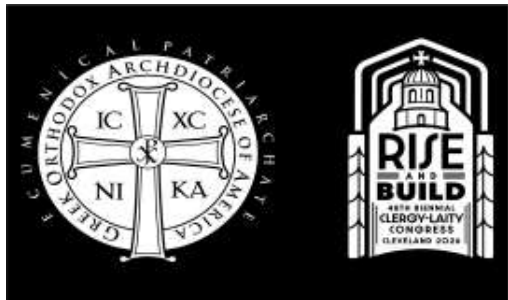
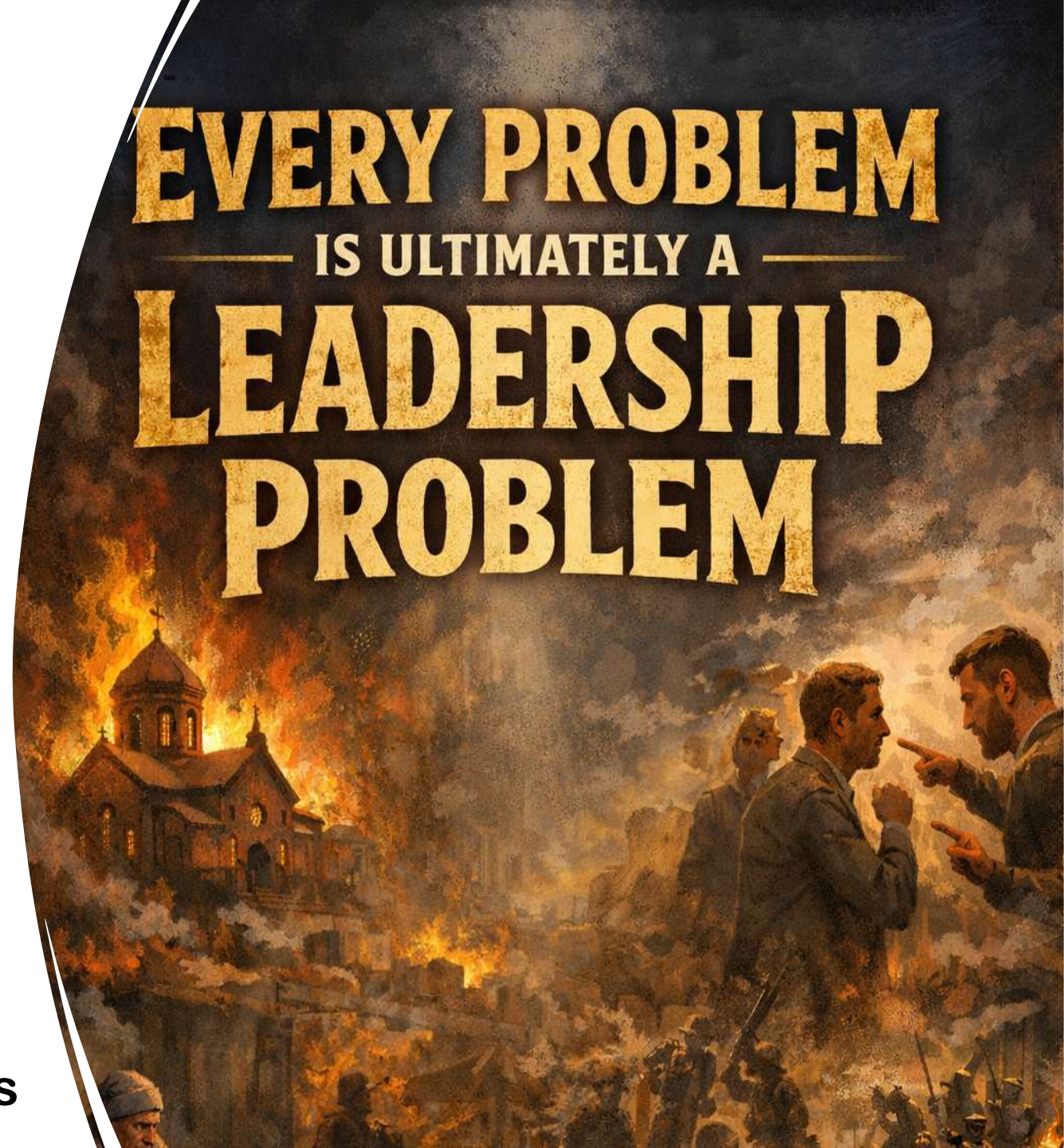


# Strengthening Parish Leadership: Best Practices of Christ-Centered Servant Leadership for Clergy and Laity



Dr. Bill Marianes & Dr. Peter Tarhanidis



# Download this Presentation



<https://stewardshipcalling.com/2026-go-a-clergy-laity-congress/>



48TH BIENNIAL  
**CLERGY-LAITY  
CONGRESS**

## TODAY'S KEY MESSAGES

CHURCH LEADERSHIP SEMINAR  
+  
GREEK ORTHODOX ARCHDIOCESE  
CLERGY + LAITY



**1. Servant Leaders: Share Love, Build Trust, Model Humility, Display Courage, Build Teams, Pursue Vision**



**2. Best teams avoid: Lack of Trust, Fear of Conflict, Lack of Commitment, Avoiding Accountability, Inattention to Results**



**3. Best Leaders: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others, Encourage the Heart**



**4. Leadership is the joint cooperative work of Clergy and laity**



**5. Leaders must: Build Trust, Clarify Roles, Move from Maintenance to Mission, Develop Leaders and Succession Plans, Address Conflict Early**

**The domain of the Leader is the**



**The work of the leader is:**

**change**



(Kouzes, J. M. & Posner, B. Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations*. Jossey-Bass

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

---

**Peter Drucker**

Cohen, W. A. (2009). *Drucker on leadership: New lessons from the father of modern management*. John Wiley & Sons



“In the end,  
leaders don't  
decide who leads.

**Followers do.”**

“If you think you're  
a leader and you  
turn around and no  
one is following you,  
then you're simply  
out for a walk.”



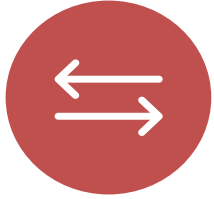


“The most basic task of the Church leader is to:

1. discern the spiritual gifts of all those under his authority, and to
2. encourage those gifts to be used
3. to the full
4. for the benefit of all.”

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

# 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



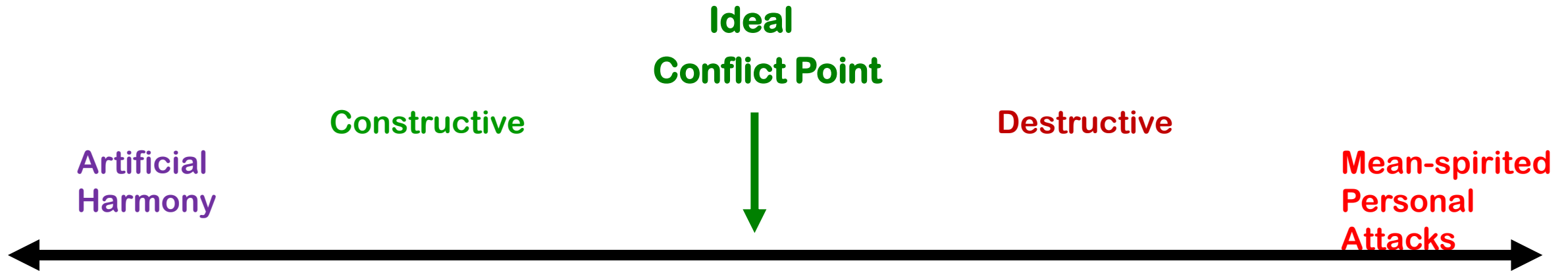
5. **Encourage The Heart:**  
celebrate the values and victories of your teams



# The Five Dysfunctions of a Team Patrick Lencioni

1. **Lack of TRUST** = be vulnerable, open, and productively discuss failures, errors, weaknesses, and fears. (“People unafraid to admit the truth about themselves will avoid political behaviors that waste time and energy.”)

2. **Fear of CONFLICT** = ensure productive, ideological conflict, passionate and 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** = 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** = team members must hold each other accountable to what they promised and the team’s agreed-upon performance standards

**Answer:** What is the single most important behavior characteristic or quality demonstrated by each person 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.

# Pick Top 7 Qualities People Want In Their Leaders

**Ambitious**

**Broad minded**

**Caring**

**Competent**

**Cooperative**

**Courageous**

**Dependable**

**Determined**

**Fair Minded**

**Forward-looking**

**Honest**

**Imaginative**

**Independent**

**Inspiring**

**Intelligent**

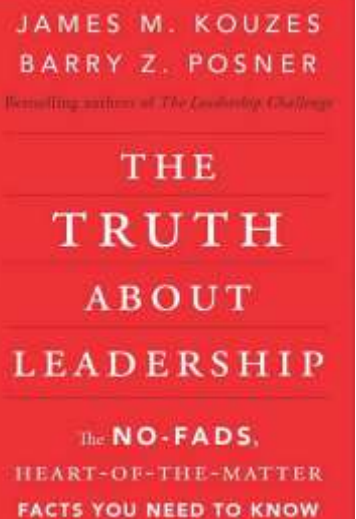
**Loyal**

**Mature**

**Self-Controlled**

**Straight forward**

**Supportive**



# Top Qualities People Want In Their Leaders

**Honest** (85%)

**Forward-looking** (70%)

**Inspiring** (69%)

**Competent** (64%)

Intelligent = 42%

Broad minded = 40%

Dependable = 37%

Supportive = 36%

Fair Minded = 35%

Straight forward = 31%

Determined = 28%

Cooperative = 26%

Ambitious = 26%

Courageous = 21%

Caring = 20%

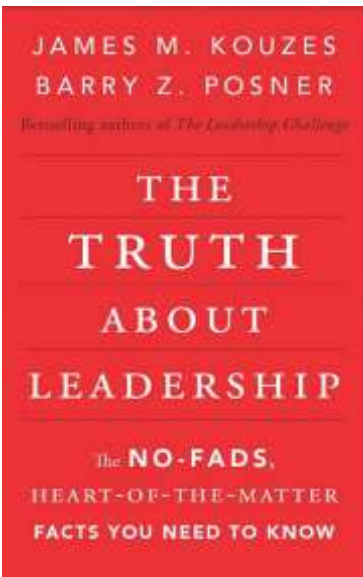
Loyal = 18%

Imaginative = 18%

Mature = 16%

Self-Controlled = 11%

Independent = 6%



# Building Blocks of Orthodox Servant *Leaders*

Great leaders don't seek to be served,  
but to serve—lifting others, building up the Body of Christ,  
and advancing His Kingdom.



*"Whoever wants to become great among you  
must be your servant."*

MATTHEW 20:26





# 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 fully support my people**

**VISION**

**I lead to a righteous destination**

**5 = Always**

**4 = Mostly**

**3 = Sometimes**

**2 = Rarely**

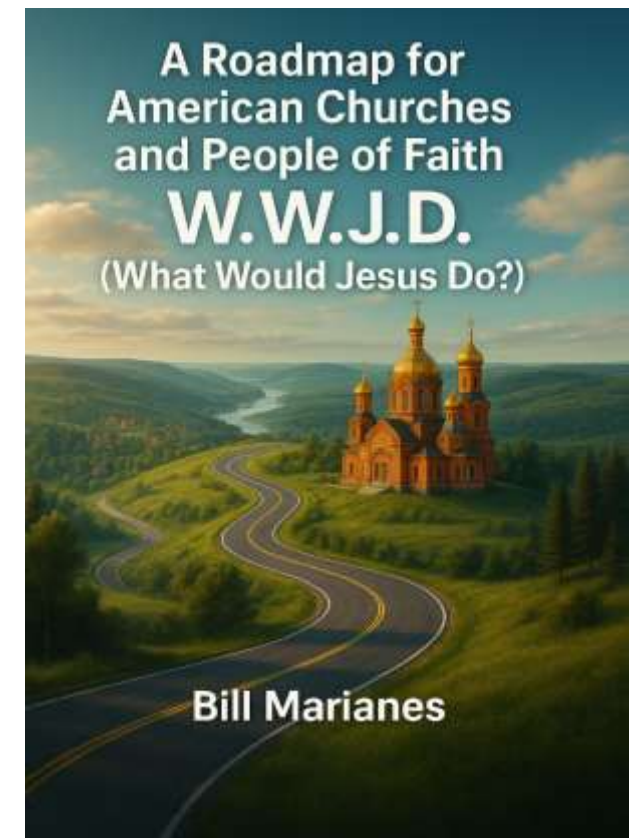
**1 = Never**

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

---

For a comprehensive discussion of Leadership with practical examples you can implement, download for free:

**Chapters 3-8:**  
**Servant Leadership and Elements of Exemplary Parish Leadership**  
(pages 37 – 252)



<https://churchroadmap.com/>

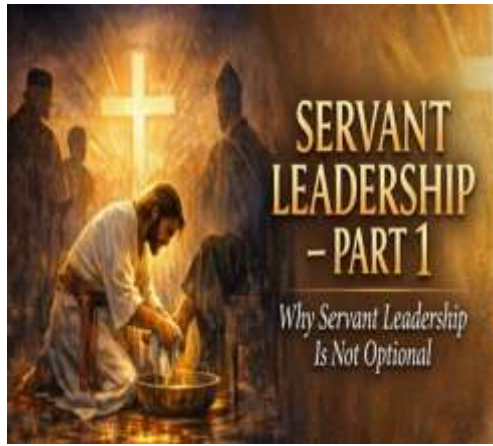


# Church Roadmap Podcast Leadership Series



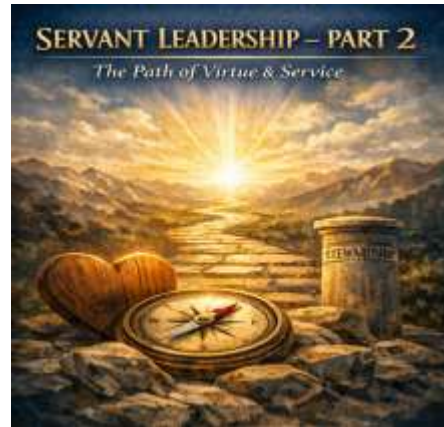
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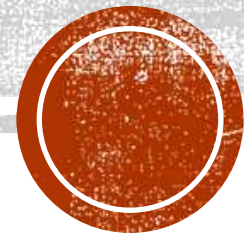
***“But theory only matters if it changes parish life.”***

	<b>Core Leadership Practice</b>
1	Build Trust
2	Clarify Roles
3	Move from Maintenance to Missions
4	Develop Leaders and Succession Plans
5	Address Conflict Early

# Healthy Parishes Led by Healthy Leaders

**Moving leadership toward  
synergy**

*“Healthy leadership moves from trust → clarity → mission → shared leadership → healthy conflict → resulting in true synergy and transformation.”*



# Build Trust First

**“People follow leaders they trust.”**

**Most struggling parishes do not fail because of lack of intelligence or good intentions. They fail because:**

Clergy do not trust councils.

Parish Councils do not trust clergy,

Ministries do not trust each other.

Longtime members do not trust change.

Younger members do not trust transparency.

## How can we work to build trust?

- Articulate a compelling vision
- Overcommunicate decisions.
- Explain the “why,” not just the “what.”
- Eliminate surprises.
- Follow through consistently.
- Hold regular one-on-one relationship check-ins. Coach for character and purpose
- Create visible collaboration between priest and parish council.
- Cultivate Emotional Intelligence
- Model virtues of integrity, humility and courage in leadership behaviors.

**Trust is fundamentally ecclesial and relational, not transactional.  
The parish is not a corporation. It is a Eucharistic community.**

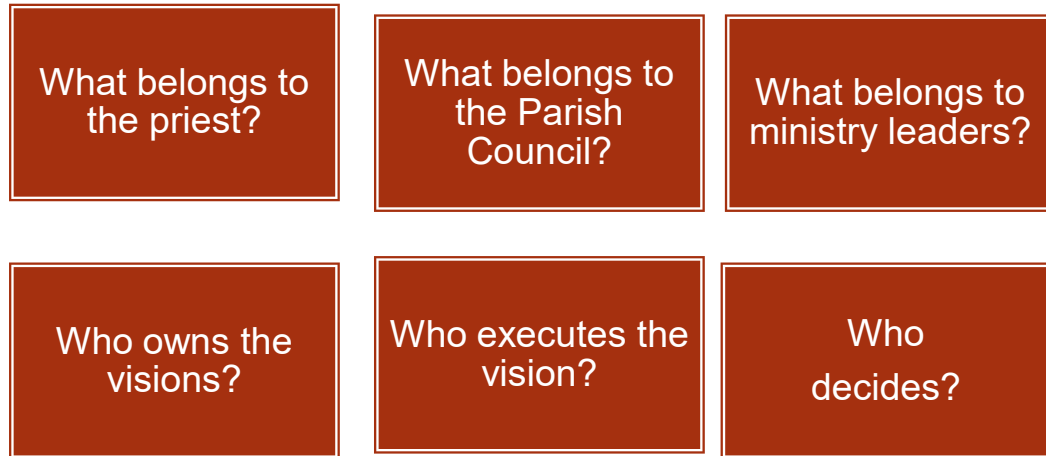
**“Shepherd the flock of God... not by compulsion but willingly...” 1 Peter 5:2–3**



# Clarify Roles

**“Unclear roles create unnecessary conflict.”**

This is one of the biggest hidden dysfunctions in parishes. Common confusion:



How can we work to clarify roles?



**The Church functions synergistically — clergy and laity together.**

**“For as the body is one and has many members...” 1 Corinthians 12:12**



# Move from Maintenance to Mission

*“A parish cannot survive on preservation alone.”*

Many parishes unconsciously organize around

Preserving buildings

Preserving Ethnic Memory

Preserving Customs

Preserving Finances

Thriving parishes embrace change and organize around

- Making disciples
- Fellowship and hospitality
- Formation
- Service
- Evangelization and
- Intergenerational spiritual life.

The Church preserves Holy Tradition precisely by transmitting life, not merely preserving structures.

*“Go therefore and make disciples of all nations...” Matthew 28:19*



# Develop Leaders Instead of Doing Everything Yourself

*“Burnout is not a badge of honor.”*

Many parishes plateau because leadership is concentrated in

One Priest

Exhausted  
Volunteers

Same Families

Healthy parishes intentionally cultivate and develop people and empower teams with clarity and purpose.

- Delegate meaningful responsibility.
- Mentor younger leaders.
- Rotate leadership roles.
- Invite emerging leaders early.
- Normalize training and succession planning.
- Build teams instead of heroic individuals. Teamwork remains the ultimate advantage.
- Reinforce Shared Success. Celebrate collective wins and team growth.

The priest equips the Body; he is not the entirety of the Body.

*And the things that you have heard from me... commit these to faithful men who will be able to teach others also.” 2 Timothy 2:2*



# Address Conflict Early and Spiritually

*“Avoided conflict becomes parish culture.”*

## Parish culture may default toward

Indirect  
Communication

Triangulation

Silent  
Resentment

“Keeping Peace”  
externally while  
division grows  
internally.

## How to normalize conflict

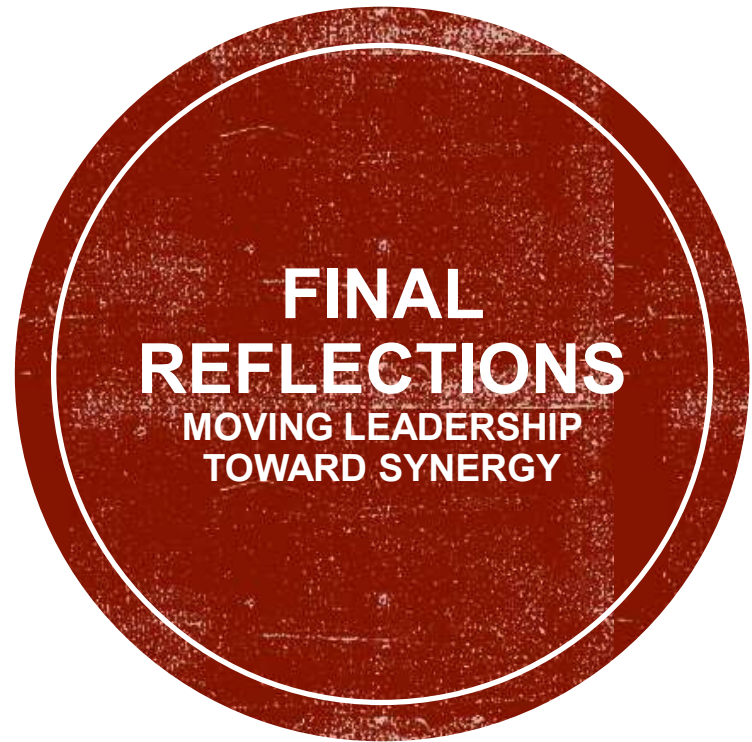
- Teach and facilitate respectful debate.
- Create norms for healthy dialogue.
- Anchor on shared purpose, mission, vision and virtues to unlock the full potential of people
- Clarify misunderstandings quickly.
- Separate disagreement from disloyalty.
- Align individual roles with mission
- Don't weaponize email.

**Leadership requires truth spoken in love, with humility and repentance.**

**“Blessed are the peacemakers...” Matthew 5:9**



At the center of everything we've discussed is one idea: ***synergy***



1. **Healthy parish leadership** is not about control or perfection—it is about alignment ***between MISSION AND PEOPLE WITH CHRIST***
2. **Core Leadership Themes**
  - ***TRUST IS FOUNDATIONAL***
  - ***CLARITY CREATES PEACE***
  - ***MISSION DRIVES VITALITY***
  - ***SHARED LEADERSHIP BUILD SUSTAINABILITY***
  - ***ADDRESSING CONFLICT PROTECTS CULTURE***
3. **Leadership** in the Church is ultimately spiritual before it is organizational. The goal is not efficiency alone—it is transformation: ***OF LEADERS, COMMUNITIES, SOULS***
4. **Healthy parishes** are not defined by programs—but by relationships rooted in ***FAITH, TRUTH, AND SHARED PURPOSE***

*Behold, how good and pleasant it is when brethren dwell in unity.” Psalm 133:1*



48TH BIENNIAL  
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1. What are your questions?



2. What are the biggest challenges you anticipate with what you heard today?

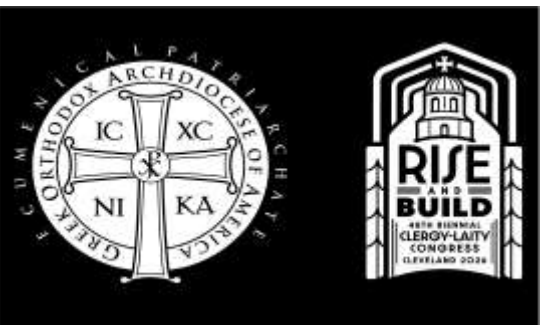


3. What are your biggest takeaways from today?

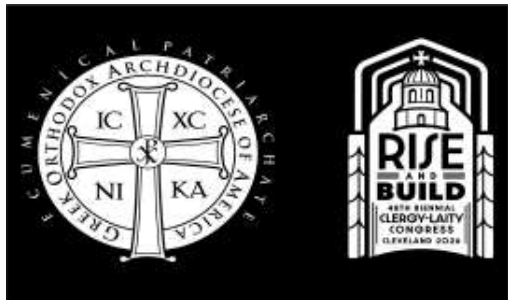
**We're here for you if you need us:**

Bill Marianes - [Bill@stewardshipcalling.com](mailto:Bill@stewardshipcalling.com)

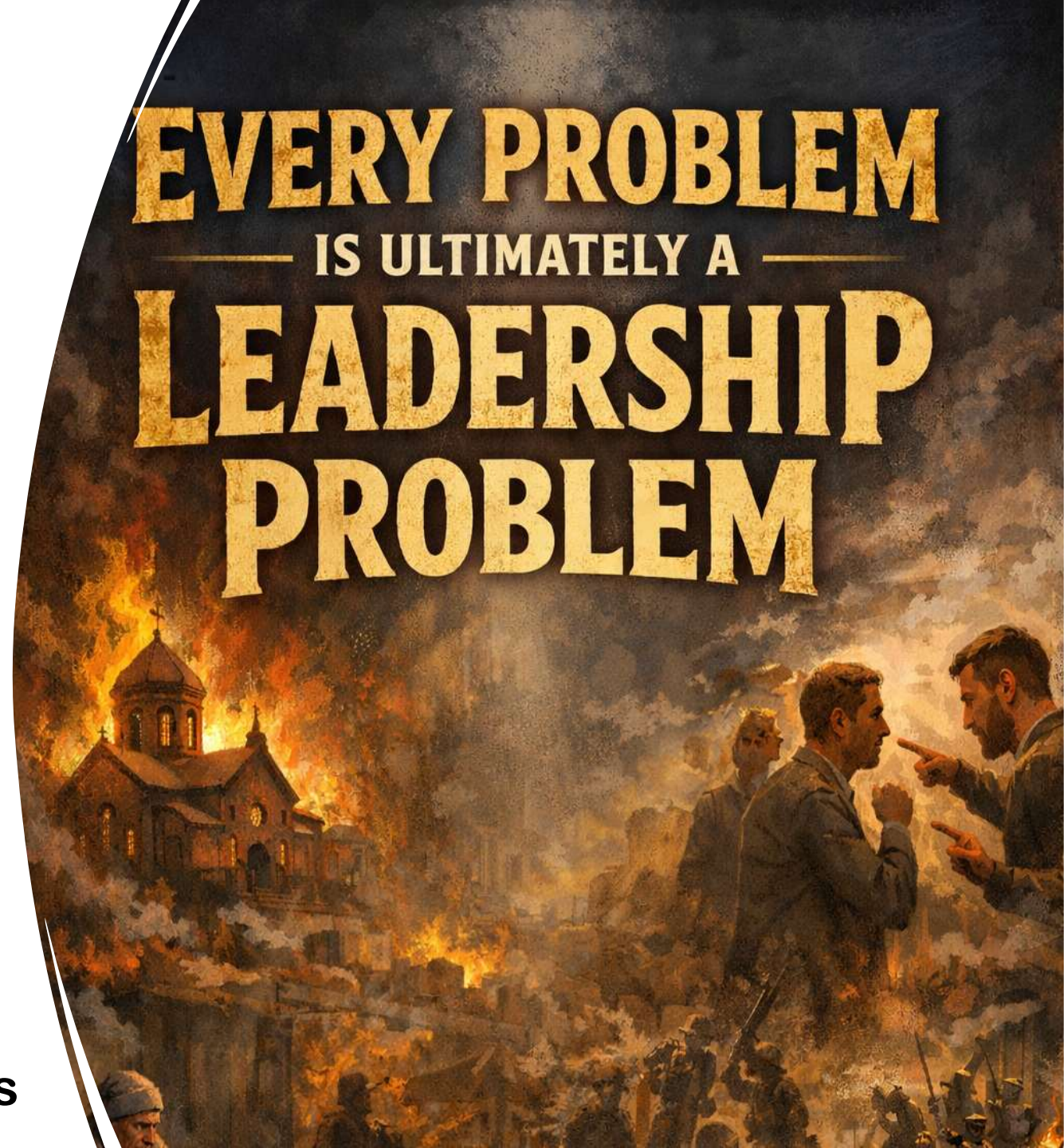
Peter Tarhanidis - [ptarhanidis@gmail.com](mailto:ptarhanidis@gmail.com)



# Strengthening Parish Leadership: Best Practices of Christ- Centered Servant Leadership for Clergy and Laity



Dr. Bill Marianes & Dr. Peter Tarhanidis



**Additional  
resources and  
links to  
leadership  
materials**

Appendix

# Church Roadmap Podcast Leadership Series



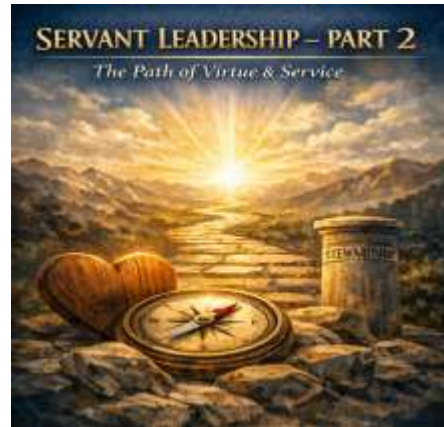
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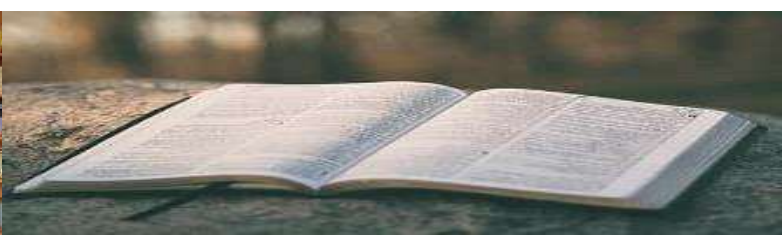
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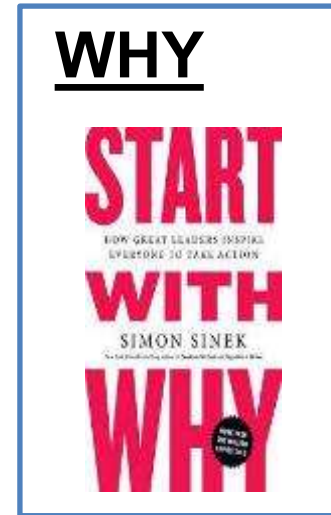
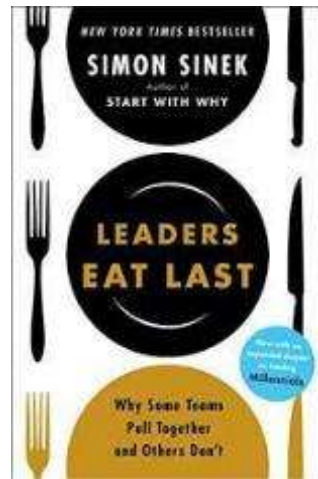
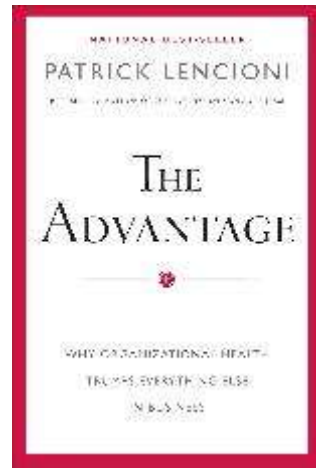
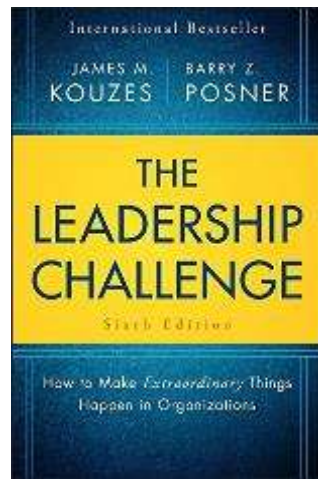
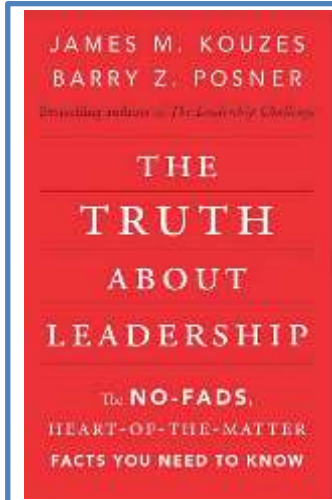
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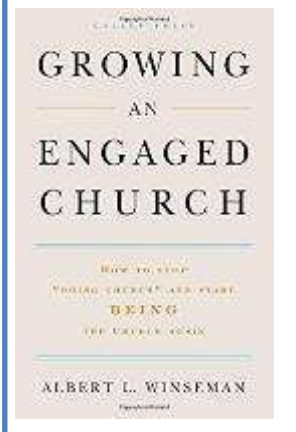


## Leadership

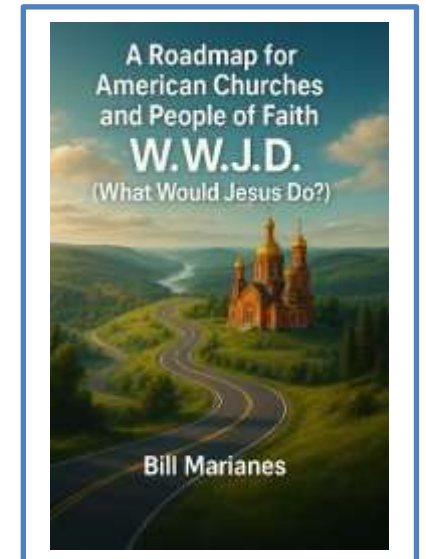
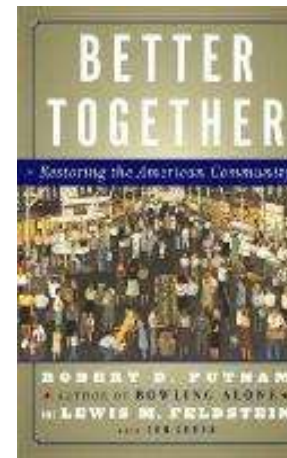
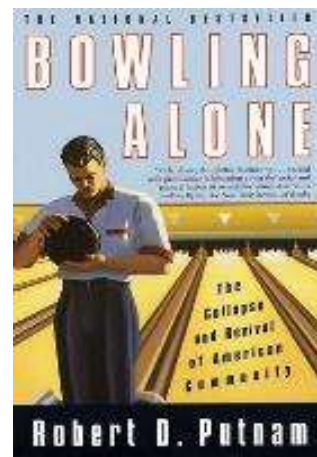
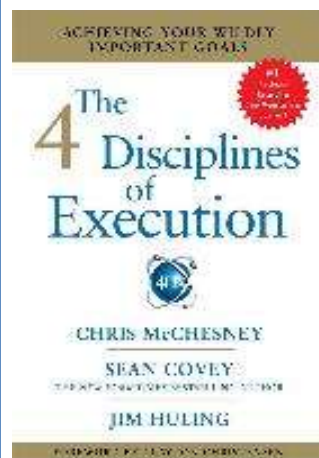


**Leadership,  
Stewardship,  
Religious  
Education,  
Christian Unity**

## Church Growth



## Operational Effectiveness



# 5 PRACTICES of Exemplary Leadership

“  
The best leaders  
don't just lead,  
they serve, empower,  
and leave a legacy.”

1



## MODEL THE WAY

Know and live your  
core values and WHY.

2



## INSPIRE A SHARED VISION

Articulate 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.



SERVANT  
LEADERSHIP  
*Lead like Jesus.*

VALUES

INTEGRITY

SERVICE

Great leadership is not about being in charge, it is about taking care of those in your charge.



# TRANSFORMATIONAL LEADERSHIP

*Inspiring People. Igniting Purpose. Creating Change.*

Be transformed by the renewing of your mind...

ROMANS 12:2

“

*Leadership is not about a title or a position. It is about making a difference in the lives of others.*

—  
JOHN C. MAXWELL



## 1. IDEALIZED INFLUENCE

Leaders model the way through integrity, humility, and a strong moral compass—earning trust and respect.

*Be the Example*



## 2. INSPIRATIONAL MOTIVATION

Leaders inspire a shared vision and motivate others to achieve more than they thought possible.

*Inspire the Vision*



## 3. INTELLECTUAL STIMULATION

Leaders encourage creativity, challenge assumptions, and empower others to think in new ways.

*Challenge to Grow*



## 4. INDIVIDUALIZED CONSIDERATION

Leaders value people as individuals, invest in their growth, and bring out the best in each person.

*Care. Coach. Empower.*



## 5. TRANSFORMATIONAL IMPACT

Leaders develop leaders and create lasting change that transforms people, organizations, and communities.

*Leave a Legacy*

# The Four “I”s of Transformational Leadership

## 1. Idealized Influence: MODEL DESIRED BEHAVIOR

(demonstrate the behavior you want others to embrace.)

## 2. Inspirational Motivation: ARTICULATE A COMPELLING

**FUTURE VISION** (help people see what could be and connect daily activities to a larger purpose of why their efforts matter.)

## 3. Intellectual Stimulation: CHALLENGE ASSUMPTIONS

(encourage learning, thoughtful engagement, and thinking differently - do not demand blind compliance).

## 4. Individualized Consideration: INVEST IN PEOPLE

(mentoring, coaching focusing on individual’s unique gifts, challenges, and growth opportunities).

# 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

# Attributes of Good Servant Leaders

(Greenleaf, Spears)



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 the 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

# Attributes of Good Servant Leaders

(Patterson)

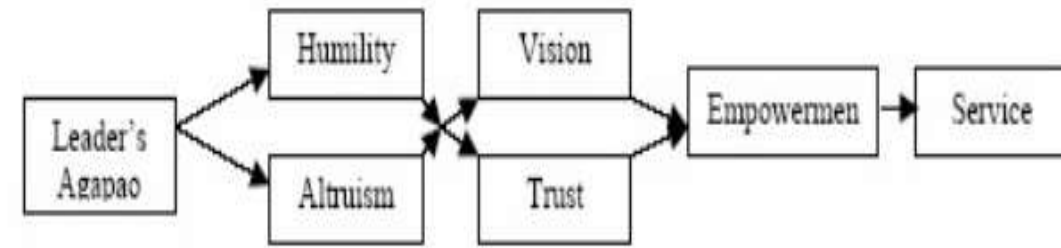
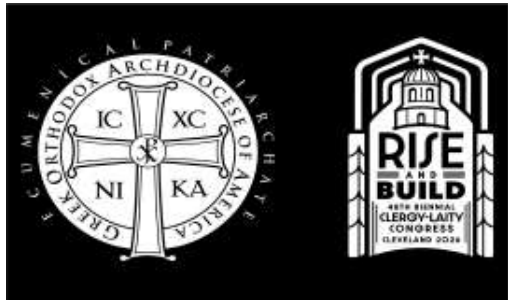


Figure 1, The model of constructs, This model details how the servant leadership constructs work together beginning with agapao love and ending with service.

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

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