

*Leadership &
Administration
2025*

Part 2

*Servant Leadership,
Teams & Personality*



Stewardship Calling

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

[Stewardship Calling.com](https://stewardshipcalling.com)

WHY? STEWARDSHIP STRATEGIC PLANNING INTERNET RADIO & PODCASTS

KEYNOTES & LEADERSHIP RESOURCES

PERSONAL

LEADERSHIP

CLERGY LEADERSHIP RETREAT

HOLY CROSS LEADERSHIP CLASS

HOLY TRINITY – STEUBENVILLE, OH

VAL CONFERENCE 2021 – EXCLAIM YOUR FAITH

BEING A STEWARD AND DISCIPLE OF CHRIST – ST BARBARA'S, TOMS RIVER NJ

WHY ARE YOU HERE?

RELIGIOUS FREEDOM

Keynotes & Leadership Tab

Holy Cross Leadership Page

<https://stewardshipcalling.com/holy-cross-leadership-class/>



Leadership & Administration
2024

Holy Cross Leadership Class



STEWARDSHIP
CALLING

Holy Cross 2025 Leadership Class QR Code

Stewardship Calling Presentations Page



A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

Preface and

Chapters 1-2:

Setting the stage and relevant facts, figures and data



Chapters 3-5 & 8:
Leadership Best Practices



Chapter 7:

Strategic Planning



Chapters 9-11:
Stewardship & Engagement Best Practices



Chapters 12 & 14:

Spiritual Formation, Religious Education Best Practices, and Seminary Strategic Foresight



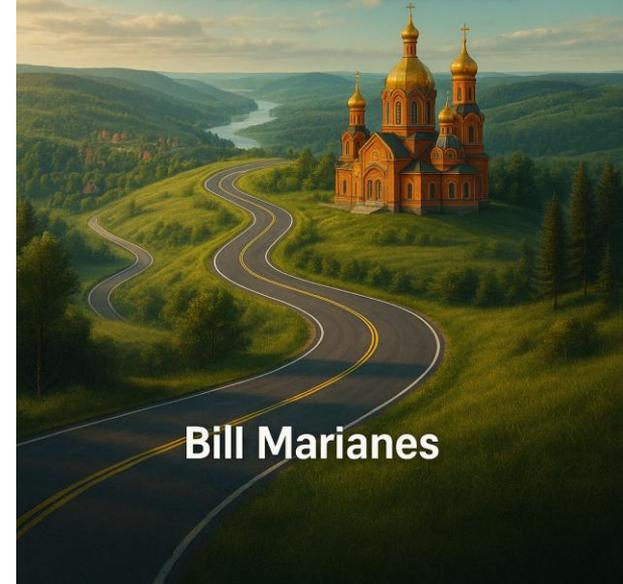
Chapters 15-18:
Oneness in Christ, Orthodox Unity in America, Orthodox / Roman Catholic Unity, Conclusion



A Roadmap for
American Churches
and People of Faith

W.W.J.D.

(What Would Jesus Do?)



Bill Marianes

<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>



A row of black silhouettes of people's heads and shoulders against an orange background, representing an audience.

AUDIENCE PARTICIPATION TIME!

**What Was Your Key Takeaway
From Part 1?**



4 “HELP” Ways Parishioners Evaluate



Homilies



Engagement



Leadership



Personality



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

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

(Chrysostom, 1964)

Top Qualities People Want In Their Leaders

CREDIBILITY

(Honest + Inspiring + Competent)

&

FORWARD - LOOKING

1. Honest

2. Forward-looking

3. Inspiring

4. Competent

**“The domain of
the Leader is the**



**The work of the
leader is
change.”**



(Kouzes and Posner, 2017)

Servant Leadership



John 13:1-5

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

Patterson's Summary of Greenleaf's

Elements of Servant Leaders

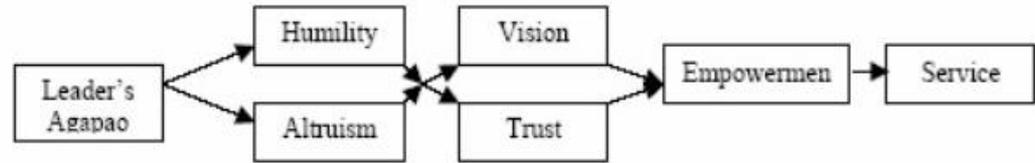


Figure 1, The model of constructs, This model details how the servant leadership constructs work together beginning with agapao love and ending with service.

- 1. Love**
- 2. Humility**
- 3. Altruism**
- 4. Vision**
- 5. Trust**
- 6. Empowerment**
- 7. Service**



Orthodox Building Blocks of Servant Leadership

VISION

TEAM

COURAGE

HUMILITY

TRUST

LOVE

Test

<input checked="" type="checkbox"/>	A
<input checked="" type="checkbox"/>	B
<input type="checkbox"/>	C
<input type="checkbox"/>	D

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

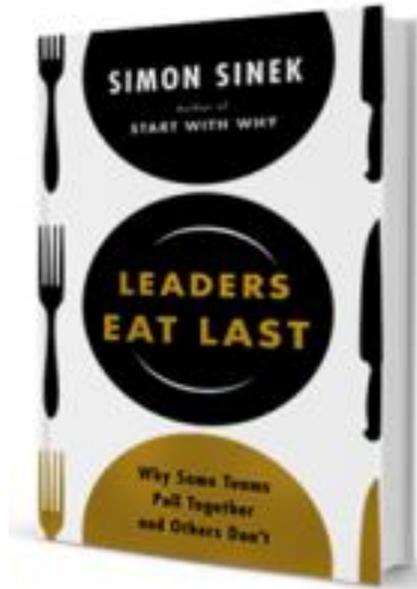


**“God doesn’t call
the qualified;**



**God
qualifies
the called.”**





Leadership...

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



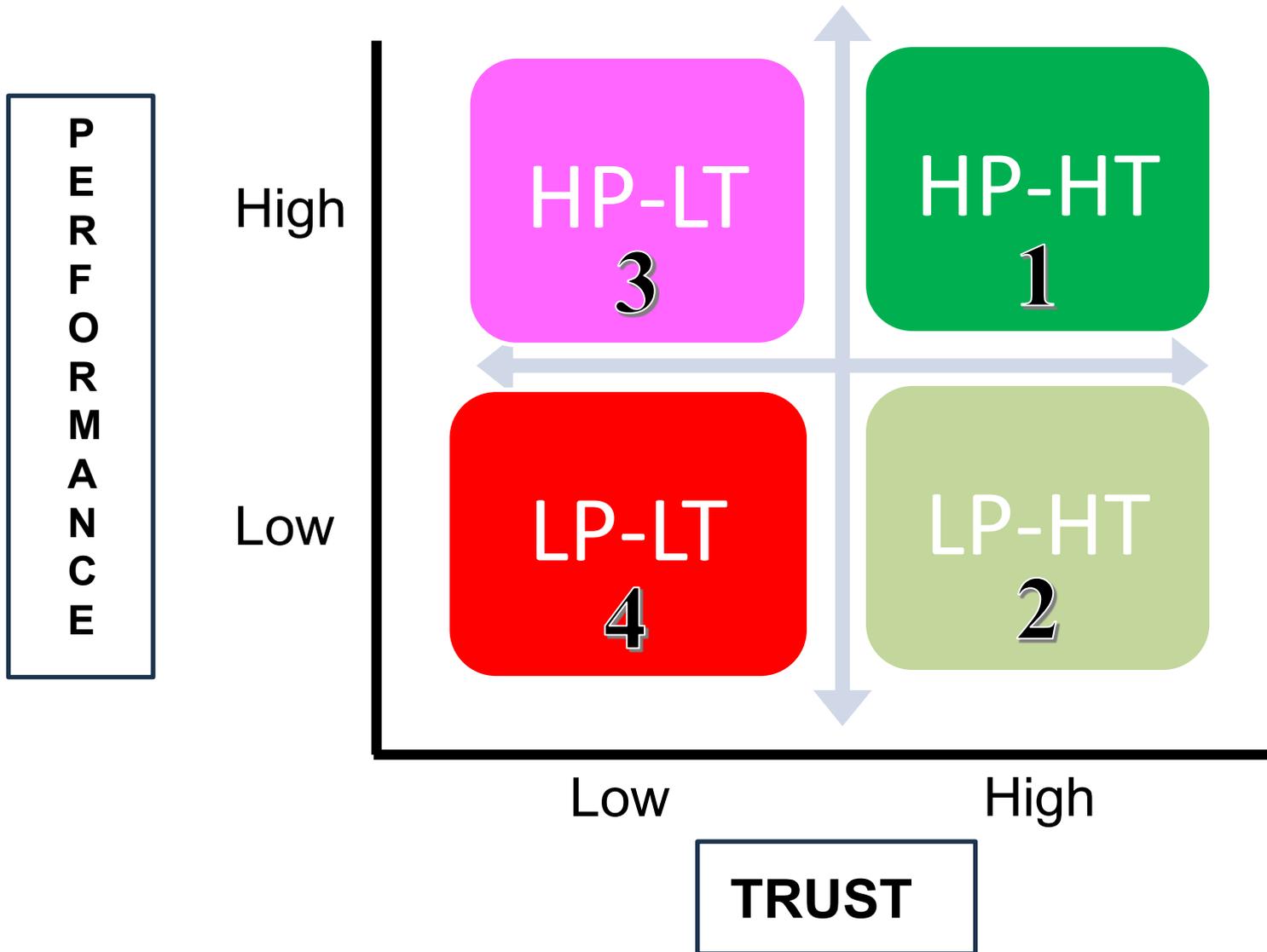


Trust Is The Key

**We have to have
trusting teams. We
have to create
environments inside
our organizations...**



Navy Seal Team Six Criteria



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)

A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

For comprehensive and discussion of Servant leadership with practical examples you can implement, see:

Chapter 5: **Servant Leadership** (pages 84 – 104)



<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>



Know Thy Team

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

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

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

**ONE
TEAM
ONE
DREAM**



Ecclesiastes 4:9-10

Bill's 2 Team Premises



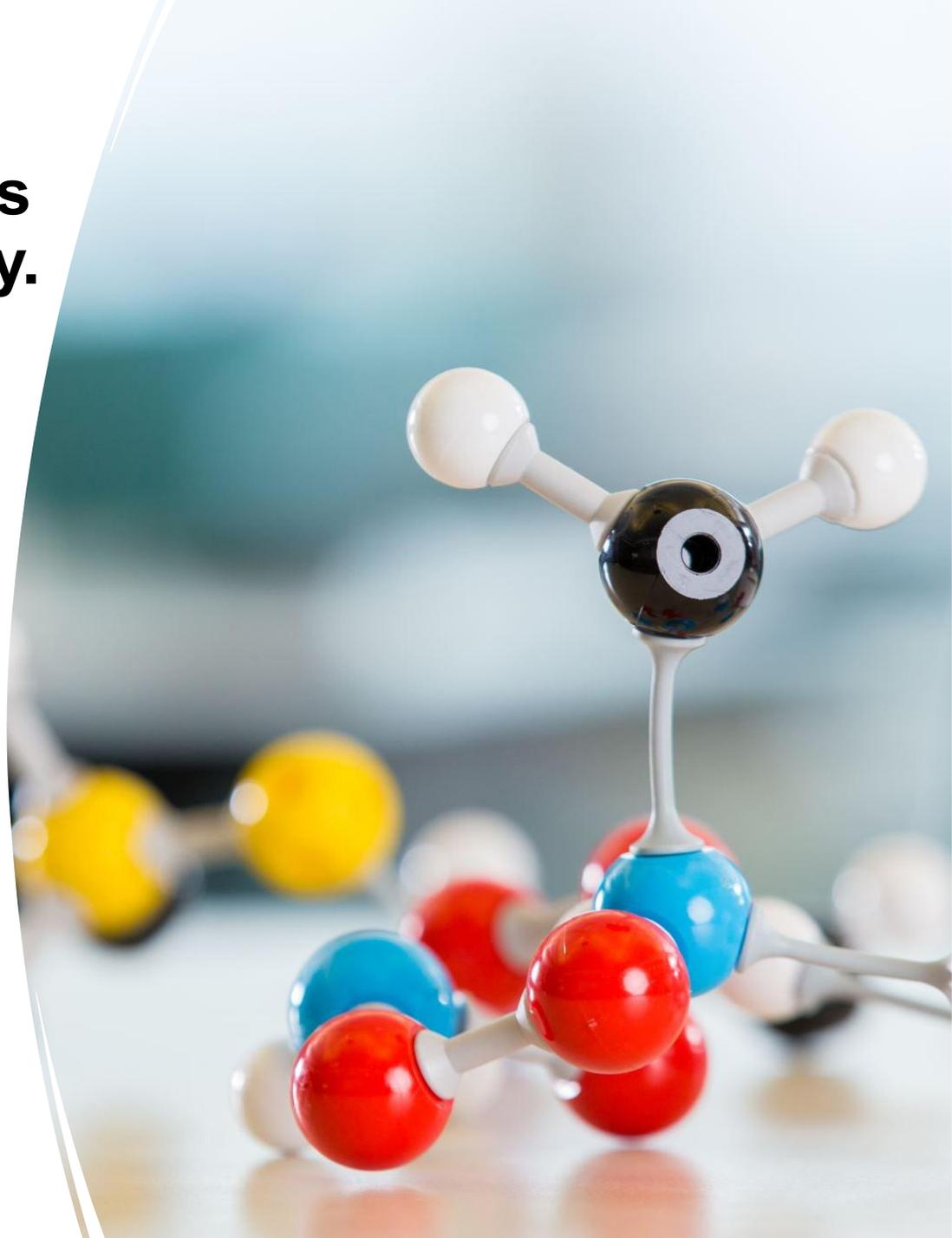
**None of us is as
smart as all of us are.**



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

**The GOA Parish
Council model was
invented in the 1950's
and is still used today.**

**Can you name
any effective
U.S. entity
using the
same
operational
model for 75+
years?**



What Are The 3-P Requirements To Serve On The Parish Council?



1. PULSE

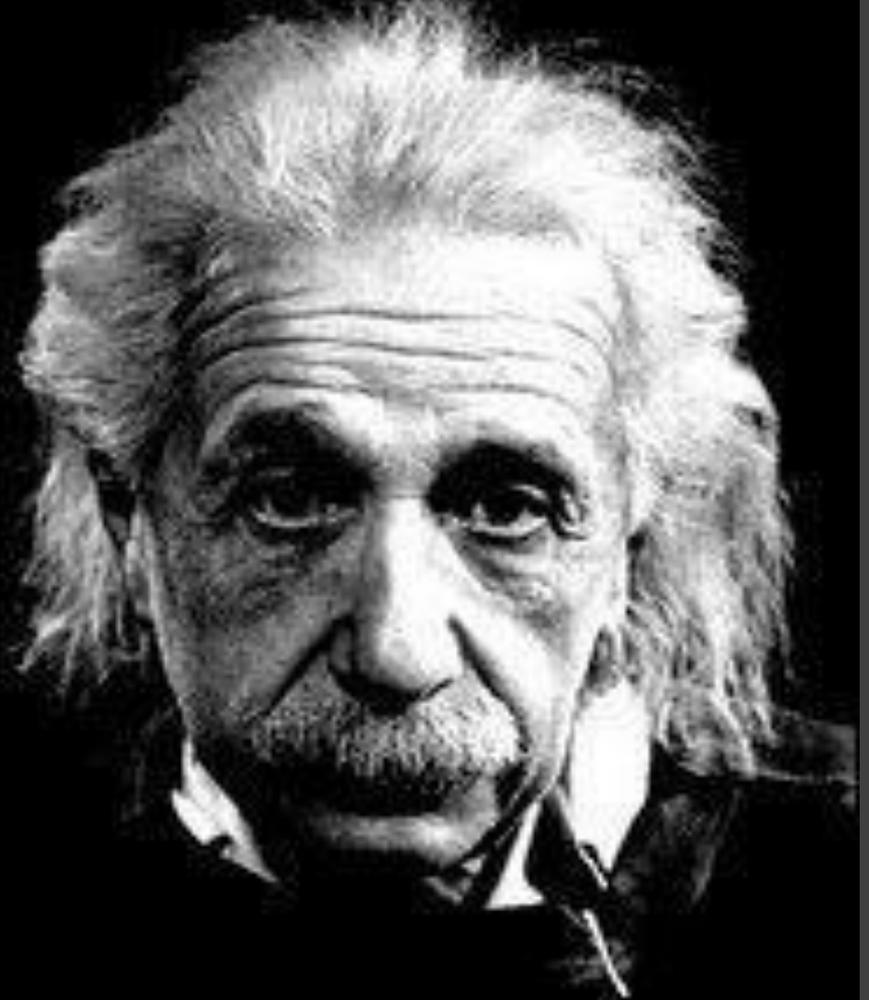


2. PAYMENT

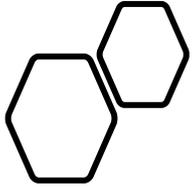


3. POPULAR

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



(The Journal of Transpersonal Psychology, 1969.)



**The
American
Orthosphere
Church
Operational
Model of the**



A 3D rendering of a council of ministers. The scene features a large, light gray oval table surrounded by 24 blue, stylized human figures seated in chairs. The figures are arranged in a circle, facing inward. The text "Council of Ministries" is centered on the table in a large, white, sans-serif font. The background is a plain, light gray surface.

Council of Ministries

Council of Ministries (C.O.M.)

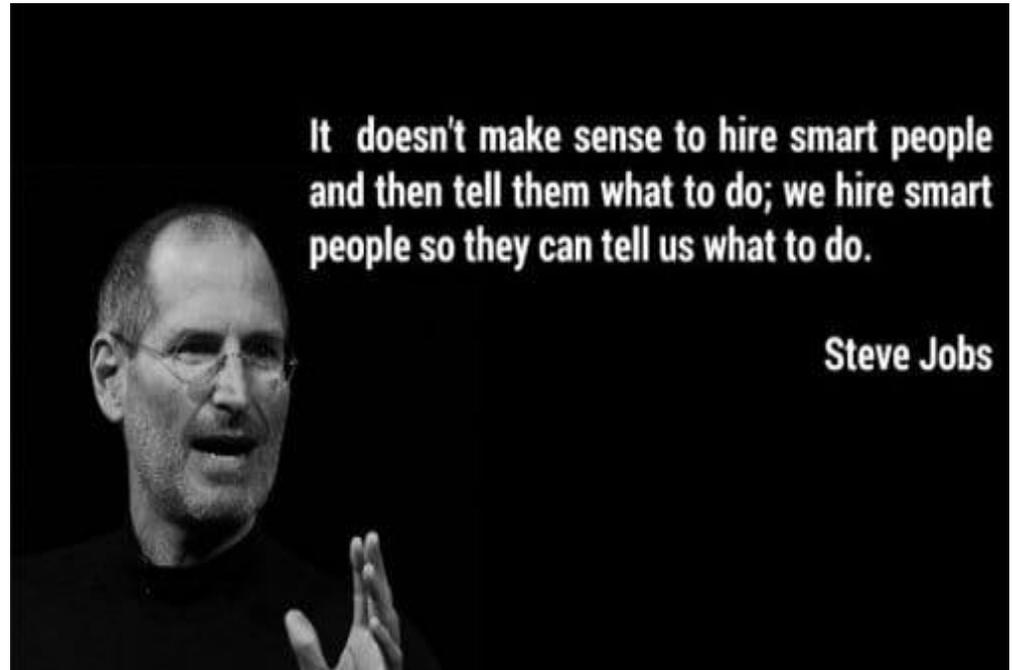
- 1. Every major Parish activity is run by a Ministry with co-chairs**
- 2. Each Ministry has its own WHY, Vision, annual plan, and budget consistent with the Parish's WHY and Vision**
- 3. Each Ministry has a Parish Council liaison**
- 4. The C.O.M. of all Ministry Leaders and Parish Council meets (at 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”

A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

For more information, see:

Chapter 11:
Council of Ministries
(pages 392 - 395)



<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>

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

ANDY STANLEY

SMARTLEADERSHIP

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

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



Romans 12:5



PATRICK LENCIONI

NEW YORK TIMES BEST-SELLING AUTHOR

The **FIVE**
DYSFUNCTIONS
of a **TEAM**

A LEADERSHIP FABLE



20TH ANNIVERSARY EDITION

NEW FOREWORD FROM THE AUTHOR

NATIONAL BEST-SELLER

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*

THE
ADVANTAGE



WHY ORGANIZATIONAL HEALTH
TRUMPS EVERYTHING ELSE
IN BUSINESS

The Five Dysfunctions of a Team by

Patrick Lencioni

High Performance Team

Dysfunctional Team

- Outstanding and recurring team results
- Highly motivated and engaged team

Inattention
to **Results**

- Poor performance and results
- High team turnover

- Poor performers are managed and held accountable
- Same standards apply to everyone

Avoidance of
Accountability

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment

- Buy in and alignment on common objectives
- Clear direction and priorities
- Highly engaged team members

Lack of
Commitment

- Ambiguous direction and priorities
- Revisit discussion again and again
- Absenteeism

- Confront problems and issues quickly
- Develop practical solutions
- Get input from team members, minimal politics

Fear of
Conflict

- Go around problems
- Do not confront tough issues or behaviours
- Lack of transparency drives confusion

- Safe environment to speak up
- Team members help each other
- Leverage strengths for the team

Lack of
Trust

- Hesitate to ask for help
- Conceal weakness
- Dread meetings and avoid team members

**“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 member of a Mafia family who serves as an adviser to the leader and resolves disputes within the family.

~ an adviser to an important or high-ranking person.



The Five Dysfunctions of a Team

Patrick Lencioni

3. Lack of COMMITMENT = not consensus: embrace disagreement and temporary indecision while extracting every possible idea, opinion and perspective to achieve clarity and buy-in = “**disagree and commit**” with cascading communications to everyone

4. Avoiding ACCOUNTABILITY = “the willingness of team members to remind one another when they are not living up to the performance standards of the group”

Answer these questions:

1. What is the single most important behavior characteristic or quality demonstrated by each person that contributes to the strength of our team
2. What is the single most important behavior characteristic or quality demonstrated by each person that can sometimes derail the team

Who Owns The Problem?

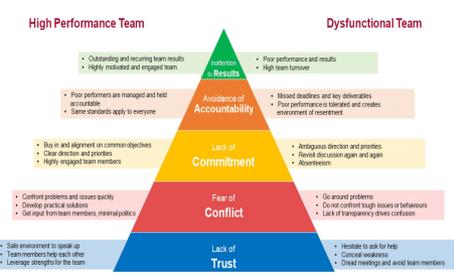
“Any time the majority of people behave a particular way the majority of the time, the people are not the problem. The problem is inherent in the system.

As a leader, you own responsibility for the system.

...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

5. Inattention to RESULTS = A Scoreboard that unambiguously identifies how the team is doing at achieving the final agreed-upon result and how much time is left. Ego is the #1 ultimate team killer.





Mastering
LEADERSHIP

*An Integrated Framework
for Breakthrough Performance and
Extraordinary Business Results*

Mastering Leadership¹

“LEADERSHIP IS A CONVERSATION.”

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





Mastering
LEADERSHIP

*An Integrated Framework
for Breakthrough Performance and
Extraordinary Business Results*

Mastering Leadership¹

“Leaders succeed or fail depending on whether or not they clarify role expectations and keep their promises”

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

- ~ our level of alignment on vision and direction,
- ~ our agreement on key strategies, and
- ~ how well we execute together”



Mastering
LEADERSHIP

*An Integrated Framework
for Breakthrough Performance and
Extraordinary Business Results*

Mastering Leadership¹

“Four universal promises of leadership:

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



Mastering
LEADERSHIP

*An Integrated Framework
for Breakthrough Performance and
Extraordinary Business Results*

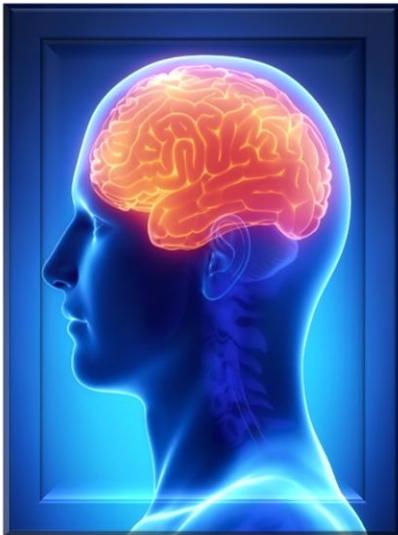
Mastering Leadership¹

“Leaders break this promise by:

1. not providing the resources,
2. allow the organization to be distracted,
3. too little and ineffective processes so everything is done for the first time,
4. being so process-bound that execution becomes secondary to the process”



**can't
we just
all get
along?**



~ We experience sensations, intuitions, feelings, and thoughts

~ 1 of these is mostly dominant

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

- seeing & describing our similarities and differences and each personalities strengths and weaknesses

- understanding challenging relationships

- Identifying ways to change our behavior

PERSONALITY TYPES KEY

E

Extroverts

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

S

Sensors

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

T

Thinkers

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

J

Judgers

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

I

Introverts

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

N

Intuitives

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

F

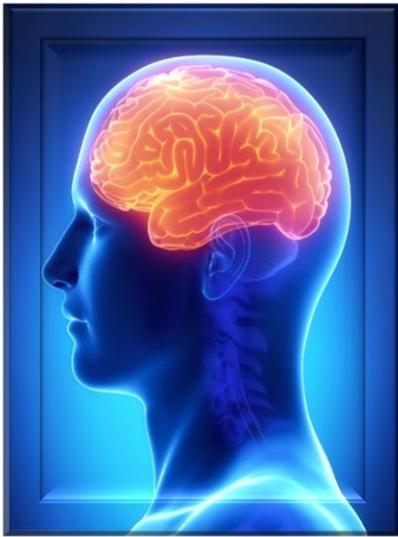
Feelers

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

P

Perceivers

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



~ There is NO right or wrong personality, and no MBTI personality profile is better or worse

~ Sometimes you're barely over the line in one characteristic

~ Different personality styles process communicate, receive and information differently

~ Knowing the differences allows teams to work communicate more effectively and work better

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Who Am I? Myers Briggs

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Who Am I? Myers Briggs

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

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

then you prefer
E
Extraversion

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

then you prefer
I
Introversion

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

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

then you prefer
S
Sensing

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

then you prefer
N
Intuition

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

then you prefer
T
Thinking

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

then you prefer
F
Feeling

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

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

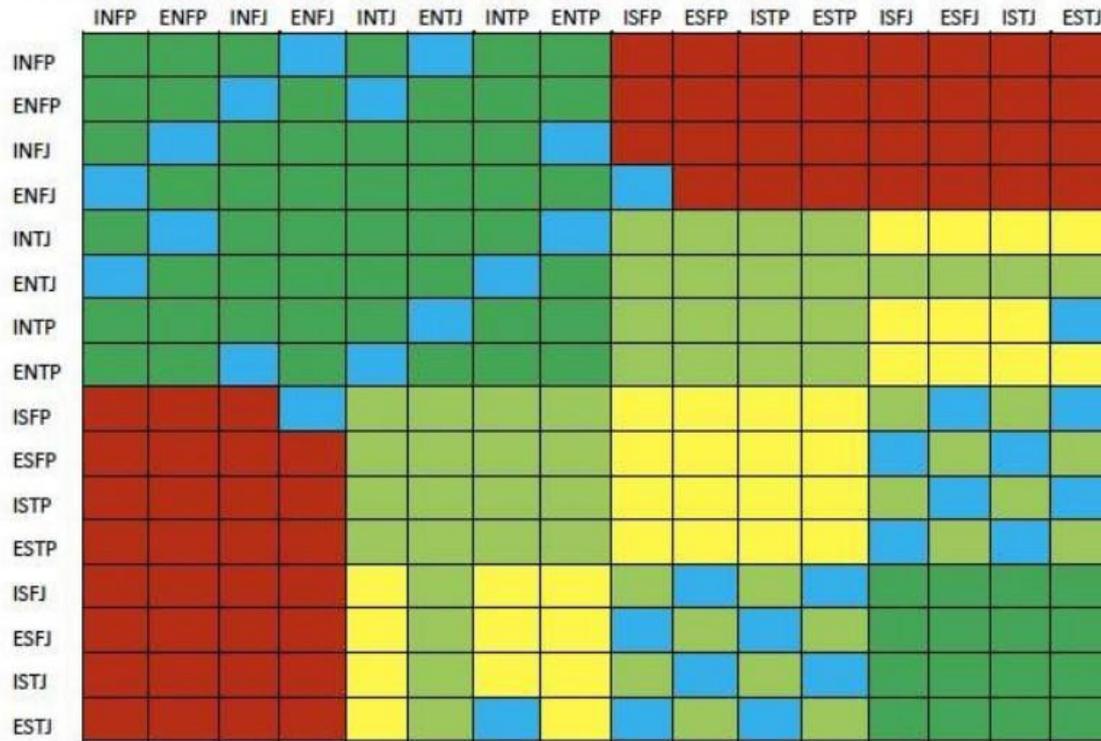
then you prefer
J
Judging

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

then you prefer
P
Perceiving

Useful & Fun Parish Council & Ministry Activity

Simplified Myers Briggs Type Compatibility Chart



Check
Compatibilities
Among Parish
Council and
Ministries
Teams and
Discuss
Consequences

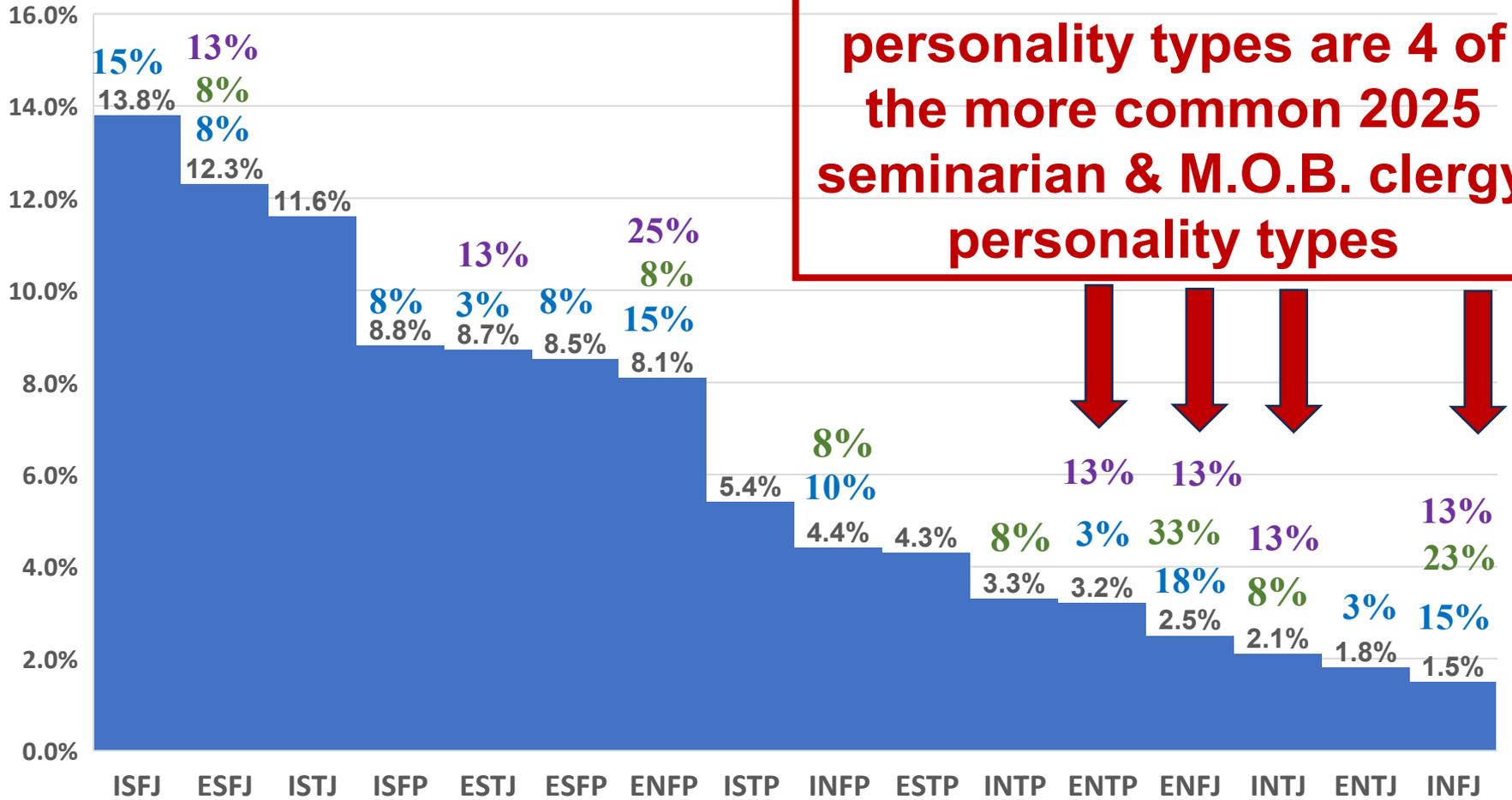
(and do it
with your
family)

Myers Briggs Frequency

2023 M.O.B. Clergy % Frequency

2024 Class Frequency

2025 Class Frequency

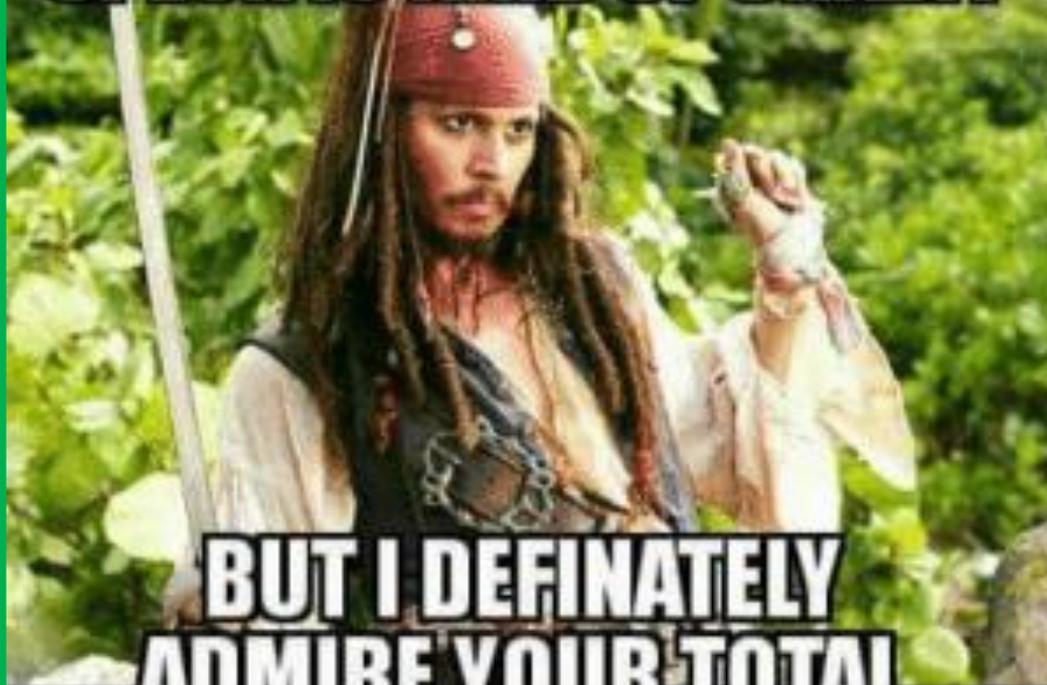


The estimated frequency table was compiled from a variety of MBTI® results from 1972 through 2002,

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>

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



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

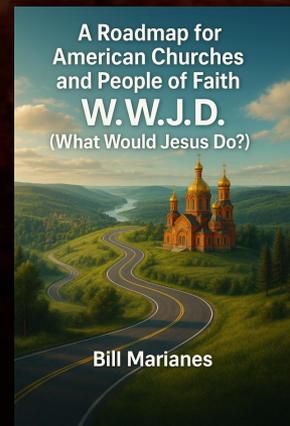
You are not alone...



You are not alone...

1. Fr. Luke and other Faculty
2. Your Hierarch, Chancellor, Vicar, other knowledgeable clergy (e.g., Presbyters Council)
3. Your Consigliere!
4. Continual life-long learning (books, videos, podcasts, seminars, conferences, etc.) to improve specific skills
5. You **MUST** do continuing education each quarter

6. Me stewardshipcalling@gmail.com
Bill@stewardshipcalling.com
www.stewardshipcalling.com

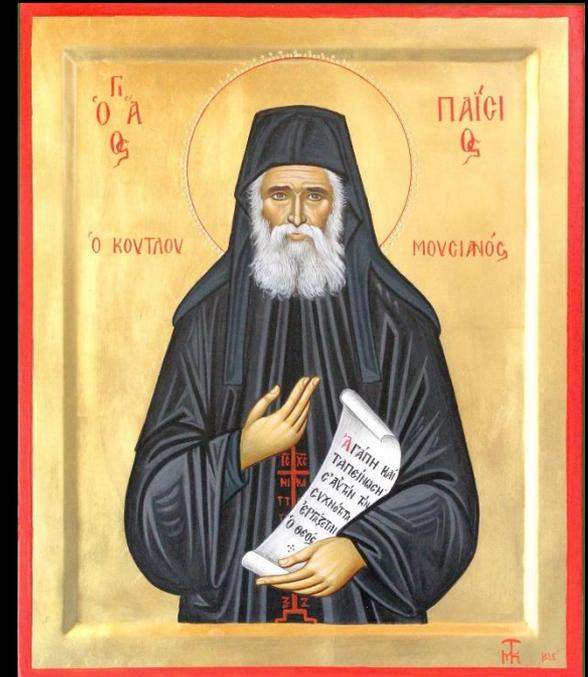
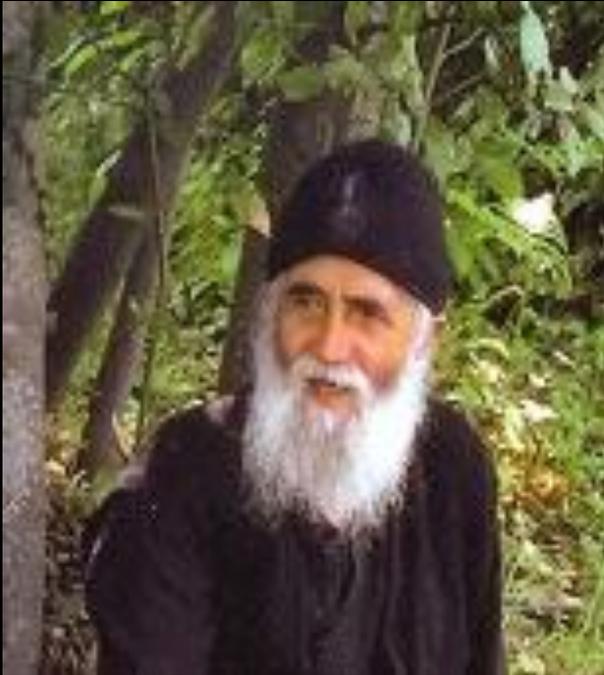




As iron sharpens iron, so one person sharpens another.

Proverbs 27:17

Tough Love

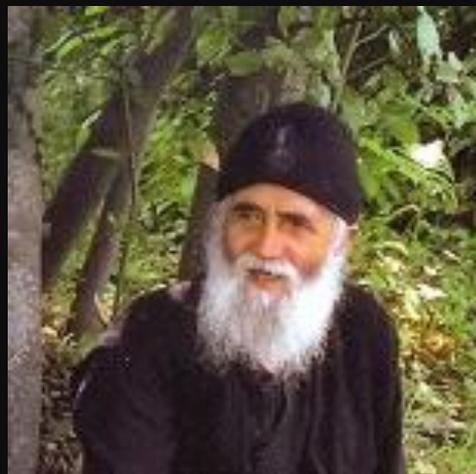


St. Paisios the Athonite

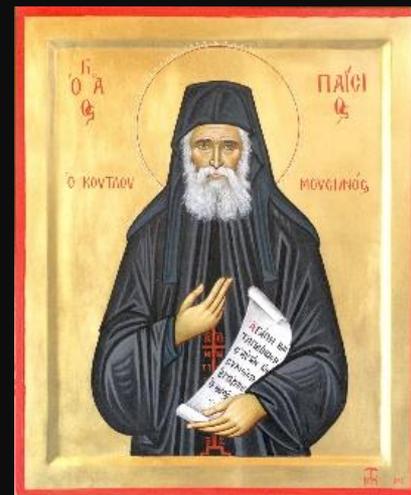
The spirit of luke-
warmness reigns.

We've been spoiled
for good.

How does God still
tolerate us?



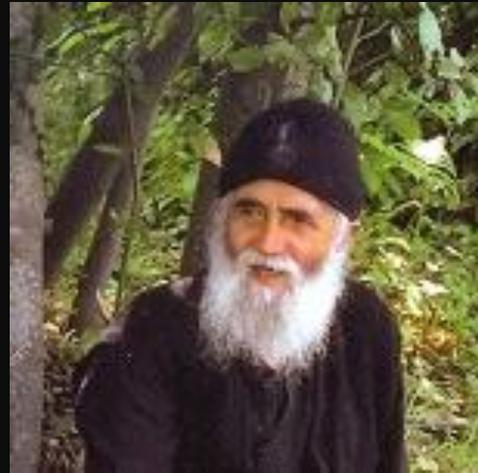
St. Paisios the Athonite



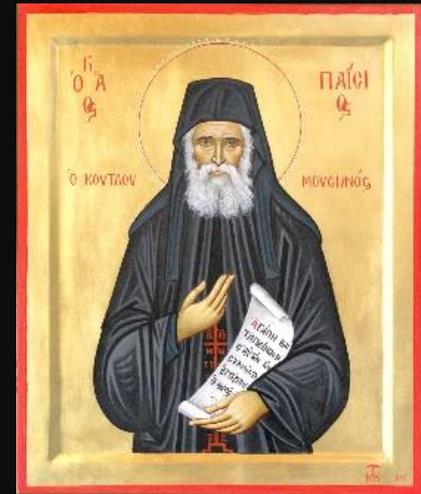
Today's generation
is the generation
of indifference.

There are no
Palikaria
(warriors) !

The majority are
fit for parades
and feasts only.

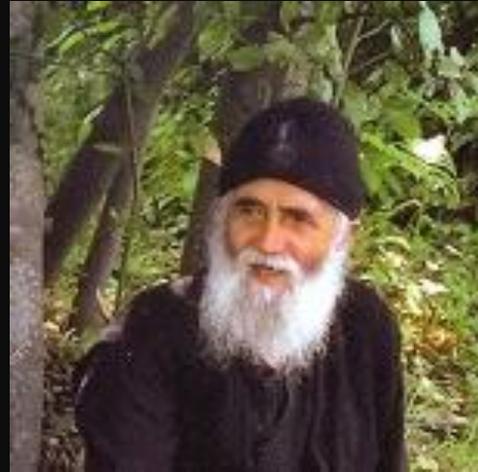


St. Paisios the Athonite

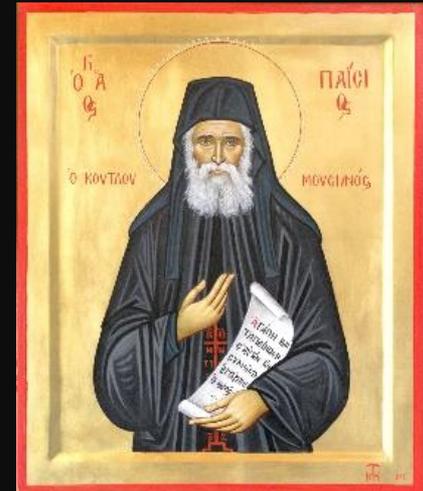


Even people who've
got something
inside have begun
to grow cool
saying,

Can I really do
anything to change
the situation ?

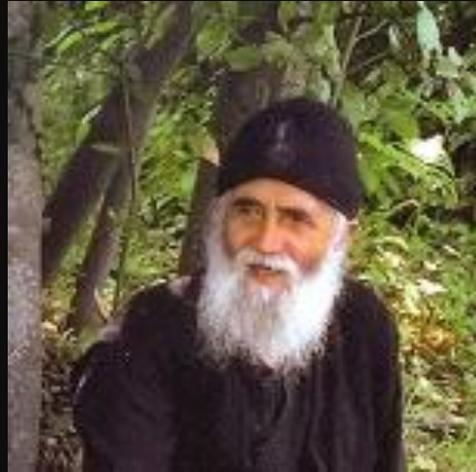


St. Paisios the Athonite

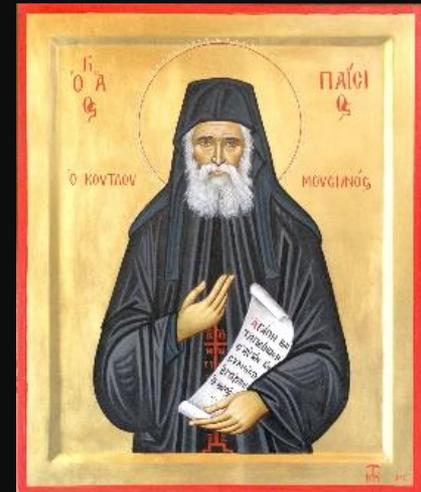


We have to
witness our Faith
with **boldness**,

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



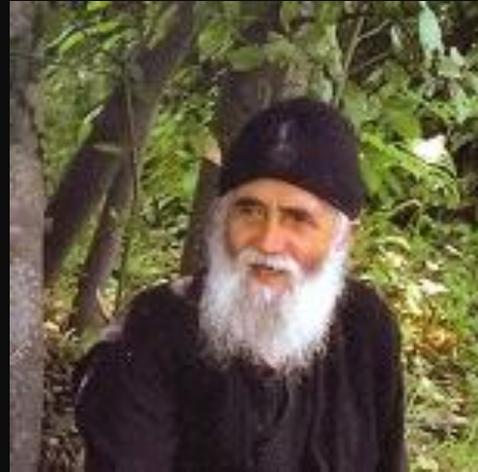
St. Paisios the Athonite



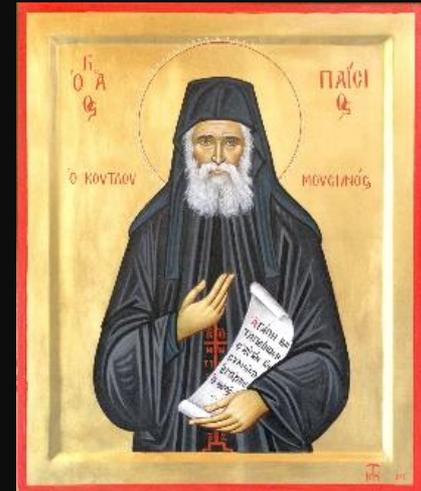
In these difficult days, **each must do** what is in their own power.

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

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



St. Paisios the Athonite



A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

Preface and

Chapters 1-2:

Setting the stage and relevant facts, figures and data



Chapters 3-5 & 8:
Leadership Best Practices



Chapter 7:

Strategic Planning



Chapters 9-11:
Stewardship & Engagement Best Practices



Chapters 12 & 14:

Spiritual Formation, Religious Education Best Practices, and Seminary Strategic Foresight



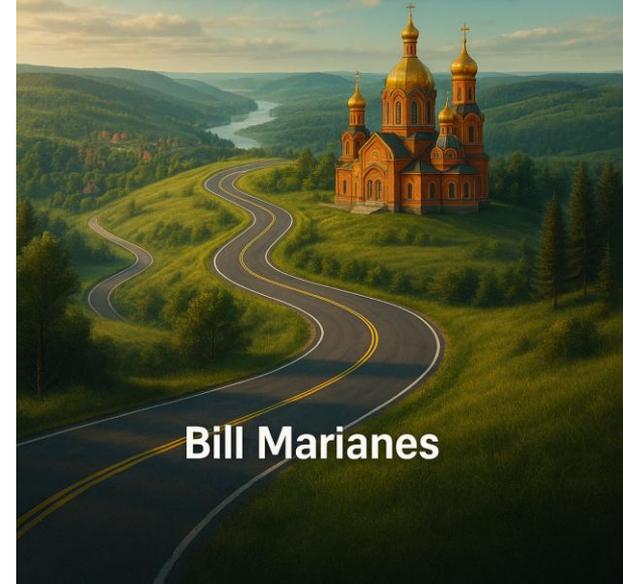
Chapters 15-18:
Oneness in Christ, Orthodox Unity in America, Orthodox / Roman Catholic Unity, Conclusion



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W.W.J.D.

(What Would Jesus Do?)



Bill Marianes

<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>





QUESTIONS
ANSWERED
HERE
EVEN THE
SILLY ONES

Any Questions?

*Leadership &
Administration
2025*

Part 2

*Servant Leadership,
Teams & Personality*

