



SAINT TIKHON'S
SEMINARY



Leadership & Administration 2026

Part 2

Servant Leadership & Exemplary Teams



STEWARDSHIP
CALLING

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StewardshipCalling.com

Keynotes & Leadership Tab

Stewardship Calling

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

WHY?

STEWARDSHIP

STRATEGIC PLANNING

INTERNET RADIO & PODCASTS

KEYNOTES & LEADERSHIP

RESOURCES

PERSONAL



SAINT TIKHON
SEMINAR

LEADERSHIP

ONENESS IN CHRIST –
AMERICAN CHRISTIAN
CHURCH

ST. TIKHON'S SEMINARY
LEADERSHIP SEMINAR

HOLY CROSS LEADERSHIP
CLASS

St.
Tikhon's
Leadership
Page

<https://stewardshipcalling.com/st-tikhons-seminary-leadership-seminar/>



QR Code for St. Tikhon's Leadership Class
Stewardship Calling Presentations Page



A sunset over a body of water with a small boat 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 boat is visible in the middle ground.

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

Peter Drucker

EVERY PROBLEM — IS ULTIMATELY A — LEADERSHIP PROBLEM



“... if you think you have a problem other than leadership, think again.”



4 “**HELP**” Ways Parishioners Evaluate



Homilies



Engagement



Leadership



Personality/Presence

The Leadership Management / Dichotomy



Leaders

Own the parish's Why, Vision & Future and hold managers accountable.



Managers

Manage the Team to achieve the goals necessary to achieve the parish's Vision.



Team Members

Perform the tasks necessary to achieve the parish's goals.

A group of business professionals are silhouetted against a bright window, sitting around a table. The word "Leadership" is written in large white letters across the center of the image. The scene is set during sunset or sunrise, with the light coming from behind the people, creating a strong backlight effect. The silhouettes are reflected on the surface of the table.

Leadership

(n) the act of guiding and directing people or organization



“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.”

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



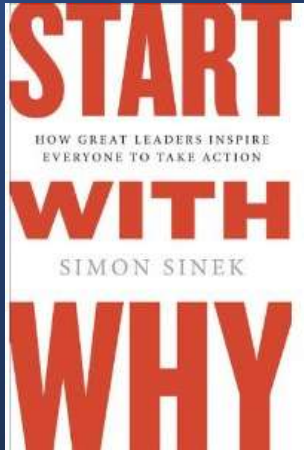
3. Challenge the Process – ask questions, experiment, and test the unknown



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



https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

Simon Sinek

~ **“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.”**



Leadership...

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



You Don't Need A Title To Lead



“There are ‘leaders’ and there are those who lead.”

**“The domain of
the Leader is the**



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

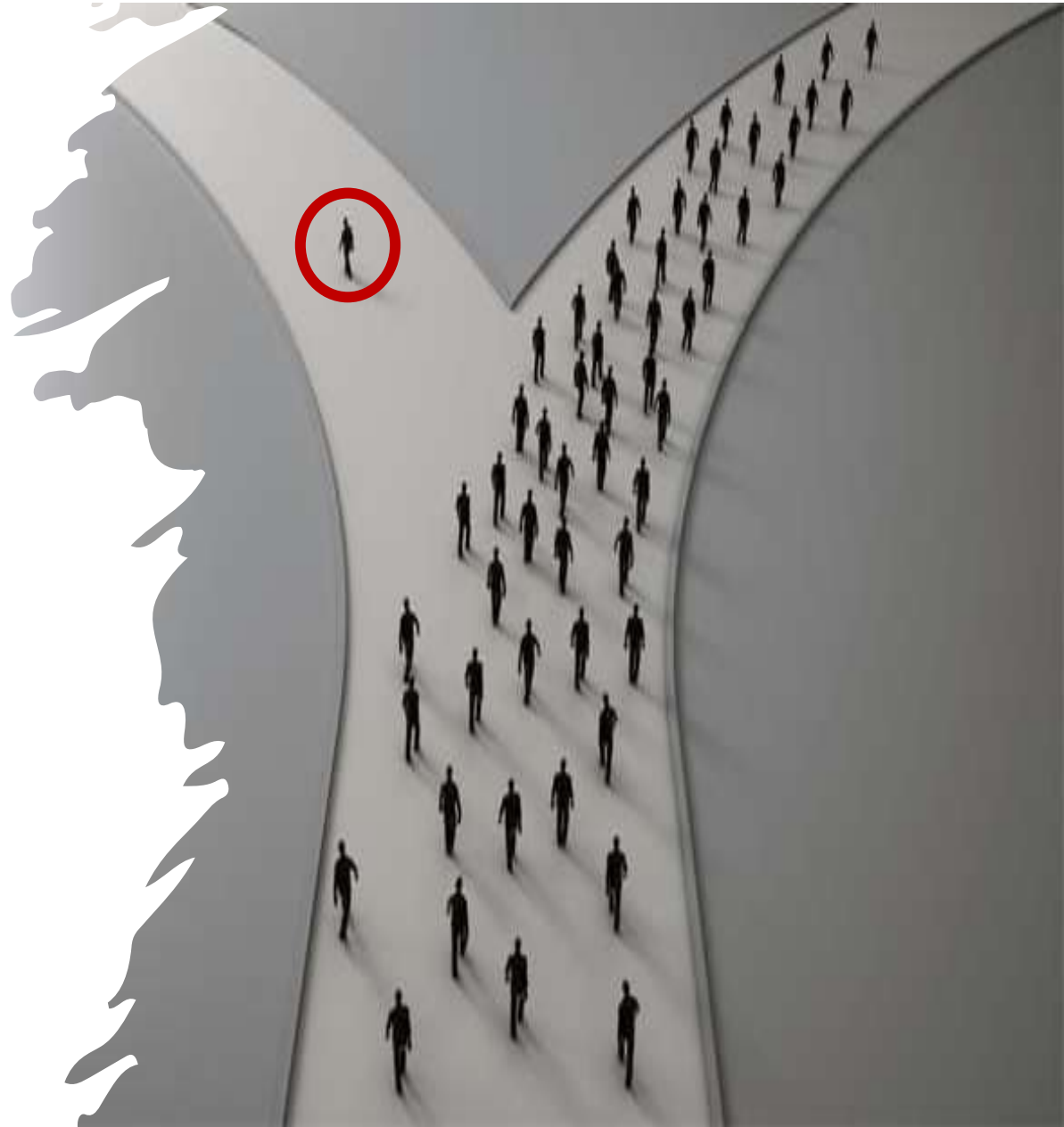


(Kouzes and Posner, 2017)

“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.”



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%)

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

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%

Top Qualities People Want In Their Leaders

CREDIBILITY

(Honest + Inspiring + Competent)

&

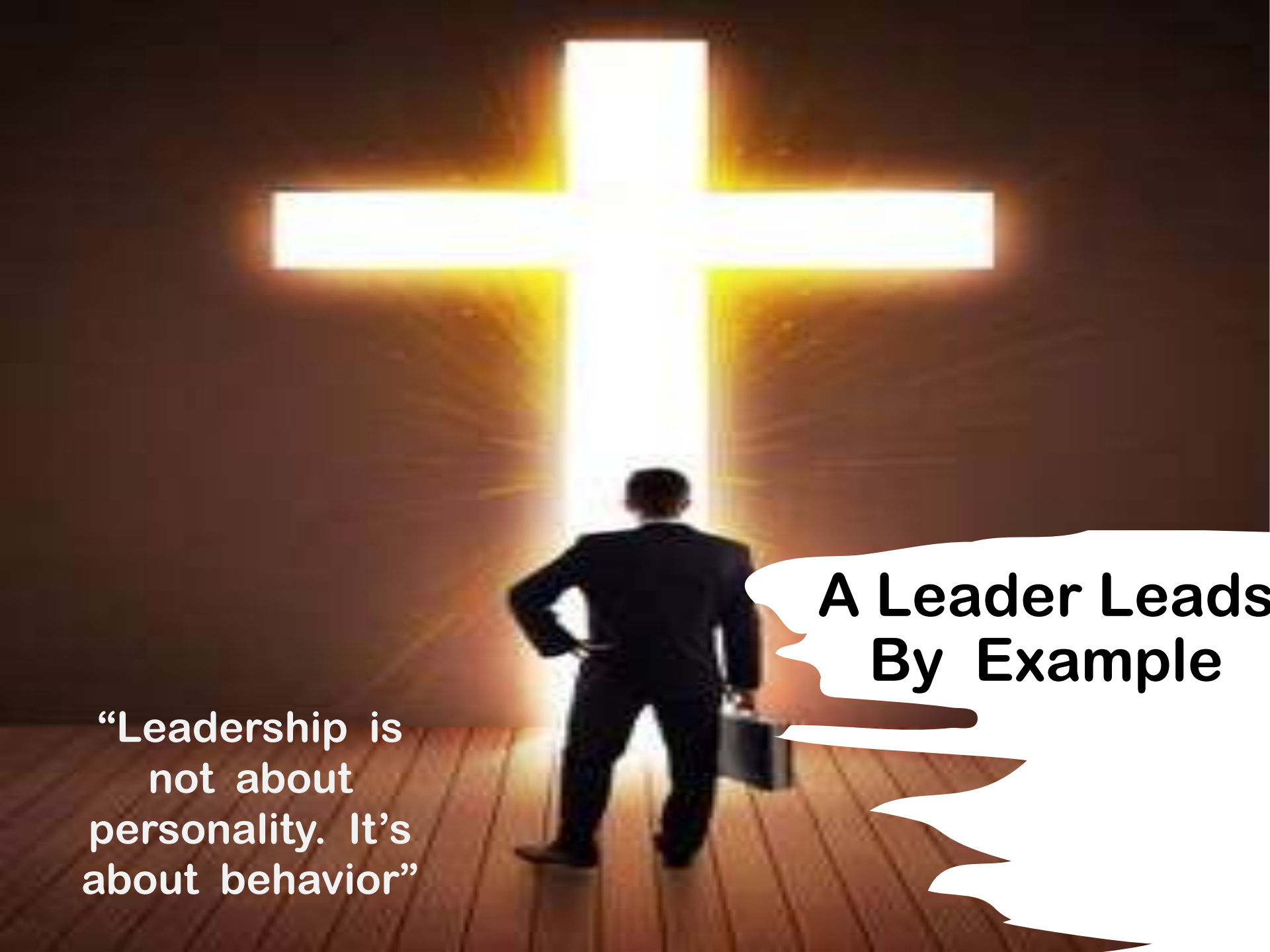
FORWARD - LOOKING

1. Honest

2. Forward-looking

3. Inspiring

4. Competent



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

**A Leader Leads
By Example**

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

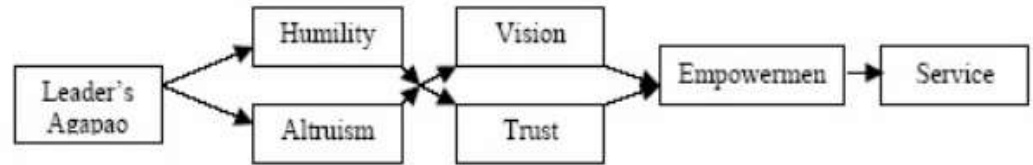


Figure 1, The model of constructs. This model details how the servant leadership constructs work together beginning with agapao love and ending with service.

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



VISION

TEAM

COURAGE

HUMILITY

TRUST

LOVE

Orthodox Building Blocks of Servant Leadership



Where there is
no vision, the
people perish.

Proverbs 29:18

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



Church Roadmap Podcast

1st Wednesday on Leadership



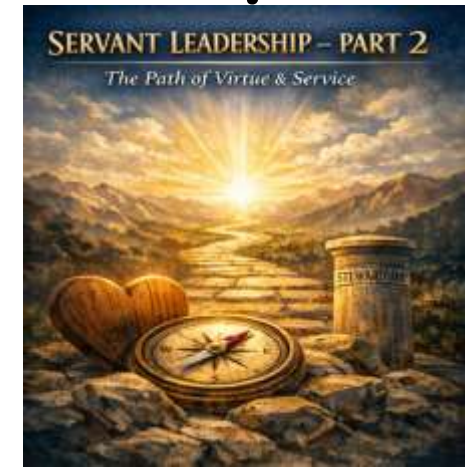
Introduction to Church Leadership (1-7-26)

<https://www.youtube.com/live/0an6l3f0DU4>



**The King Who Kneels:
Why Servant Leadership
Is Not Optional (2-4-26)**

<https://www.youtube.com/live/f6Gg9YK2mAU>



**7 Servant Leadership
Virtues and 6 Building
Blocks To Transform
Your Parish and
Leaders**

<https://youtube.com/live/oJWjWjCa0ZO>

Watch or Listen:

- YouTube: <https://www.youtube.com/@stewardshipcallingministry/live>
- Facebook: <https://www.facebook.com/stewardshipcalling/videos>
- Recorded versions available at: www.churchroadmap.com

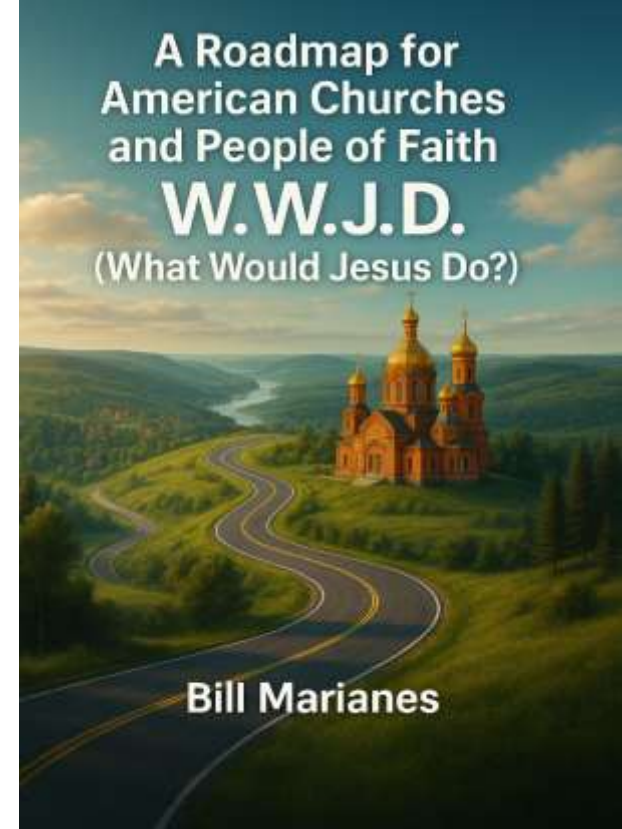
A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)



Chapters 3-5 & 8: Leadership Best Practices



Chapter 7: Strategic Planning



<https://churchroadmap.com/>



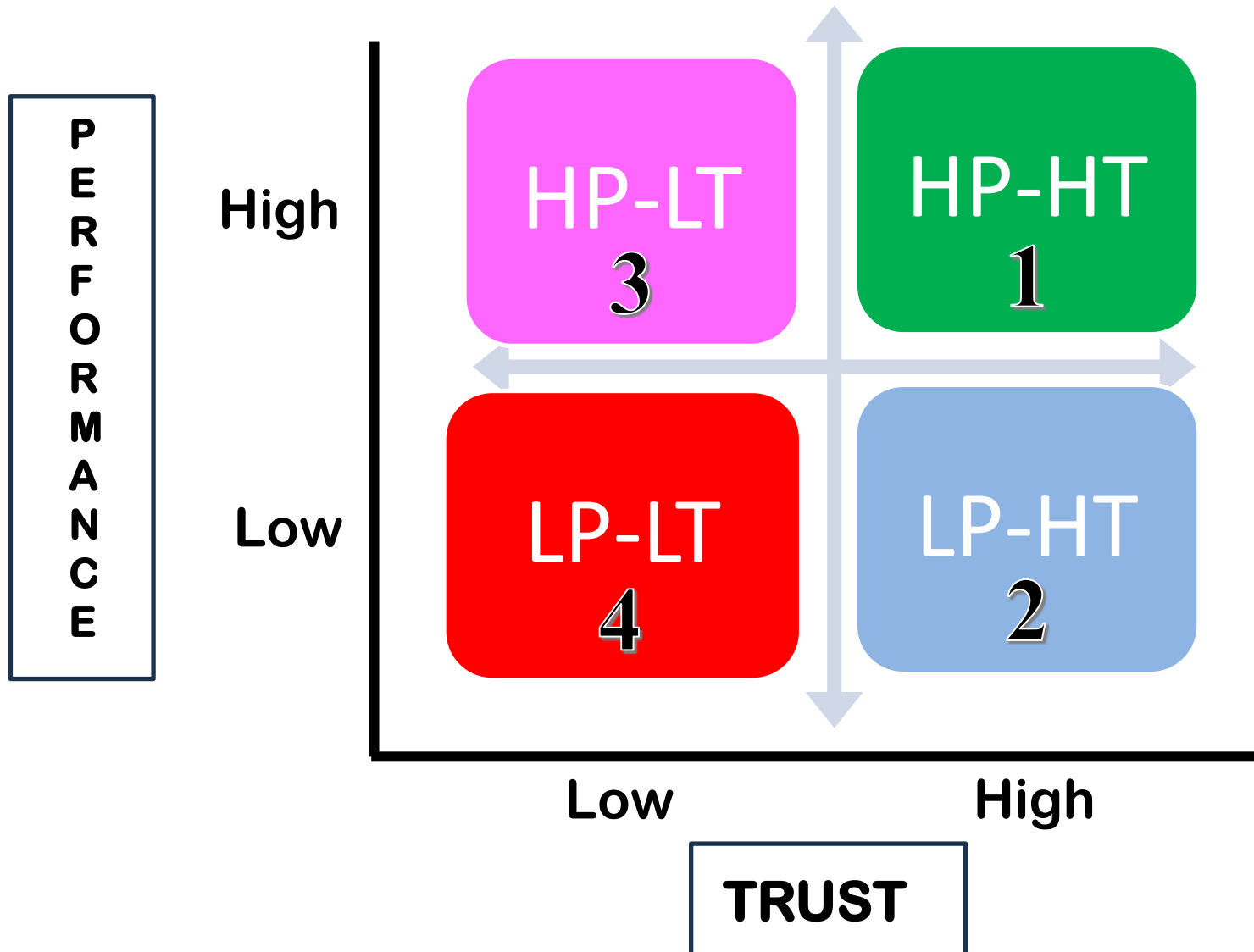


Trust Is The Key

**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)

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

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



Romans 12:5



USA

Rio 2016 Bradesco

BROWN

Rio 2016

Bradesco

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

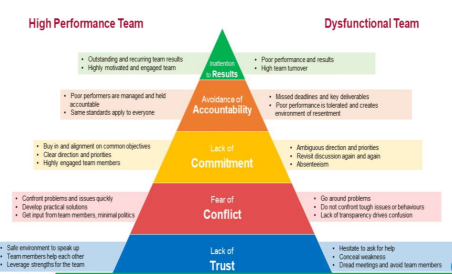
The Five Dysfunctions of a Team by

Patrick Lencioni

High Performance Team

Dysfunctional Team

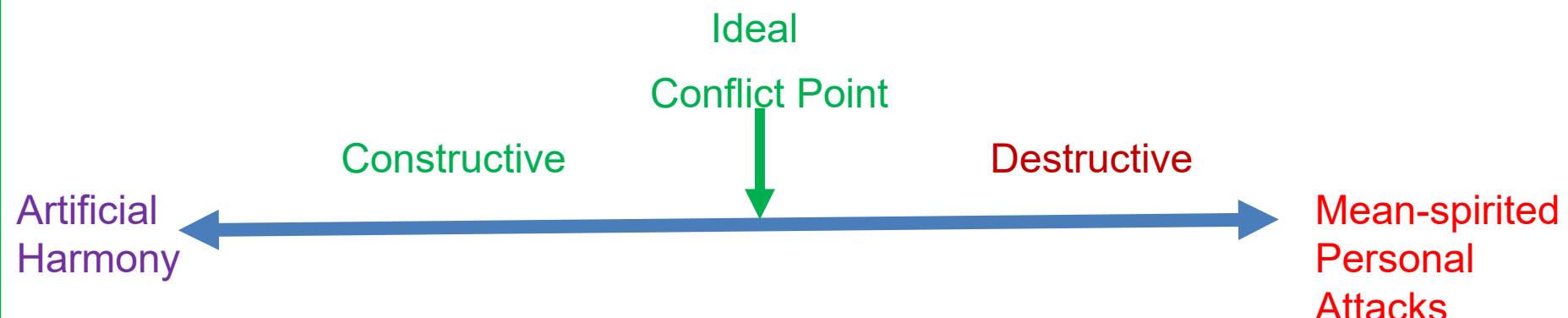




The Five Dysfunctions of a Team

Patrick Lencioni

1. Lack of TRUST = vulnerability, being open and able to productively discuss failures, errors, weaknesses, and even fears. “People unafraid to admit the truth about themselves will avoid political behaviors that wastes time and energy.”
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 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: What is the single most important behavior characteristic or quality demonstrated by everyone that:

1. contributes to the strength of our team
2. can sometimes derail the team



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 Leadership¹

ROBERT J. ANDERSON
WILLIAM A. ADAMS



Mastering
LEADERSHIP

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

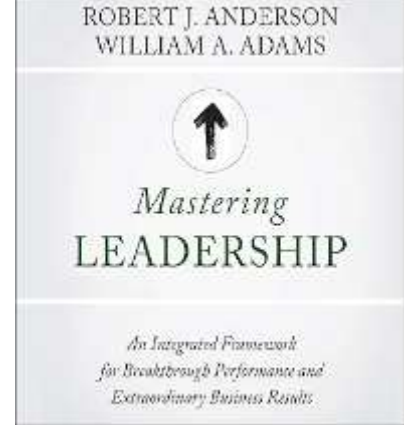
“LEADERSHIP IS A CONVERSATION.”

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



Mastering Leadership (2016) Robert Anderson & William Adams

Mastering Leadership¹

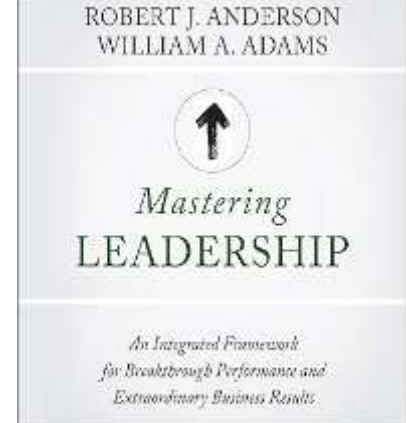


“Leaders succeed or fail depending on whether or not they clarify role expectations and keep their promises”

“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 Leadership¹



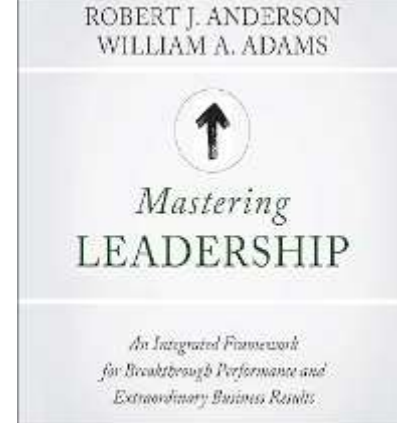
“Four universal promises of leadership:

- 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 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”



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/>

“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 Orthosphere
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



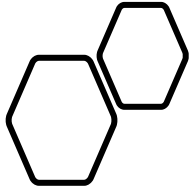
2. PAYMENT



3. POPULAR

A red arrow-shaped sign is mounted on a red cylindrical post. The sign is a solid red color and has a white border. The text "TIME FOR CHANGE" is written in a bold, white, sans-serif font, centered on the sign. The background is a dark blue-grey color.

**TIME FOR
CHANGE**



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





Council of Ministries

Council of Ministries (C.O.M.)

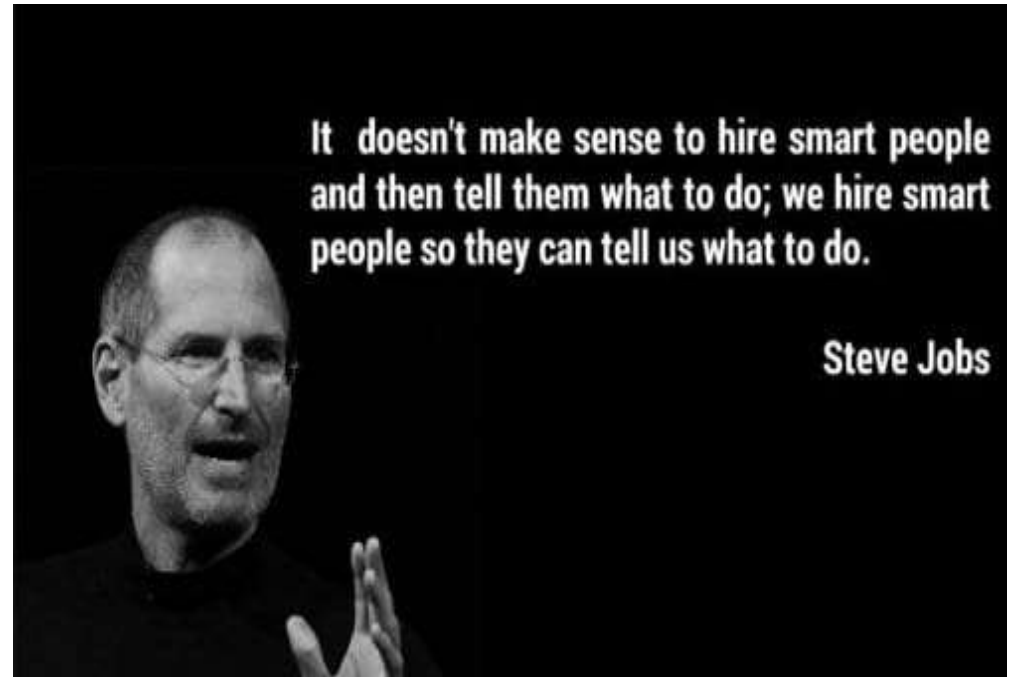
1. Every major Parish activity is run by a Ministry with co-chairs
2. Each Ministry has its own WHY, Vision, annual plan, and budget consistent with the Parish's WHY and Vision
3. Each Ministry has a Parish Council liaison
4. The C.O.M. of all Ministry Leaders and Parish Council meets (at least) quarterly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



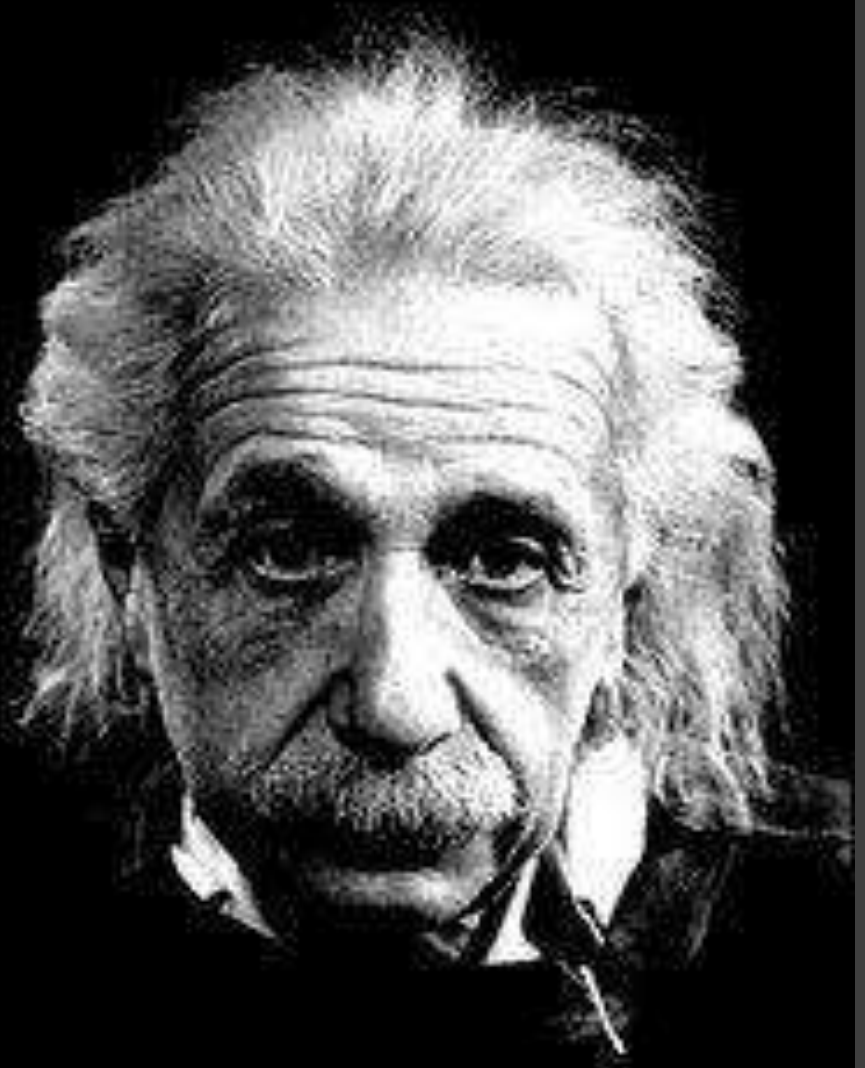
<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>

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

ANDY STANLEY

SMARTLEADERSHIP

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



(The Journal of Transpersonal Psychology, 1969.)

Each of us is unique:

“Now you are the body of Christ, and each one of you is a part of it. And God has placed in the church first of all apostles, second prophets, third teachers, then miracles, then gifts of healing, of helping, of guidance, and of different kinds of tongues.”

1 Corinthians 12:27-28





~ 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

<p>E</p> <p>Extroverts</p> <p>Extroverts are energized by people and a variety of tasks, a quick pace, and an open environment.</p>	<p>S</p> <p>Sensors</p> <p>Sensors are realistic people who like to focus on the facts and details. They enjoy common sense and past experience to find practical solutions to problems.</p>	<p>T</p> <p>Thinkers</p> <p>Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.</p>	<p>J</p> <p>Judgers</p> <p>Judgers tend to be organized and practical. like to make and stick to plans, and are comfortable following rules.</p>
<p>I</p> <p>Introverts</p> <p>Introverts prefer the working alone or in small groups, work a more methodical pace, and like to focus on one task at a time.</p>	<p>N</p> <p>Intuitives</p> <p>Intuitives prefer to focus on possibilities and the big picture, rarely see patterns, value innovation, and seek creative solutions to problems.</p>	<p>F</p> <p>Feelers</p> <p>Feelers tend to be practical and cooperative, and make based on their own internal values and how others will be affected by their actions.</p>	<p>P</p> <p>Perceivers</p> <p>Perceivers prefer to keep their options open; they like to act spontaneously and like to be flexible with making plans.</p>



~ 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

PERSONALITY TYPES KEY

E

Extroverts

Extroverts are energized by people and a variety of tasks, a quick pace, and an open environment.

S

Sensors

Sensors are realistic people who like to focus on the facts and details. They enjoy 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 practical. Like to make and stick to plans, and are comfortable following rules.

I

Introverts

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

N

Intuitives

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

F

Feelers

Feelers tend to be practical and cooperative, and always stand up for their personal values and how others will be affected by their actions.

P

Perceivers

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



Who Am I? Myers Briggs

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.

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

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

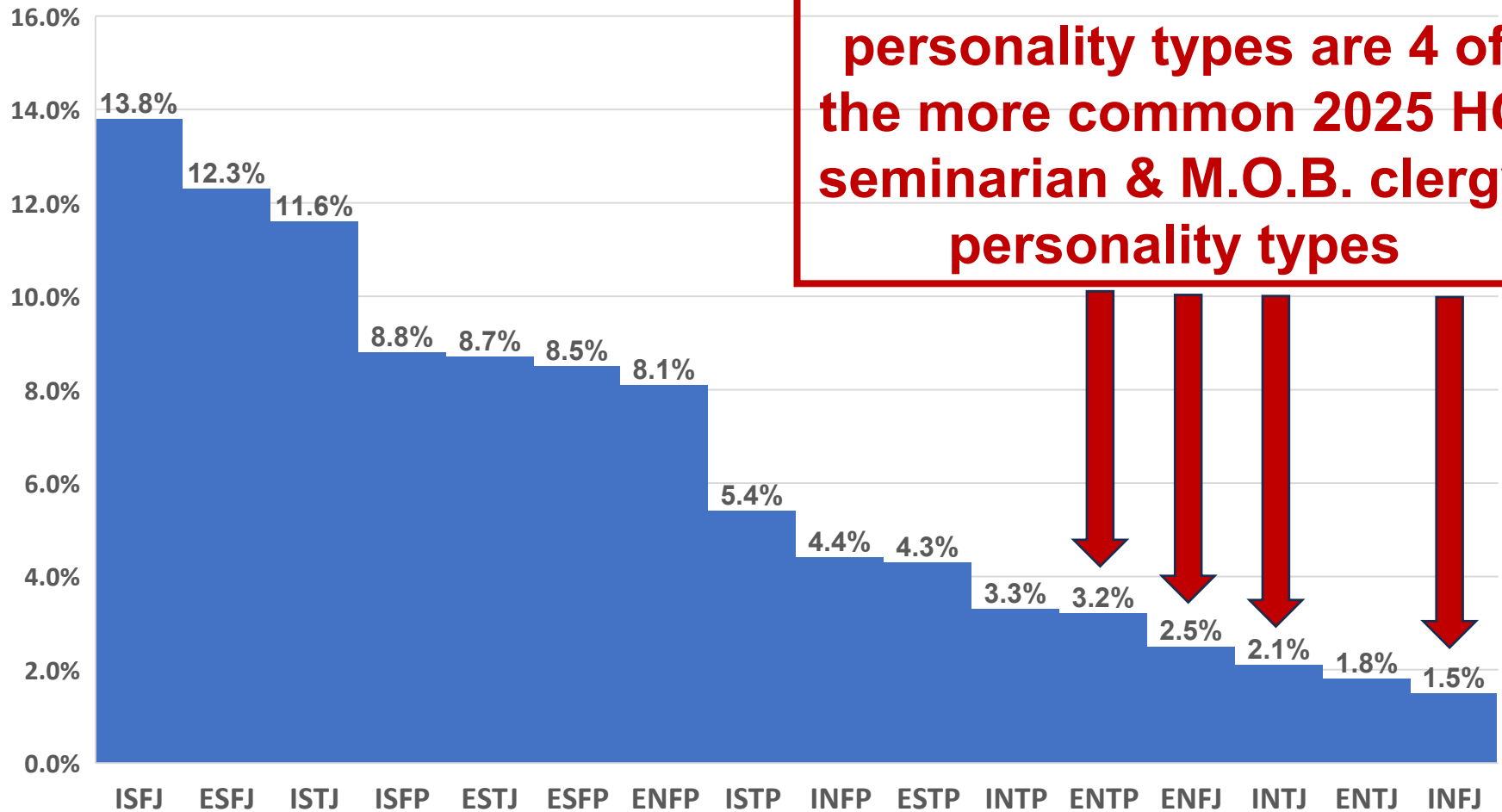
Chart Legend

Red	Uh-Oh, Think This One Through
Yellow	It Could Work, But Not Ideal
Light Green	One Sided Match
Green	It's Got a Good Chance
Blue	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



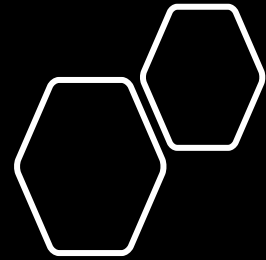
4 of the least common personality types are 4 of the more common 2025 HC seminarian & M.O.B. clergy personality types

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**



One More Critical Thing To Know





Y YOU MUST **Y**
KNOW YOUR WHY
AND CORE VALUES

ANCHORING FAITH, PURPOSE, AND INTEGRITY

Core Values Are Biblical



GOD'S Core Values

I
THOU SHALT HAVE
NO OTHER GODS
BEFORE ME

II
THOU SHALT NOT
MAKE UNTO THEE
ANY GRAVEN IMAGE

III
THOU SHALT NOT
TAKE THE NAME OF
THE LORD THY GOD
IN VAIN

IV
REMEMBER THE
SABBATH DAY TO
KEEP IT HOLY

V
HONOR THY FATHER
AND THY MOTHER

VI
THOU SHALT
NOT KILL

VII
THOU SHALT NOT
COMMIT ADULTERY

VIII
THOU SHALT
NOT STEAL

IX
THOU SHALT NOT
BEAR FALSE
WITNESS AGAINST
THY NEIGHBOR

X
THOU SHALT
NOT COVET

CHRIST'S Core Values

THE BEATITUDES

Blessed are the poor in spirit,
for theirs is the kingdom of heaven.

Blessed are those who mourn,
for they shall be comforted.

Blessed are the meek,
for they shall inherit the earth.

Blessed are those who hunger and thirst
for righteousness, for they shall be satisfied.

Blessed are the merciful
for they shall obtain mercy.

Blessed are the pure of heart,
for they shall see God.

Blessed are the peacemakers,
for they shall be called children of God.

Blessed are those who are persecuted
for righteousness sake,
for theirs is the kingdom of heaven.

Matthew 5:3-10



1. Fundamental beliefs

2. Drive the a person's and organization's culture and priorities

3. Provide a framework for decisions

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

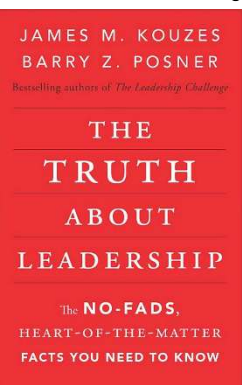


4. Enable Others To Act
– great dreams are
achieved through
collaborative and trusting
relationships



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

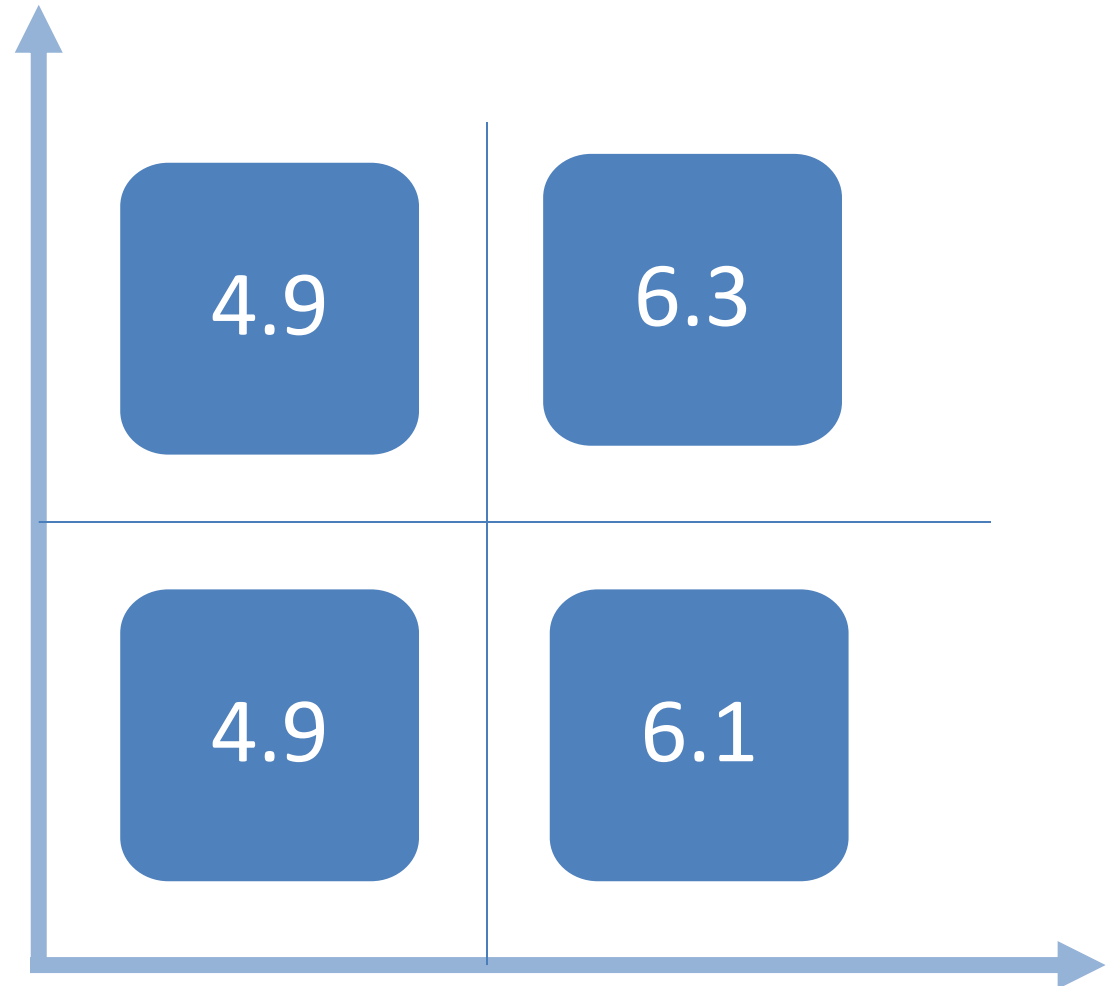
Impact on Commitment of Values Clarity



**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 absolutely most critical**
- **Make sure you, and those you lead, know their core values and can align them with the organization's core values**

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

Bill's Core Values

GI³

Grit
Integrity
Inquisitive
Inspirational



Do you know your

**CORE
VALUES**

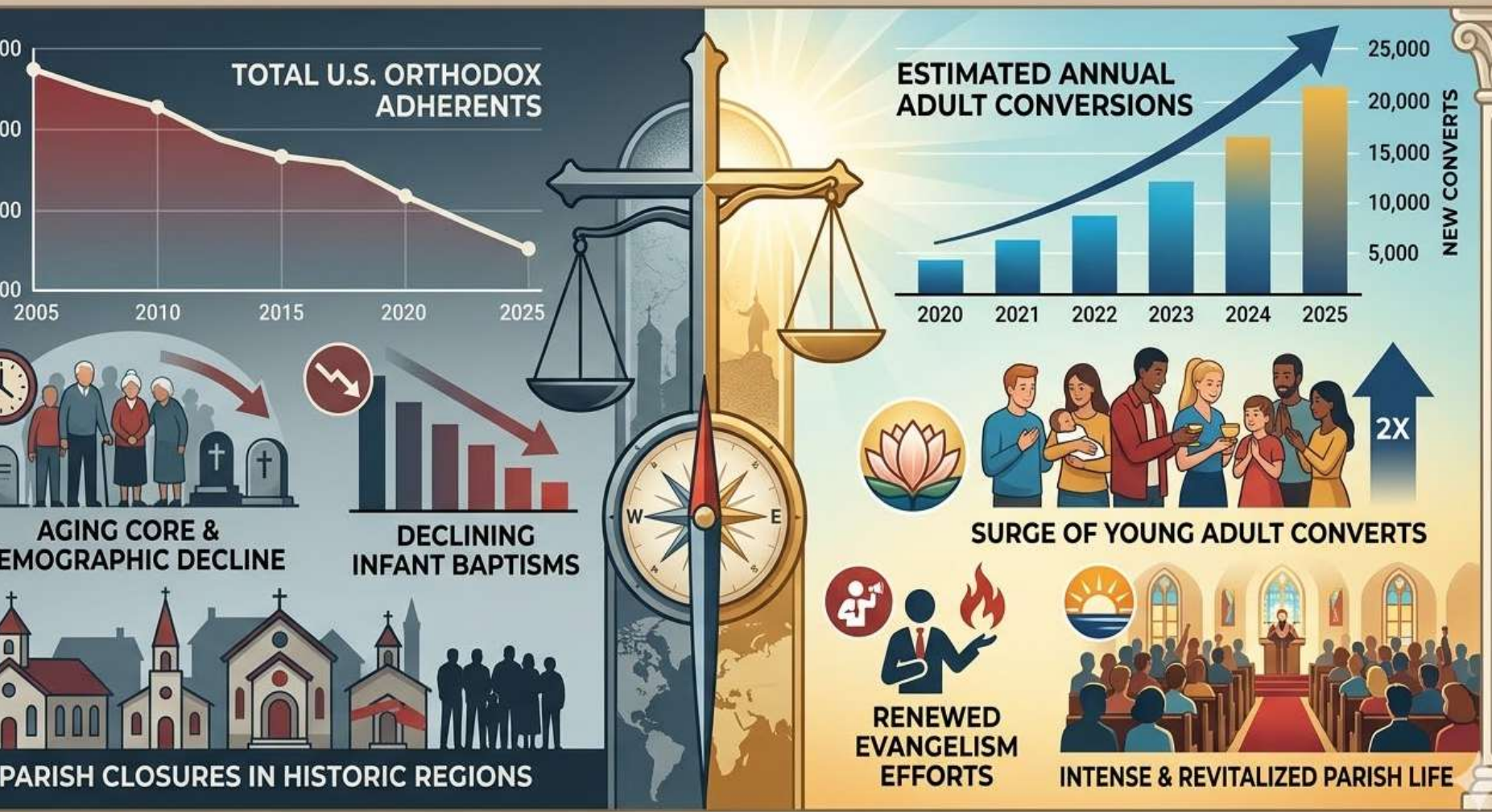
?



**ADDITIONAL
TOPICS YOU
ASKED ABOUT**

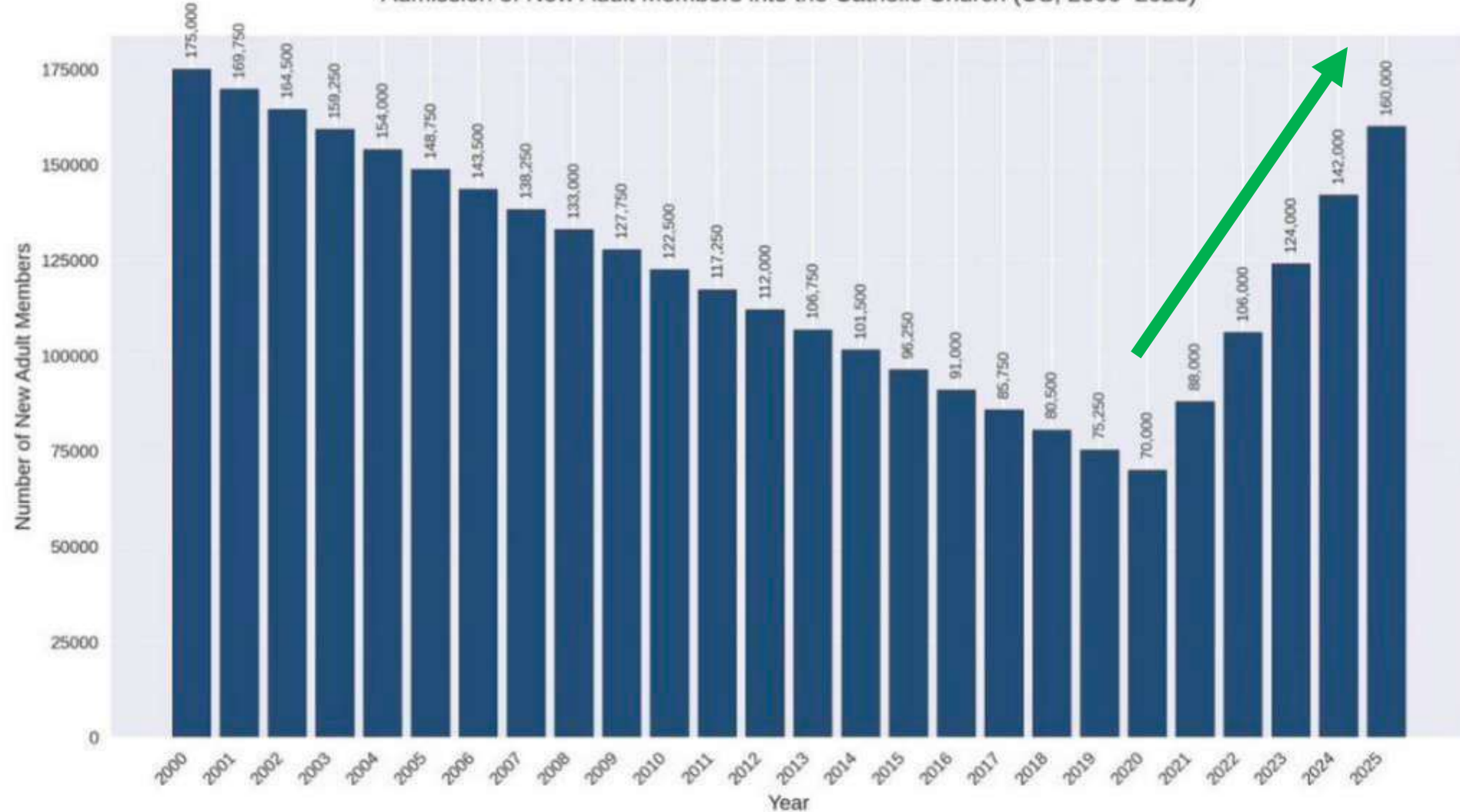
“Statistics don’t lie, but liars use statistics.” (so be careful out there!)

WAS THE BEST OF TIMES, IT WAS THE WORST OF TIMES



Lots of New Catholic Converts (glory to God!)

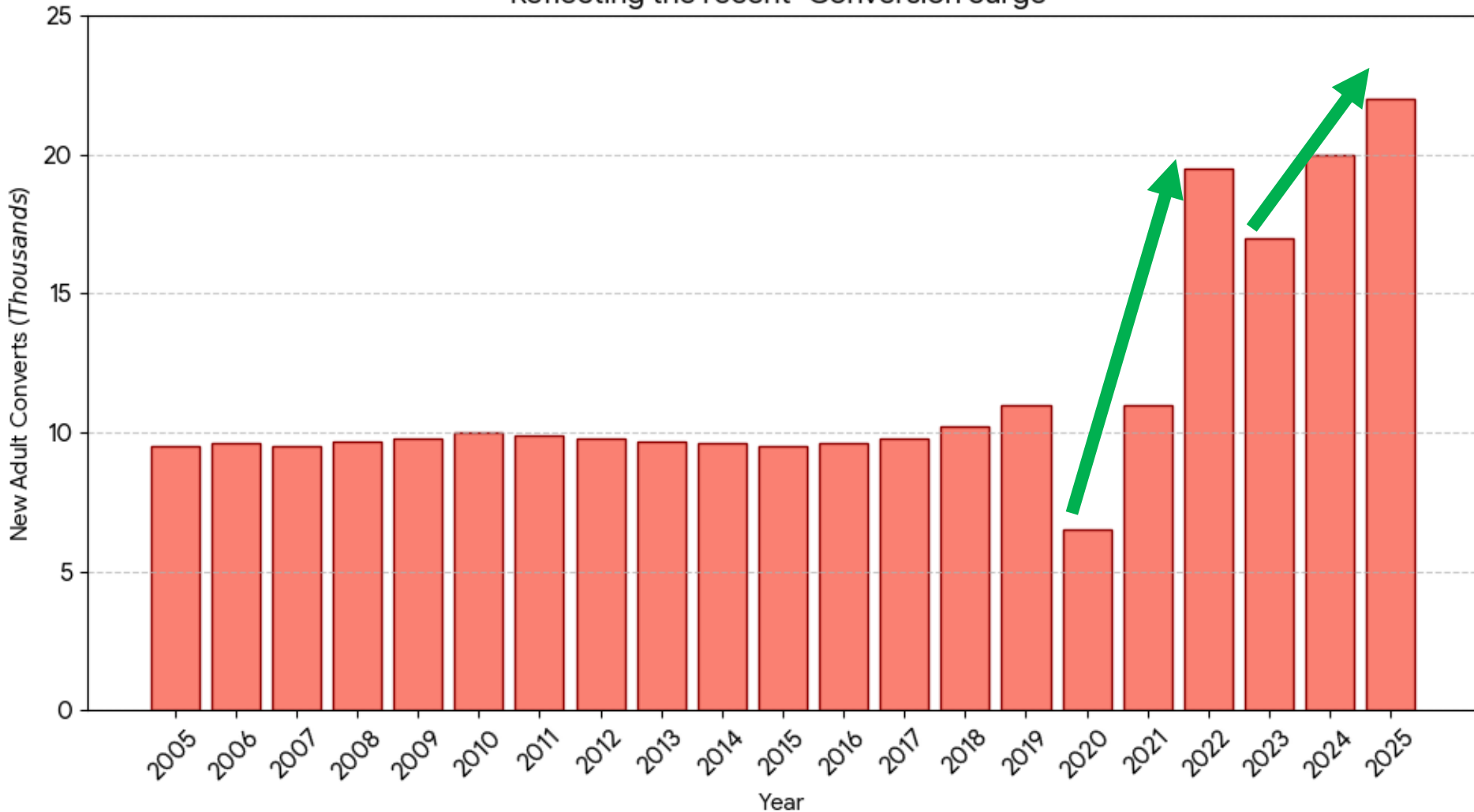
Admission of New Adult Members into the Catholic Church (US, 2000–2025)



(Mostly) More New Orthodox Converts

(glory to God!)

Estimated Annual Adult Conversions to Eastern Orthodoxy in the U.S.
Reflecting the recent "Conversion Surge"

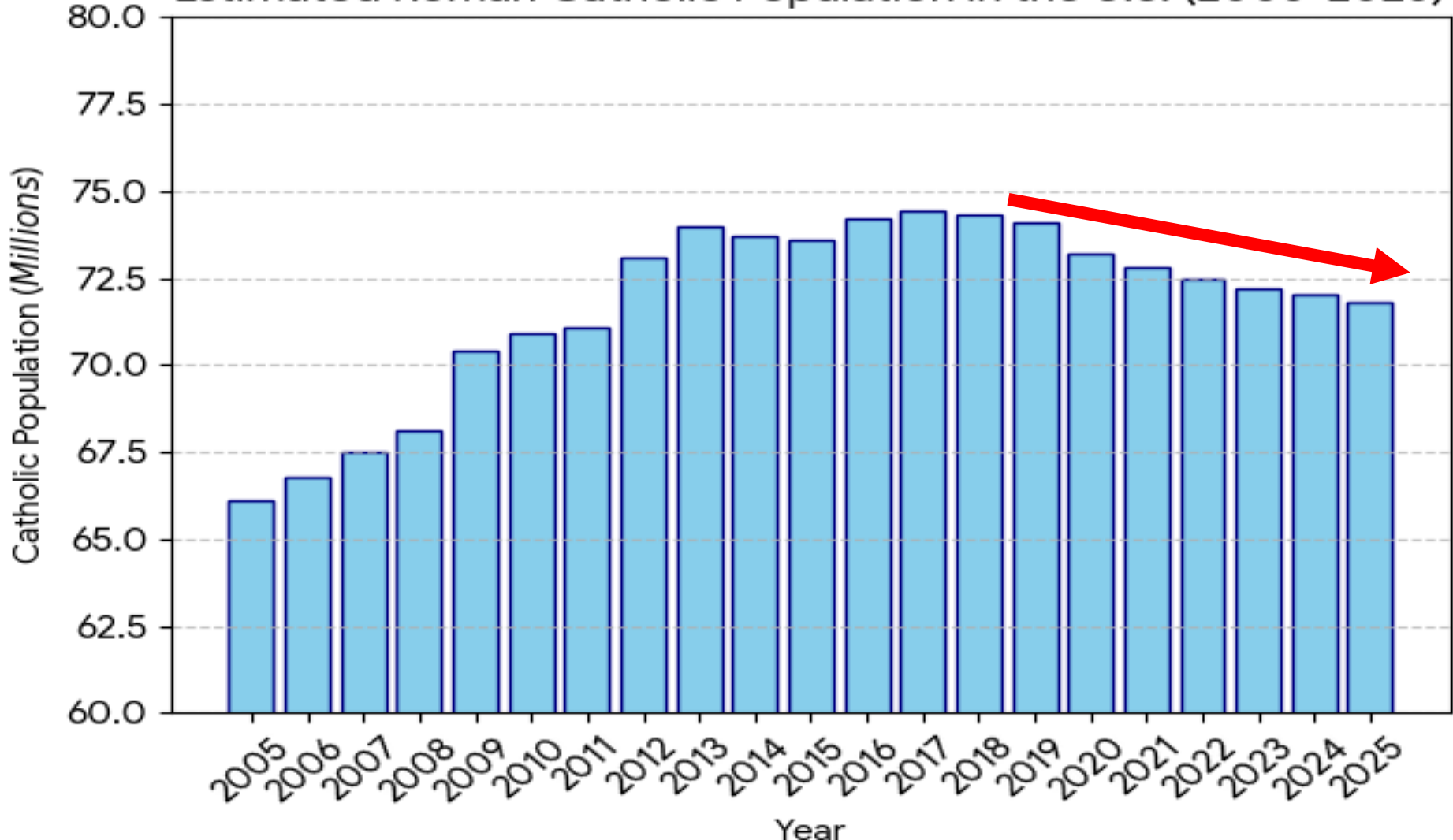


The Roman Catholic DC²

"Demographic Church Death Cliff."

(We're not in Kansas anymore, Toto!)

Estimated Roman Catholic Population in the U.S. (2005-2025)

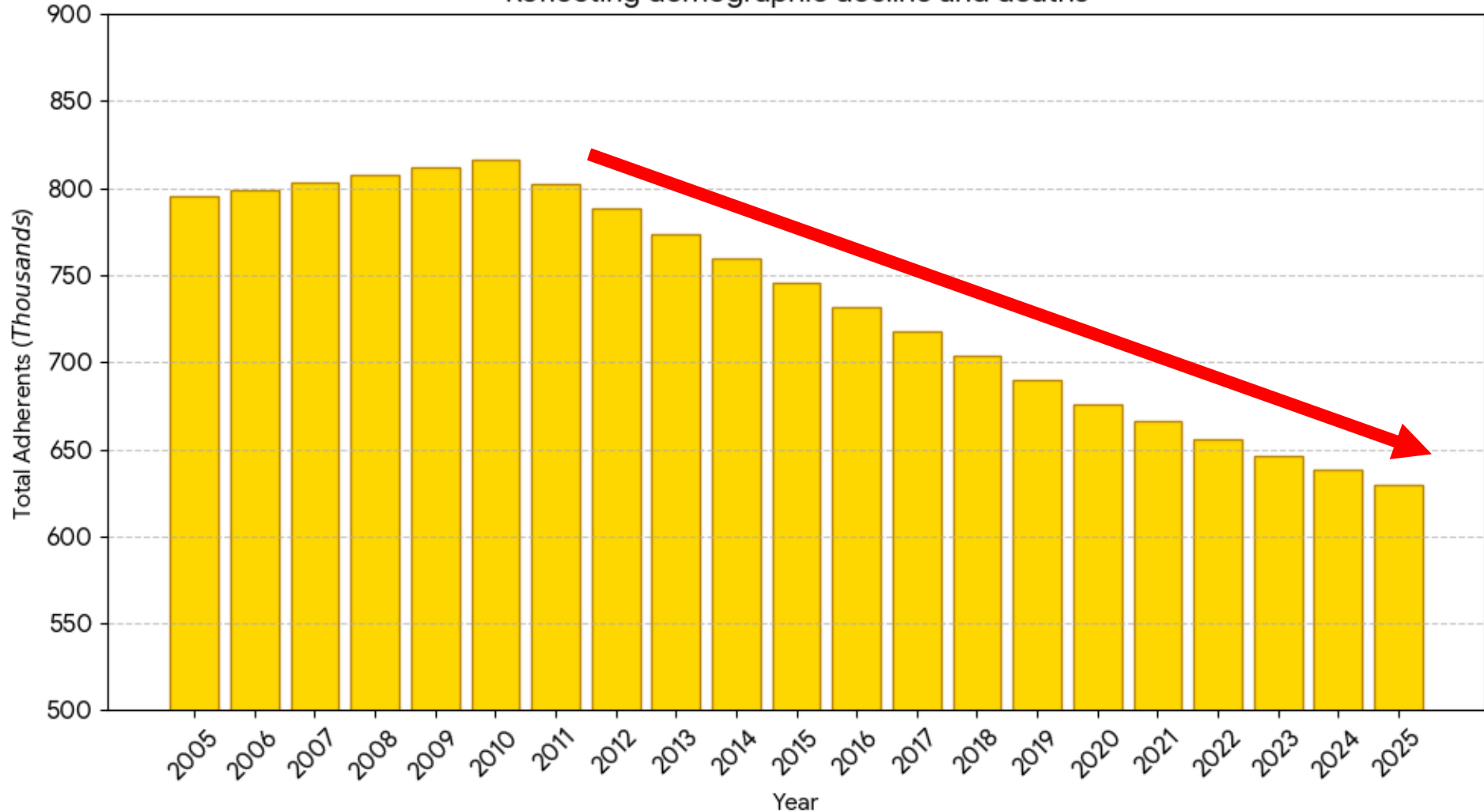


The Orthodox DC²

"Demographic Church Death Cliff."

(We're not in Kansas anymore, Toto!)

Total Eastern Orthodox Adherents in the U.S. (2005-2025)
Reflecting demographic decline and deaths



Reference Sources

Roman Catholic Data Sources

- The Official Catholic Directory (OCD)
- Center for Applied Research in the Apostolate (CARA) at Georgetown University
- Pew Research Center (Religious Landscape Studies)
- US Religion Census (ASARB)
-

Orthodox Christian Data Sources

- US Religion Census 2020: Report on Orthodox Christian Churches
- OrthodoxReality.org
- The Orthodox Studies Institute (Saint Constantine College)
- OrthodoxHistory.org
- Pew Research Center (Orthodox Christians in America)



SAINT TIKHON'S
SEMINARY



Selected Conflict Resolution Resources

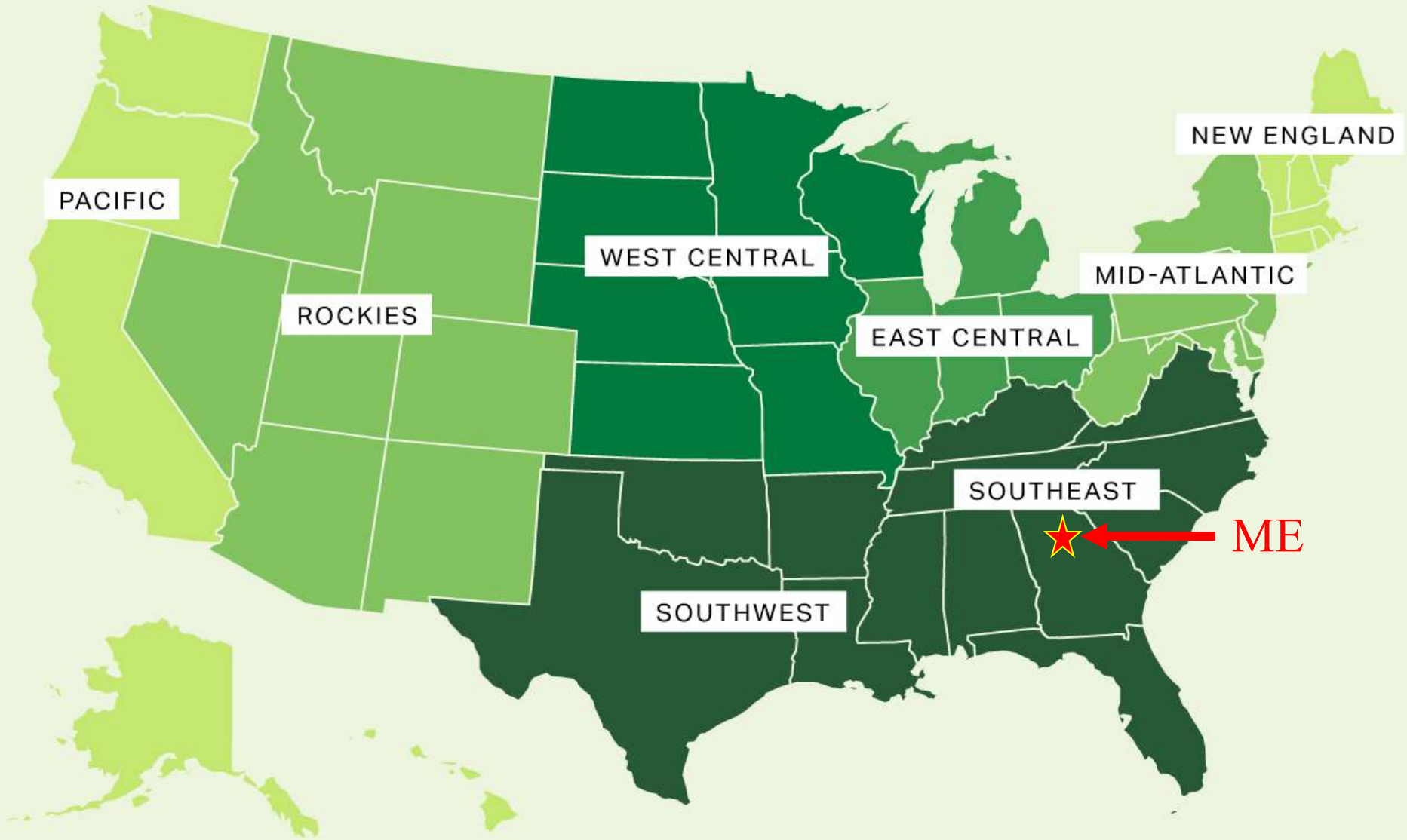
**ADDITIONAL
TOPICS YOU
ASKED ABOUT**

1. **Crucial Conversations: Tools for Talking When Stakes are High** (Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler)
2. **Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time** (Susan Scott)
3. September 21 Greek Orthodox Metropolis of San Francisco program at 8:00 EDT on conflict management. (Dr. Mitch Owen: <https://mitchen.net/>)

Does Geography Matter?

ADDITIONAL TOPICS YOU ASKED ABOUT

■ Most religious ■ Above average ■ Average ■ Below average ■ Least religious





SAINT TIKHON'S
SEMINARY



Church Finances

ADDITIONAL
TOPICS YOU
ASKED ABOUT

<https://stewardshipcalling.com/financial-stewardship-analysis-fsa-for-churches/>

Stewardship Calling

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

WHY?

STEWARDSHIP

STRATEGIC PLANNING

INTERNET RADIO & PODCASTS

KEYNOTES & LEADERSHIP

RESOURCES

PERSONAL



Stewardship
Calling

Financial Stewardship Analysis for Churches (“FSA”)

How is our church really doing financially? Most parishes have detailed financial statements. However, it is easy to get lost in the minutia and miss the big picture. Moreover, without knowing the key performance indicators (KPIs), metrics that define success and performance comparisons, parish leaders can be unclear about what the numbers really mean.

So how can you avoid focusing on less relevant metrics (e.g., average pledges, percentage of budget raised) and instead appreciate the more relevant financial stewardship metrics and comparisons to relevant benchmarks?

Financial Stewardship Analysis

Bill Marianes

www.stewardshipcalling.com

Bill@stewardshipcalling.com



**STEWARDSHIP
CALLING**



SAINT TIKHON'S
SEMINARY



Church Finances

ADDITIONAL
TOPICS YOU
ASKED ABOUT

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)			



SAINT TIKHON'S
SEMINARY



Church Finances

ADDITIONAL
TOPICS YOU
ASKED ABOUT

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)



SAINT TIKHON'S
SEMINARY



Church Finances

**ADDITIONAL
TOPICS YOU
ASKED ABOUT**

Item	2024	2023	2022
Total Income	\$303,912	\$308,541	\$294,561
Total Stewardship Income	\$158,589	\$168,868	\$173,777
Total Expenses	\$337,406	\$312,648	\$312,069
Net Income or Loss	-\$33,494	\$4,108	-17,508
% of Expenses Covered by Stewardship	47%	54%	56%
Number of Stewards	119	119	120
Median Stewardship Pledge	\$ 750	\$ 615	\$600

Item	2024	2023	2022
Total Expenses invested in Parish Chosen charities and Ministries	\$11,673	\$2,336	\$5,274
& of Total Expenses invested in Parish Chosen charities and Ministries	3.5%	0.7%	1.7%
Proxy Tithe Analysis	0.9%	0.7%	0.7%
% of stewards income from top 10 stewards	48%	48%	51%
% of stewards income from top 20 stewards	62%	44%	63%



SAINT TIKHON'S
SEMINARY



Church Finances

ADDITIONAL
TOPICS YOU
ASKED ABOUT

2024 TOTAL NET¹ INCOME = \$303,912

- ❖ Stewardship = 52% (\$158,589)
- ❖ Disguised Stewardship = 26% (\$ 79,663)
(trays, fund raisers, collections, donations, offerings, etc.)

- **STEWARDS TOTAL = 78% (\$238,252)**
- **Non-Orthodox TOTAL = 22% (\$65,661)**
(Festival, drive through)

¹ For your fundraising expenses, we offset the direct expense against the income and only report net income, and we allocate what estimated portion came from parishioners vs. non parishioners (i.e., Non-Orthodox)



SAINT TIKHON'S
SEMINARY



Church Finances

ADDITIONAL
TOPICS YOU
ASKED ABOUT

2024 TOTAL NET EXPENSES = \$337,406

- **PERSONNEL & ADMIN = 59%** (\$198,370)
(payroll, benefits, supplies, office and church expenses)
- **OCCUPANCY TOTAL = 30%** (\$101,577)
(utilities, insurance, repairs, and maintenance)
- **OTHER/MINISTRY TOTAL = 11%** (\$37,459)
(Archdiocese, Ministry, Philanthropy, etc.)

¹ For your fundraising expenses, we offset the direct expense against the income and only report net income, and we allocate what estimated portion came from parishioners vs. non parishioners (i.e., Non-Orthodox)



SAINT TIKHON'S
SEMINARY



Donor Concentration

ADDITIONAL
TOPICS YOU
ASKED ABOUT

<u>Year</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>
Top 10	48%	48%	51%
Top 20	62%	44%	63%

<u>Year</u>	<u>2024</u>	<u>2023</u>	<u>2022</u>
Top 10	\$80,220	\$80,186	\$80,622
Top 20	\$103,655	\$104,706	\$99,892



What ministries, services or charities could you fund if you had

\$1,009,715

in total annual stewardship instead of only \$158,589

Here's How This Is Possible?

- Est. Median U.S. Orthodox Christians 2022 income = **\$84,850**¹
- **\$8,485** = a median income tithe
- If all 119 stewards (2024) earned the 2022 median and tithed, your stewardship income would = **\$1,009,715** instead of **\$158,589**
- What could you do with about **\$851,126** more?

¹ MEDIAN INCOME OF AMERICANS FROM HISTORICALLY ORTHODOX COUNTRIES = \$84,850

*Median annual household income U.S. Census as reported 2-8-23: Lebanese \$92,997; Macedonian \$91,852; Russian \$90,296
Greek \$87,428; Albanian \$85,092; Serbian \$84,607; Armenian \$83,756; Ukrainian \$83,723; Romanian \$81,768; Yugoslavia \$78,560.*

Tough Love



St. Paisios the Athonite

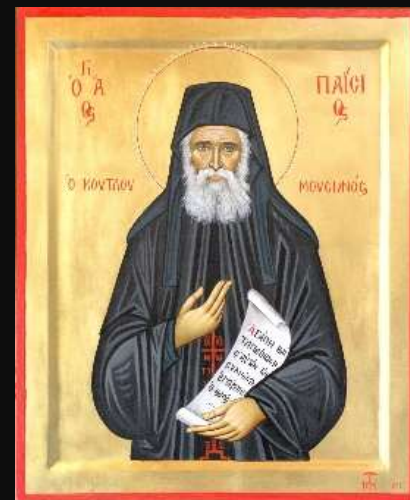
The spirit of luke-
warmness reigns.

We've been spoiled
for good.

How does God still
tolerate us?



St. Paisios the Athonite



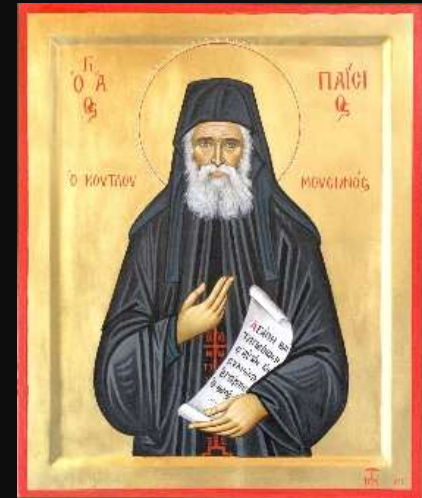
Today's generation
is the generation
of indifference.

There are no
warriors!

The majority are
fit for parades
and feasts only.



St. Paisios the Athonite

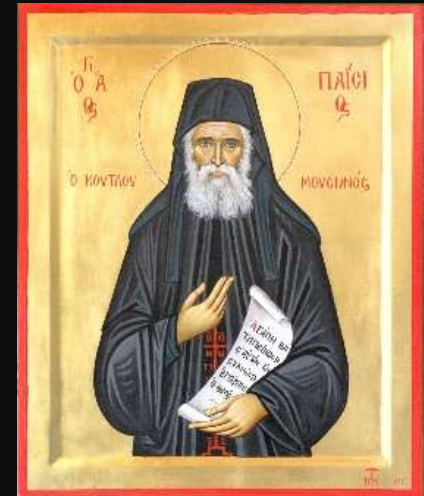


Even people who've
got something
inside have begun
to grow cool
saying,

Can I really do
anything to change
the situation ?



St. Paisios the Athonite

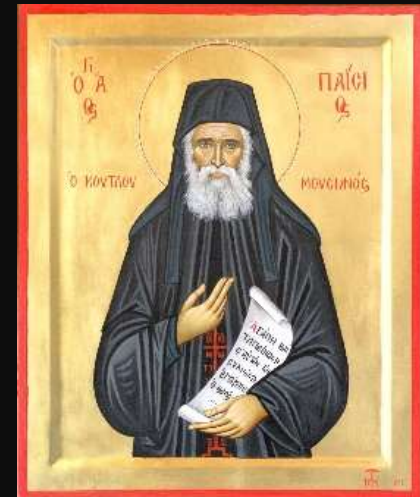


We have to
witness our Faith
with **boldness**,

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



St. Paisios the Athonite



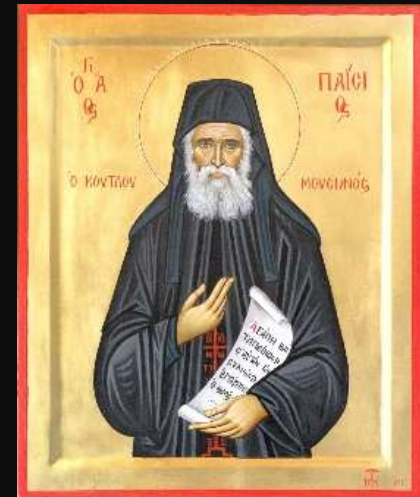
In these difficult days, **each must do** what is in their own power.

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

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



St. Paisios the Athonite



Food For Thought

(courtesy of C. S. Lewis)

“I believe there are too many practitioners in the church who are not believers.”



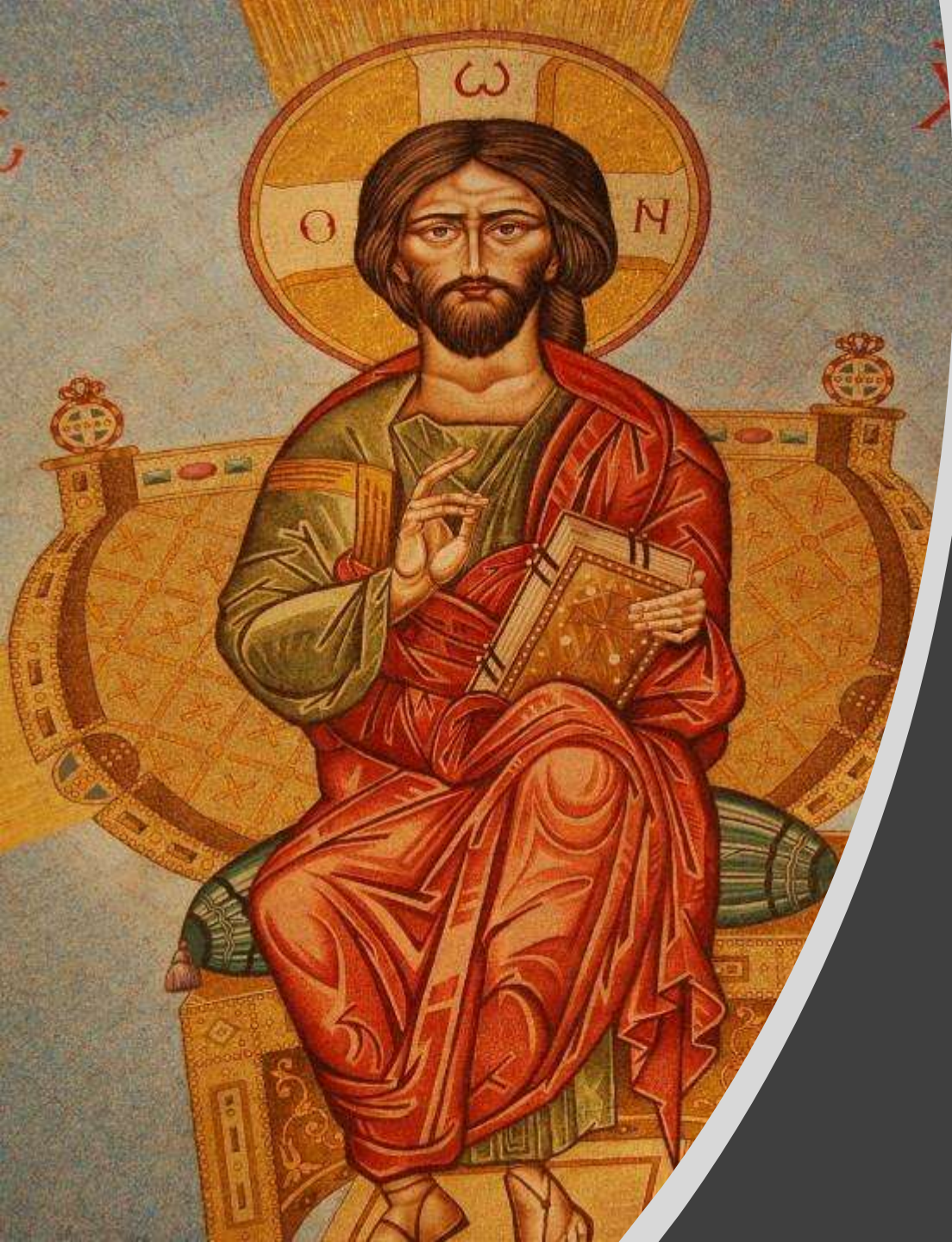
“In such a fearful world, we need a fearless church.”





A Review of Where We've Been





Why Do This?

...for a good account at the awesome judgment seat of Christ.”

Orthodox Divine Liturgy
II Corinthians 5:10

What did you do,
for My church
and My people
under your
watch...

... given all
the gifts I
gave you?



4 “HELP” Ways Parishioners Evaluate Clergy



Homilies



Engagement



Leadership



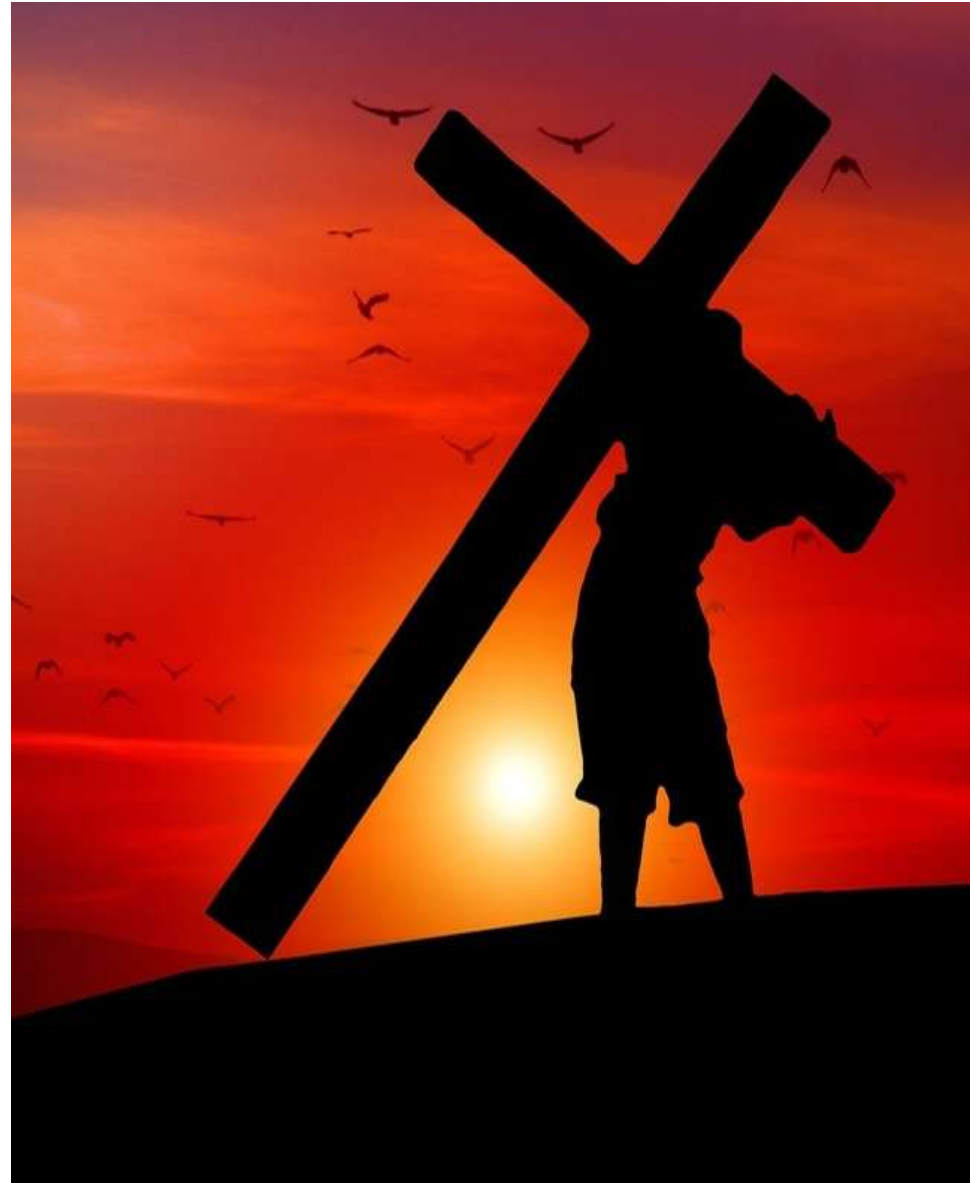
Personality/Presence



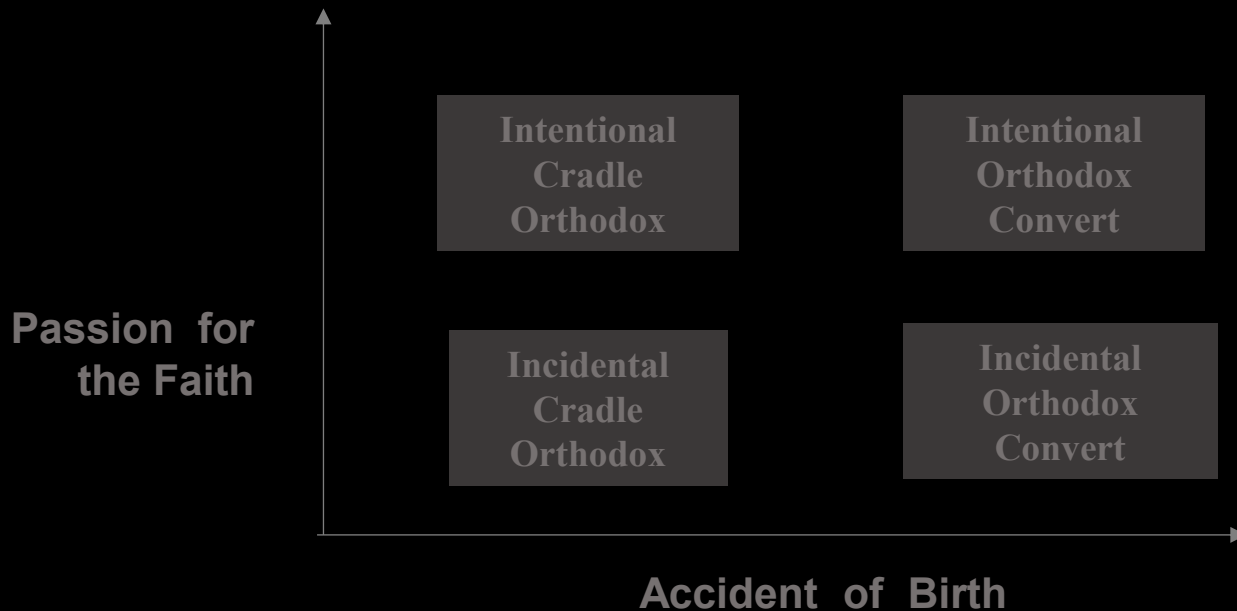
Become
and create
Orthodox
human
light bulbs

Your Job = E²+I

- **Educate** everyone what it means to be an Orthodox Christian
- **Engage** everyone sacramentally, liturgically, and in ministry
- **Inspire** everyone to become an intentional Orthodox Christian
24 x 7 x 365



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



Teacher to Preacher to Reacher Formula

$$3K + 3P + 3A = \Delta$$

Know thyself (thy why)

Know thy target audience

Know thy content

Personal communications

Passionate communications

Persuasive communications

Know thyself (thy why)

Know thy target audience

Know thy content

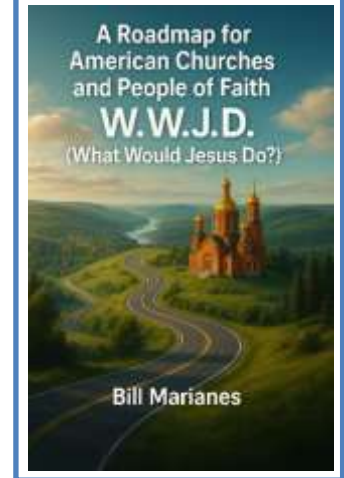
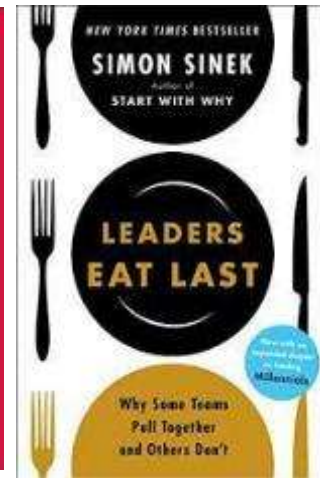
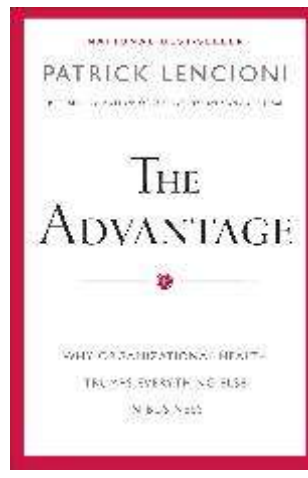
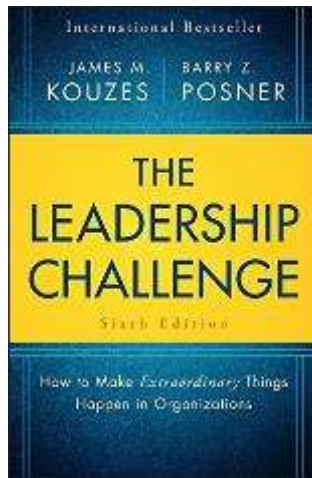
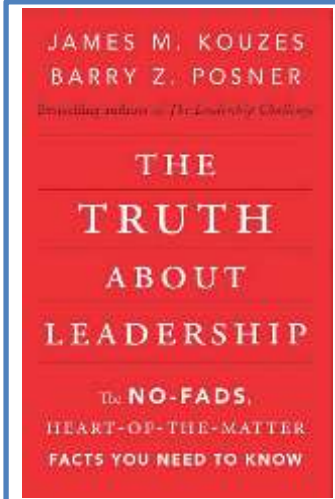


How much members give...
How many hours they volunteer...
How often they invite others...
...is more dependent on **engagement** than on
any other factor.”



Leadership

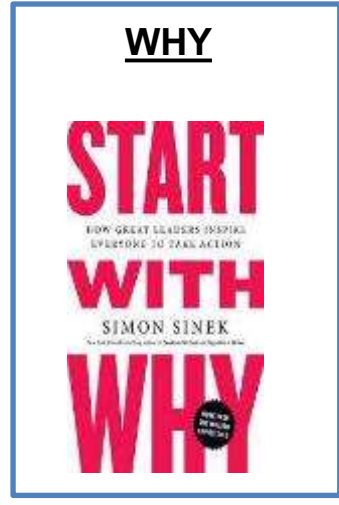
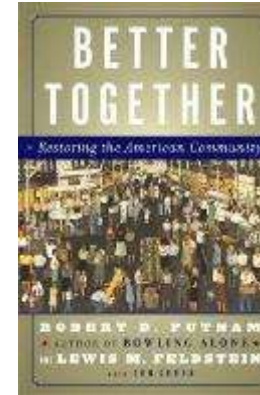
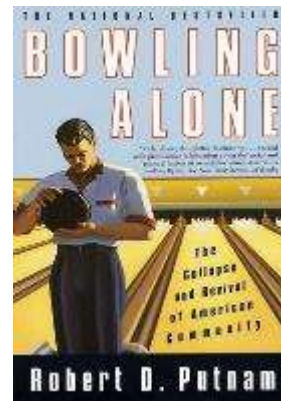
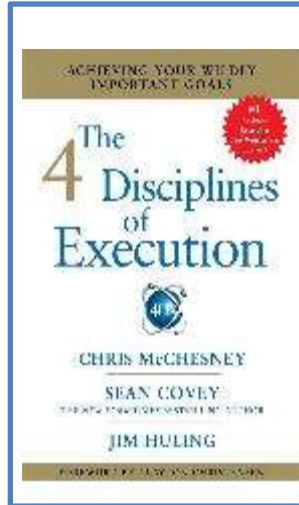
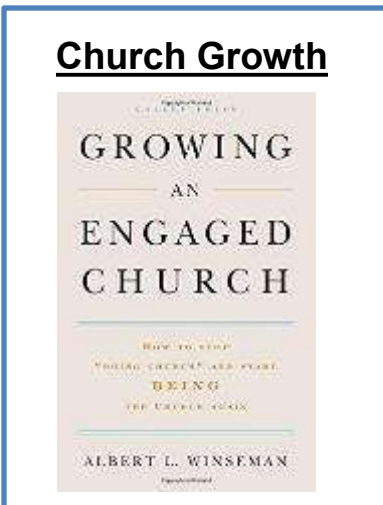
Leadership. Stewardship, Education, Christian Unity



Church Growth

Operational Effectiveness

WHY



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



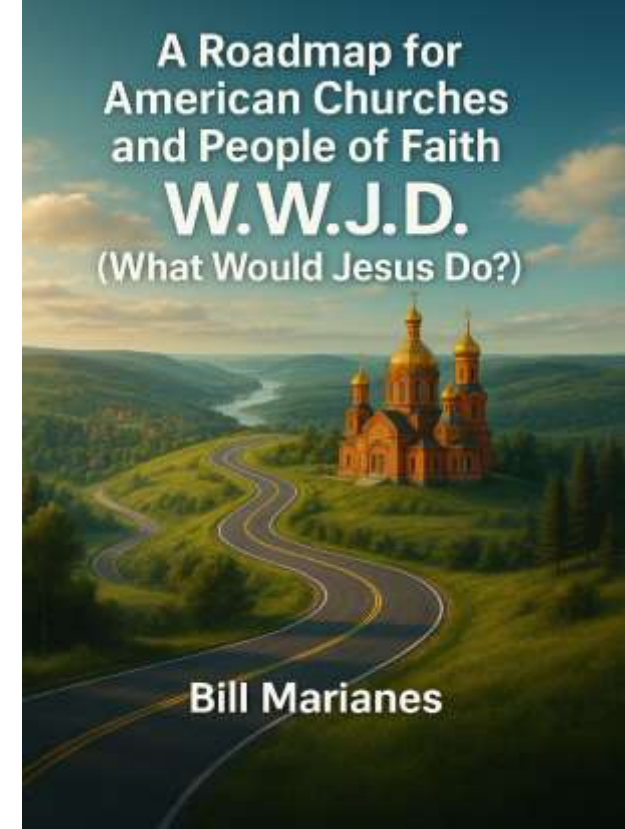
Chapters 12 & 14:

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



<https://churchroadmap.com/>





Church Roadmap Podcast



**The Reacher Strategy:
Beyond Filling Seats to
Forming Souls (3K + 3P + 3A
= Δ) Episode 3 (1-21-26)**

<https://www.youtube.com/watch?v=Nhq8jPRwQd4&t=2s>

Watch or Listen:

- YouTube: <https://www.youtube.com/@stewardshipcallingministry/live>
- Facebook: <https://www.facebook.com/stewardshipcalling/videos>
- Recorded versions available at: www.churchroadmap.com

StewardshipCalling.com

Keynotes & Leadership Tab

Stewardship Calling

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

WHY?

STEWARDSHIP

STRATEGIC PLANNING

INTERNET RADIO & PODCASTS

KEYNOTES & LEADERSHIP

RESOURCES

PERSONAL



SAINT TIKHON
SEMINAR

LEADERSHIP

ONENESS IN CHRIST –
AMERICAN CHRISTIAN
CHURCH

ST. TIKHON'S SEMINARY
LEADERSHIP SEMINAR

HOLY CROSS LEADERSHIP
CLASS

St.
Tikhon's
Leadership
Page

<https://stewardshipcalling.com/st-tikhons-seminary-leadership-seminar/>



STEWARDSHIP
CALLING



New For 2026

Every Wednesday at 7 p.m.

Leadership - 1st Wednesday of every month

Stewardship & Engagement - 2nd Wednesday of every month

Spiritual Formation - 3rd Wednesday of every month

Christian Unity - 4th Wednesday of every month

Strategic Planning - months with a 5th Wednesday

Where to watch or listen live:

~ YouTube: <https://www.youtube.com/@stewardshipcallingministry/live>

~ Facebook: <https://www.facebook.com/stewardshipcalling/videos>

~ Recorded versions available at: www.churchroadmap.com



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

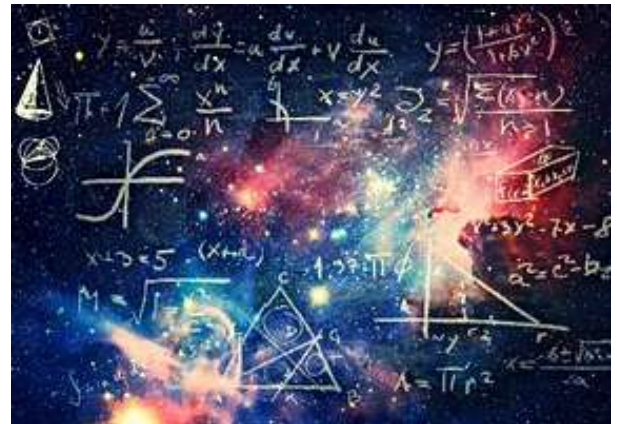
If anyone ever asks you, "What Would Jesus Do?"



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**



Never live too

small



**WHAT WOULD
YOU DO IF
YOU WEREN'T
AFRAID?**

“The domain of
the Leader is the



The work of the
leader is
change.”



Dr. James Kouzes

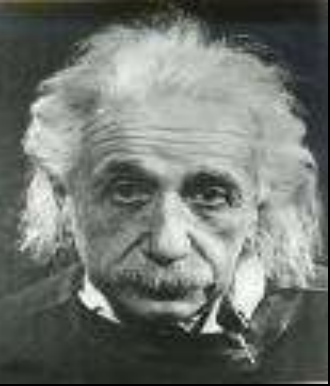
TURN *the* PAGE



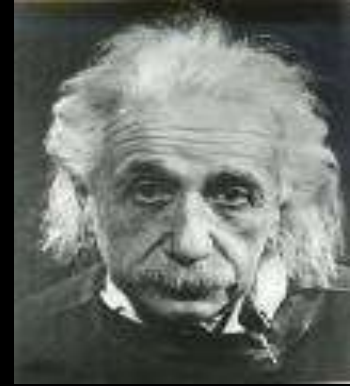
There comes a day when you realize turning the page is the best feeling in the world.

Because you realize there's so much more to the book than the page you are stuck on.





Albert's Insight



❖ What was Albert Einstein's greatest contribution?

❖ ~~$E=mc^2$~~

“NOTHING HAPPENS UNTIL SOMETHING MOVES”



The Marianes Corollary

**“NOTHING HAPPENS
UNTIL SOMEBODY
MOVES”**

How you looked when we started



How you may feel now



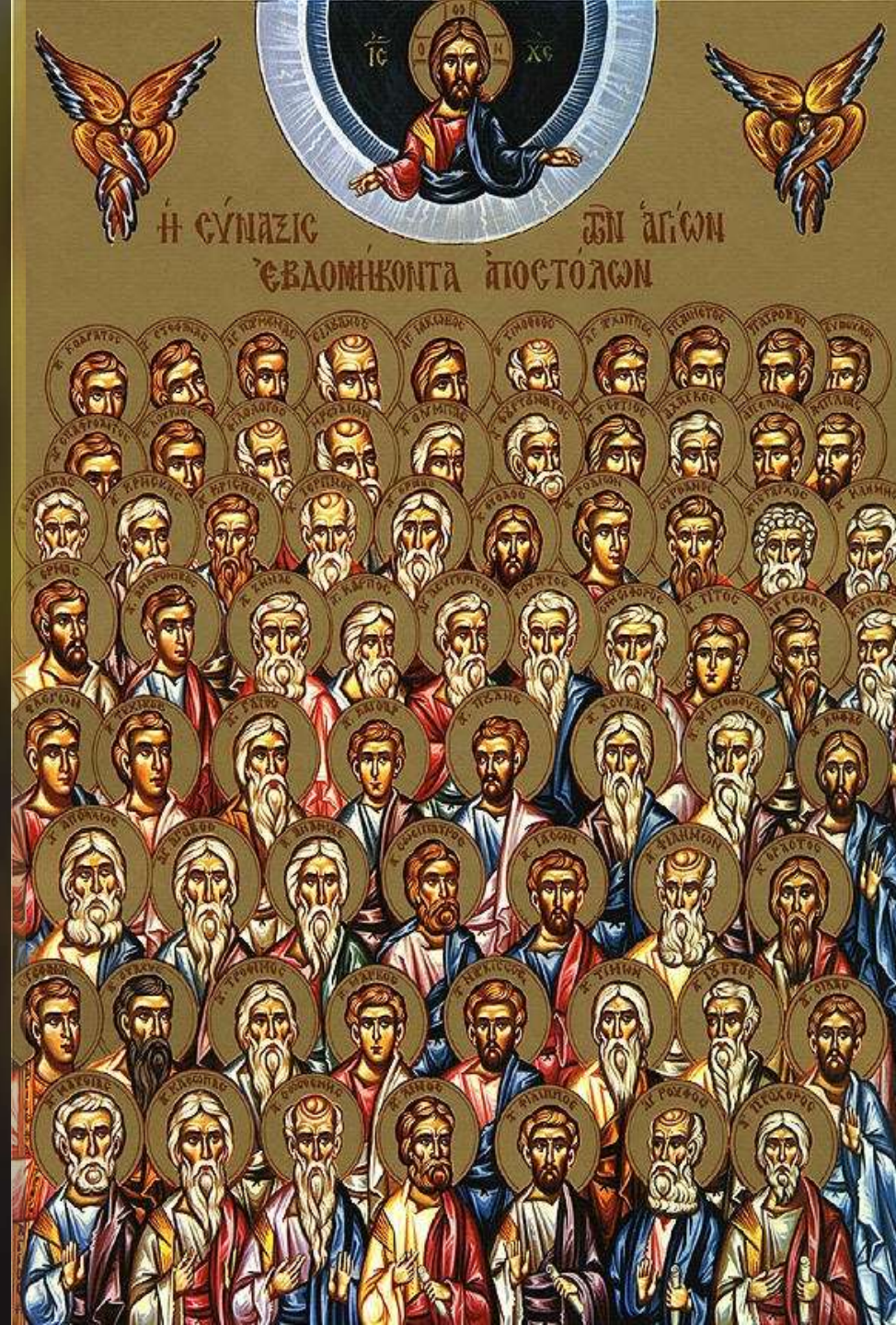
Pace Yourself - You're Running a Marathon, Not a Sprint



And...you are not alone!

You have
been called
as one of
the 70
Disciples

Luke 10:1





SAINT TIKHON'S
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Leadership & Administration 2026

Part 2

Servant Leadership & Exemplary Teams



STEWARDSHIP
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