



# *Parish Leadership Training*

## *2024*

Bill Marianes



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**Stewardship  
Calling.com**

## Stewardship Calling

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



**Keynotes &  
Leadership Tab**

**Parish Council,  
Clergy and  
Parish Ministry  
Leadership  
Presentation**

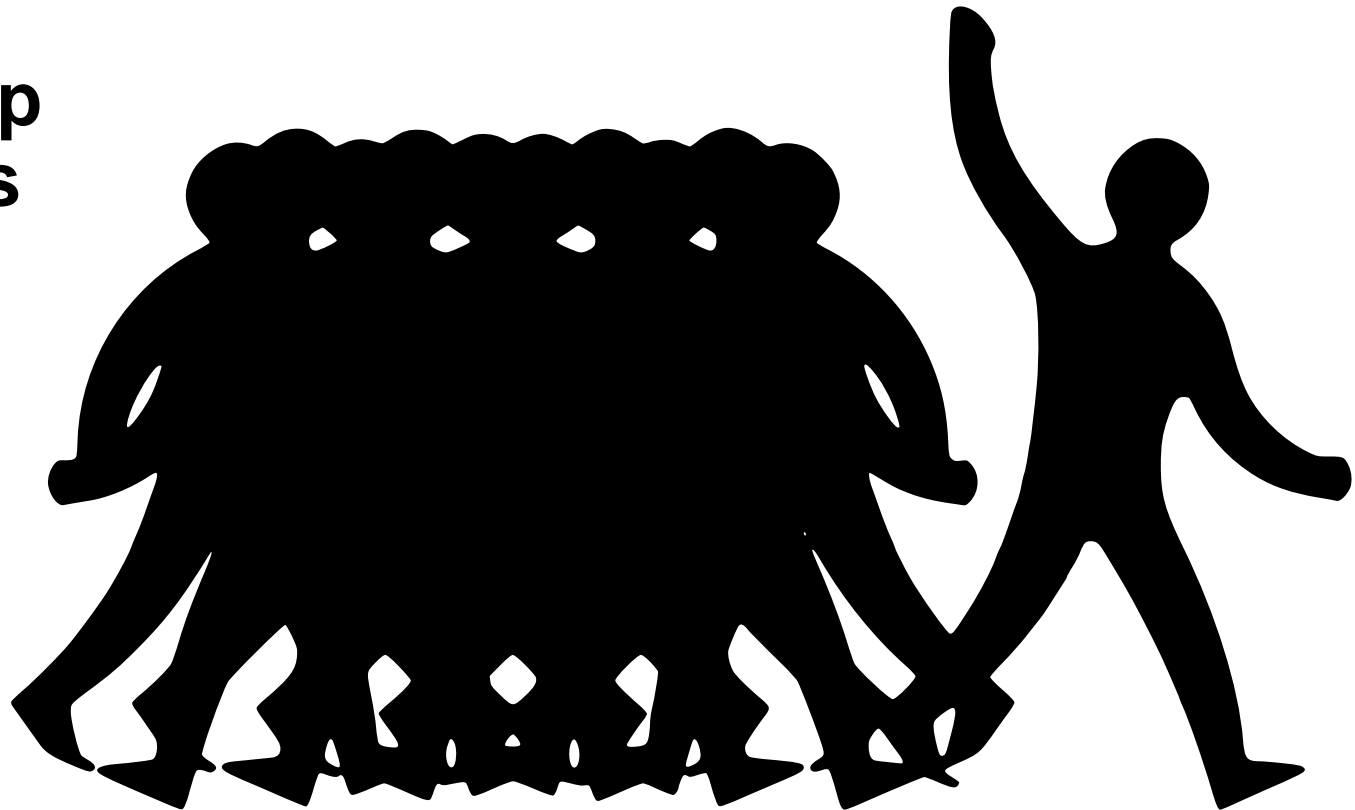
**<https://stewardshipcalling.com/leadership/>**


## PART 1

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## Leadership Principles



A sunset over a body of water with a small island in the distance. The sky is filled with colorful clouds in shades of orange, red, and purple, with the sun low on the horizon. The water is dark and reflects the colors of the sky. A small, dark island is visible in the middle ground.

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

Peter Drucker

# Μετάνοια

# Metanoia



“Parish leaders must experience a transformative change of heart.”



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

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



“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.”**



## A Leader Leads By Example

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



# 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

## PART 2

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# How Parishes Must Deal With The Rapidly Changing World

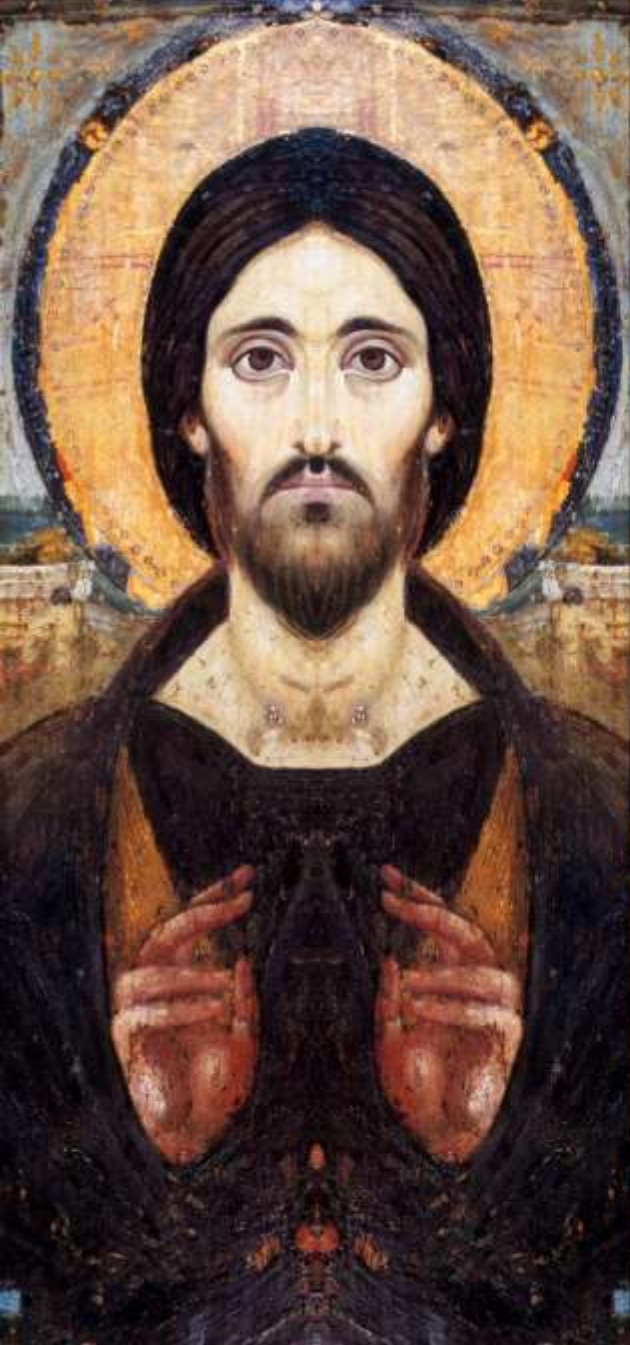




## Why Do This?

“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.**

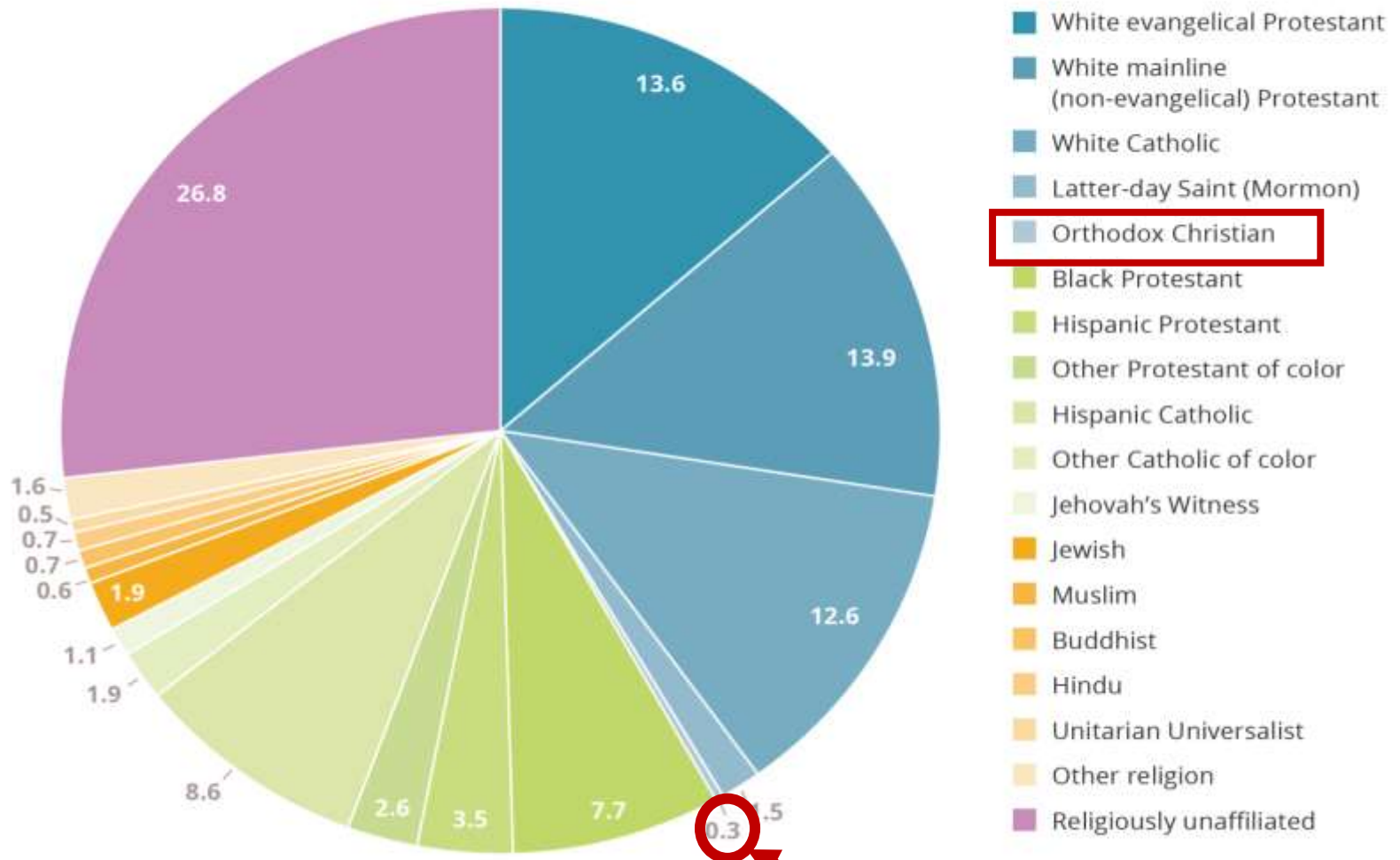
**IN GOD  
WE TRUST  
ALL OTHERS  
MUST BRING  
DATA**

Never  
Take  
Action  
Without  
Good  
Data

# 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



## 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?”

# 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

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.)



~ 8.3 hours of video is uploaded  
every second

~ 97% of American adults text



~ 98% of text messages are opened vs. 20% of emails

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



AUDIENCE PARTICIPATION TIME!

**What Is 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, and Entropy measures that change

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

“The domain of  
the Leader is the



---

The work of the  
leader is  
change.”



(Kouzes and Posner, 2017)



**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.**



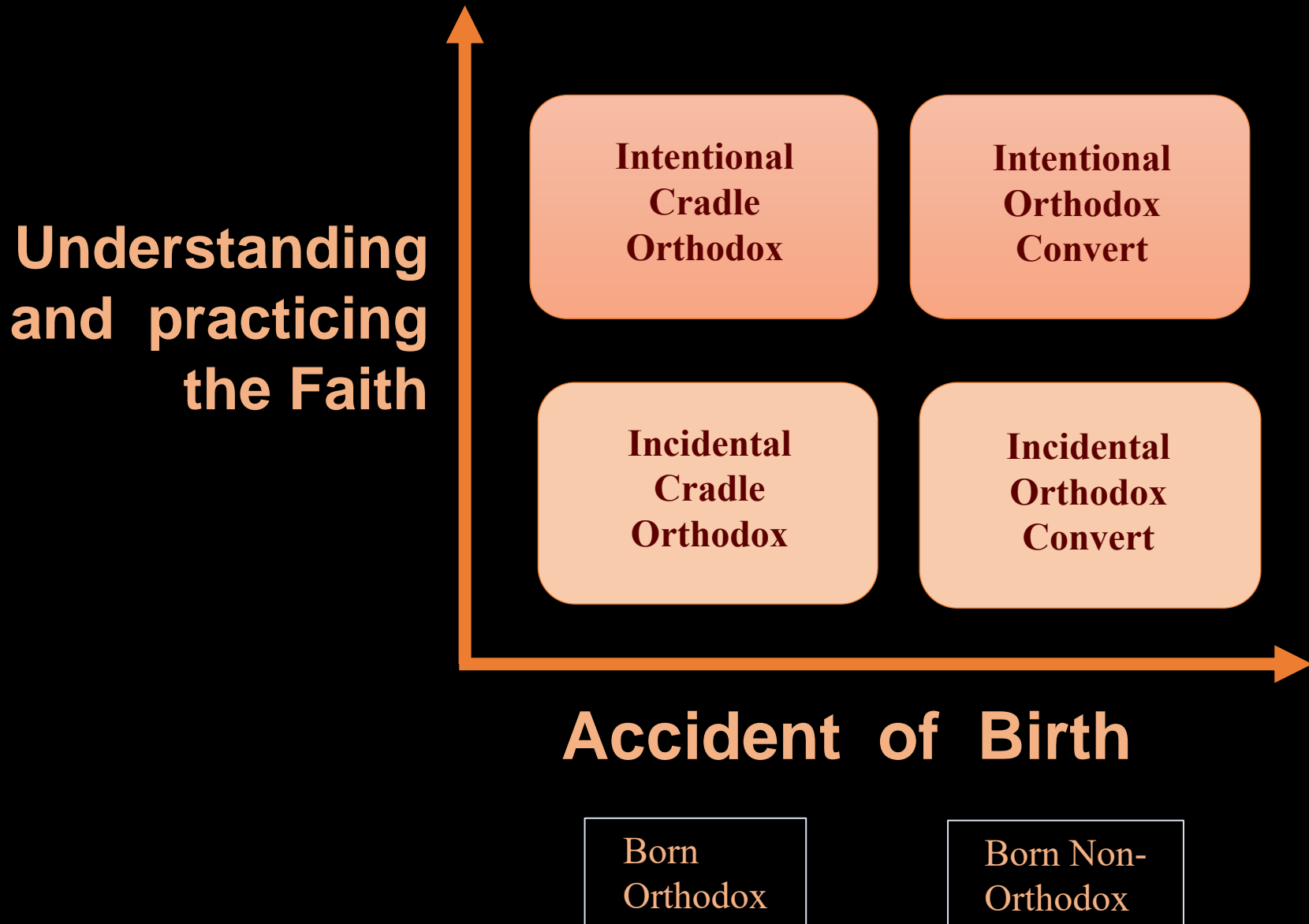
(Warren, 2013)

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

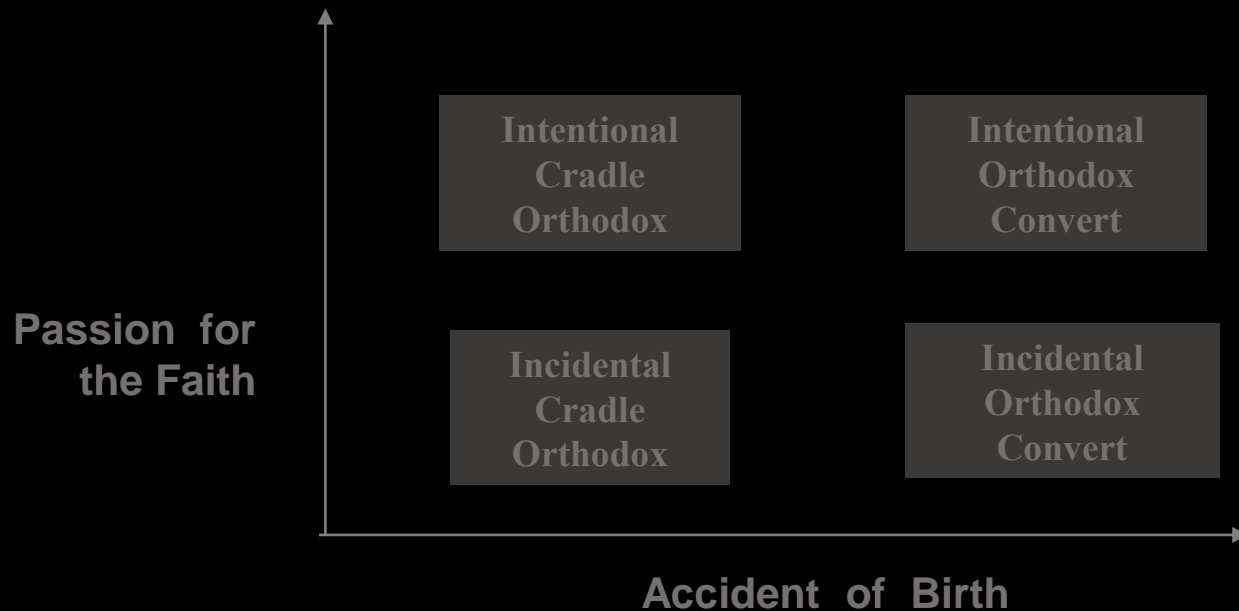
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# 4 Kinds of U.S. Orthodox Christians



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



## PART 3

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# Servant Leadership and Management



John 13:1-5

# The Leadership Management / Dichotomy

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**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



“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.”

## **Leaders Own Our Parish Problems**

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**“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)**





# 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%

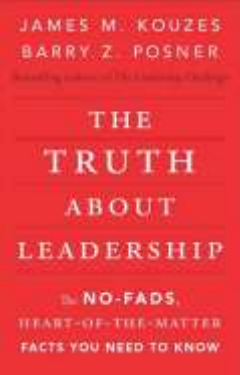
JAMES M. KOUZES  
BARRY Z. POSNER

*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

4.9

6.3

4.9

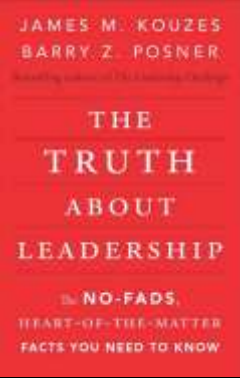
6.1

Low

High

Clarity of Personal Values

Scale: High = 7 Low = 1



# Impact of Values Clarity on Commitment

- ~ Clarity of personal values is critical
- ~ Greatest positive impact comes when personal and Parish values are aligned
- ~ Have you and your Parish leadership, clarified personal and parish values

# 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

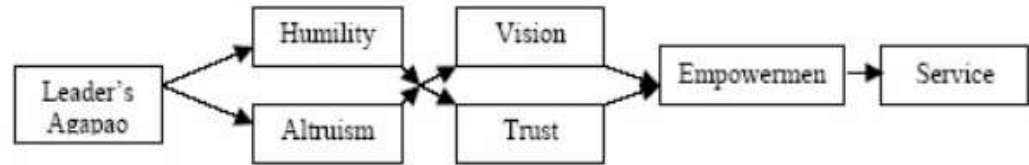


Where there is  
no vision, the  
people perish.

Proverbs 29:18

# 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 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





## **PART 4**

# **Parish Leadership Duties**

A blue ribbon graphic with a white border, containing the text "Board Duties 101".

# Board Duties 101

***Foresight***

***Oversight***

***Insight***

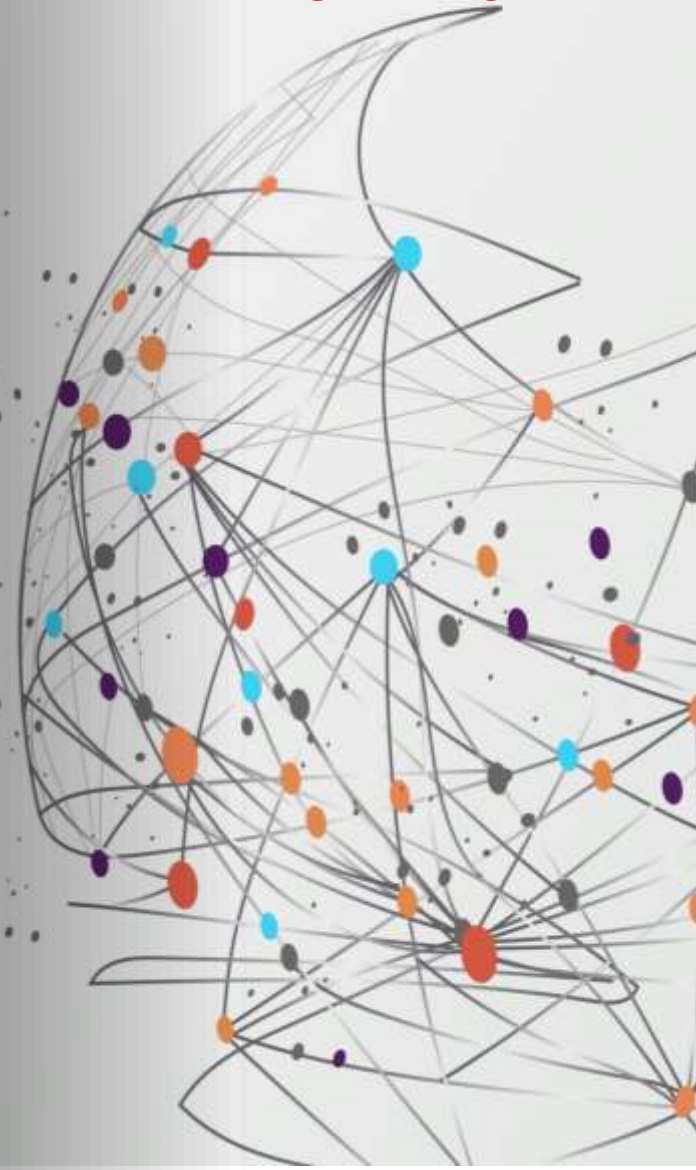
# Parish Councils Must Provide

1. VISION  
~ vision-setting & strategic planning
2. RESOURCES  
~ budget, finance, & development  
(3Ds)
3. TALENT  
~ leadership recruitment,  
assessment, and development
4. ADMINISTRATION  
~ policy creation and enforcement
5. EVANGELISM  
~ be the face of parish at all times

# Your Minimum Job

## Archdiocese Parish Regulations ARTICLE 29

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



# Parish Articles of Incorporation & Bylaws

- ~ Articles of Incorporation and Bylaws define the parish legal organization and duties
- ~ Parish Council members must review and understand these critical documents
- ~ Ensure these documents include best practices, law changes, and Archdiocese regulations



The 3  
Legal  
Duties  
of ALL  
Board  
Members

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

## **Legal Duty of Care**

- ~ Exercise responsibilities in good faith with diligent attention, care, and skill**
- ~ Understand the “business” of the parish and actively participate in all PC & committee meetings**
- ~ Provide strategic direction and oversee management**
- ~ Ask questions, secure facts and use your own judgment in decision-making**
- ~ Seek out independent professional advice when needed**

## **Legal Duty Of Loyalty**

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



# Legal Duty of Obedience

**~ Always follow**

**a. Parish Articles of Incorporation & Bylaws**

**b. Archdiocese Regulations, and**

**c. Archdiocese/Metropolis/Parish policies**

**~ Make all decisions in a manner faithful to the parish WHY, Core Values, Mission, Vision**

**~ Comply with ALL Federal, State and Local laws**

## The “3-Ds”

### Essential Duties Of All Parish Leaders

- ~ **Donate** – you donate the funds/resources needed to operate the Parish to achieve the Vision
- ~ **Develop** – you help raise funds/resources from others to operate the Parish to achieve the Vision
- ~ **Do** – you perform essential expense saving functions

# Some Best Practices

## **1. Comprehensive Parish Ministries Operations & Training Manual**

(human resources, succession plans, and corporate Delegation of Authorities, etc.)

## **2. Best Financial Practices**

(e.g., two signatories, separation of authorities, PC financial oversight, financial dashboards annual audits, etc.)

## **3. Buy Full Insurance Coverages**

(get professional advice and policies for Directors & Officers, health and medical expenses, youth protection, General Liability, special event coverage (e.g., festivals, hall rentals) financial integrity, etc. - and consider buying a personal Umbrella insurance rider)

## **4. Indemnify Parish Leaders in Bylaws**

## **5. Conflicts of Interest Policy & Disclosures**

## **6. Background checks for everyone**



## **Effective Parish Council Organization**

- ~ Every PC member has a set job**  
President, Vice President(s), Treasurer and Secretary jobs are set in Regulations and Bylaws
- ~ All other PC members are Ministry Liaisons under a Council of Ministries**

A 3D rendering of a council of ministers meeting. The scene is set in a dark, minimalist environment. In the center, a large, light-colored oval table is surrounded by approximately 20 blue, stylized human figures seated in matching blue chairs. The figures are arranged in a circle, facing inward towards the table. The text "Council of Ministries" is prominently displayed in the center of the table in a large, white, sans-serif font. The overall aesthetic is clean and professional, emphasizing the collective nature of the council.

# Council of Ministries

# **Council of Ministries (C.O.M.)**

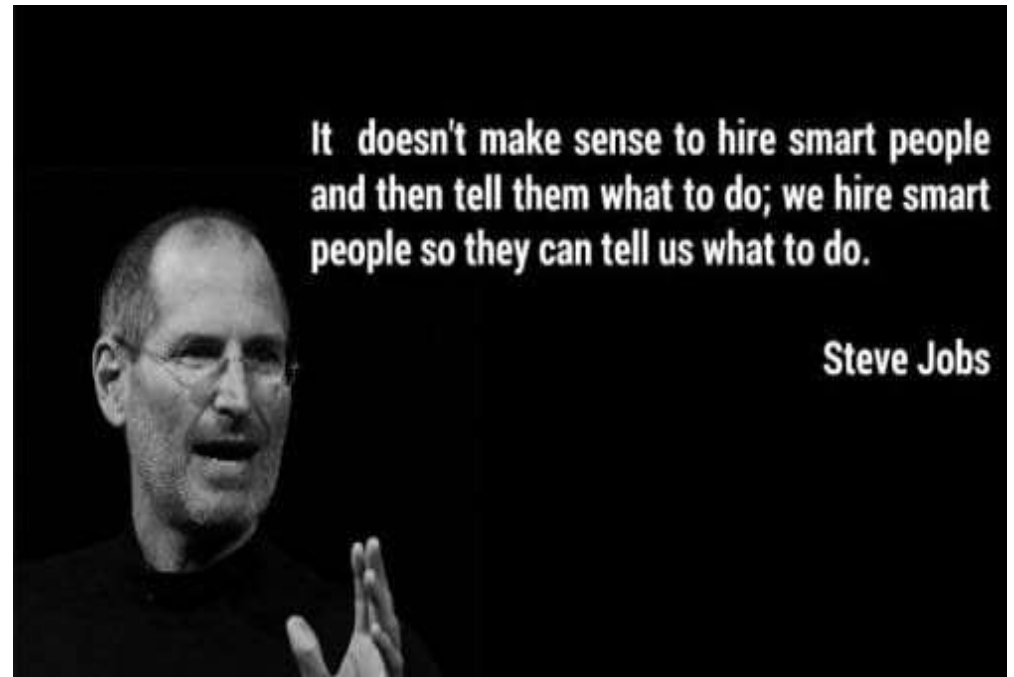


- 1. Every major Parish activity is run by a Ministry with co-chairs**
- 2. Each Ministry has its own WHY, Vision annual plan, and budget consistent with the Parish's WHY and Vision**
- 3. Each Ministry has a Parish Council liaison**
- 4. The C.O.M. of all Ministry Leaders and Parish Council meets (at least) quarterly to share activities, results, ideas, best practices, needs, etc.**

# Leadership Don'ts - 101

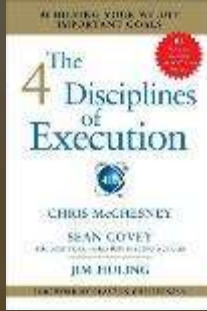
## DO NOT

**Micromanage day-to-day parish or ministry operations if you expect talented people to work for the Parish**



**“Manage the RESULTS not the PROCESSES”**

# 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.”





## **PART 5**

**Additional Resources, Tools  
and Inspiration**



## EFFECTIVE PARISH ASSESSMENT

A free opportunity to optimize your parish health & operational excellence

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

# THE SOLUTION

Empirical research over 20 years 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



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



**If you're interested in learning more  
about a Parish Strategic, contact:  
Bill@stewardshipcalling.com**



# Recommended Parish Financial Dashboard

## Stewardship Calling Recommended Parish Financial Dashboard

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

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

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

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

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

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

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



The  
**Big**  
Idea

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GALLUP PRESS

GROWING  
— AN —  
ENGAGED  
CHURCH

HOW TO STOP  
"DOING CHURCH" AND START  
BEING  
THE CHURCH AGAIN

ALBERT L. WINSEMAN

Copyrighted Material

# Church Engagement

Spiritual commitment is the result of one big overlooked factor:

**parishioner engagement.**

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



# Church Engagement

“churches with engaged members:

1. have a higher percentage of spiritually committed individuals
2. are better able to:
  - ~ carry out their missions,
  - ~ attract more new people,
  - ~ fund new all operations and new ventures; and







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...**”





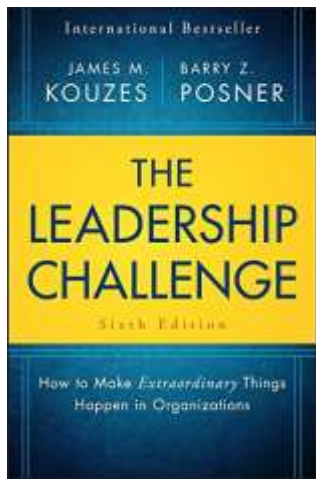
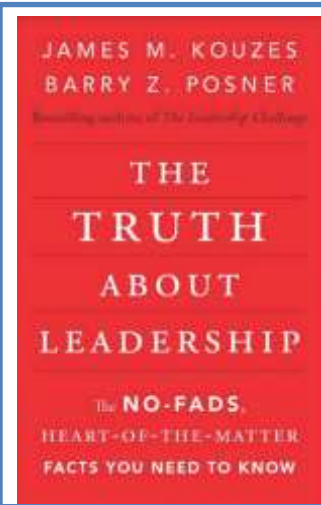
STEWARDSHIP  
CALLING

# Rule of Engagement #1

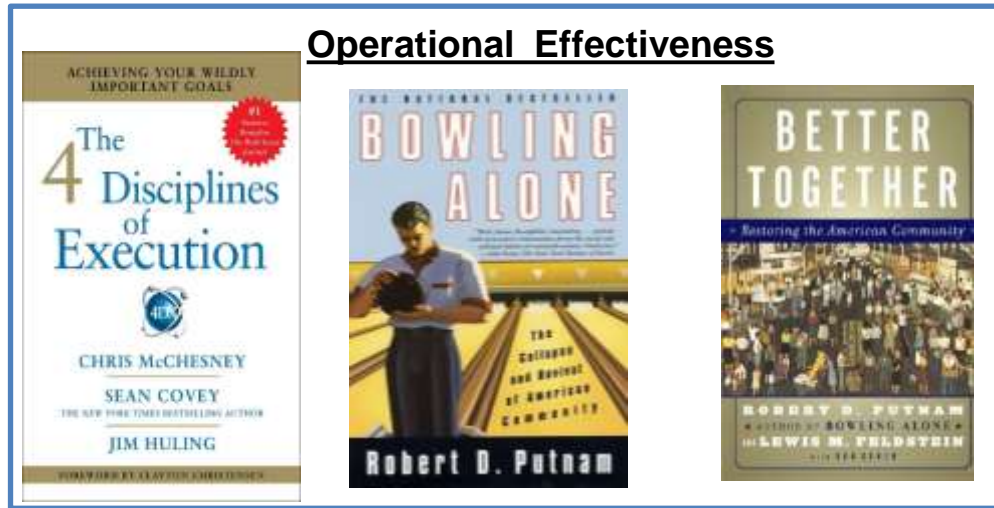
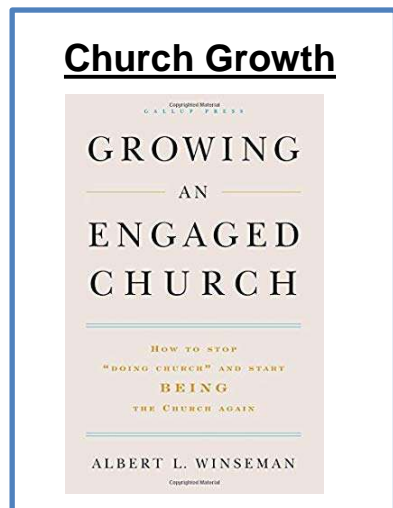
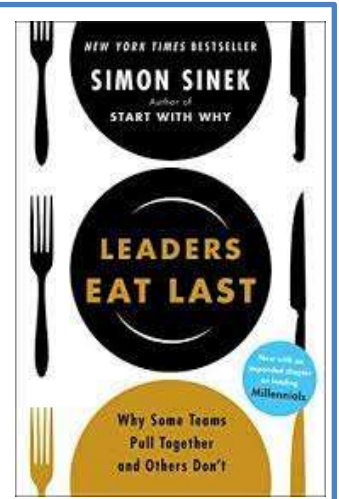
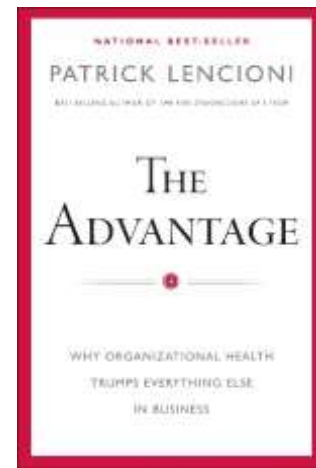
W<sup>2</sup>

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

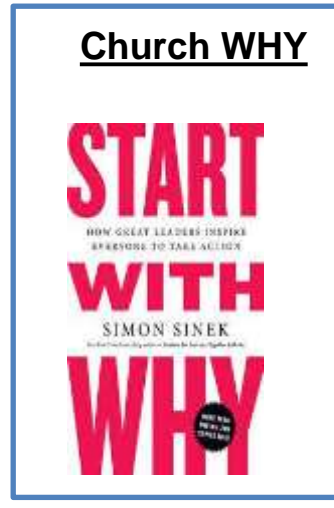
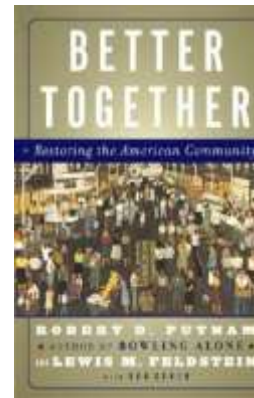
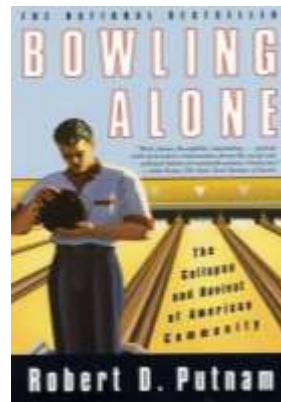




## Leadership



## Operational Effectiveness



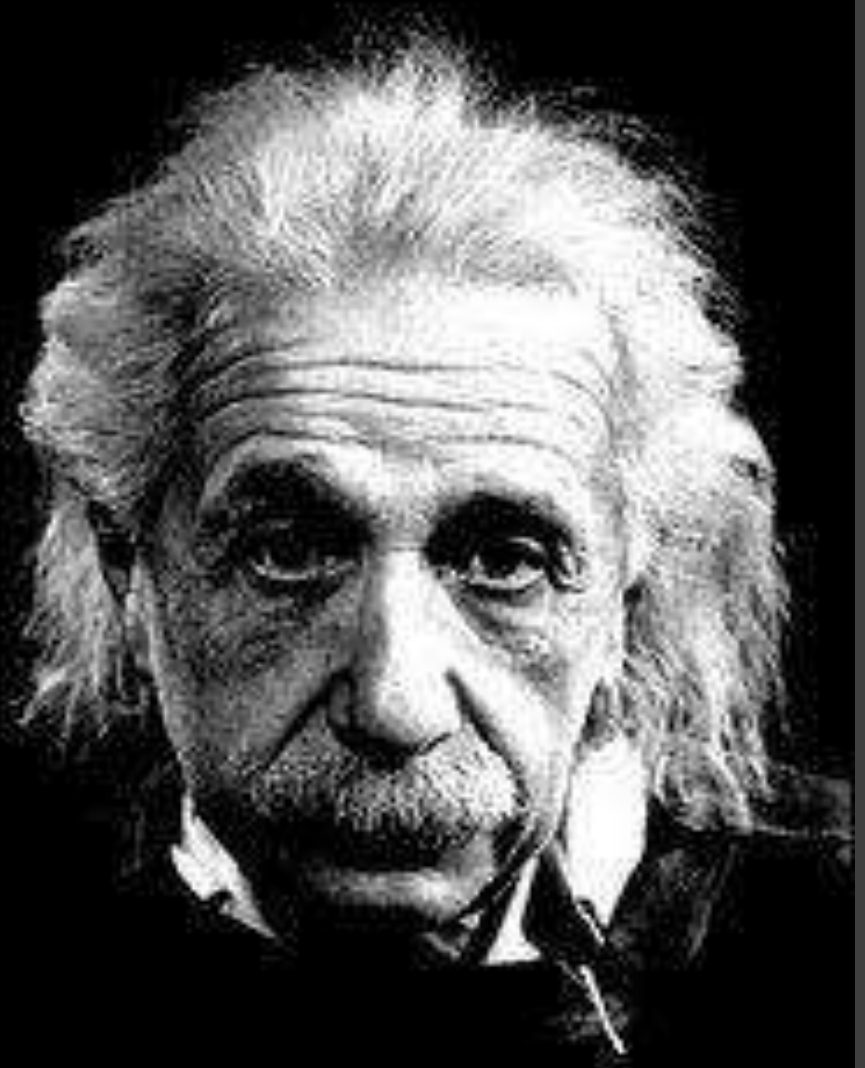
## Church WHY

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

Henry Ford



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



*Albert Einstein*

# 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.**







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

# 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.”

Orthodox Divine Liturgy  
II Corinthians 5:10

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

Jeremiah 31:17

A sunset over a body of water with a small island in the distance. The sky is filled with colorful clouds in shades of orange, red, and purple, with the sun low on the horizon. The water is dark and reflects the colors of the sky. A small, dark island is visible in the middle ground.

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

Peter Drucker



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## *2024*

Bill Marianes

