THE DIOCESE OF
NEW YORK & NEW JERSEY

Part 1: Servant Leadership Know Yourself, Building Stronger Teams

Part 2: Embracing Change and Newly Illumined

Dr. Bill **Marianes**
Bill@stewardshipcalling.com

STEWARDSHIP CALLING

HOMILIES ENGAGEMENT
LEADERSHIP PRESENCE

“

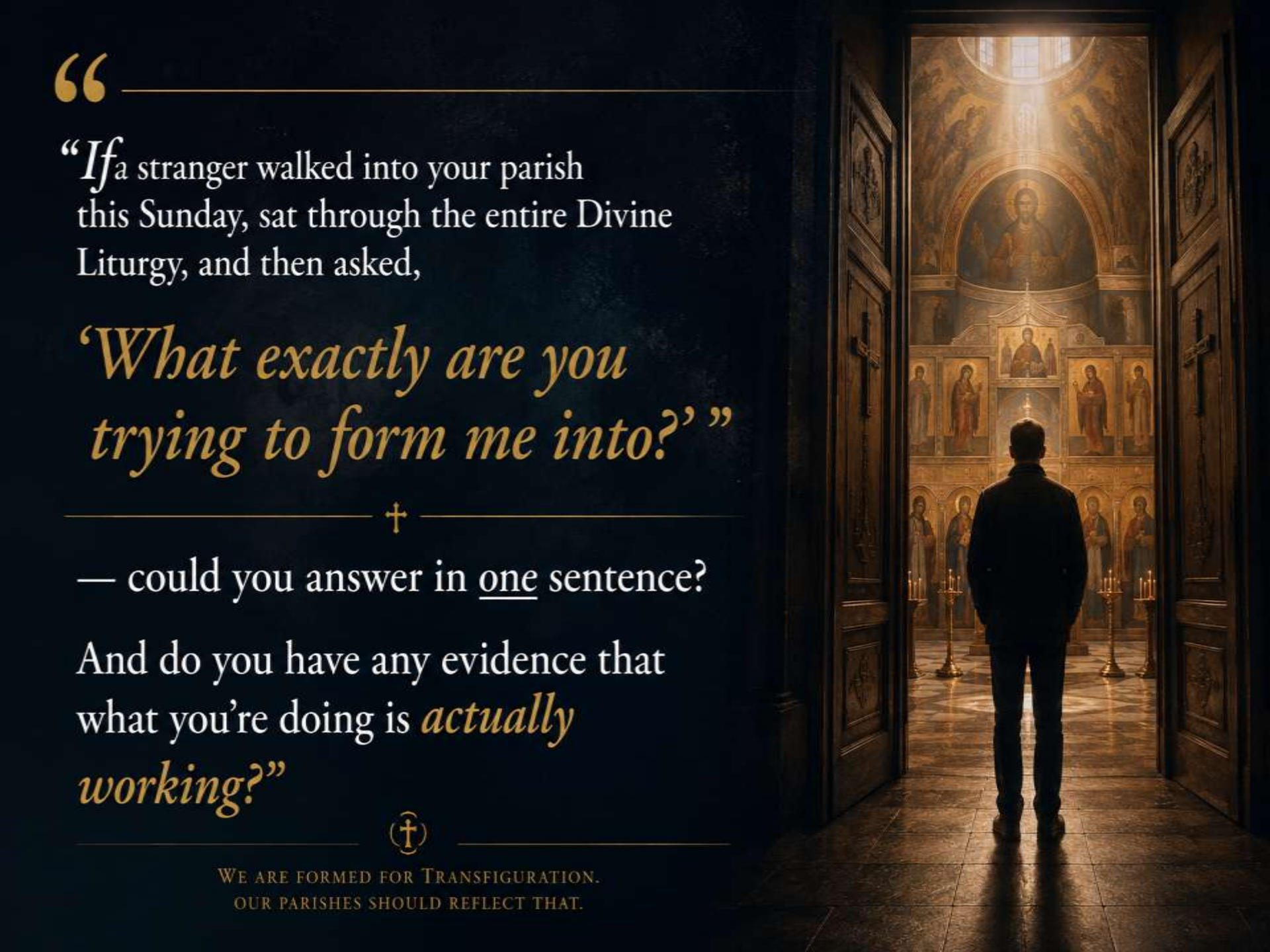
“*If* a stranger walked into your parish this Sunday, sat through the entire Divine Liturgy, and then asked,

‘What exactly are you trying to form me into?’ ”

†

— could you answer in one sentence?

And do you have any evidence that what you’re doing is ***actually working?”***



WE ARE FORMED FOR TRANSFIGURATION.
OUR PARISHES SHOULD REFLECT THAT.

StewardshipCalling.com

Keynotes & Leadership Tab

OCA NY/NJ Page

https://stewardshipcalling.com/oca-ny-nj-clergy-retreat-2026/

STEWARDSHIP CALLING

CHURCH ROADMAP PODCAST

QR Code to Access ALL Presentations at:
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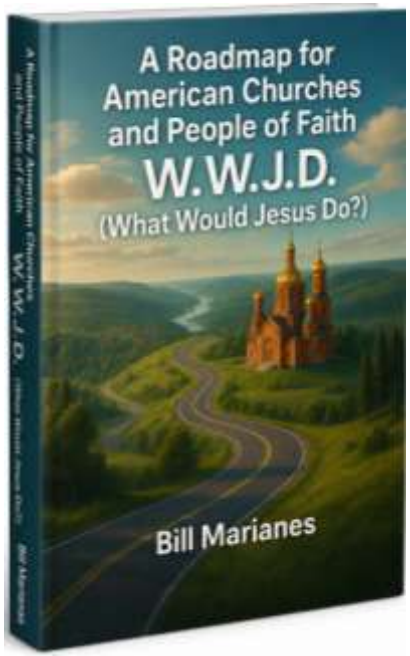
A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)



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

https://churchroadmap.com/

Chapters 3-8:
Servant Leadership and Elements of Exemplary Parish Leadership

(pages 37 – 252)

free download

Church Roadmap Podcast Leadership Series Episodes 1, 5, 9, 13 & 18

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 (3-4-26)

https://youtube.com/live/oJWjWjCa0Z0

The Servant Leadership Gap: Why Good Church Leaders Sometimes Fall Short (4-1-26)

https://www.youtube.com/watch?v=WLFyoTIDW58

How to Get Your Parish or Ministry Unstuck and Lead Needed Change (5-6-26)

https://www.youtube.com/watch?v=nVPJBY5t17o

Watch or Listen (every Wednesday – Leadership is 1st Wednesday of each month):

- YouTube: https://www.youtube.com/@stewardshipcallingministry/live
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- Recorded versions available at: www.churchroadmap.com

Church Roadmap Podcast Leadership Series
Episodes 22, 26, 31 & 35

Is Your Church Transforming Lives and Making Disciples or Just Keeping the Lights On? (Busy churches, unchanged lives.) - Episode 22 (6-3-26)
https://youtube.com/live/QguW8Ja51xY

Why Some Parishes Thrive and Others Struggle - 5 Leadership Practices Every Parish Need - Episode 26 (7-1-26)
https://youtube.com/live/RlQTd14ha1U

WHY DO GOOD PEOPLE & CHURCHES RESIST GOOD CHANGE? The Hidden Forces That Preserve the Status Quo and How Faithful Leaders Can Lead Positive Transformation - Episode 31 (8-5-26)
https://youtube.com/live/usQJZbYj6OY

PROTECTIONISM IN THE PEWS
Why Clergy and Church Employees/Leaders Sabotage Their Own Success and Volunteers Through Silence and Control – Episode 35 (9-2-26)

Watch or Listen (every Wednesday – Leadership is 1st Wednesday of each r

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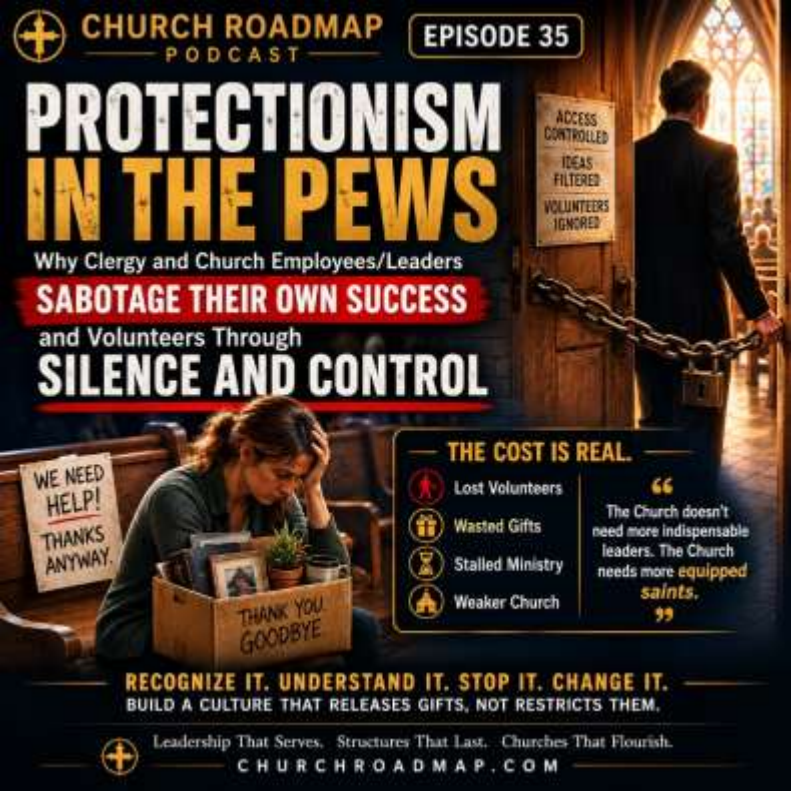
- Recorded versions available at: www.churchroadmap.com



Why Clergy and Church Employees/Leaders Sabotage Their Own Success and Volunteers Through Silence and Control

9-2-26 Church Roadmap Podcast

~ Why good clergy, hierarchs, church leaders, and employees unintentionally undermine and drive away their best volunteers and new ideas,

~ The psychology behind protectionism: over-functioning, indispensability, clericalism, control bias, and staff-volunteer conflict,

~ How silence, unanswered emails, calls, texts, delayed decisions, and excessive control destroy volunteer engagement and trust,

~Why churches develop an organizational "immune system" that quietly kills good ideas and promising new ministries,

~The practical solution: the 48–7–30 Volunteer Covenant and 5 research-based practices to equip, empower, and retain volunteers,

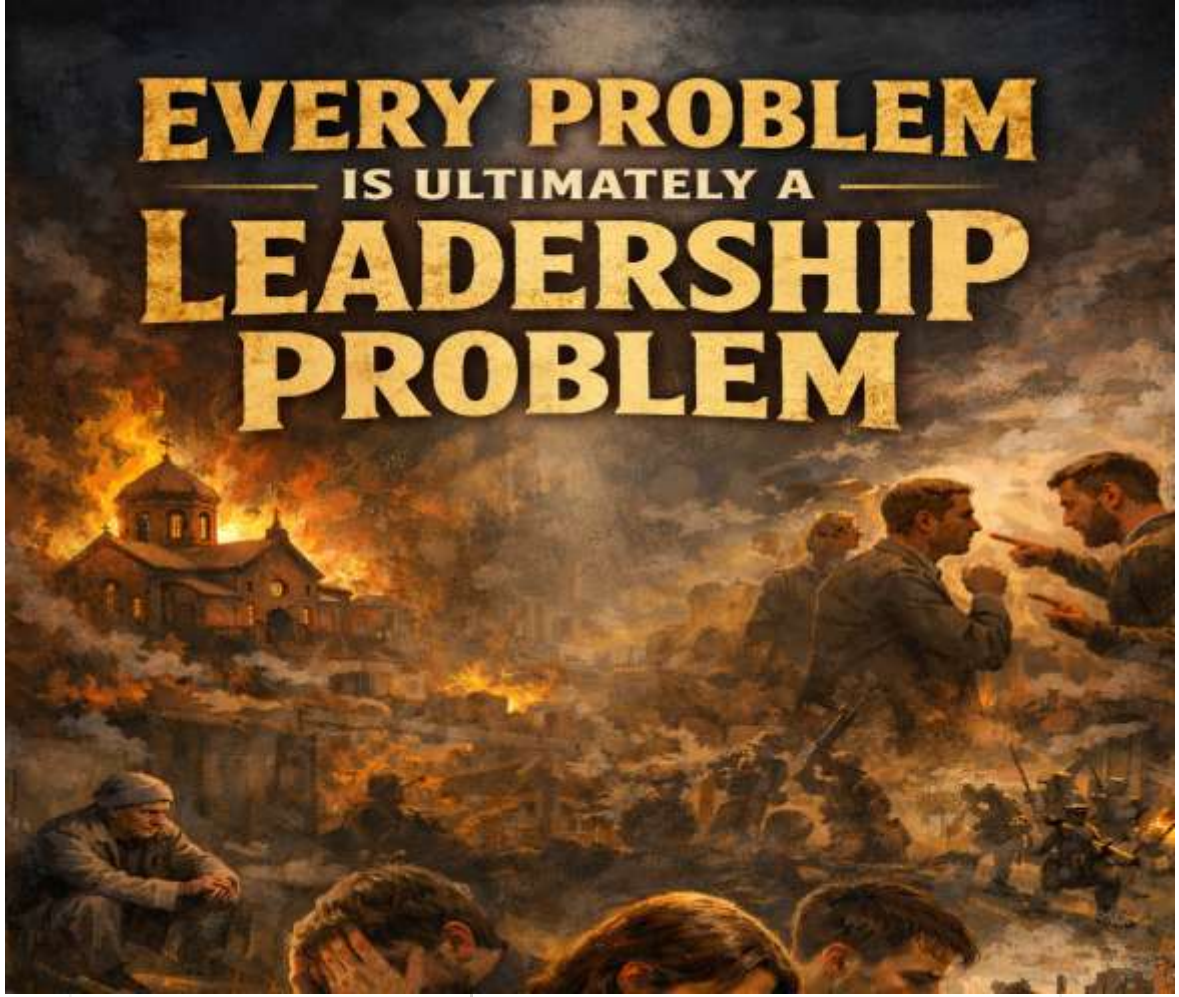
4 "HELP" Ways Parishioners Evaluate

Homilies

Engagement

Leadership

Personality/Presence



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

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

"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."

Dr. James Kouzes

"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."

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.* Josey-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

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.

5 Practices of Exemplary Leadership

1. Model The Way – know and live your core values and WHY

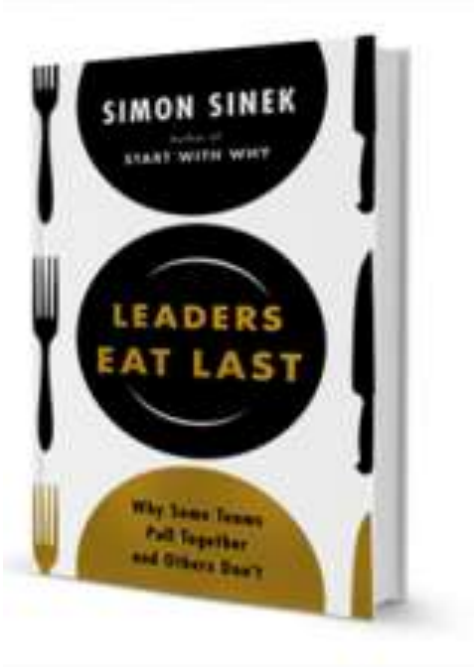
2. Inspire a Shared Vision - articulately share the exciting possibilities of a future destination

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

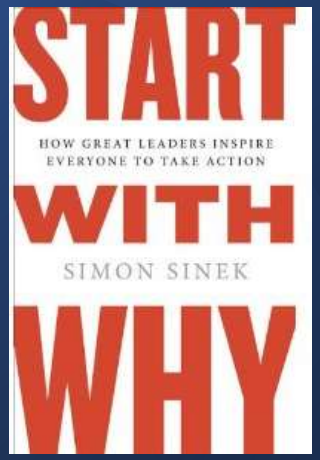
5. Encourage The Heart – celebrate the values and victories of your teams

(Kouzes & Posner, 2017)



Leadership…

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



~ “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.”

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

Simon Sinek

You Don't Need A Title To Lead

"There are 'leaders' and there are those who lead."

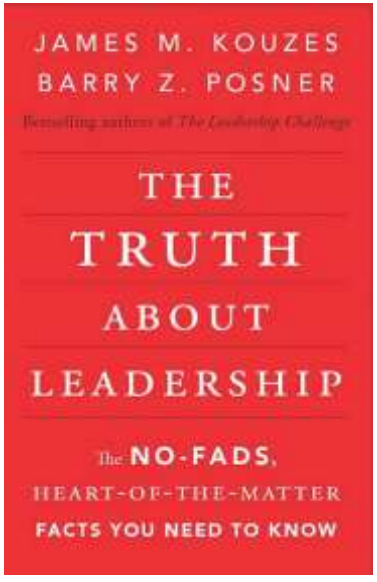
Pick Top 7 Qualities People Want In Their Leaders

Ambitious	Honest
Broad minded	Imaginative
Caring	Independent
Competent	Inspiring
Cooperative	Intelligent
Courageous	Loyal
Dependable	Mature
Determined	Self-Controlled
Fair Minded	Straight forward
Forward-looking	Supportive

From 30 years of empirical research by Drs. James Kouzes & Barry Posner featured in:
The Truth About Leadership: The No-fads to the Heart of the Matter Facts You Need to Know

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%

Top Qualities People Want In Their Leaders

CREDIBILITY

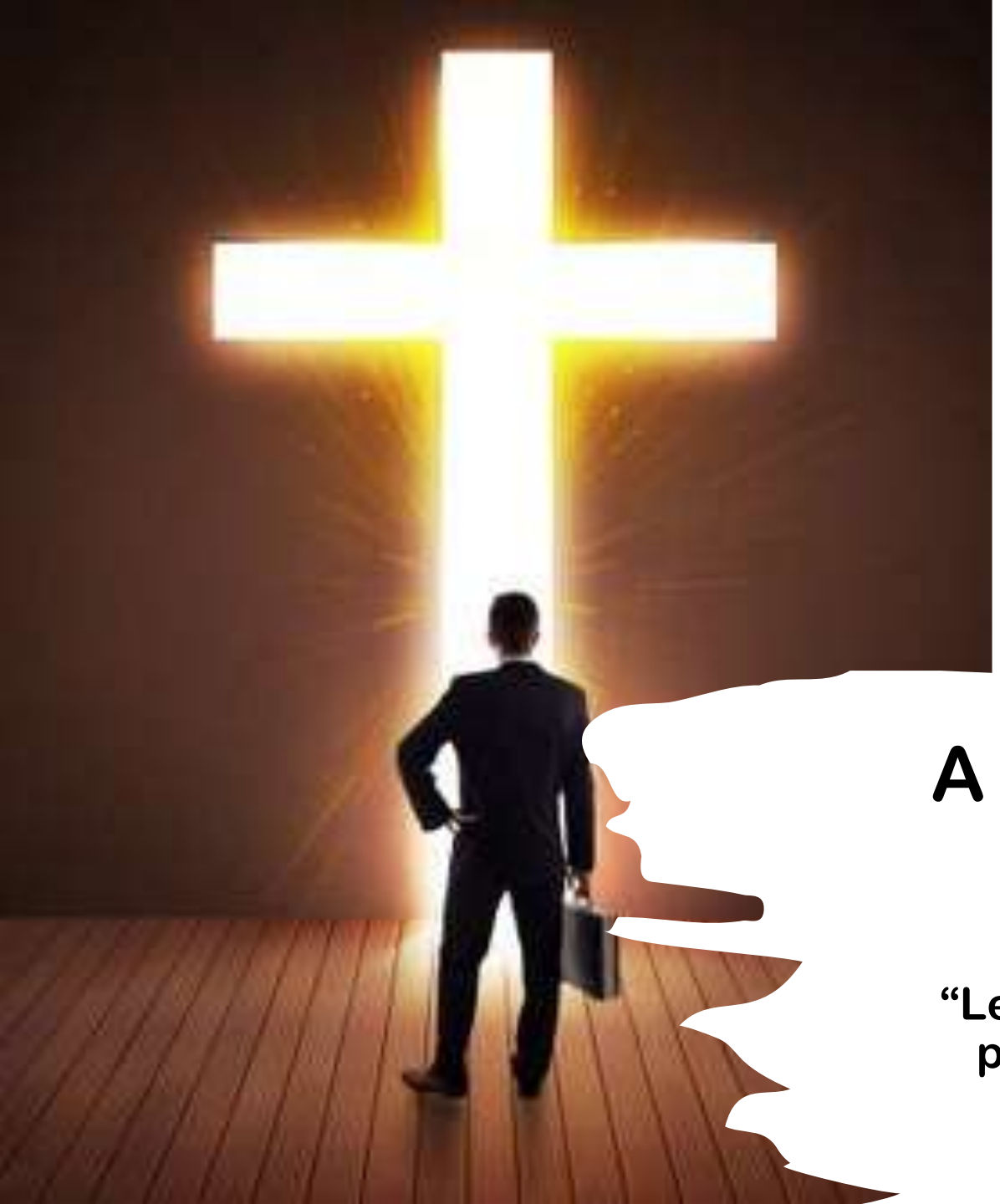
(Honest + Inspiring + Competent)

&

FORWARD - LOOKING

---

1. Honest
2. Forward-looking
3. Inspiring
4. Competent



A Leader Leads By Example

"Leadership is not about personality. It's about behavior"

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

(Greenleaf, 1970; Spears, 2010)

Patterson's Summary of Greenleaf's

Elements of Servant Leaders

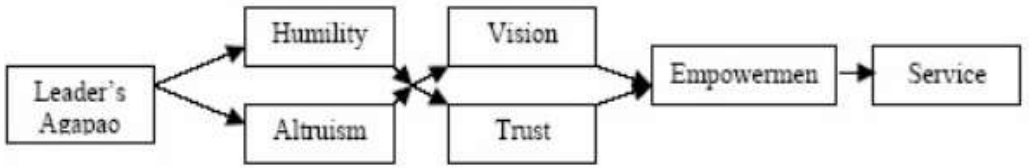


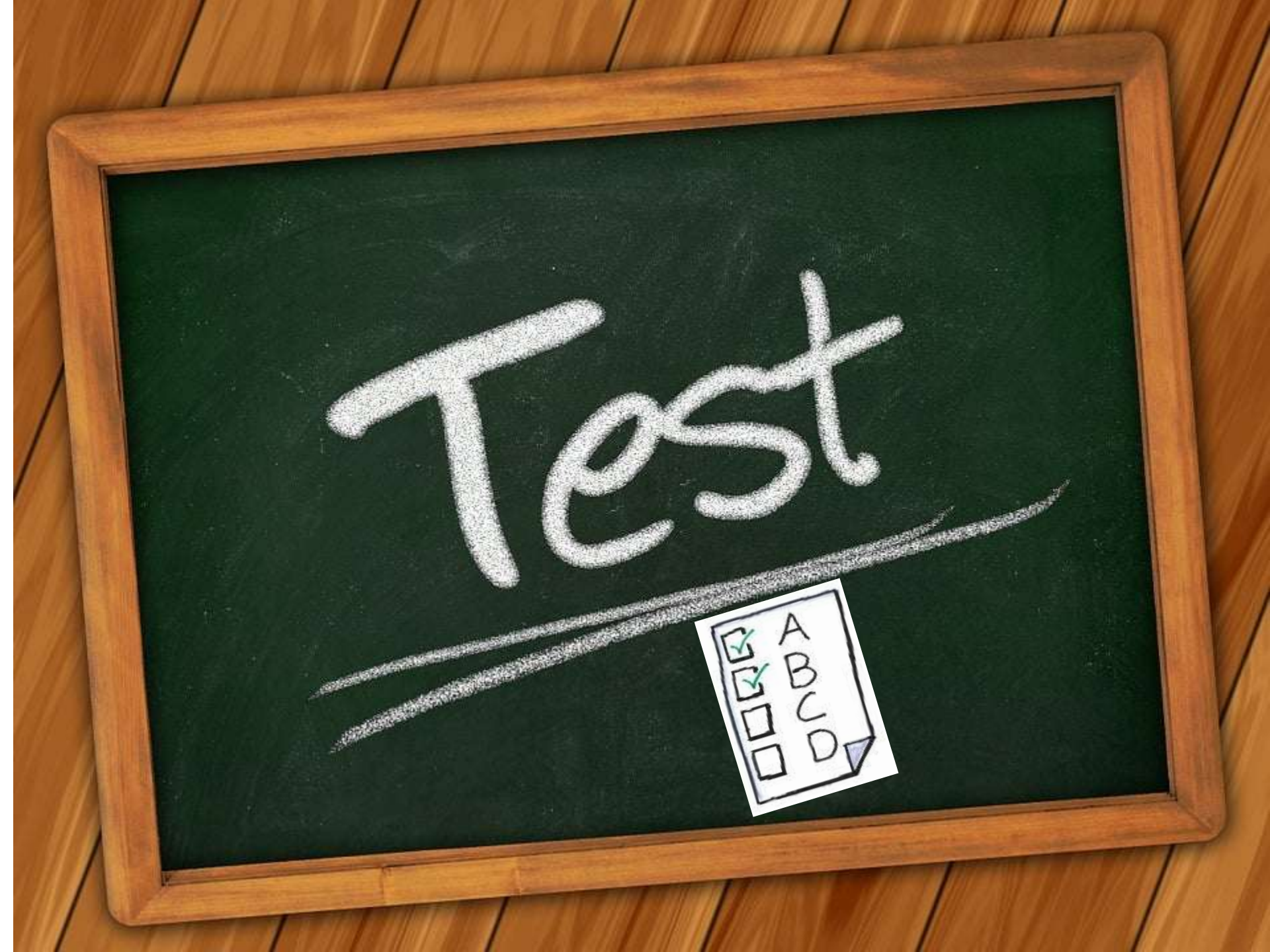
Figure 1, The model of constructs, This model details how the servant leadership constructs work together beginning with agapao love and ending with service.

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

(Greenleaf, 2008; Patterson, 2003; van Dierendonck & Patterson, 2010).

STEWARDSHIP CALLING

Orthodox Building Blocks of Servant Leadership


Test
A
B
C
D

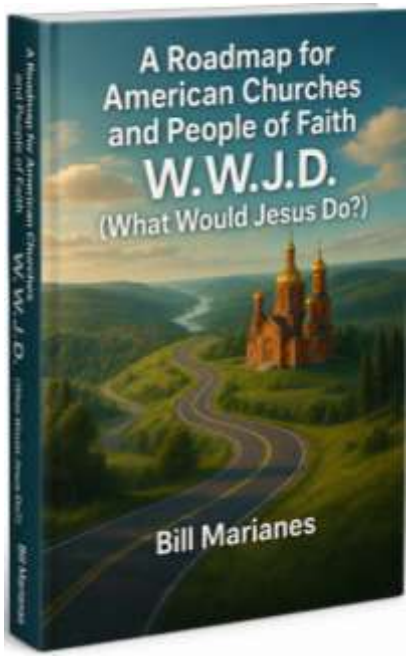
STEWARDSHIP CALLING

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

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

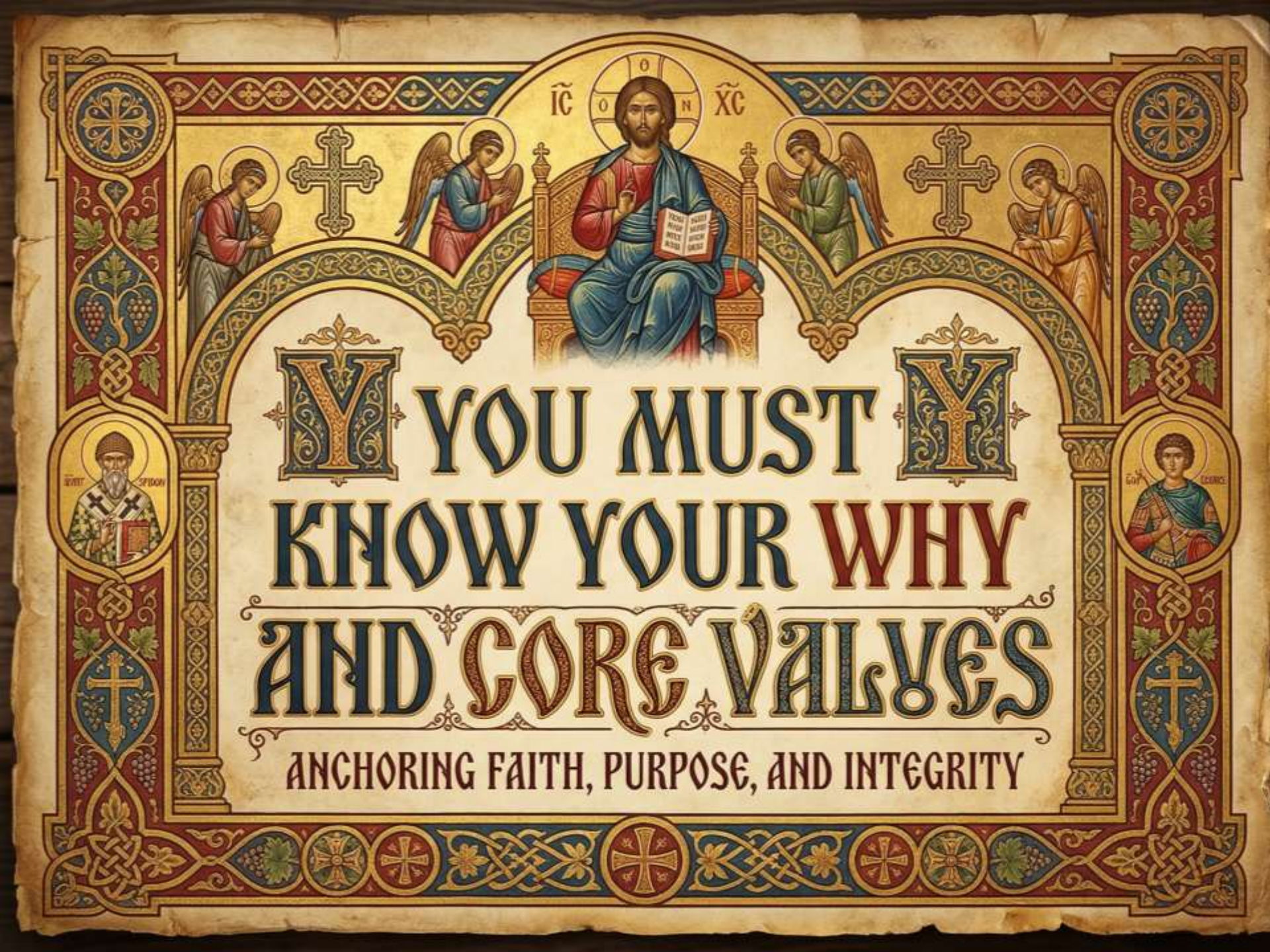


For comprehensive and discussion of Servant leadership with practical examples you can implement, see:

https://churchroadmap.com/

Chapter 5:
Servant Leadership
(pages 84 – 104)

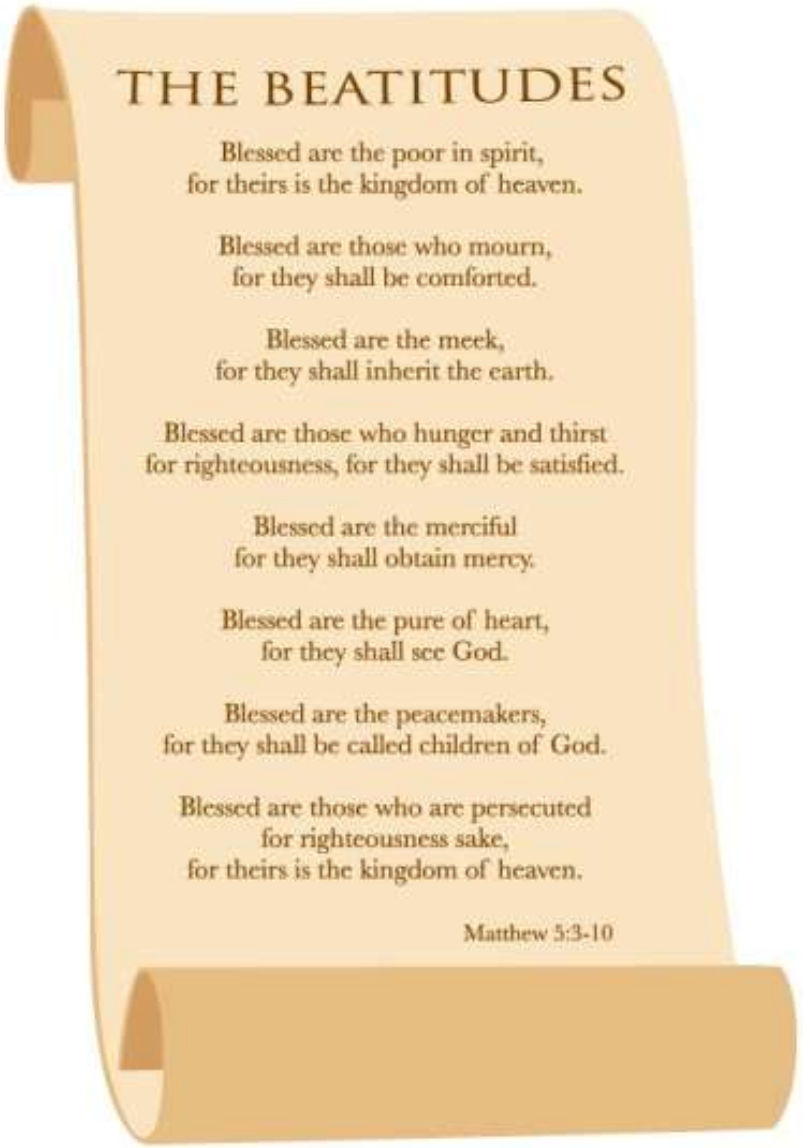
free download


IC XC
YOU MUST KNOW YOUR WHY
AND CORE VALUES
ANCHORING FAITH, PURPOSE, AND INTEGRITY

Core Values Are Biblical

GOD'S Core Values

CHRIST'S Core Values



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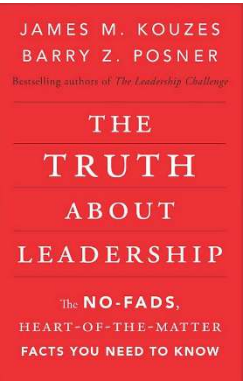
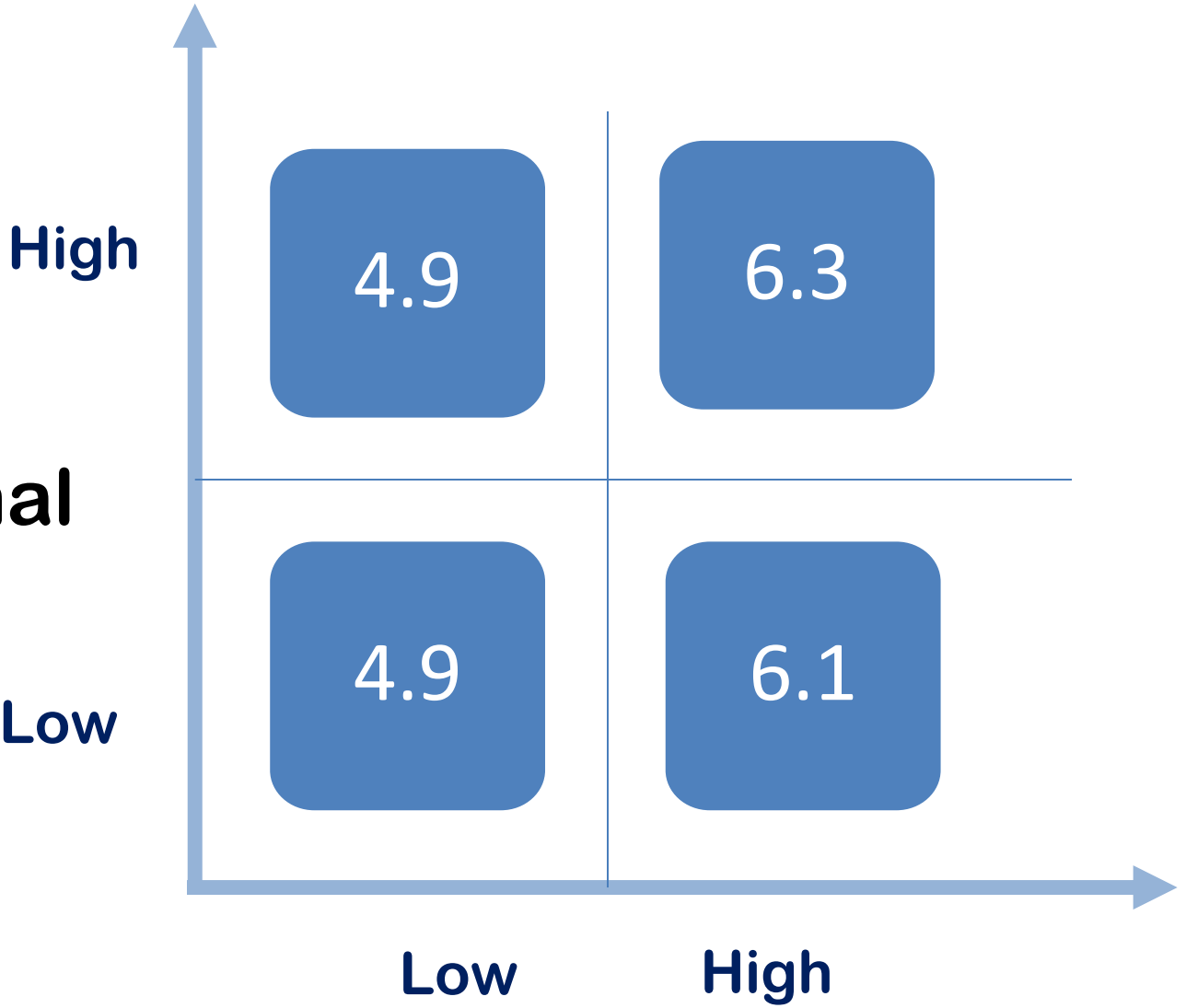
(Kouzes & Posner, 2017)

Impact on Commitment of Values Clarity



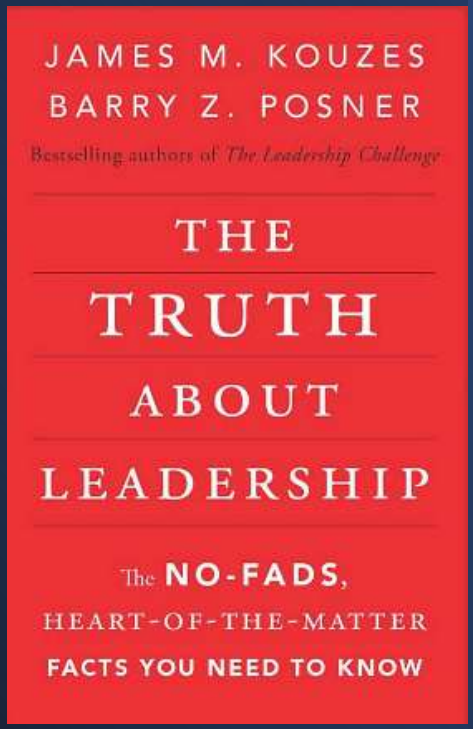


Scale: High = 7
Low = 1

Impact of Values Clarity on Commitment

- Clarity of personal values is absolutely most critical

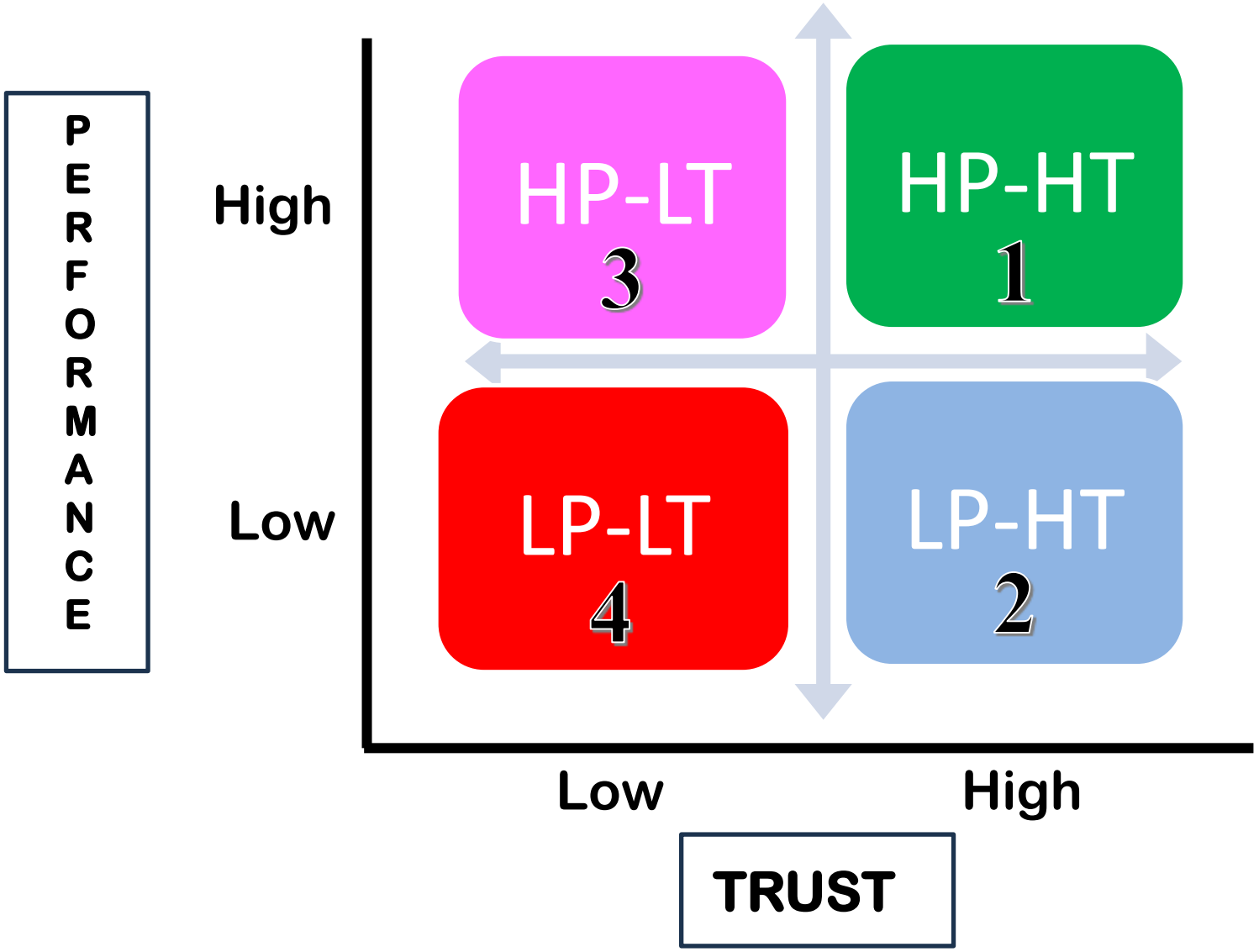
- Make sure you, and those you lead, know their core values and can align them with the organization's core values



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

“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.”

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.

USA
Bradesco
BROWN
Rio2016
Bradesco

1236
1187

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

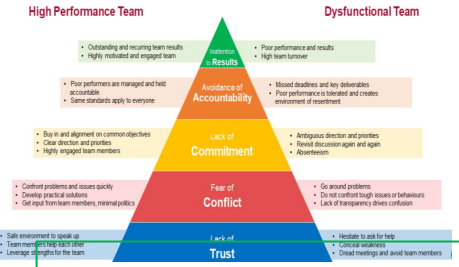
NATIONAL BEST-SELLER

PATRICK LENCIONI

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

THE ADVANTAGE

WHY ORGANIZATIONAL HEALTH TRUMPS EVERYTHING ELSE IN BUSINESS

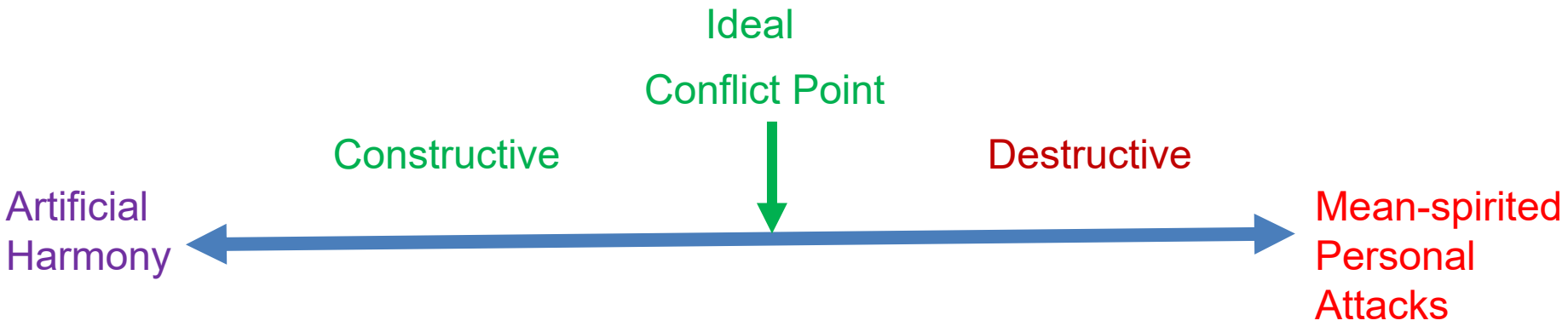


The Five Dysfunctions of a Team

Patrick Lencioni

1. Lack of TRUST = vulnerability, being open and able to productively discuss failures, errors, weaknesses, ands 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."

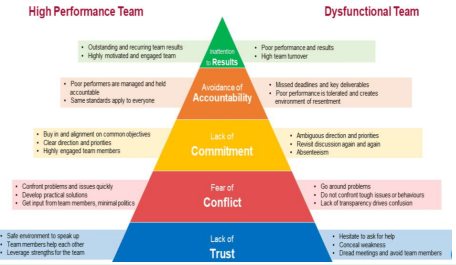
John Wooden won 10 NCAA Championships in 12 years

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.

Don Alexios of Atlanta and his Consigliere



The Five Dysfunctions of a Team

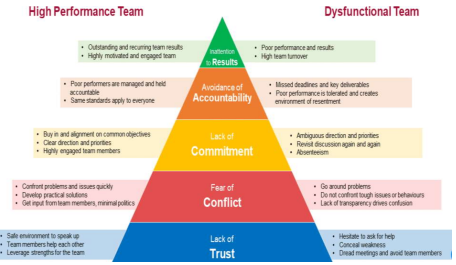
Patrick Lencioni

3. Lack of <u>COMMITMENT</u> = 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 <u>ACCOUNTABILITY</u> = "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



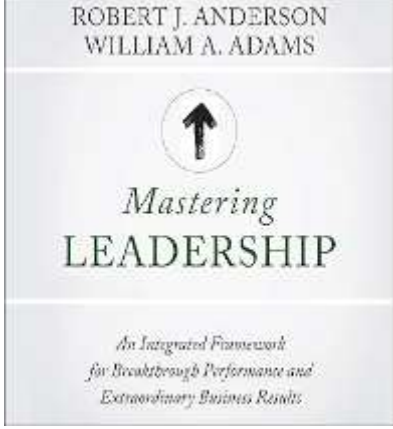
The Five Dysfunctions of a Team

Patrick Lencioni

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

The Five Dysfunctions of a Team by Patrick Lencioni

Mastering Leadership[1]

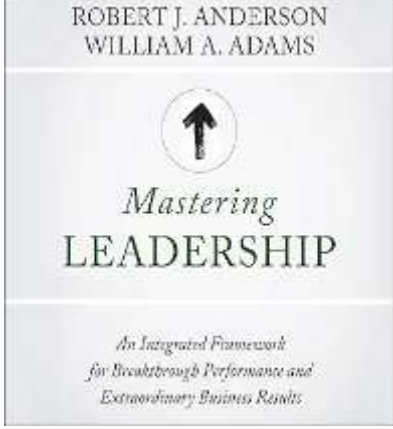


"LEADERSHIP IS A CONVERSATION."

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

Mastering Leadership (2016) Robert Anderson & William Adams

Mastering Leadership[1]



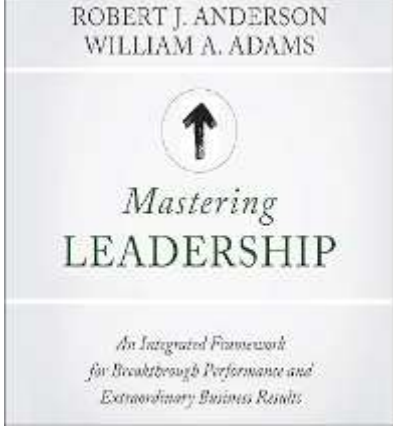
"Leaders succeed or fail depending on whether or not they clarify role expectations and keep their promises

"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 (2016) Robert Anderson & William Adams

Mastering Leadership[1]



"Four universal promises of leadership:

1. **Set the right direction and create meaningful work**

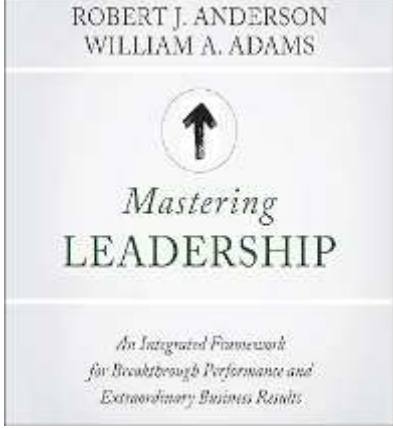
2. **Engage all stakeholder and hold them accountable for performance**

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 (2016) Robert Anderson & William Adams

Mastering Leadership[1]



"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"**

Mastering Leadership (2016) Robert Anderson & William Adams

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

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

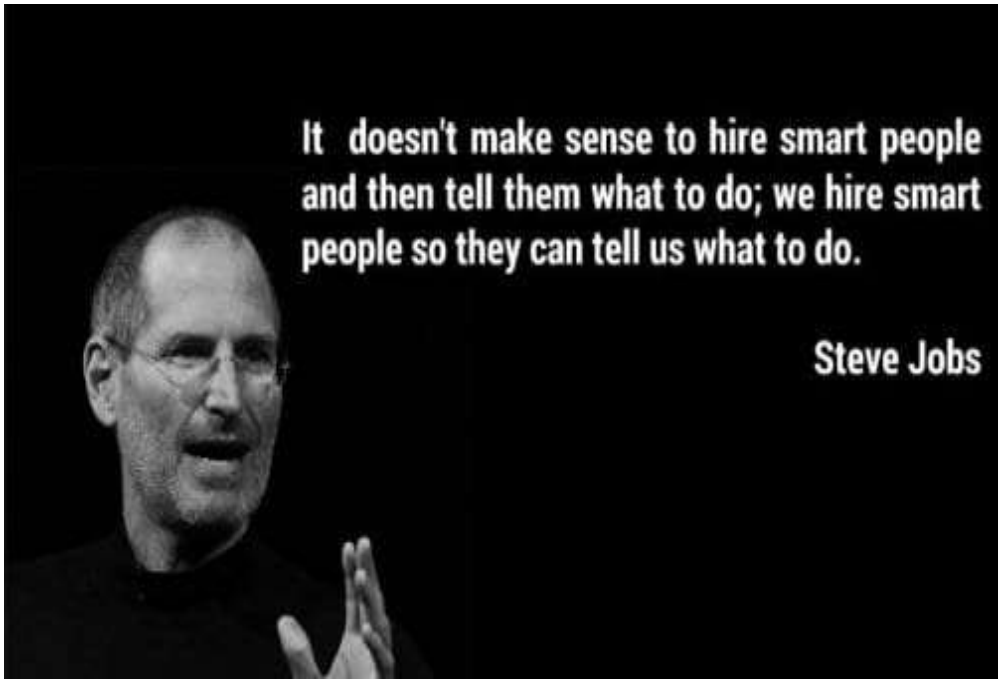
3. Each Ministry has a Parish Council liaison

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

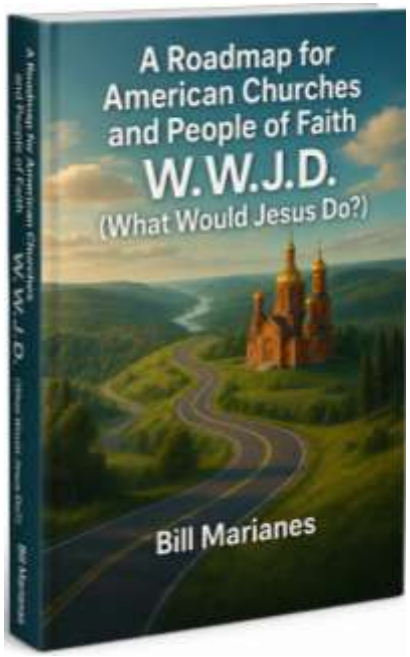
DO NOT

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:

https://churchroadmap.com/

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

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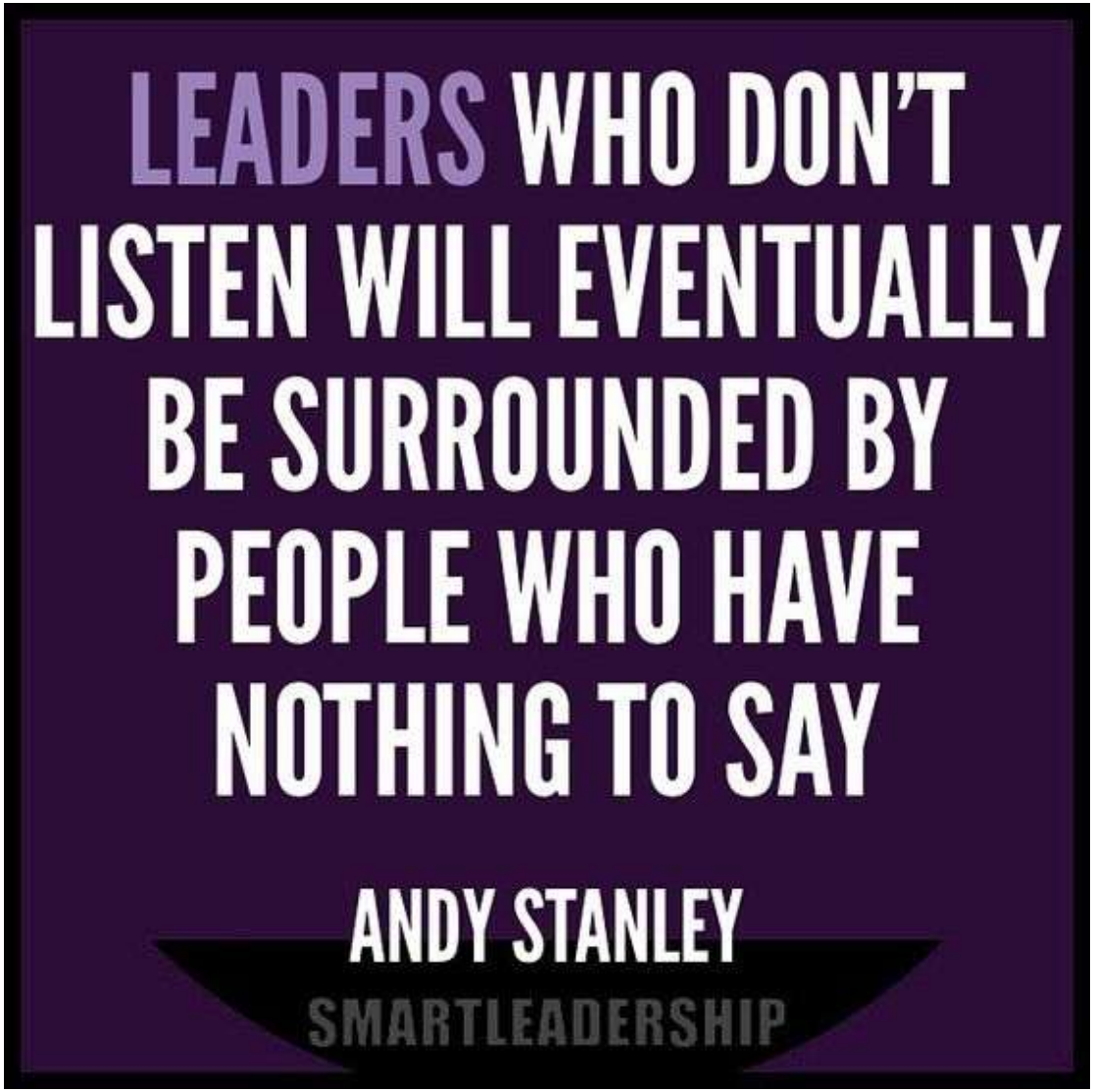
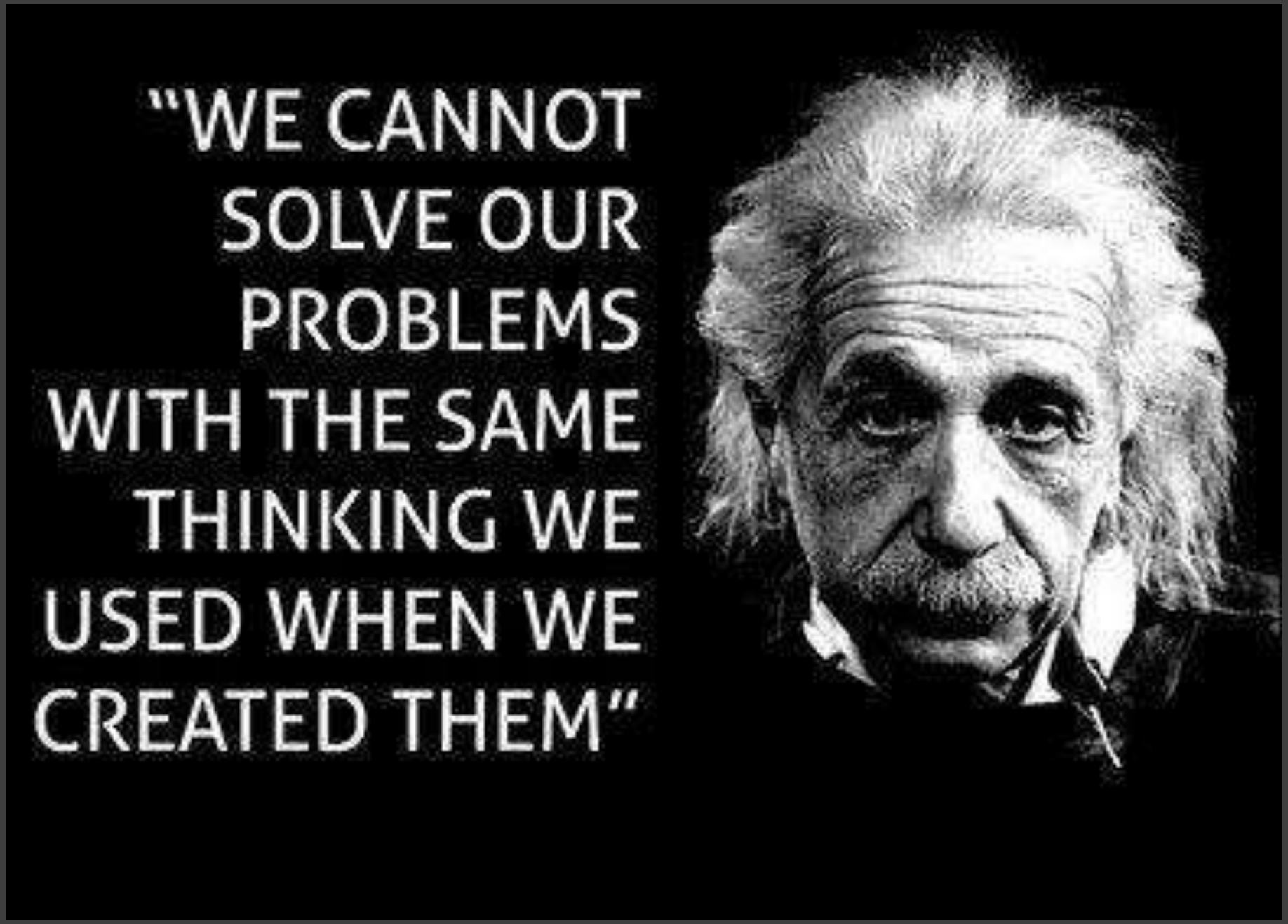
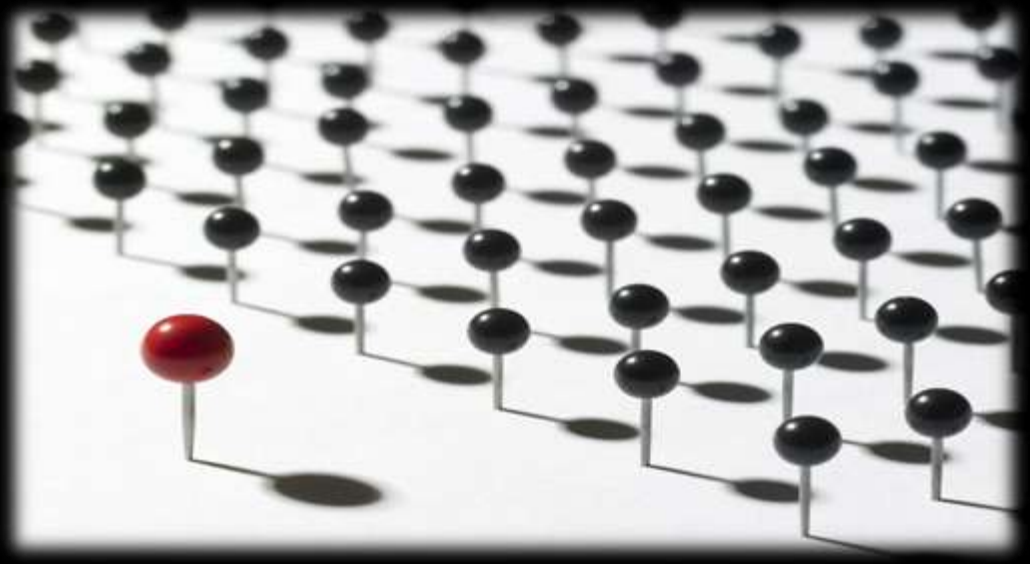

LEADERS WHO DON'T LISTEN WILL EVENTUALLY BE SURROUNDED BY PEOPLE WHO HAVE NOTHING TO SAY
ANDY STANLEY
SMARTLEADERSHIP



(The Journal of Transpersonal Psychology, 1969.

Audience Participation Time!

What are you Leadership Takeaways or Questions



Can’t We Just Get Along?

Each Of Us Is Unique:

"Now you are the body of Christ, and members individually. And God has appointed these in the church: first apostles, second prophets, third teachers, after that miracles, then gifts of healings, helps, administrations, varieties of tongues."

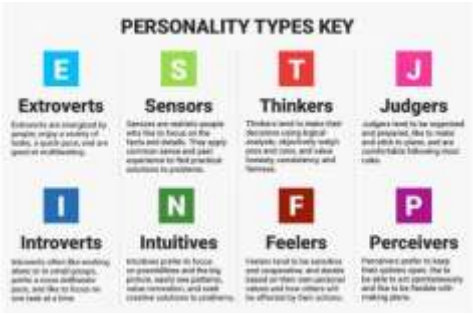
1 Corinthians 12:27-28

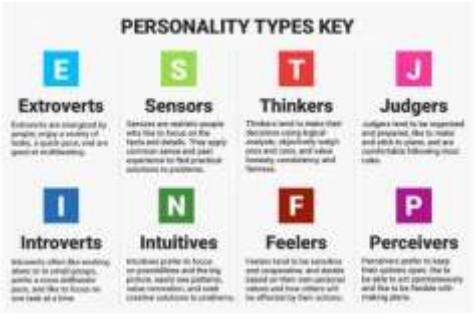
~ We experience sensations, intuitions, feelings, and thoughts

~ 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





~ 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, 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

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

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.

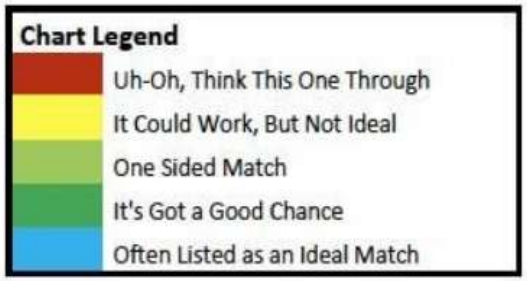
ESFJ
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

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.

As iron sharpens iron, so one person sharpens another.

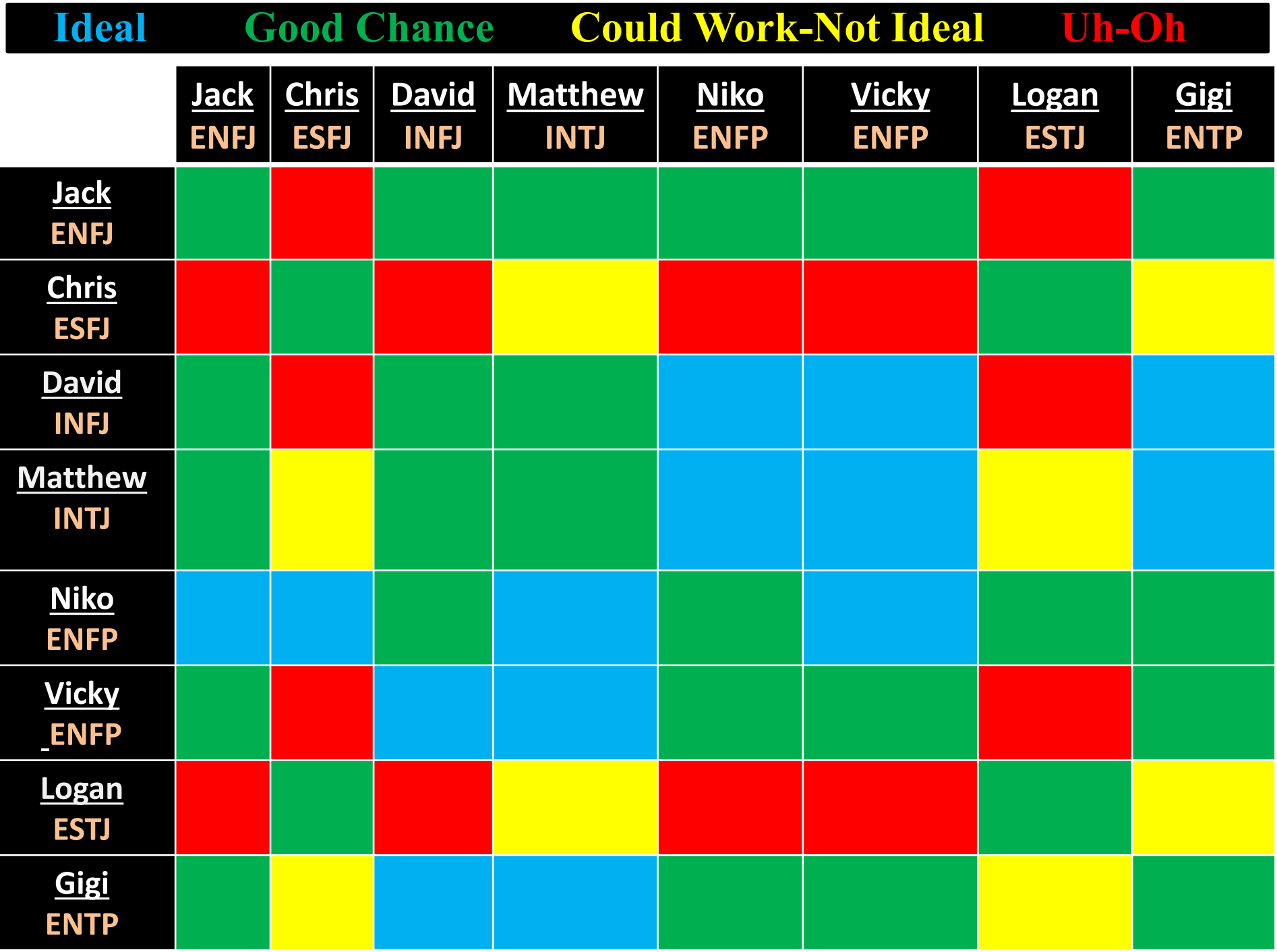
Proverbs 27:17



Check Compatibilities Among Parish Council and Ministries Teams and Discuss Consequences

(and do it with your family)

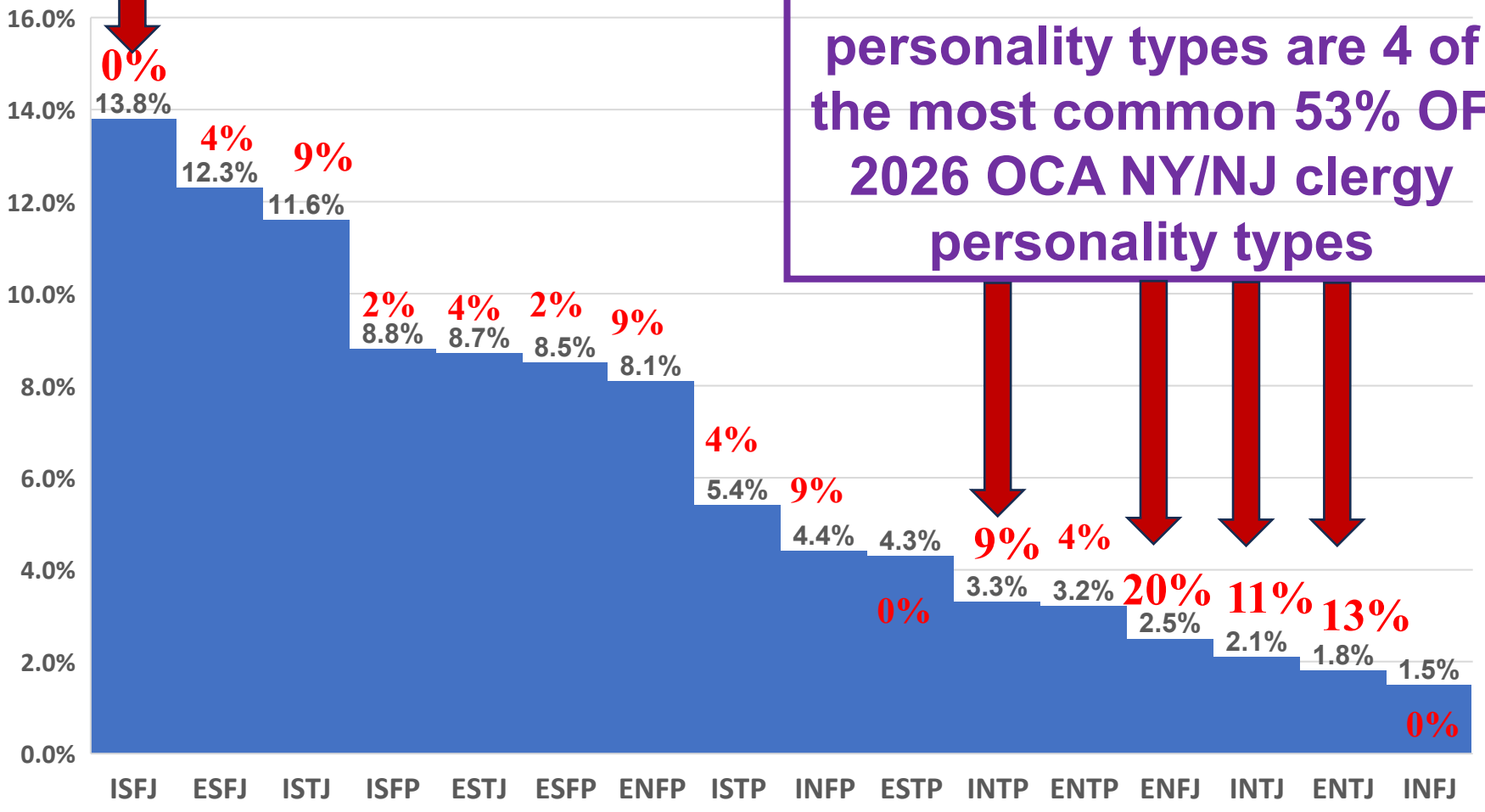
	PC 1 ESTJ	PC 2 INTJ	PC 3 ENFJ	PC 4 ENFJ	PC 5 ESFJ	PC 6 ESTJ	PC 7 ESFJ	PC 8 ENFP	PC 9 ISTJ	PC 10 ENTJ	PC 11 ENTJ	PC 12 ENTJ	PC 13. ENTJ
PC 1 ESTJ	Good	Not Ideal	Uh-Oh	Uh-Oh	Good	Good	Good	Uh-Oh	Good	1-sided	1-sided	1-sided	1-sided
PC 2 INTJ	Not Ideal	Good	Good	Good	Not Ideal	Not Ideal	Not Ideal	Ideal	Not Ideal	Good	Good	Good	Good
PC 3 ENFJ	Uh-Oh	Good	Good	Good	Uh-Oh	Uh-Oh	Uh-Oh	Good	Uh-Oh	Good	Good	Good	Good
PC 4 ENFJ	Uh-Oh	Good	Good	Good	Uh-Oh	Uh-Oh	Uh-Oh	Good	Uh-Oh	Good	Good	Good	Good
PC 5 ESFJ	Good	Not Ideal	Uh-Oh	Uh-Oh	Good	Good	Good	Uh-Oh	Good	1-sided	1-sided	1-sided	1-sided
PC 6 ESTJ	Good	Not Ideal	Uh-Oh	Uh-Oh	Good	Good	Good	Uh-Oh	Good	1-sided	1-sided	1-sided	1-sided
PC 7 ESFJ	Good	Not Ideal	Uh-Oh	Uh-Oh	Good	Good	Good	Uh-Oh	Good	1-sided	1-sided	1-sided	1-sided
PC 8 ENFP	Uh-Oh	Ideal	Good	Good	Uh-Oh	Uh-Oh	Uh-Oh	Good	Uh-Oh	Good	Good	Good	Good
PC 9 ISTJ	Good	Not Ideal	Uh-Oh	Uh-Oh	Good	Good	Good	Uh-Oh	Good	1-sided	1-sided	1-sided	1-sided
PC 10 ENTJ	1-sided	Good	Good	Good	1-sided	1-sided	1-sided	Good	1-sided	Good	Good	Good	Good
PC 11 ENTJ	1-sided	Good	Good	Good	1-sided	1-sided	1-sided	Good	1-sided	Good	Good	Good	Good
PC 12 ENTJ	1-sided	Good	Good	Good	1-sided	1-sided	1-sided	Good	1-sided	Good	Good	Good	Good
PC 13. ENTJ	1-sided	Good	Good	Good	1-sided	1-sided	1-side	Good	1-sided	Good	Good	Good	Good


Ideal
Good Chance
Could Work-Not Ideal
Uh-Oh
Jack ENFJ
Chris ESFJ
David INFJ
Matthew INTJ
Niko ENFP
Vicky ENFP
Logan ESTJ
Gigi ENTP
Jack ENFJ
Chris ESFJ
David INFJ
Matthew INTJ
Niko ENFP
Vicky ENFP
Logan ESTJ
Gigi ENTP

Myers Briggs Frequency
2026 OCA NY/NJ Clergy

NO OCA clergy share the most common type

4 of the least common personality types are 4 of the most common 53% OF 2026 OCA NY/NJ 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

Ideal Good Chance Could Work-Not Ideal One-sided Uh-Oh

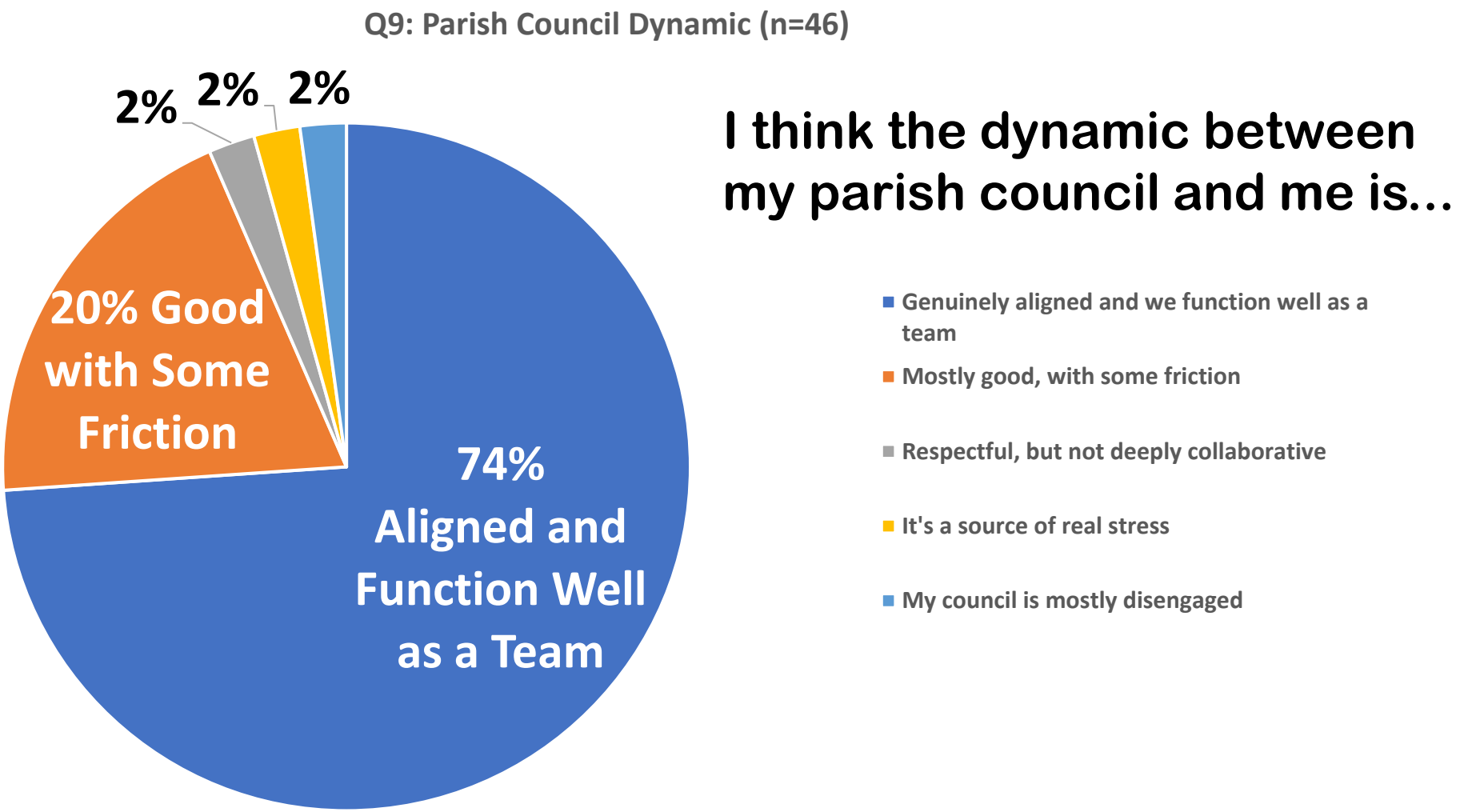
Top General Population Type → / Top OCA Clergy Type ↓	14% people ISFJ	12.3% people ESFJ	11.6% people ISTJ
21% OCA NYNJ Clergy ENFJ			
14% OCA NYNJ Clergy ENTJ			
12% OCA NYNJ Clergy INTJ			

NO “Ideal” matches

NO “Good Chance” matches

Most clergy are “Uh-OH” or “One-Sided” matches

Given Your Myers Briggs (In)Compatibility Profiles Compared to the General Public's, are You Sure 75% of OCA NY/NJ Clergy Are Fully Aligned and Functioning Well With Their Parish Council's



https://www.youtube.com/watch?v=-z4NS2zdrZc

Here's to the *crazy* ones.

The *misfits*.

The *rebels*.
The *troublemakers*.

The round pegs in the square holes.
The ones who see things *differently*.
They're not fond of rules.

And they have *no respect* for the status quo.

https://www.youtube.com/watch?v=-z4NS2zdrZc

You can *quote* them,
disagree with them,
glorify or *vilify* them.

About the only thing you can't do is *ignore* them.

Because they *change* things.
They push the human race *forward*.

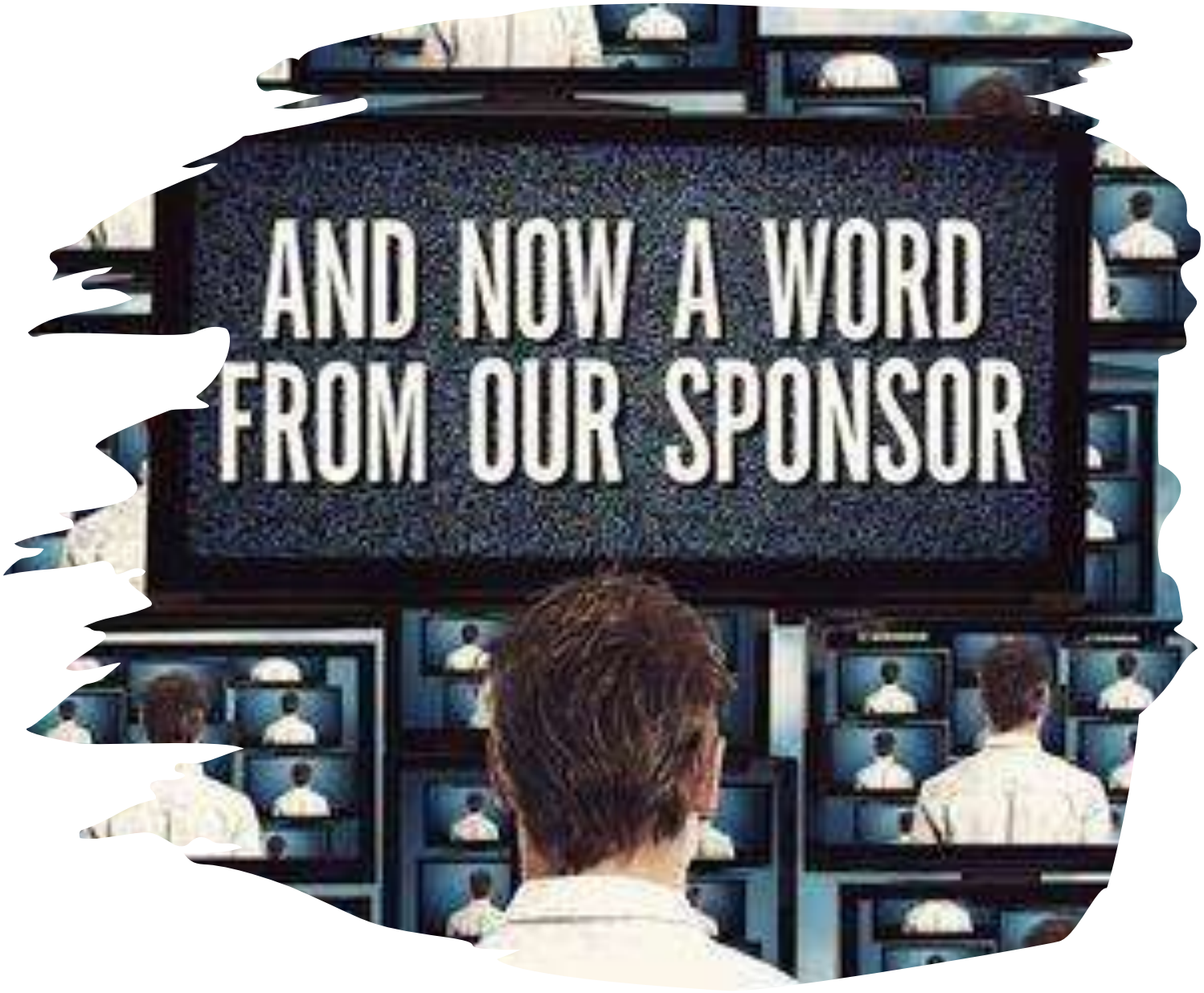
And while some may see them
as the crazy ones, *we see genius*.

Because the people who are *crazy enough*
to think they can *change* the world,
are the ones who do.

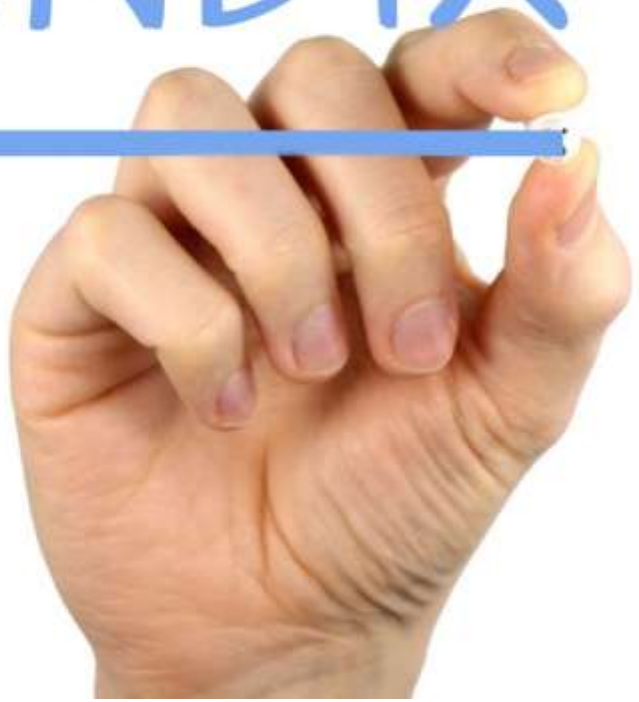
...com · Adapted from the creative work of TBWA\Chiat\Day\Los Angeles for Apple Computer

Think different.

I DON'T THINK I
HAVE EVER SEEN YOUR
SPECIFIC KIND OF CRAZY!
BUT I DEFINATELY
ADMIRE YOUR TOTAL
COMMITMENT TO IT


AND NOW A WORD
FROM OUR SPONSOR

APPENDIX



Some information about the Stewardship Calling Strategic Planning Process (see Chapter 7 of the Church Roadmap Book)

StewardshipCalling.com

Keynotes & Leadership Tab

OCA NY/NJ Page

https://stewardshipcalling.com/oca-ny-nj-clergy-retreat-2026/

STEWARDSHIP CALLING

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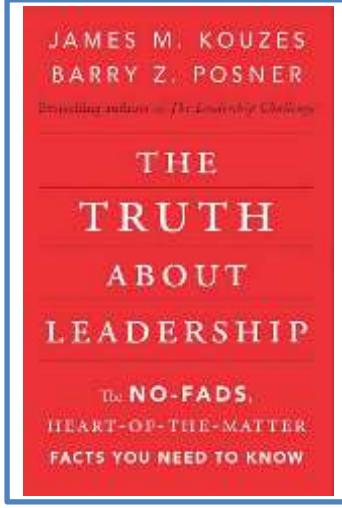
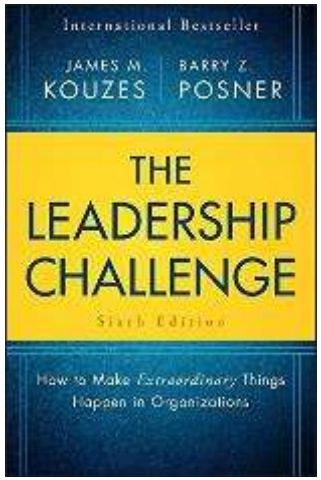
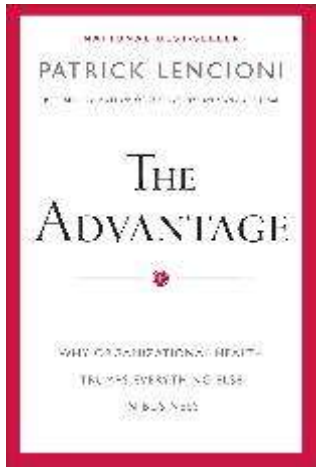
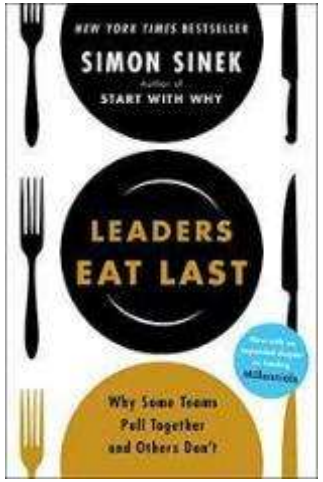
Leadership

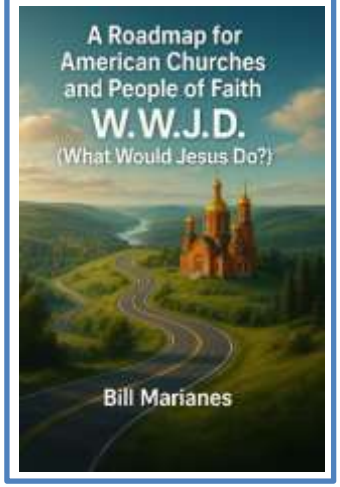




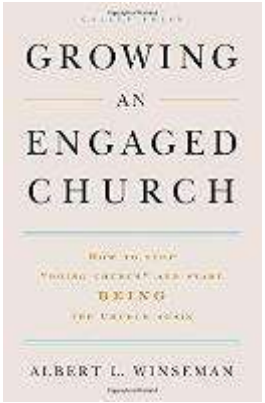




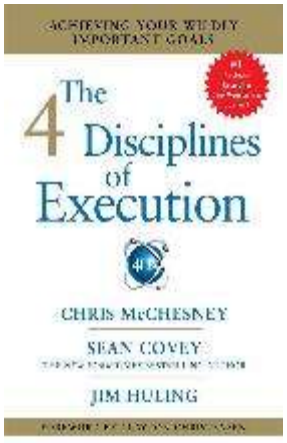
Leadership. Stewardship, Education, Christian Unity

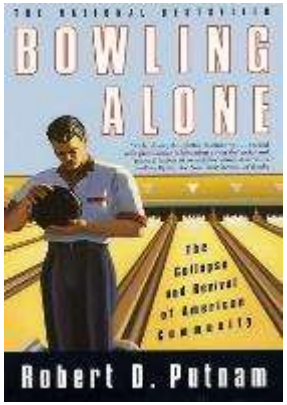


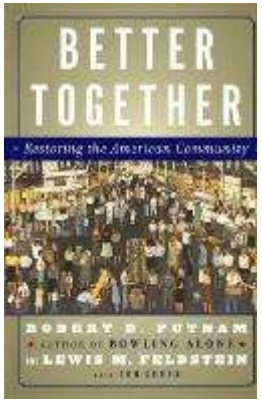
Church Growth



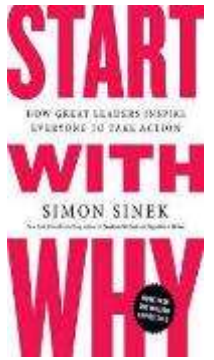
Operational Effectiveness

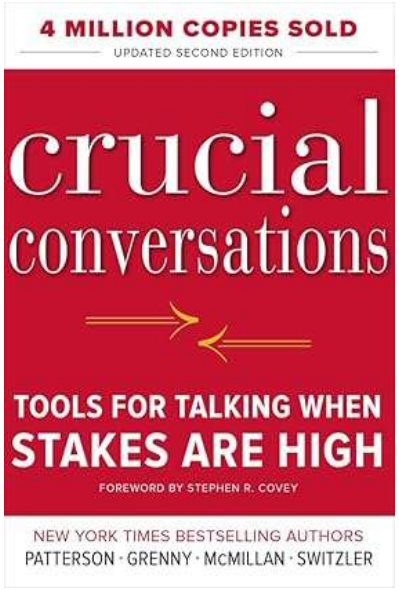




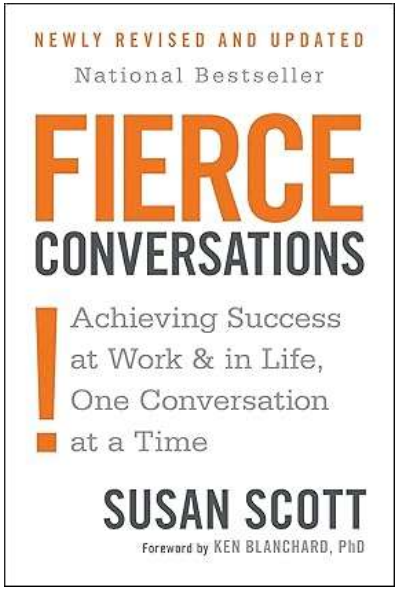


WHY





Selected Conflict Communications and Resolution Resources



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. Upcoming September 21 Greek Orthodox Metropolises of Atlanta, Boston, and San Francisco program at 8:00 EDT on conflict management. (Dr. Mitch Owen: https://mitchen.net/)

Church Roadmap Podcast Leadership Series Episodes 1, 5, 9, 13 & 18

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 (3-4-26)

https://youtube.com/live/oJWjWjCa0Z0

The Servant Leadership Gap: Why Good Church Leaders Sometimes Fall Short (4-1-26)

https://www.youtube.com/watch?v=WLFyoTIDW58

How to Get Your Parish or Ministry Unstuck and Lead Needed Change (5-6-26)

https://www.youtube.com/watch?v=nVPJBY5t17o

Watch or Listen (every Wednesday – Leadership is 1st Wednesday of each month):

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

Church Roadmap Podcast Leadership Series
Episodes 22, 26, 31 & 35

Is Your Church Transforming Lives and Making Disciples or Just Keeping the Lights On? (Busy churches, unchanged lives.) - Episode 22 (6-3-26)
https://youtube.com/live/QguW8Ja51xY

Why Some Parishes Thrive and Others Struggle - 5 Leadership Practices Every Parish Need - Episode 26 (7-1-26)
https://youtube.com/live/RlQTd14ha1U

WHY DO GOOD PEOPLE & CHURCHES RESIST GOOD CHANGE? The Hidden Forces That Preserve the Status Quo and How Faithful Leaders Can Lead Positive Transformation - Episode 31 (8-5-26)
https://youtube.com/live/usQJZbYj6OY

PROTECTIONISM IN THE PEWS
Why Clergy and Church Employees/Leaders Sabotage Their Own Success and Volunteers Through Silence and Control – Episode 35 (9-2-26)

Watch or Listen (every Wednesday – Leadership is 1st Wednesday of each r

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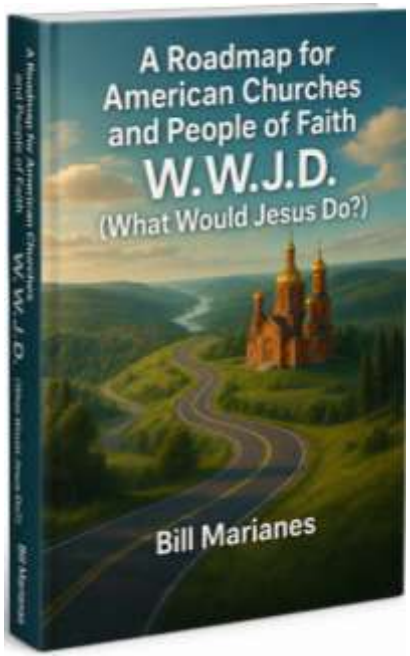
- Facebook: https://www.facebook.com/stewardshipcalling/videos
- Recorded versions available at: www.churchroadmap.com

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/

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Church Roadmap Podcast

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:

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PROGRAMMING

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

Leaders of a church will either be risk takers, or church caretakers who will eventually become its undertaker.

Be Courageous

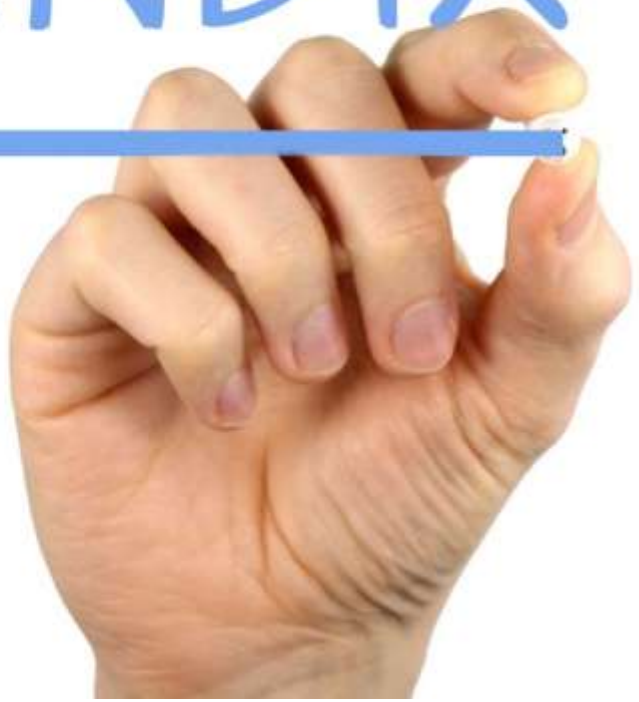
Matthew 21:12 **Mark 11:15**
Luke 19:45 **John 2:15**

WHAT WOULD
YOU DO IF
YOU WEREN'T
AFRAID?

What are your Takeaways or Questions

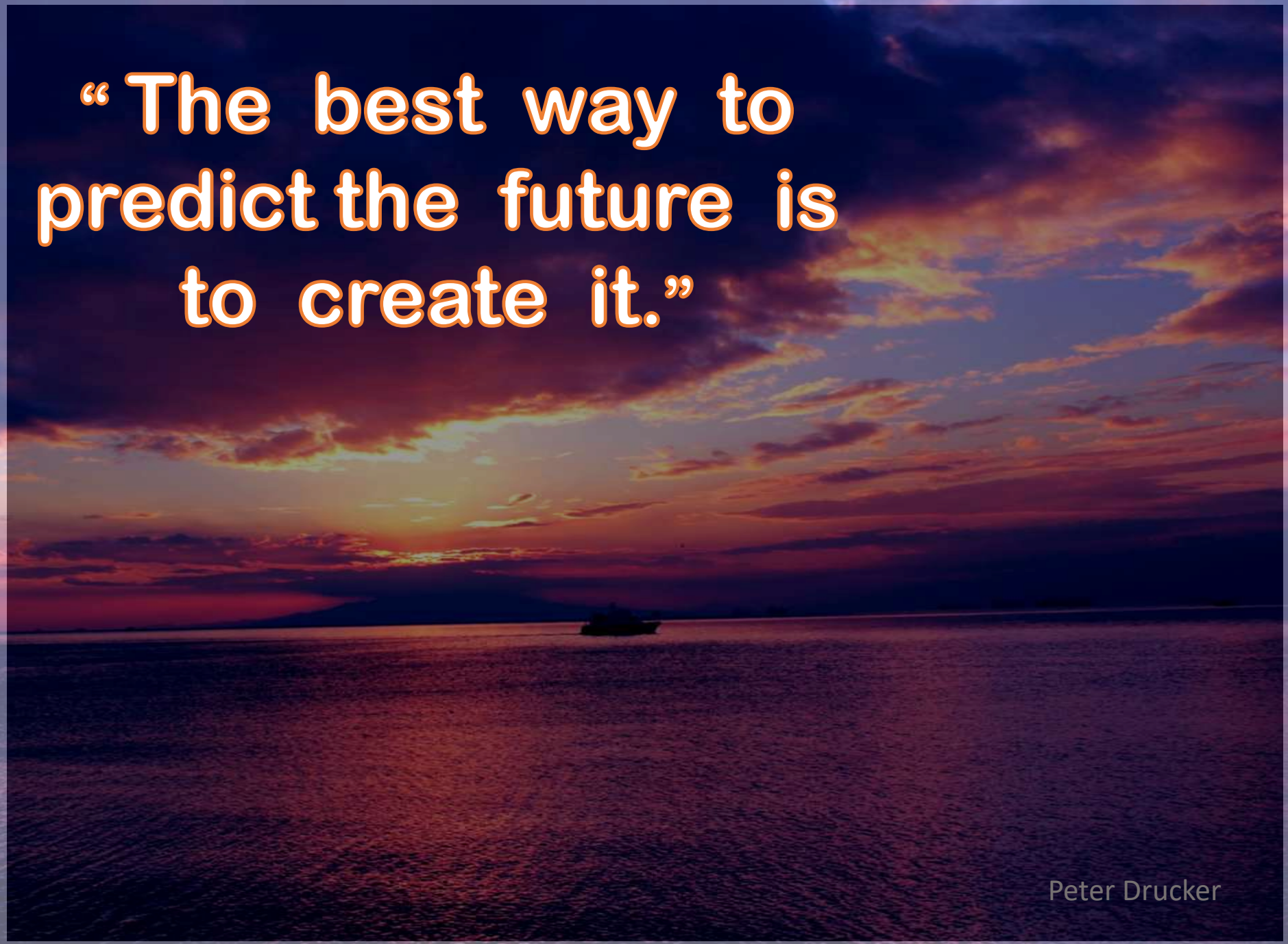
You Need A Break.

APPENDIX



Some information about the Stewardship Calling Strategic Planning Process (see Chapter 7 of the Church Roadmap Book)

Consensus Vision and Strategic Planning


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

Strategic Planning is Biblical

Where there is no vision, the people perish.

Proverbs 29:18

A process to:

1. manage the "busyness" of our Church without turning our Church into a "business"

2. define our strategy to allocate our resources to achieve our vision

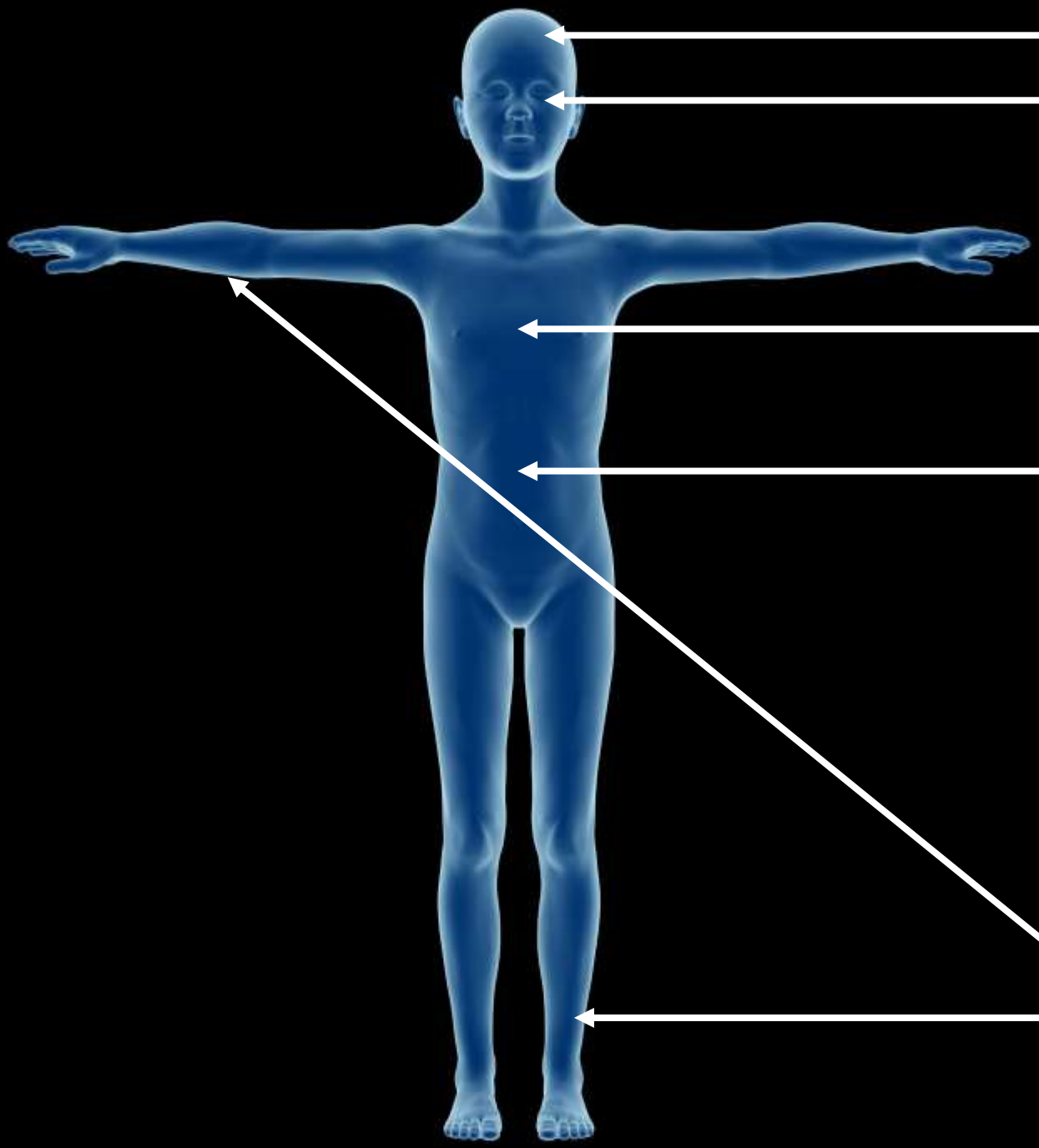
Must answer 4 questions:

1. **Why do we exist?**
2. **Where are we now?**
3. **Where do we want to be?**
4. **How will we get there?**

STEWARDSHIP CALLING

10 Strategic Plan Deliverables

1. SWOT Analysis & EPA
2. WHY Statement
3. Core Values
4. Mission Statement
5. S.M.A.R.T. Goals
6. Vision Statement
7. Interim Goals & Interim Actions
8. Success Timeline
9. SMART Goal Accountability Process ("SMART GAP")
10. Strategic Plan



Brain = Mission

Eyes = Vision

Heart = WHY

Gut = Core Values

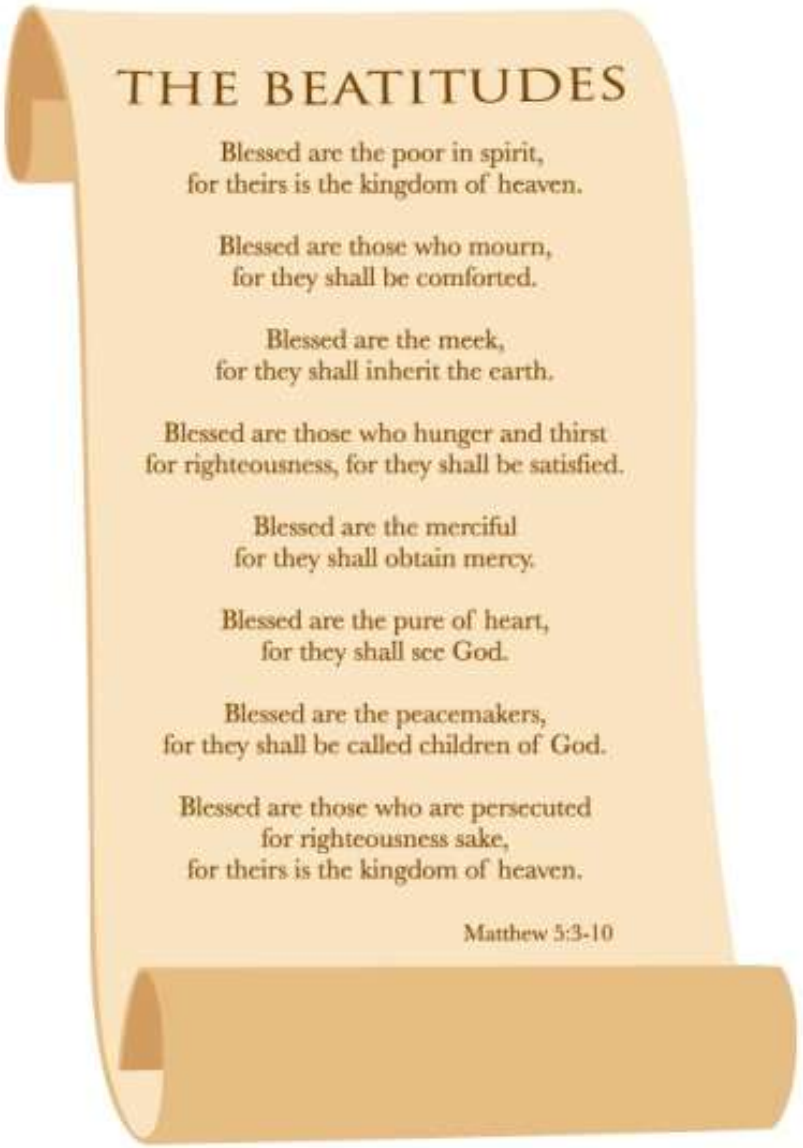
Limbs = Goals to achieve your WHY & Vision

Once You Know Your WHY And Core Values, Life Becomes Much Easier To Live

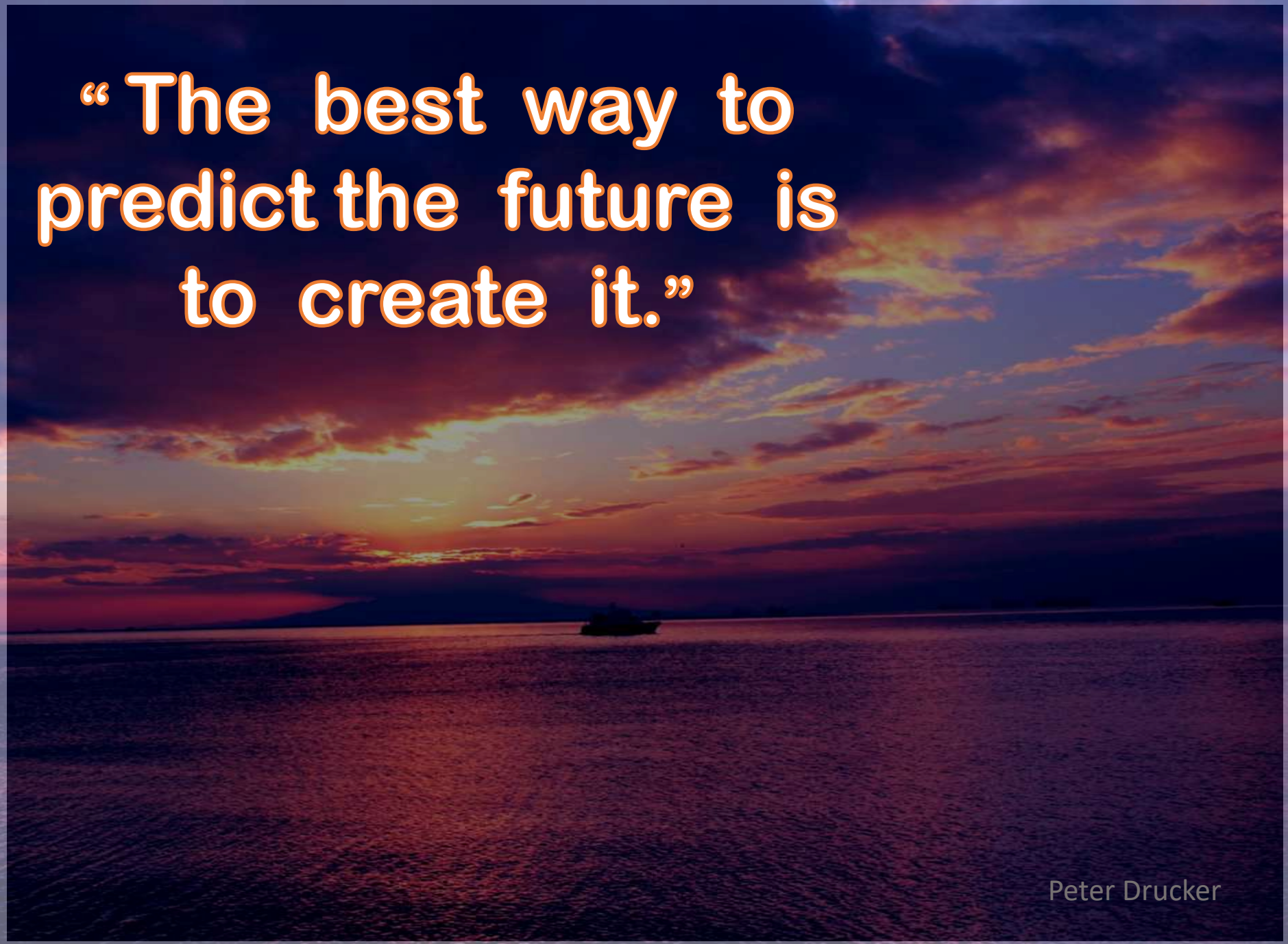
Core Values Are Biblical

GOD'S Core Values

CHRIST'S Core Values



1. Fundamental beliefs
2. Drive a person's and organization's culture and priorities
3. Provide a framework for decisions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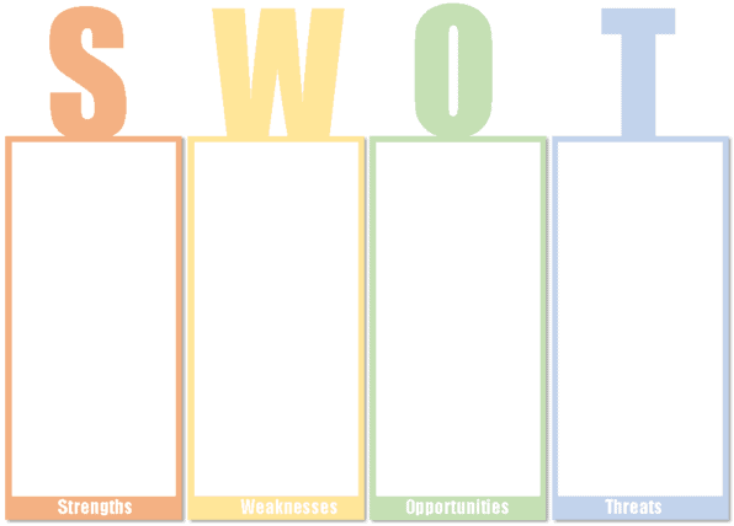
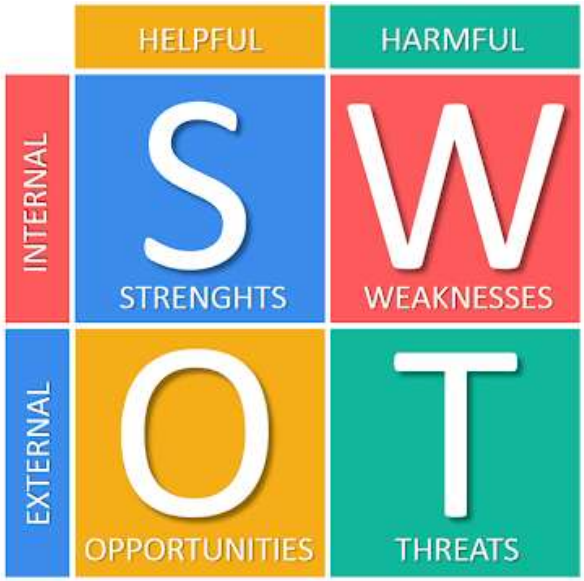
SWOT ANALYSIS

Answers strategic planning question where are we now?

~ First focus on INTERNAL Parish Strengths and Weaknesses

~ Second focus on EXTERNAL Opportunities and Threats that our Parish faces





OMS EFFECTIVE PARISH MODEL

THE SOLUTION

Empirical research identified 6 Operational Pillars and 30 Building Blocks that must be optimized to excellence in the most healthy and effective Orthodox Parish.

STEWARDSHIP
CALLING

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

6 VISION
Leaders see the big picture, discern God's direction, and inspire others to move forward in faith.

5 TEAM
Leaders empower others, build unity, and work together to accomplish God's mission.

4 COURAGE
Leaders have the courage to do what is right, speak the truth in love, and stand *firm for what matters.*

3 HUMILITY
Leaders put ego aside, embrace teachability, and give God the glory in all things.

2 TRUST
Leaders build trust through integrity, faithfulness, and consistency—creating safe and strong relationships.

1 LOVE
Leaders lead with Christ-like love—valuing people, showing compassion, and putting others first.

SERVANT LEADERSHIP BUILDS PEOPLE. STRENGTHENS TEAMS. ADVANCES GOD'S KINGDOM.