

Charles Anderson's Presentation Outline & Notes for THE PASTOR'S CABINET + PASTOR'S ACADEMY: MODELS FOR MENTORING LEADERS

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Announce: My notes from this presentation can be downloaded from the LCI2010.com website by the date announced in the general sessions. In addition, the handout packet contains most all the materials necessary to create and expedite both models. The packet also will be made available as a download from the website.

THREE BASIC PREMISES BEHIND THE MODELS

1) FUNDAMENTAL DIFFERENCES BETWEEN OFFICERSHIP & LEADERSHIP

Officership tends to be fixed institutionally, Leadership tends to be fluid in practice
Officership's fundamental tool is power; Leadership's fundamental tool is integrity
Officers operate on voting decisions; Leaders operate by building character
Officers are appointed by vote, Leaders are anointed with vision
Officership have terms; Leadership has seasons
You are given an office, You are/become a leader
Officership is about stability; Leadership is about mobility

The first fundamental decision in process – do we want to create officers or leaders?

2) BOTH DISCIPLESHIP & LEADERSHIP EVENTUALLY/INEVITABLY IS COACHING

Coaching in **scripture** –

Jethro – Moses - Moses – Joshua - Elijah-Elisha

Jesus – Disciples - Barnabas – Paul - Paul – Timothy and others

Coaching at **University UMC**

Clergy together referred to not as Clergy Staff but Coaching Team

3) TWO MODES OF COACHING = TO MENTOR and TO BE MENTORED

Overt model (mentor)

Covert model (be mentored)

Lead from the front

Lead from the back

Learn from experience/research

Learn by trial and error

Teacher as an authority

Teacher by authorizing

Impart information

Impart authority/accountability

From teacher to learner (target-er)

Teacher is the learner (target-ed)

Grow through data dump (acquired)

Grow through responsibility (reflected)

Effective cultivation of disciplined leaders is not either/or, but both/and in modality

THE PASTOR'S ACADEMY: A "TO MENTOR" MODEL

PURPOSE:

For potential servant leaders to be personally mentored by the Directing Pastor for the high calling of making **disciples**, making **decisions** that make disciples, and making **congregations** the make disciples.

THREE ACTS OF LEADERSHIP FOR THREE ARENAS OF DISCIPLESHIP

Coaching individual disciples

Coordinating institutional decisions

Cultivating intentional community

WHAT THE ACADEMY IS NOT

- **Church Officer Training** – no requirement/guarantees, leadership not officership
- **De-Facto/Secretive Church Board** – no policy making, no voting, no authority
- **Pastor’ Club** – strict qualification > P.O.D., de-facto P.O.D., staff recommended
- **Book Club** – study for study’s sake, Sunday “afternoon” School

WHAT THE ACADEMY IS

- **A “MISSION” component of the Pathway of Discipleship** – Small Group Growth Stream
- **Highly focused mentoring** - potential servant leaders to be personally mentored by the Directing Pastor, learn from the Pastor, learn with the Pastor, “player-coach”
- **Value-driven training** - high calling of making disciples, making decisions that make disciples, and making congregations the make disciples.
- **Leadership “boot camp”** – high intention, highly intensive, high expectation development of apostles, missionaries, and/or influencers.
- **A high expectation experience in Christian formation** – high expectation churches create high commitment disciples
- **Model fellowship of leaders** – practice leadership in community and community by leadership

THREE SETS OF EXPECTATIONS

What is expected of participants?

75% attendance in Sunday afternoon class sessions

70 % UUMC worship attendance during term (*recorded on attendance form*)

Successful completion of class readings and class assignments

A recorded UUMC Operating Budget pledge and record of giving

End-of-Academy report on impact of class and personal next steps

End-of-Academy interview with the Directing Pastor

What is expected of the Pastor?

Thorough preparation for and creative design for times together

“Player/coach” participation – I do what I ask you, learn/develop alongside you

Intentional prayer on behalf of the Academy and each of its members

Accessibility to you outside of Academy classes

Willingness to reconsider, revise, redesign as the Spirit and/or situation requires

A committed desire to see you succeed in growing more to look to/like Jesus

What is expected of the Academy?

A *soul*-style, *church*-style, and *life*-style more in keeping with Jesus Christ

Ability to discern, articulate, and activate one’s mission for Jesus.

Ability to understand and advocate University UMC’s Vision Map.

Enriched relationship with the Directing Pastor.

UNDERSTANDING THE SYLLABUS

The **FUNNEL CONCEPT** of *development* -

Learn the wide/general/universal down to the local/unique/specific

Why local issues are last? – Leadership is apostolic, Officership is parochial

The **CONE CONCEPT** of *learning* –

The longer and deeper the learning community is together, the more the group-based the learning

Lectures → group exercise → group teaching → class discoveries

TYPICAL “ACADEMY” SESSION COMPONENTS (See packet for example lesson plan)

“**Mix & Match**” Approach to Core Curriculum – prepare everything, present best things

The CORE is fixed and wholistic, the PRESENTATION is fluid and strategic

- 1) **Warm-Up Exercise** – helps to gather, prepares attitude, prelude to learning
 - a. AN EXAMPLE OF WARM-UP
- 2) **Pastor’s Presentation** – communicating the primary lessons/values regarding the day’s primary subject; later GROUP EXERCISES more and more replaced a lecture itself
 - a. EXAMPLE EXERCISE
- 3) **Assigned Reading** – “textbook” dimension of the class
- 4) **Bible Assignment** – scripture text that communicate lessons in biblical leadership (*my selections can be seen in the syllabus*)
- 5) **Outside Reading** – a handout, a web-site article, blog, article
- 6) **Closing with the Lord’s Supper** – ultimate model of church/leadership

A SPECIAL COMPONENT: “D.I.S.C” BIBLICAL PERSONALITY PROFILE SYSTEM

More of a BEHAVIORAL ANALYSIS than a PERSONALITY INVENTORY

What are your dominant dimensions of behavior, and how do they work together to create your unique behavior pattern?

Rationale for using this instrument:

- 1) (*Reggie McNeal*) Great leadership begins with self – self-awareness, self-management, self-development >> the better one relates to self, the better one leads
- 2) Great spiritual leadership anchors its understanding of both self and leadership in the unique narrative of God’s redemptive work as revealed in scripture. >> the better one has a biblical model, the better one follows.

PROFILE SYSTEM “RESULTS”

- 1) Your “**default**” **behavioral pattern** – it details your NATURAL self, the “DEFAULT” self or behavioral system that you unconsciously fall back to during crisis and stress.
- 2) Your “**preferred/projected**” **behavior pattern** – it details your “PROJECTED” self, who you want people to THINK you are.
- 3) Your “**composite**” **self** - , the self we exhibit in times of equilibrium when desire and default are both present.
- 4) Your **classical profile pattern** – the behaviors, attitudes, and characteristics most dominant in personalities matching yours.

- 5) Your **positive biblical role model** – the biblical equivalent of your personality, the person in scripture whose behavior and personality patterns most closely match yours >> narrative of the person, personality profile, strengths, challenges, scriptural references

PROTOCOL (see corresponding homework assignment sheet)

- 1) Read further on one's Classical Profile Pattern
- 2) Research your Positive Biblical Role Models – make notes of important discoveries and insights.
- 3) Read the related Scriptural References – make notes of important insights and discoveries.
- 4) “What are the implications of these findings for your future spiritual leadership within the church?” >> Students write a one-to-two page executive summary of their understandings and discoveries, and make a copy to return to Charles.
- 5) End of the Academy – I create written scenarios for moving forward with their particular profile into local spiritual leadership

QUESTIONS? COMMENTS?

THE PASTOR'S CABINET: A “TO BE MENTORED” MODEL

HISTORY BEHIND THE “CABINET” PROCESS

Founded in conflict/crisis – “What if it *is* me/my fault? Where am I failing?

“Will you help me help myself in being/staying healthy?”

Why a Cabinet in addition to PPRC? And why no PPRC member on Cabinet ?

Results of the first Cabinet experiment =

The clarity of multiple viewpoints

Less anxiety between sessions – comfort from last; hope for next

Pace - a rhythm of life from meeting to meeting – pacing in midst of chaos

Balance – one side of my life was not parasitical to the detriment of the other

Surprises from the First Cabinet experiment =

Cabinet members all later became major leaders/voices in the church

Later environments – suppose to make me a better leader, but primarily made them leader, advocates, allies

Calming effect throughout the whole system – me? Them? Both? Does it matter?

Later environments – everything better with a Cabinet, worse without

Whole new understanding of the power of accountability

Accountability as **perspective** – what do I need to know/see/hear that I am not?

Accountability as **health** – preventative, diagnostic, therapeutic in the 2 areas where it can really go wrong for a pastor: professional ministry and personal life

Accountability as **freedom** – “I know, I know better, and now so do others.”

HIGHLIGHTS FROM THE SYLLABUS

Mission Statement - To advise the pastor in his/her growth as both a Christian believer and a spiritual leader, specifically by reflecting on his/her attitudes, actions, and approaches to issues before the congregation.

Cabinet Member Qualifications

- 1) **Independence** – primary structural accountability not to any one constituency within a particular congregational issue, but rather to one’s self, the Cabinet, and the Pastor.
- 2) **Integrity** – a personality, lifestyle, and mindset that is authentic to the mind of Christ and to the mission of Christ’s church.
- 3) **Trust** – Pastor is comfortable and confident with the relationship between Pastor and person.

What the Cabinet is NOT

- 1) **An official body of the congregation** – this is the Pastor’s personal community with no formal authority beyond that invited by the Pastor.
- 2) **A public forum** – Cabinet members will not have their names or functions publicized in the church newsletter or any official forums. Likewise, participation and observation in Cabinet meetings are not open to the whole church, but by Pastor’s invitation only.
- 3) **An open meeting** – in order to promote open and honest dialogue, all discussions and conversations of the Cabinet are confidential, with outside reflection/discussion beyond the meetings restricted to fellow Cabinet members.
- 4) **A decision-making body** – the Cabinet serves in a consultative capacity, advising the Pastor on issues that the Pastor must decide. The emphasis is on discerning instead of voting.

Expectations

- 1) **Open and honest feedback** – “spiritually brutal” in honesty; necessity of clear and full disclosure.
- 2) **Advance preparation and study** – take the notebook readings, scripture selections, and video assignments seriously.
- 3) **Personal Christian discipleship** – prayer, Bible reading, and devotional life as essential practices of both individual formation and church leadership.
- 4) **Team dynamics that model Christian community** – Cabinet’s “journey” as a “living parable” for the rest of the congregation of what it truly means to be the church.
- 5) **A priority upon listening** – an attitude of listening discernment toward the Bible, the congregation, one’s own interior, and each other.
- 6) **Unconditional acceptance** – grace for Cabinet members, compassion for the congregation, sympathy/empathy for the Pastor.
- 7) **A faith community** – Cabinet’s life together as shaped and directed by the mind of Christ.

Weekly Meeting Components

- 1) **Rigid time constraints** – three times a month at 90 minutes maximum. Predetermined end date.
- 2) **Spiritual formation** – intentional efforts for growing the souls of both the pastor and the Cabinet community. Each session begins with a time of listening prayer, and concludes with the sacrament of the Lord’s Supper.
- 3) **Biblical input** – review and discussion of the week’s scripture readings.
- 4) **Resource review** – discussion of a specific resource (video, book chapter, journal article, etc.)
- 5) **Leadership formation** – review and critique of previous week’s leadership issues and pastor’s response to them; preview/prediction of the upcoming week’s leadership needs with design work for pastoral options.
- 6) **Pastoral Care** – expressed concern for the pastor’s personal and spiritual needs; shared responsibility for taking care of each Cabinet member’s life journey.

STRUCTURING CONVERSATION

- 1) **Five tasks** assigned prior to the next meeting:
 - a. **Time keeper** – keeps total time limits and moderator time limits
 - b. **Prayer leader** – keeps a running prayer list throughout the meeting
 - c. **“Ministry” moderator** – prepares to initiate/guide “church level” conversation
 - d. **“Personal” moderator** – prepares to initiate guide “soul level” conversations
 - e. **“Learning” moderator** – prepares to relate reading to pastor’s life and ministry
- 2) A template for **accountability conversations** (w/ each question tailored for either professional or personal)
 - a. “How are you doing this week?”
 - b. “What are you celebrating since we last met?”
 - c. “What challenges have you been experiencing?”
 - d. “How have you addressed these so far? How do you plan to address them?”
 - e. “How can we help you?”
 - f. “How can we pray for you?”
- 3) A template for **book conversations**
 - a) “Where do we see Charles in this text, and why?”
 - b) “Where do we see ourselves individually, and why?”
 - c) “Where do we see our church in this text, and why?”
 - d) “What is the ‘take-away’ from this that we would commend to Charles, and why?”

STOP HERE FOR QUESTIONS/COMMENTS

“SO WHAT?” – FRUITS/RESULTS OF BOTH MODELS

Consistency of character – “steady witness” for/in one’s integrity and authenticity

Clarity of vision and values – repetitive explanation to multiple viewers sharpens things

Commonality of language – establishment and infiltration of common code
Cultivation of leadership – best future leaders from my lay students and lay supervisors
Communities of leaders – a “network lab” to test/establish/strengthen community
Conversion of culture – example of “Kingdom Leaven” influence; promotes
“transformation by erosion,” subversive infiltration in the best sense (C. S. Lewis)

STOP HERE FOR QUESTIONS/COMMENTS

A REVIEW OF RESOURCES I HAVE USED, AM USING, WILL USE

I will not spend time summarizing these books – go to Amazon.com and read the content summaries there. Instead, I will tell you why I use them and the value I found there.

Because this is the last day of LCI, most of these are not available in the LCI Bookstores (you’re already packed).

This list is more autobiographical than informational. Your list might/would/should be different. Question is, can you identify such a list? This might at least start you down that road.

A Work of Heart: Understanding How God Shapes Spiritual Leaders (Reggie McNeal)

A much needed book on the role of character in the life of leadership. Promotes the idea that leadership is not a strategy as much as a molding of one’s character. A very readable work for clergy and laity, with the end-of-chapter questions providing good structure for conversation.

Congregational Leadership in Anxious Times (Peter Steinke)

Just behind the Bible and way ahead of the Book of Discipline as the second most important book for me. If I could have only one book with which to do personal accountability or leadership training, this would be it. A veritable Survival Handout for clergy and “Oh, now I get it” clarity journey for laity. Indispensable to both groups.

Deep Change: Discovering the Leader Within (Robert E. Quinn)

One of the oldest books on this list, yet still one of the best. 228 great pages declaring, dissecting, and discussing this one pivotal insight – the two choices every person, group, and organization must make are basically between deep change or slow death. This book inevitably ranks #1 or #2 by both Cabinet and Academy readers alike. Very applicable to their lives both within and outside the church.

Failure of Nerve: Leadership in the Age of the Quick Fix (Edwin Friedman)

Like most Friedman, this is not for the timid of heart – not leisure reading. Yet maybe the most relevant of all resources, especially at this current moment in our society. Reading it is like reading an autopsy of the health care debate of the last year. Give this only to the most advanced of your participants, then watch them “get it.”

Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People (George Barna)

Both an older book and a larger buffet of leadership articles as collected and filtered by the demographer who has so influenced an entire generation of clergy. Not for reading every article, but a good “pick and choose” source document.

Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders (Reggie McNeal)

A very easy-to-navigate read that challenges would-be leaders to greatness by leading would-be leaders through seven disciplines. This non-threatening explanation of habits of the heart can easily be turned into a diagnostic “So how am I doing” tool.

Reverse Mentoring: How Young Leaders Can Transform the Church and Why We Should Let Them (Earl Crepps)

An important text if (1) you are going through a generational change in your church and/or church leadership, (2) you are older than most of your members, or (3) if you are bringing more young staff into play. I use it primarily to help Pastor’s Cabinet members see how they are “reverse mentoring” me through their accountability.

Strategic Leadership for a Change: Facing Our Losses, Finding Our Future (Kenneth J. McFayen)

Perhaps the newest book in this list, and the only one from the respected Alban Institute. Asks, “What does it mean to lead a congregation through change and conflict in a manner consistent with Christian discipleship?” An excellent resource for clarifying the grief process imbedded in any journey of change. Both a therapeutic and tender resource for mixing required change with resulting pain. A good book for clergy and laity to read together.

Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry (Ruth Haley Barton)

Here’s something strange and wonderful: a book on leadership that actually talks about one’s soul. How does one keep one’s soul in the practice of ministry? What happens when spiritual leaders lose track of their souls? Using the life of Moses as a template, this book is really the type of resource around which one could build an entire year or semester of Pastor’s Cabinet.

Spiritual Leadership: Principles of Excellence for Every Believer (J. Oswald Sanders)

A classic book by a classic author, Sanders was talking about spiritual leadership before spiritual leaders was “cool.” Over 40 years old now, it demonstrates the meaning of “timeless wisdom.” You can build a Cabinet or an Academy out of this short book. Contains a small group study guide at the back of the book.

The Empowered Leader: 10 Keys to Servant Leadership (Calvin Miller)

One of the first books to use the concept of “Servant Leadership,” it is still relevant and readable. Calvin Miller is one of American Christianity’s most delightful writers, and reading this is not a hard task. His “10 keys” approach could easily be a ten-week outline for one’s first Pastor’s Cabinet or for a trial Pastor’s Academy.

The Leader’s Journey: Accepting the Call to Personal & Congregational Transformation:
(Jim Herrington, R. Robert Creech, Trisha Taylor)

Put a therapist, a pastor, and a family systems theorist together, and this is the book you get. This looks at the interior aspect of leadership – how transformation of a leader’s group begins with the inner transformation of the leader’s own personhood. The Self-Assessment Questions at the end of each chapter can be used as discussion starters, homework assignments, or group exercises.

Transforming Power: Stories from Transformational Leaders for Encouragement & Inspiration (Hugh Ballou, Editor)

Think of this as “Leadership CPE” in a book. A collection – buffet really – of testimonial essays by mostly United Methodist leaders. Each is short enough to use as a devotional or section of a lesson plan, while long enough to devote an entire session. A different text from the others, in that it mixes narrative with theory, personal with practical. This makes leadership real-to-life.

Waking to God’s Dream: Spiritual Leadership & Church Renewal (Dick Wills)

By LCI’s own Bishop Dick Wills. An older text that is probably the simplest, easiest, and most accessible work on spiritual leadership. A favorite in both Cabinet and Academy, it is the first book I usually give new members of the Administrative Board as well. A short book, a fast read full of challenging, inspiring, and invaluable insights. Think of it as “spiritual leadership 101.”

Who Stole My Church: What to Do When the Church You Love Tries to Enter the 21st Century (Gordon McDonald)

A great book for engaging diverse people in valuable conversation. This fictional work is full of non-too-fictional realities, written in a style that begs people/groups to dialogue with each other. Full of great quotes and great insights. “Points to Ponder” section at the end provides conversation/lesson guidance for use in each chapter.

STOP HERE FOR QUESTIONS/COMMENTS

CLOSING THOUGHTS