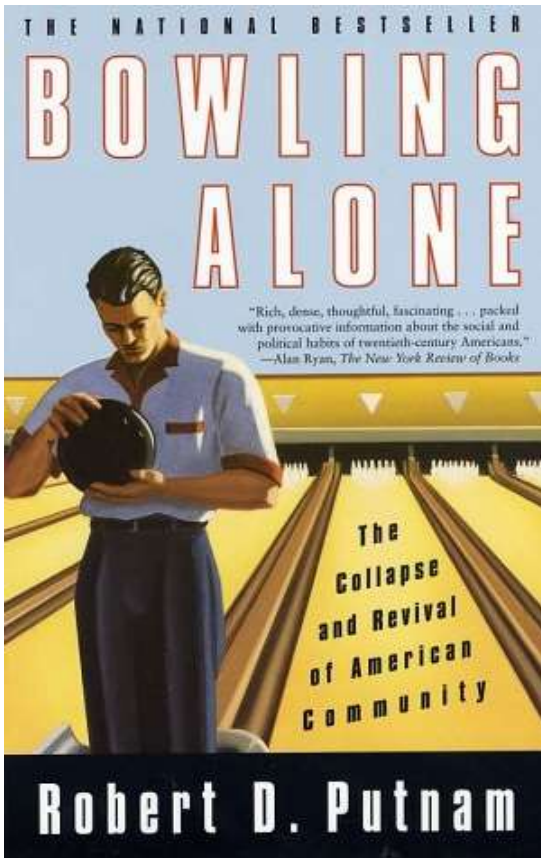
- ~ About 10-12 people
- ~ Gather weekly / bi-weekly (monthly) at homes
- ~ Discuss some spiritual/religious educational content
- ~ Discuss what life is dealing them (“one-anothering”)



# Benefits of Small Groups (SG)

1. Life change happens best in SG
2. SG make churches personal
3. SG provide leadership development pipeline
4. In-home SG provide unlimited space at optimum times
5. “Come to my house” is an easier invitation than “come to my church.”
6. SG provide best opportunity for one-anothering
7. SG provide family for those whose biological family lives far away
8. It’s easier to ask questions in a SG
9. SG provides people-care between Sundays
10. SG provide expanding communications network

A key to a growing Parish is to increase “Social Capital.”



## Social Capital

(a) the collective value of everyone you know

(your “social networks”)

+

(b) the desire to do things for each other that our networks foster (“reciprocity”)

“If you keep doing  
what you’ve  
always done,  
you’ll keep getting  
what you’ve  
always got.”

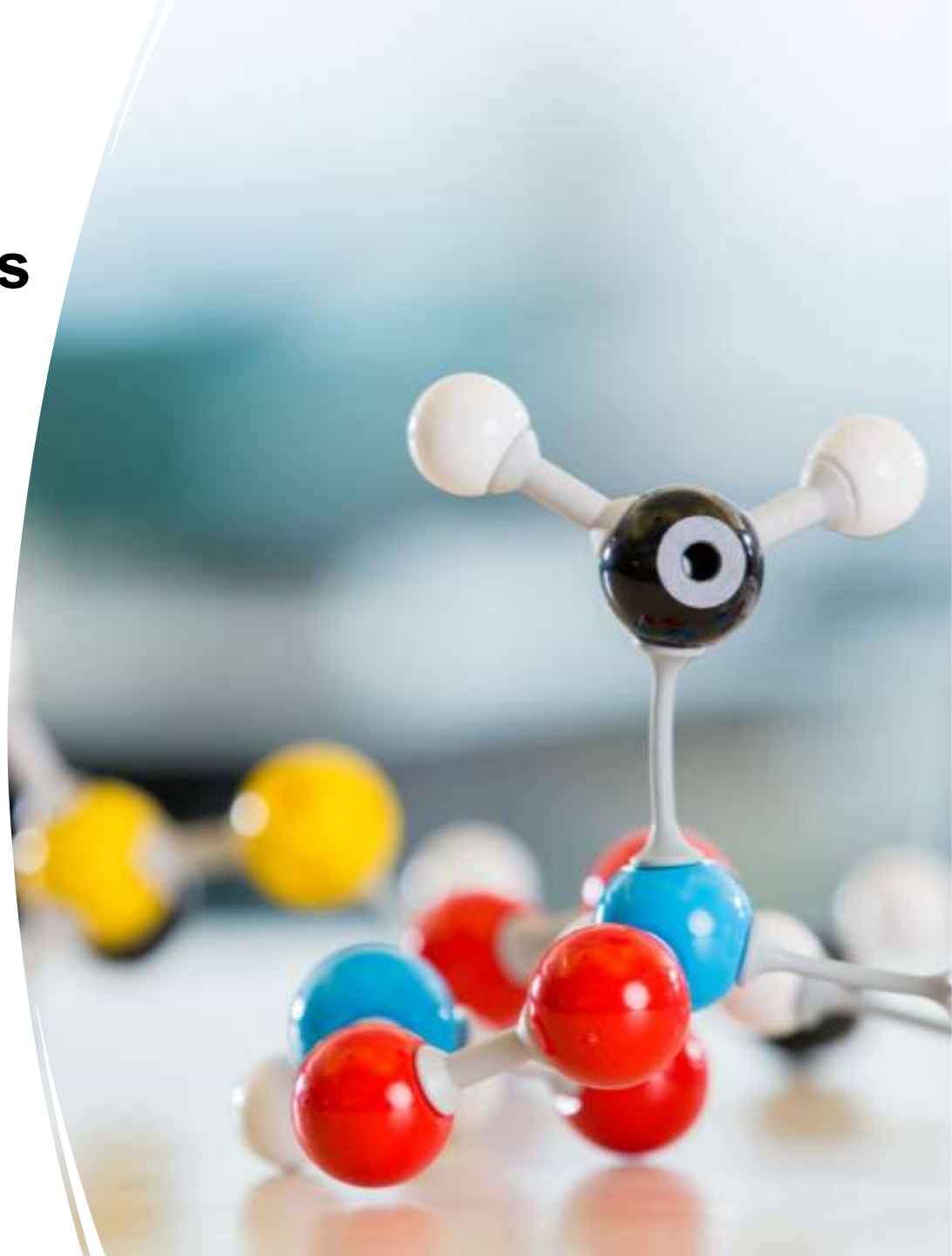
Henry Ford



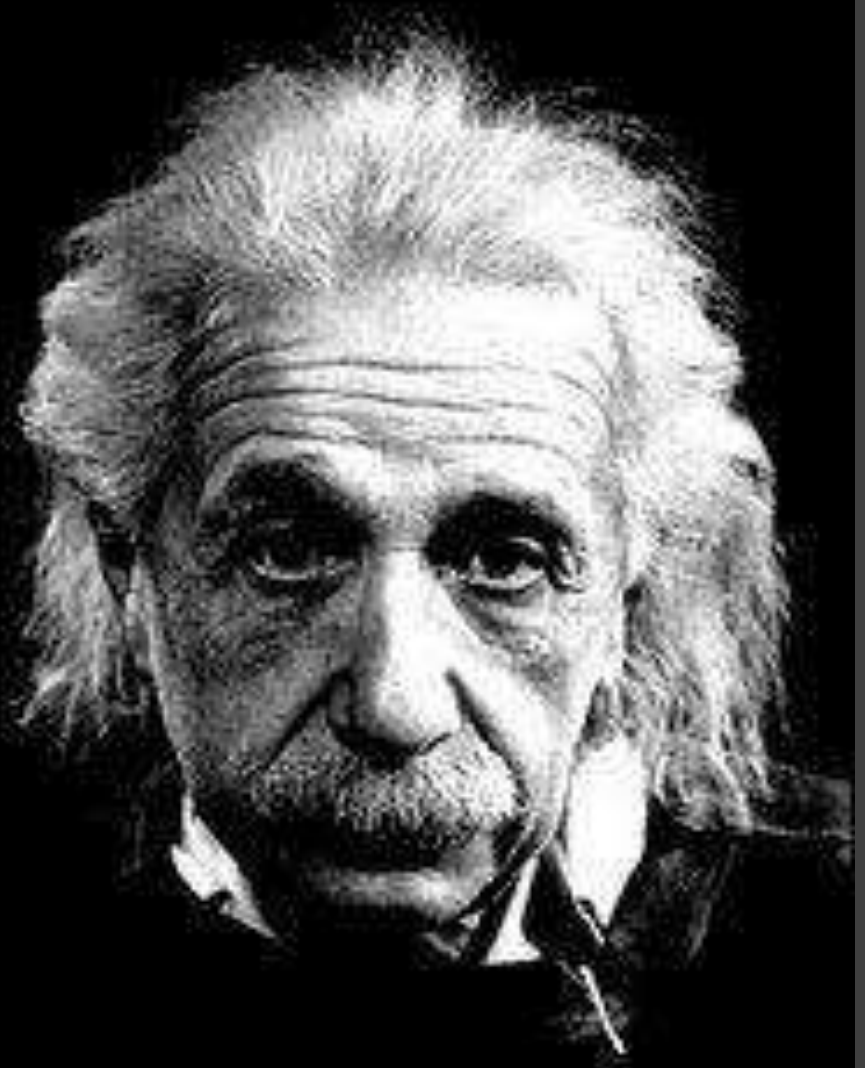
**The GOA Parish  
Council model was  
invented in the 1950's**

---

**Can you name  
any effective  
U.S. entity  
using the  
same  
operational  
model for 70  
years?**



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



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

# 3-P Requirements For Parish Council Service



**1. PULSE**



**2. PAYMENT**



**3. POPULAR**

A 3D rendering of a large oval conference table surrounded by blue human figures sitting in chairs. The text "Council of Ministries" is centered on the table in a large, white, sans-serif font. The scene is set against a dark gray background.

# Council of Ministries

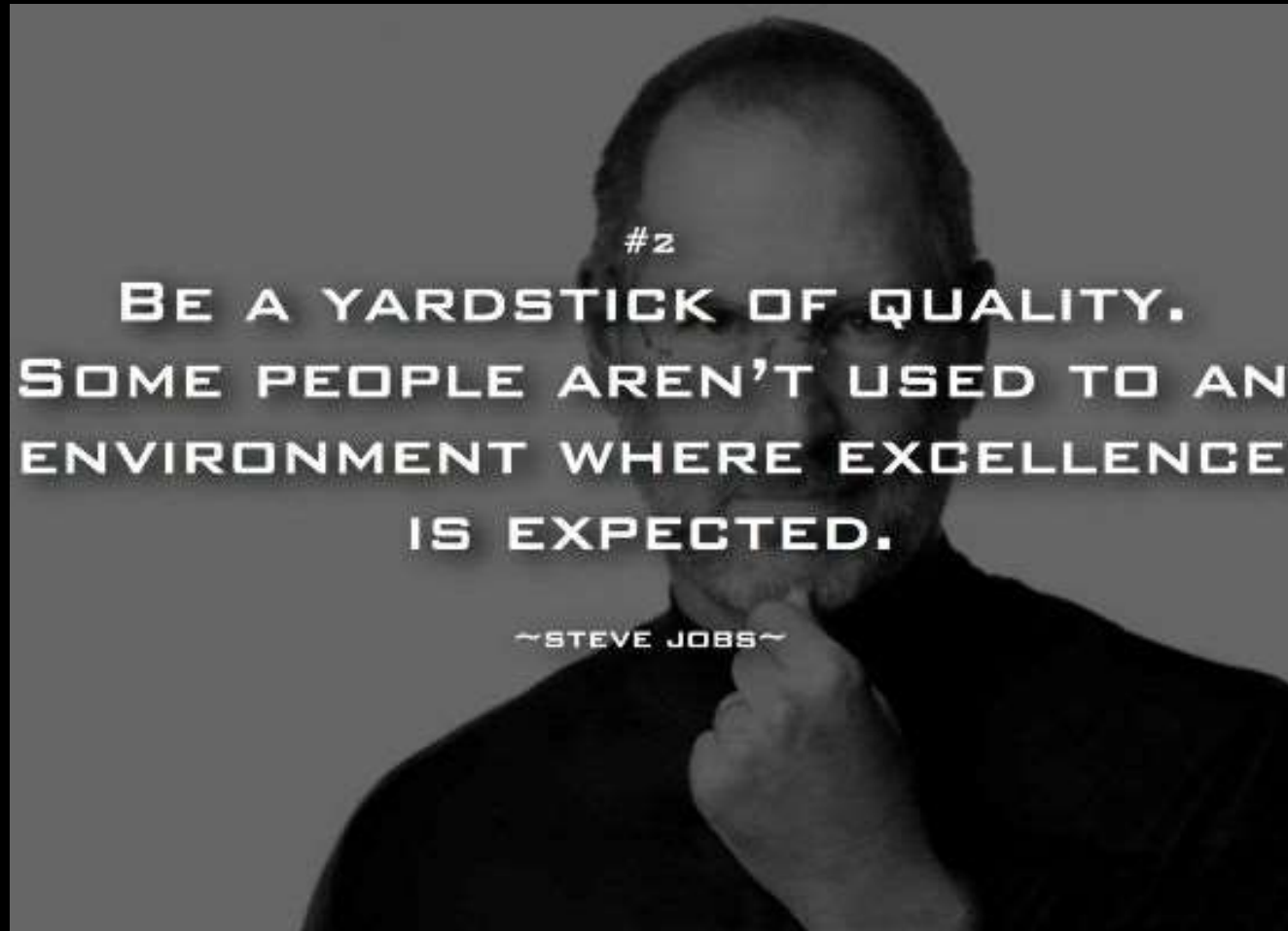
# Council of Ministries



- 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.**



# What Are Our Expectations?



#2

BE A YARDSTICK OF QUALITY.  
SOME PEOPLE AREN'T USED TO AN  
ENVIRONMENT WHERE EXCELLENCE  
IS EXPECTED.

~STEVE JOBS~

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.**



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

**Greek Proverb**





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

**The second  
best time is  
today.”**

*Old Chinese Proverb*



Words may inspire, but only ACTION creates change. Most of us live our lives by accident - we live life as it happens. Fulfillment comes when we live our lives on purpose.

— *Simon Sinek* —

AZ QUOTES



**“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**

# 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**



# Fortune Favors The Bold...

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

Acts 4:29





## 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.”

**There is hope for  
your future, declares  
the Lord.**

Jeremiah 31:17

# Now What?



# *Clergy Retreat 2023*



STEWARDSHIP  
CALLING

Bill Marianes  
Bill@stewardshipcalling.com