



Parish Orthodox Leadership Training

*December 2
and 10, 2024*

Bill Marianes



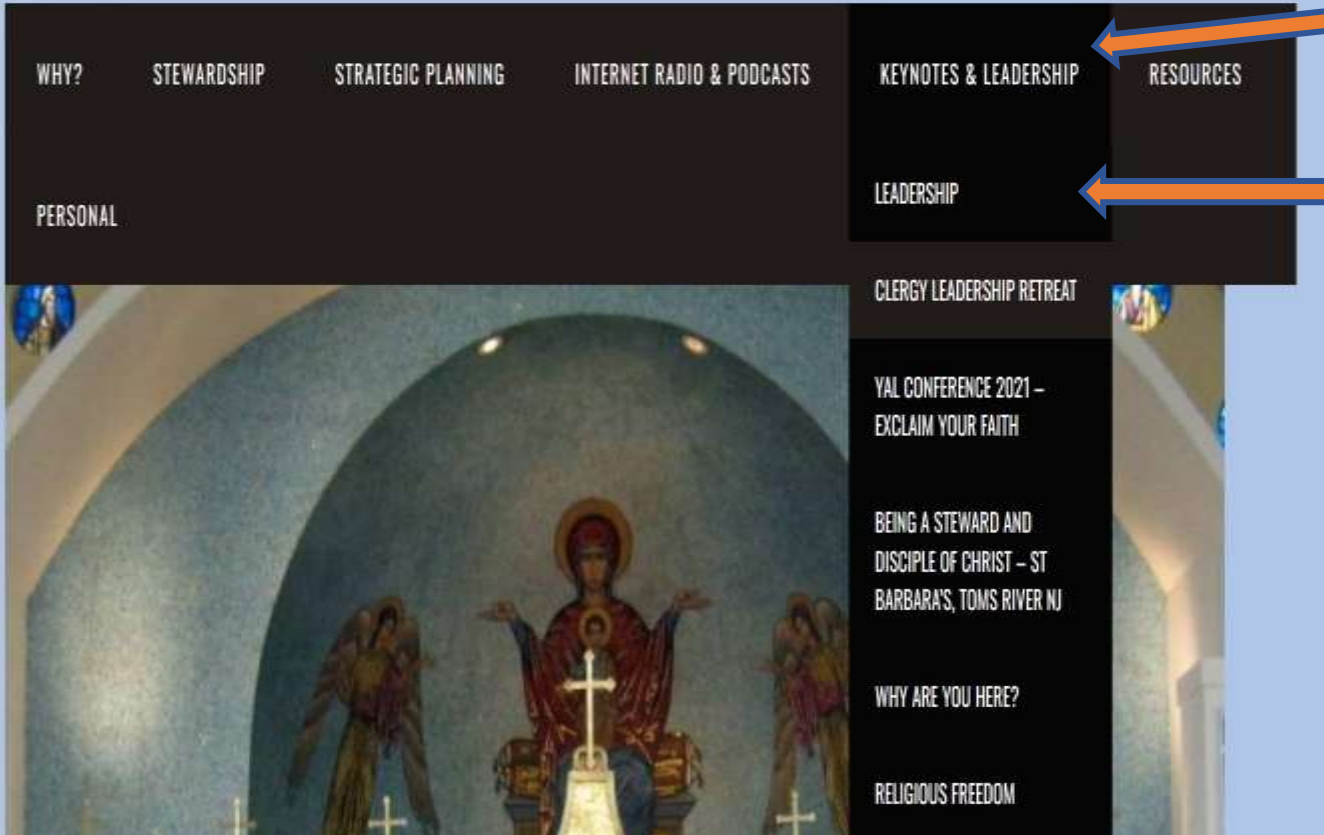
STEWARDSHIP
CALLING

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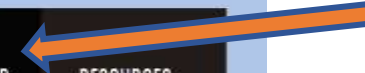
**Stewardship
Calling.com**

Stewardship Calling

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



Keynotes & Leadership Tab



2024 Parish Council, Clergy and Parish Ministry Leadership Presentation



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

My Big Question



THE RESURRECTION



Is Jesus Christ who He says He is?



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

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



Why Do This?

...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...

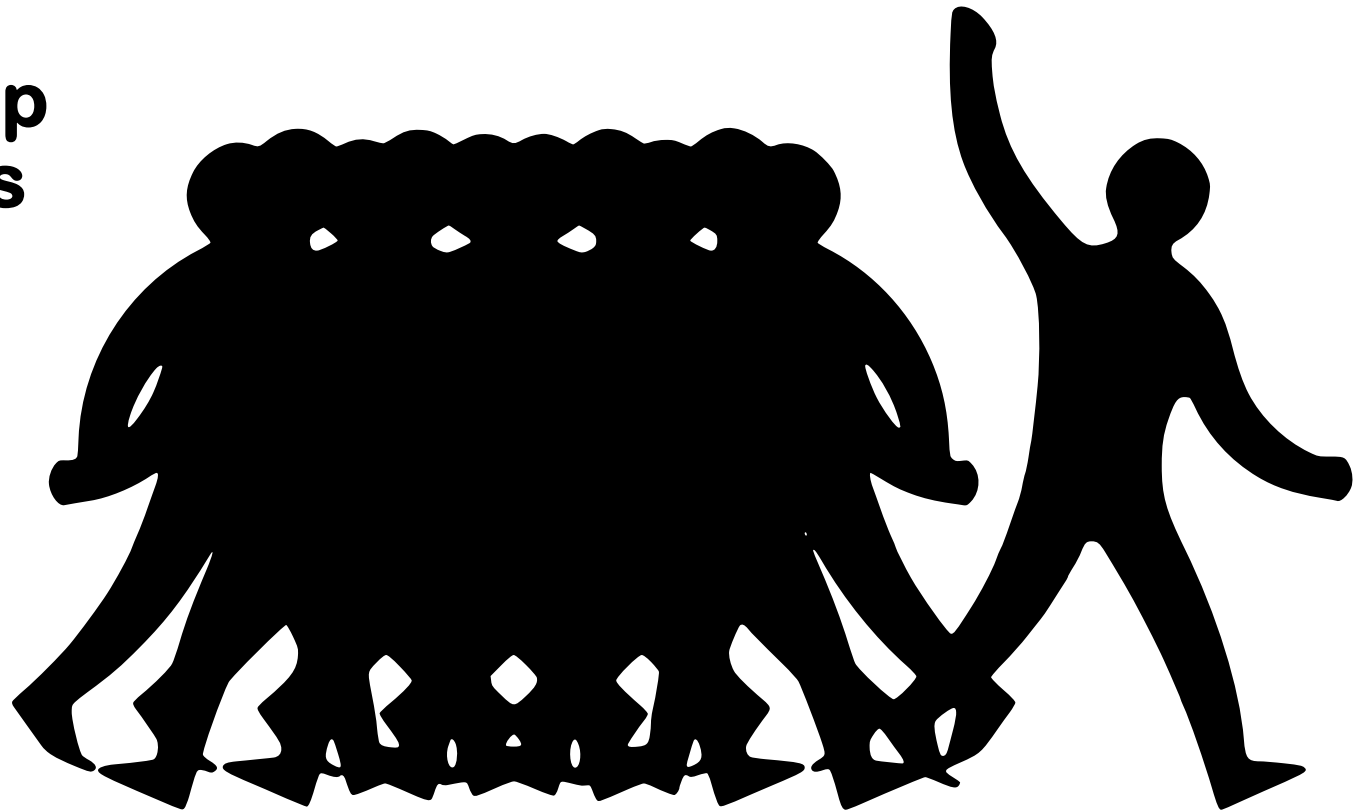
... given all
the gifts I
gave you?



PART 1



Leadership Principles



3 Key Takeaways



1. Trust and servant leadership are the keys
2. PC Members own the Vision and must be change agents for a strategic future
3. The Parish Council is a Board of Directors NOT a committee

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**



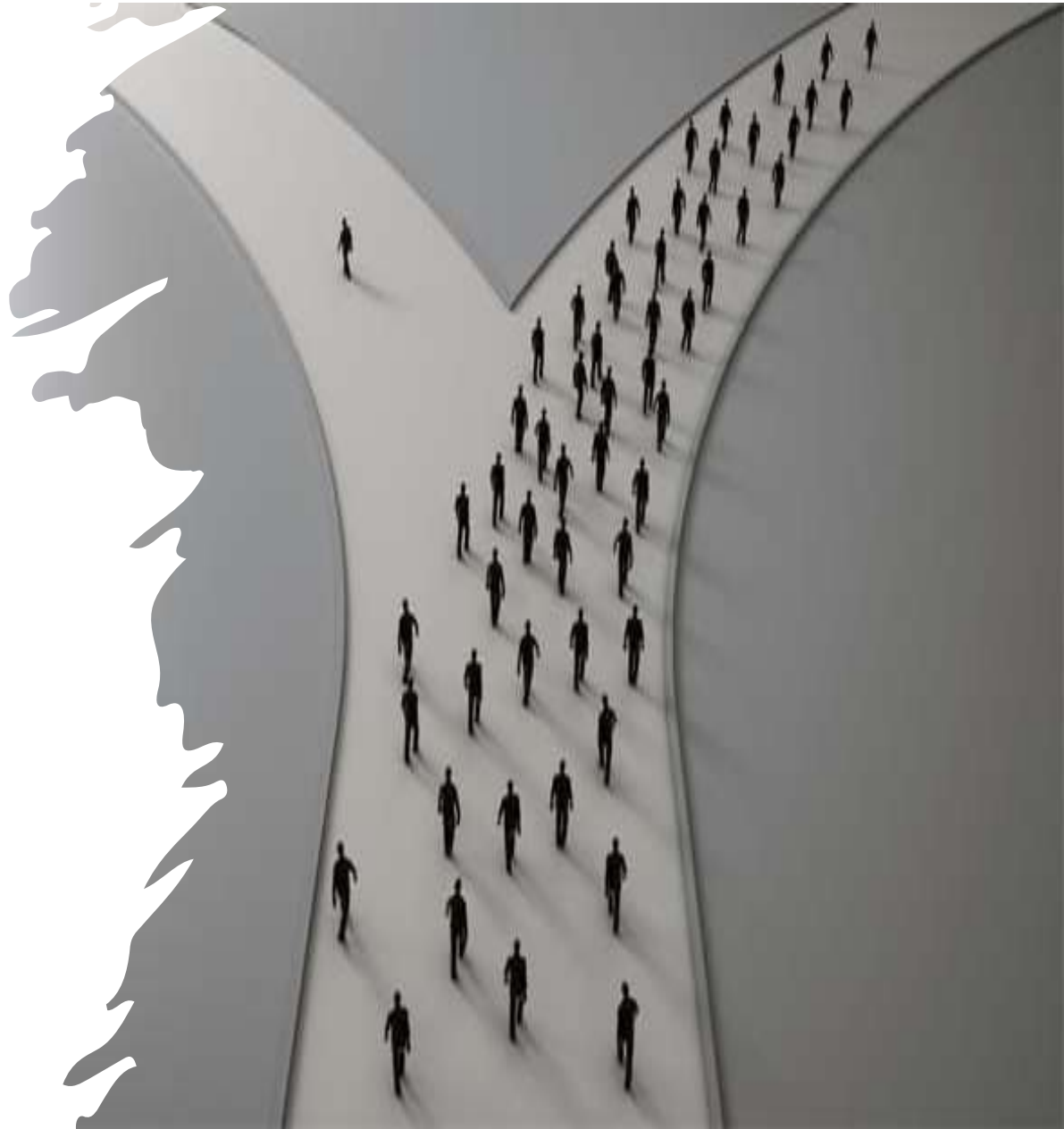
A Leader Leads By Example

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

**“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.”**





Where there is
no vision, the
people perish.

Proverbs 29:18

**~ What is the Vision of your parish?
~ Where will you parish be, and what
will it look like, 3 to 4 years from today?**



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

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

— “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.”**

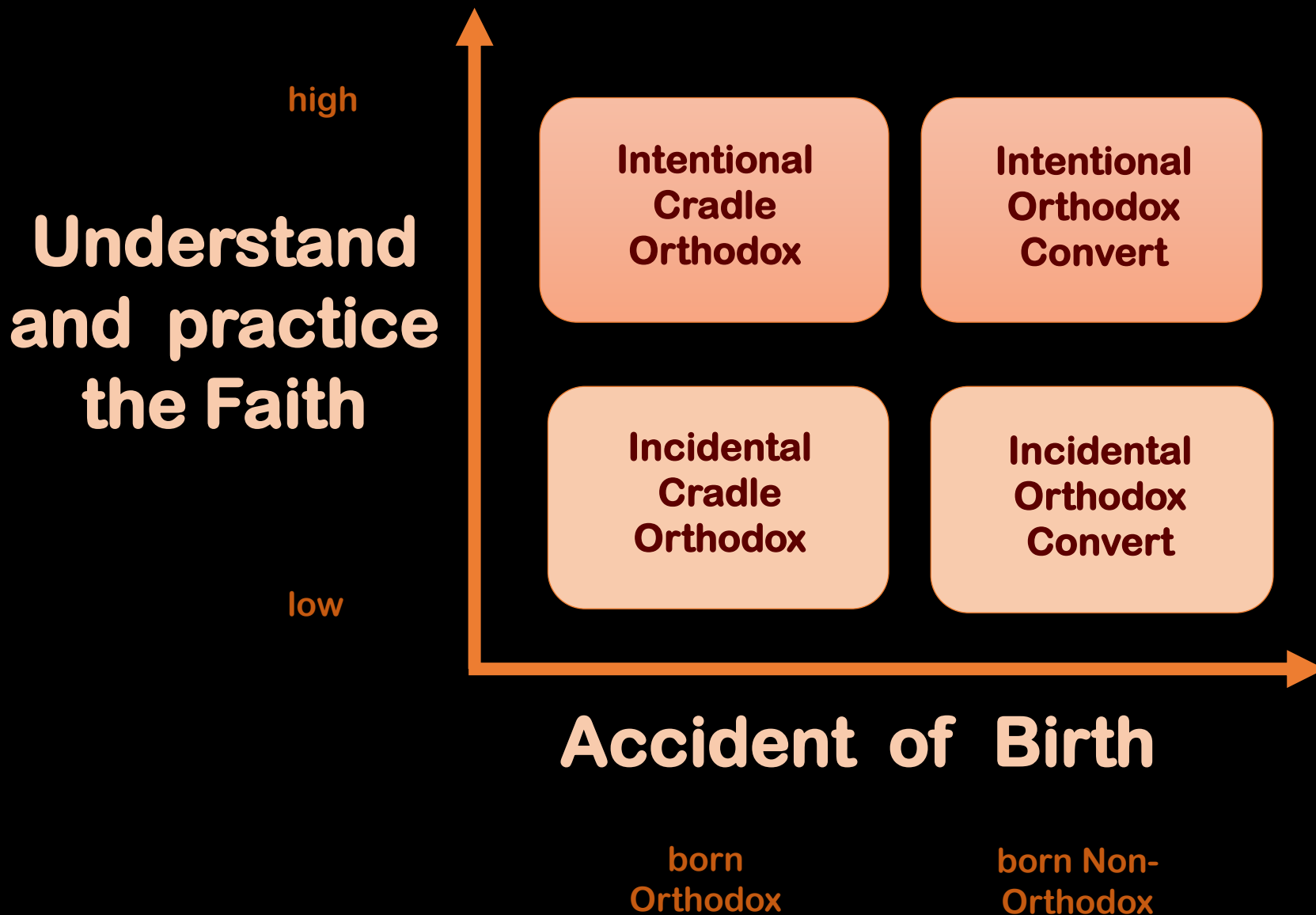


(Warren, 2013)

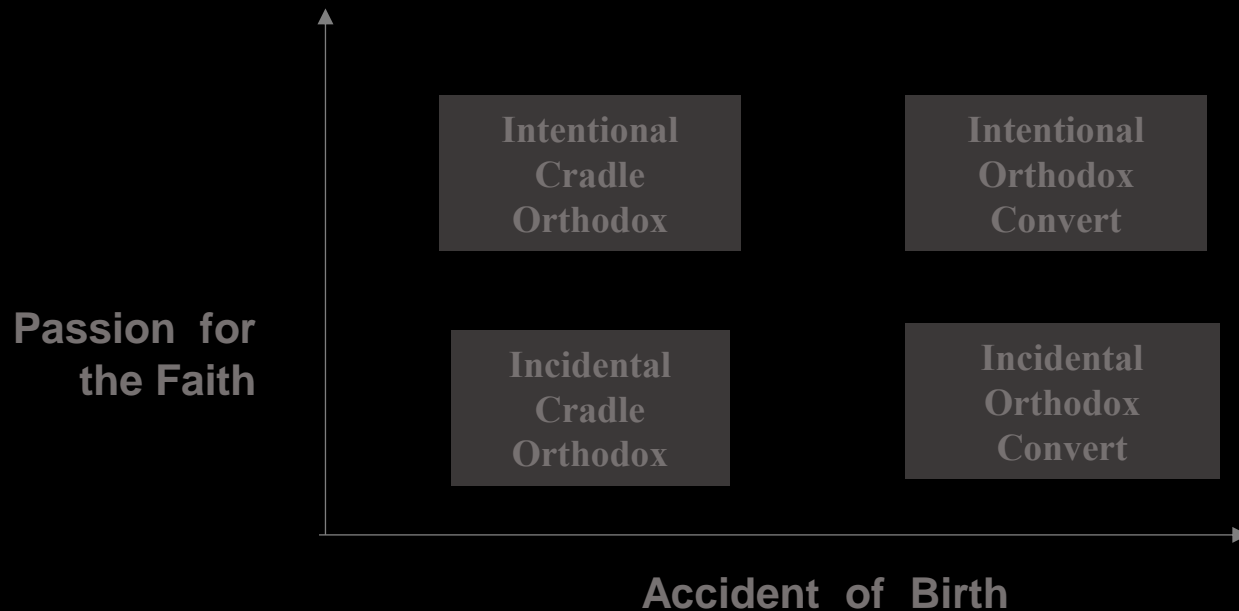
**The Orthodox
Church
Demographic
Makeup Has
Changed
Significantly
Over The Last
15 Years**



4 Kinds of U.S. Orthodox Christians



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





“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.”

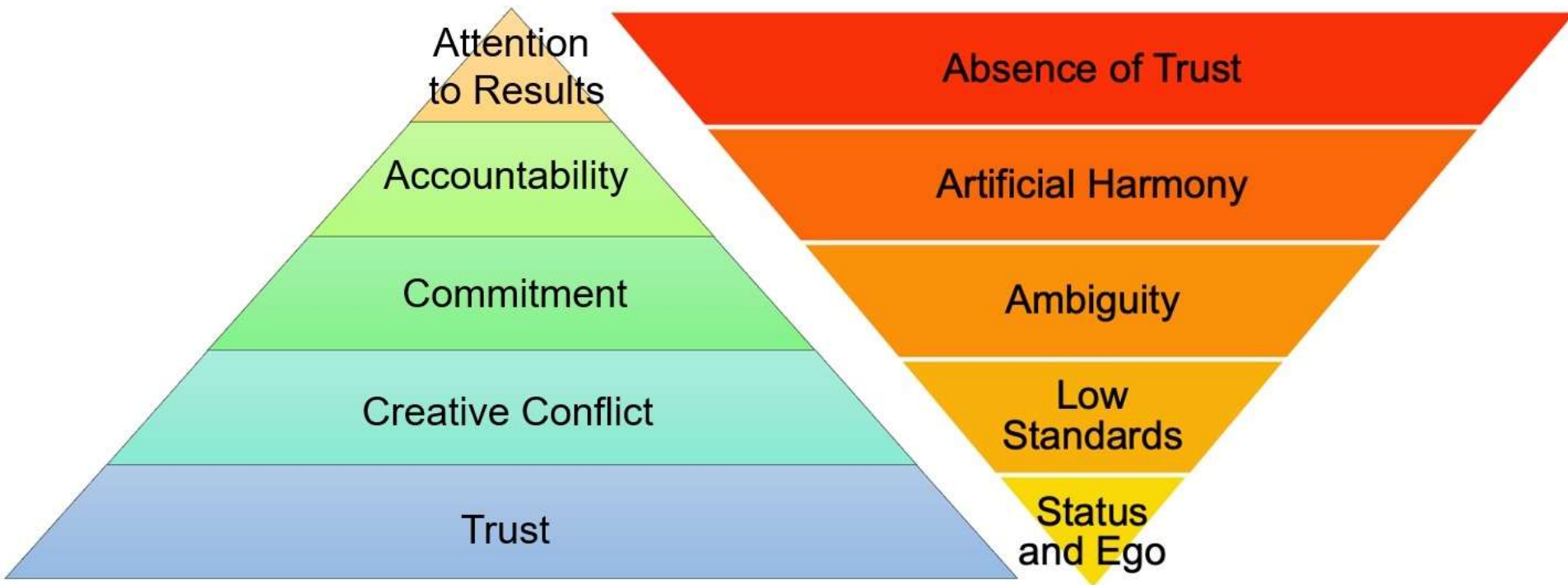
“Only a person who can discern the gifts of others and can humbly rejoice at the flowering of those gifts is fit to lead the Church.”

Five Habits of High-Performing Virtual Teams

<https://leading-resources.com/team-building/five-habits-of-high-performing-virtual-teams/>

High Performance:

Dysfunction:



4 Pillars Of High Performing Cultures¹

Discipline 1: Build a cohesive leadership team.

Selflessness and shared sacrifices from team members.

Discipline 2: Create clarity. Align around objectives in lockstep around a few very specific things.

- Why do we exist? **WHY Statement**
- How do we behave? **Core Values**
- What do we do? **Mission Statement**
- How will we succeed? **Vision Statement**
- What is important, right now? **Strategic Plan & “Low Hanging Fruit ”**
- Who must do what? **Council of Ministries**

Discipline 3: Overcommunicate clarity. Overcommunicate the above 6 main elements to everyone.

Discipline 4: Reinforce clarity. Embed the above 6 critical elements in the parish’s culture by *recruiting* volunteers to those values and recognizing team efforts to *live* those values.

(¹Patrick Lencioni: <https://thegrowthfaculty.com/articles/thoughtleaderpatricklencioni>)



Leadership...

...is not about
being in charge.
It's about taking
care of the
people in your
charge



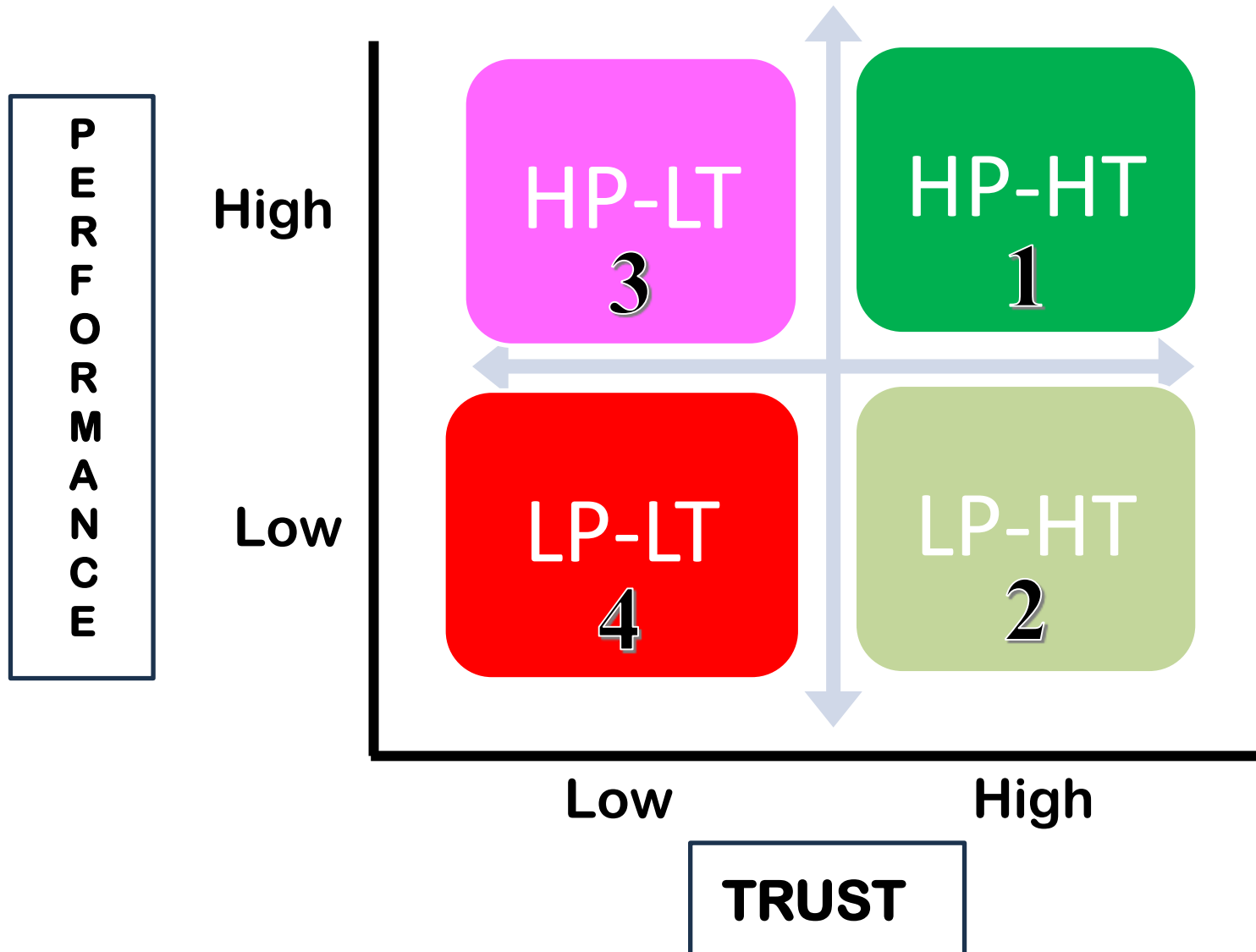


Trust is The Key

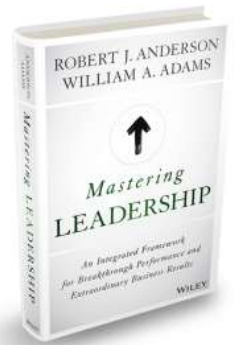
We have to have trusting teams. We have to create environments in which people feel psychologically safe



Navy Seal Team Six Criteria



Mastering Leadership¹

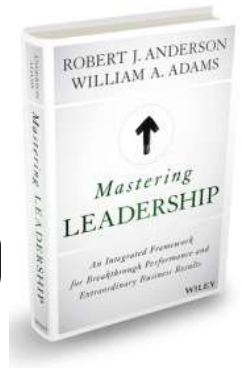


“LEADERSHIP IS A CONVERSATION.”

“How you show up in these conversations determines your level of effectiveness.”



Mastering Leadership¹



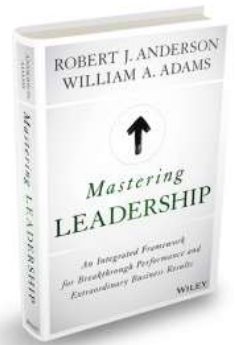
“Leaders succeed or fail depending whether or not they

- 1. clarify role expectations**
- 2. keep their promises**

“Our success as a leadership team is tied directly to:

- 1. our alignment on vision and direction**
- 2. our agreement on key strategies**
- 3. how well we execute together”**

Mastering Leadership¹



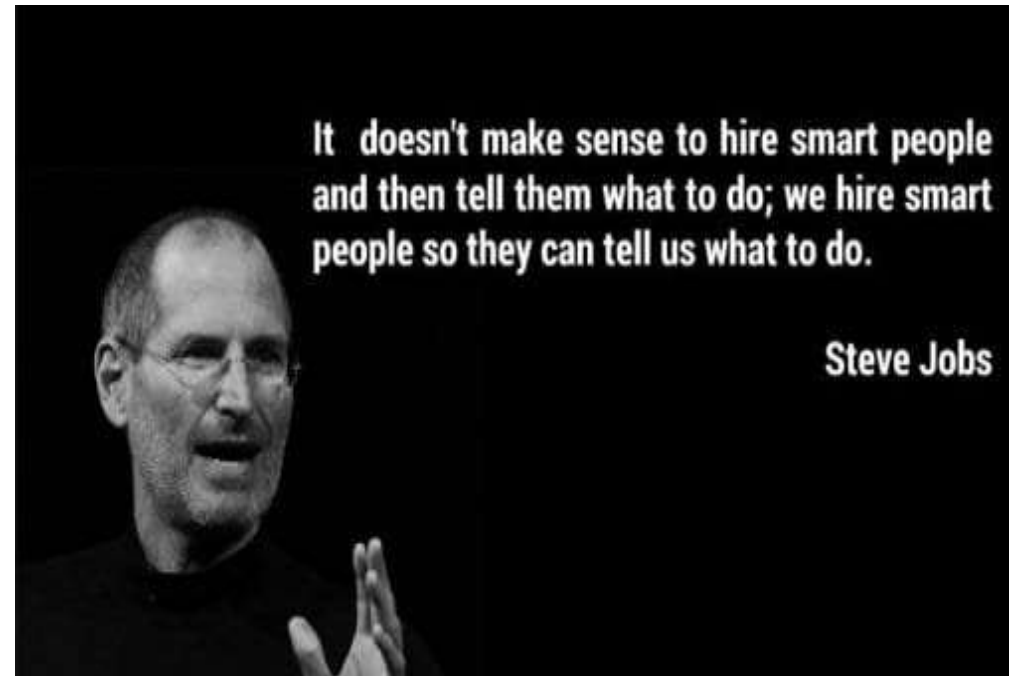
“Four universal promises of leadership:

- 1. Set the right direction and create meaningful work**
- 2. Engage all stakeholders and hold them accountable for performance**
- 3. Ensure the process and systems facilitate focus and execution**
- 4. Lead effectively – maintain trust to achieve and sustain desired results”**

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”

PART 2

How Parishes Must Deal With The Rapidly Changing World





AUDIENCE PARTICIPATION TIME!

**What Is One Of The Single Biggest
Challenge Facing Our Parish?**

Entropy

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

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

- ~ 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

Mastering Leadership¹

The top 2 challenges identified in a survey of 1,500 leaders was:

1. escalating complexity

2. building the creative capacity in leadership to deal with it

We Live In A **VUCAD** World

Volatility

Uncertainty

Complexity

Ambiguity

Disruption

You Own The Problem?

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

As a leader, you own responsibility for the system.

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

W. Edwards Deming
(father of the Quality Movement)

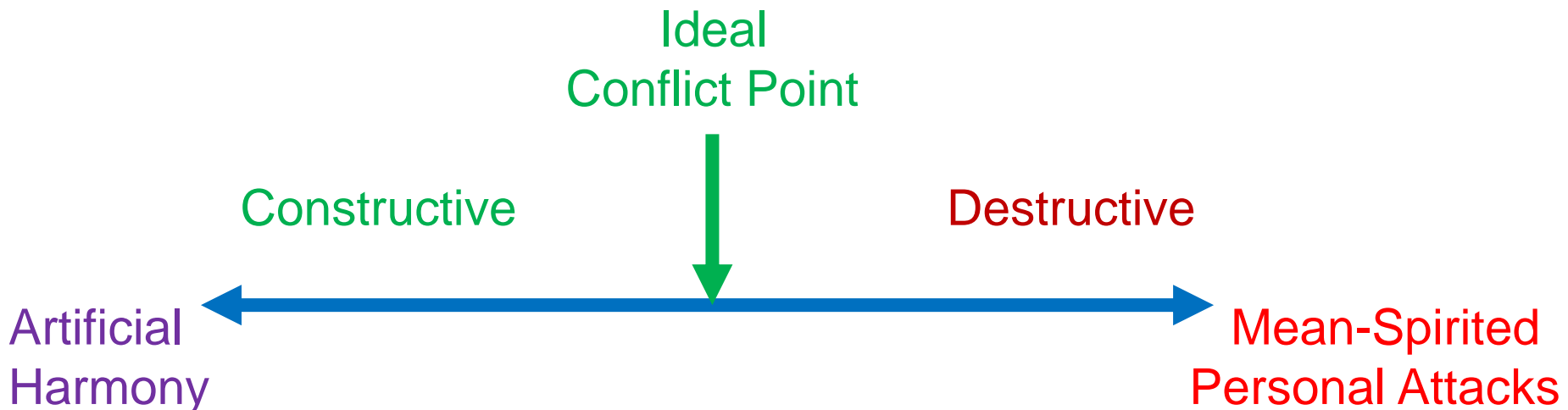




The Five Dysfunctions of a Team

Patrick Lencioni

1. **Lack of TRUST** = vulnerability, being open and able to productively discuss failures, errors, weaknesses, and even fears. (Ego is the #1 team killer.)
2. **Fear of CONFLICT** = productive, ideological conflict - passionate, unfiltered debate around important team issues. A little discomfort is helpful.



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



John Wooden won 10 NCAA Championships in 12 years



Tom Hagen & Don Vito Corleone

Cultivate a Consigliere!

con·si·glie·re: a trusted adviser to a leader



The Five Dysfunctions of a Team

Patrick Lencioni

- 3. Lack of COMMITMENT** = embrace disagreement and temporary indecision to extract every possible idea and perspective to achieve clarity and buy-in. “Disagree then commit” with cascading communications to everyone
- 4. Avoiding ACCOUNTABILITY** = unwillingness to remind one another when they don't live up to the performance standards of the group



The Five Dysfunctions of a Team

Patrick Lencioni

5. **Inattention to RESULTS** = Use a Scoreboard to unambiguously identify how the team is doing on achieving the goal and how much time is left.



Top Qualities People Want In Their Leaders

Honest (85%)

Forward-looking (70%)

Inspiring (69%)

Competent (64%)

JAMES M. KOUZES
BARRY Z. POSNER

*Renowned authors of *The Leadership Challenge**

THE
TRUTH
ABOUT
LEADERSHIP

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

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%

PART 3

Servant Leadership and Management



John 13:1-5

Spartan Phalanx Servant Leadership Philosophy

Your shield was meant to protect the person to your left.



“Come back with your shield or on it.”

(Carlson, 2023; Greenleaf, 1977; Hammond, 1979)

Selected Common Attributes of Good Servant Leaders



1. **LISTEN** – actively, to different perspectives, and reflect
2. **EMPATHY** – understand and relate
3. **HEALING** – help overcome challenges
4. **AWARENESS** – external and internal
5. **PERSUASION** – convince rather than subjugate
6. **CONCEPTUALIZATION** – see the dream and path to it
7. **FORESIGHT** – convert past lessons to future actions
8. **STEWARDSHIP** – fulfill one's calling by helping others
9. **GROWTH OF PEOPLE** – empower people to grow
10. **BUILDING COMMUNITY** – create a better organization, community, and world



VISION

TEAM

COURAGE

HUMILITY

TRUST

LOVE

Orthodox Building Blocks of Servant Leadership

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

Specific Parish Council Leadership Duties

Parish Councils Must Provide

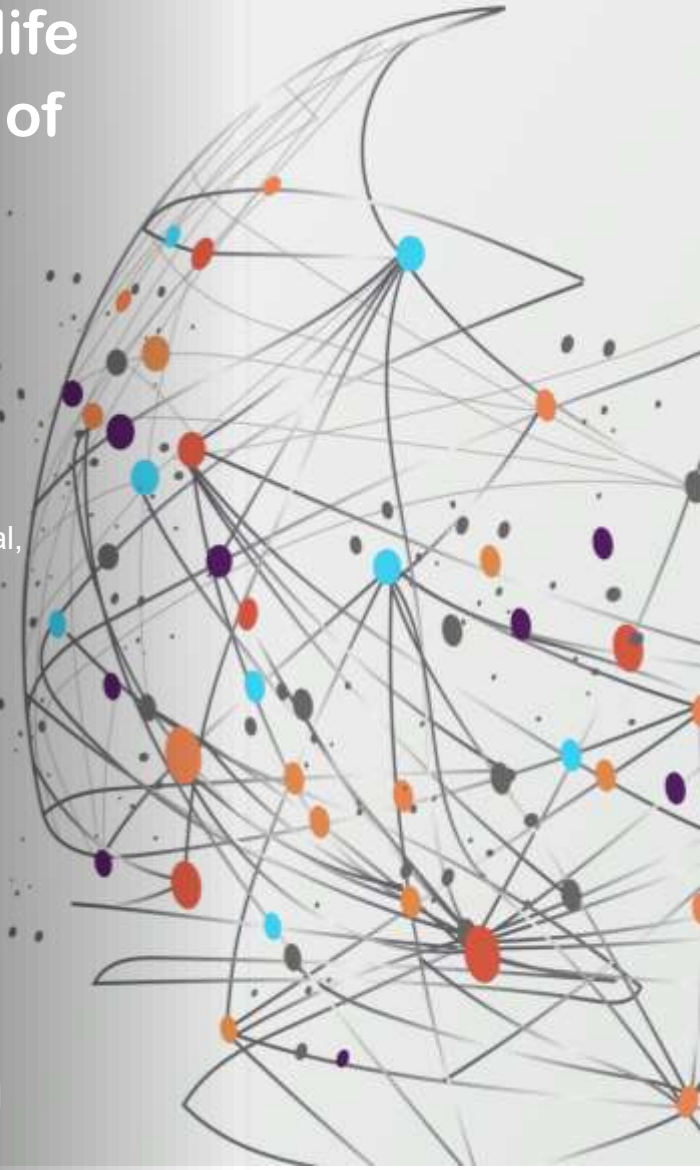
1. **VISION**
~ vision-setting & strategic planning
2. **RESOURCES**
~ budget, finance, & development
(3Ds)
3. **TALENT**
~ leadership recruitment,
assessment, and development
4. **ADMINISTRATION**
~ policy creation and enforcement
5. **EVANGELISM**
~ be the face of parish at all times

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





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

- ~ **Act in good faith and diligently**
- ~ **Understand the parish's "business"**
- ~ **Actively participate in all PC 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 parish's best interests of the parish**
- ~ Make all decisions objectively (recuse when necessary)**
- ~ Respect confidentiality (personnel and parish matters)**

**Legal Duty
of
Obedience**

- ~ Always follow**
 - a. Parish Articles of Incorporation & Bylaws**
 - b. Regulations of Archdiocese**
 - c. ALL Federal, State and Local laws**
 - d. Policies of Archdiocese/ Metropolis/Parish**

- ~ Make all decisions consistent with parish WHY, Core Values, Mission, Vision**

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 AT LEAST

~Directors & Officers,

~ health and medical expenses,

~ youth protection,

~ General Liability,

~ special event coverage (e.g., festivals, hall rentals)

~ financial integrity, etc.

~ buy a personal Umbrella insurance rider

4. Require Conflicts of Interest Policy & Disclosures

5. Background Checks for Everyone



Effective Parish Council Organization

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



Council of Ministries

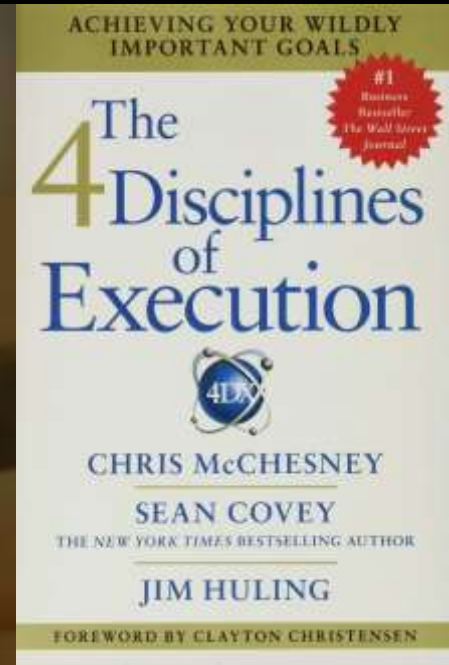
Council of Ministries (C.O.M.)



- 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.**

The Power of FOCUS

- ~ Human beings are genetically hardwired to do a very small number of things at a time with excellence¹
- ~ Focusing on critical root causes produces larger scale positive impacts



¹ 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**

DIAGNOSE YOUR PARISH

Sign up for a free parishioner survey on the 6 Pillars and 30 Building Blocks that must be optimized to excellence in the most healthy and effective Orthodox Parish:

OMS EFFECTIVE PARISH MODEL





**Contact the Metropolis or
Bill@stewardshipcalling.com if
you're interested in learning more
about a Parish Strategic Plan**



Recommended Parish Financial Dashboard

Stewardship Calling Recommended Parish Financial Dashboard

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

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 ³			
% 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			

¹ ALL columns include only "month to date" numbers as of the end of the previous month

² Use median NOT average because major donors skew averages

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

The Power of E³
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



How much members give...

How many hours they volunteer...

How often they invite others...

...is more dependent on **engagement** than on
any other factor.”

¹ 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

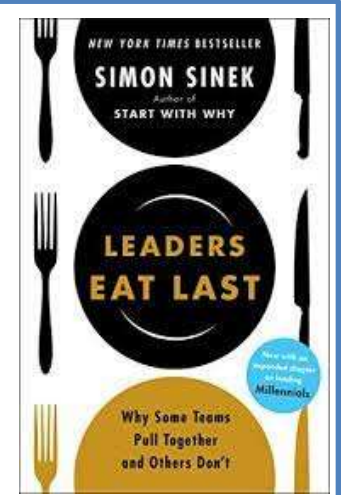
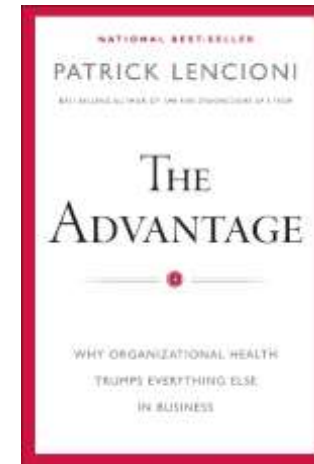
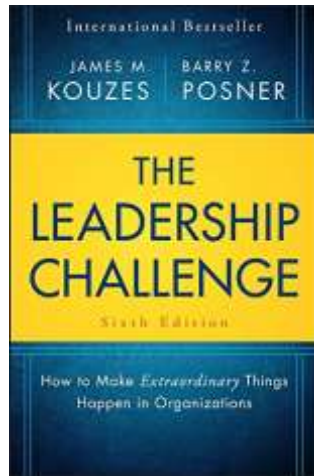
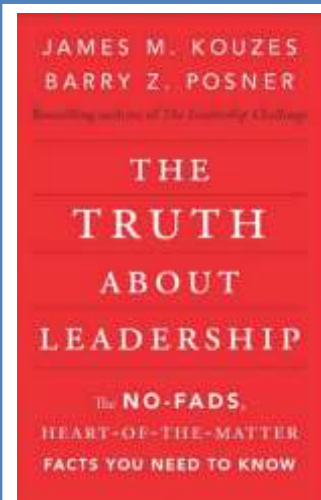
Church Engagement

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

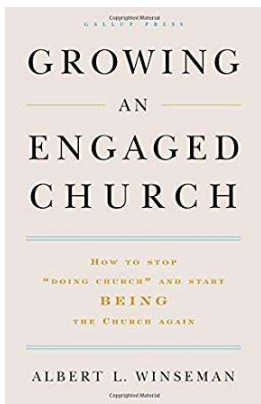




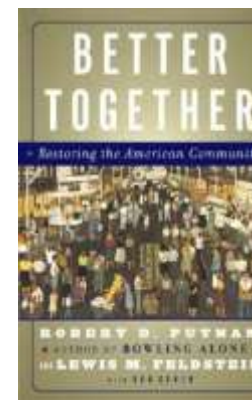
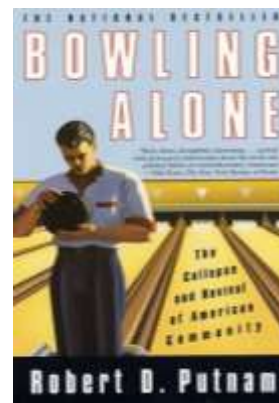
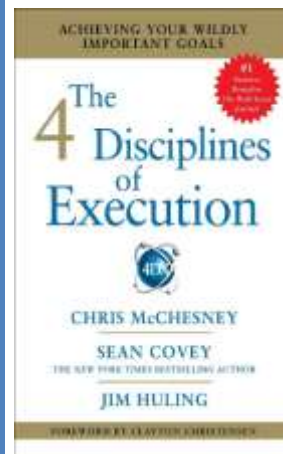
Leadership



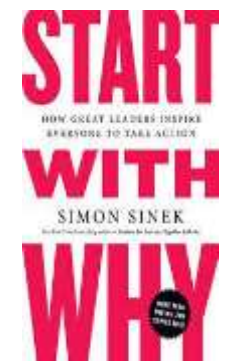
Church Growth



Operational Effectiveness



Church WHY



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

Henry Ford





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

WE WANT YOU

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



Ephesians 4:1

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 Do This?

...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



Parish Orthodox Leadership Training

*December 2
and 10, 2024*

Bill Marianes



STEWARDSHIP
CALLING