

Presbytery Leader Formation

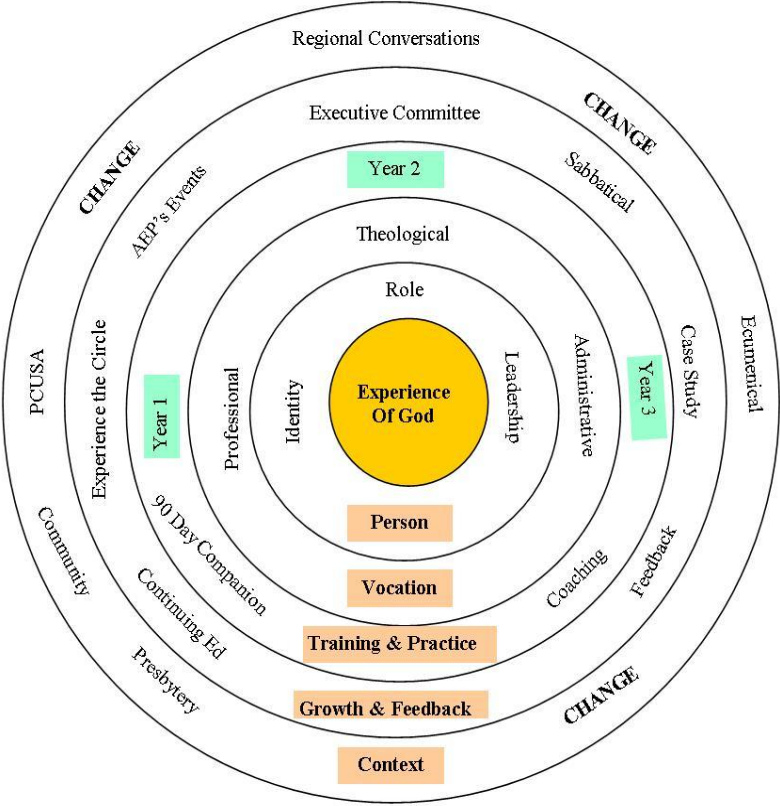
October

2009

This Paper includes the rationale, themes and education outcomes, description for Ninety Day Companions and Coaches, and the Budget. The Presbytery Leaders Formation Coordinating Team distributed this Paper to the Association of Executive Presbyters in October of 2009

**A Plan for
Formation,
Development,
and Support**

Presbytery Leader Formation
A Vision for Formation, Training and Support



Core Purpose

At its core, the Presbytery Leader program seeks to claim the role of Spiritual Leader for the presbytery leader. This program begins by inviting the new leader to connect with the depths of their center, to that place where the Spirit of God resides so as to remind them of their experience of God. Throughout new leaders will be asked to explore who they are as a person, their vocation, and to enhance the gifts God has provided them for their ministry with the people and churches God has entrusted into their care.

Executive Presbyter Education and Training Task Force

Charlotte, NC –April 2008

The Association of Executive Presbyters in 2005 appointed a Task Force to begin to revisit and expand on the training which is offered for new executives. While it is clear that there are a variety of titles given to this position (Executive Presbyter, General Presbyter, Teaching Presbyter, Pastoral Presbyter, etc.) there are common requirements and skills needed by the elders, ministers, and laity that are called to this work.

The Association began in the 1980's and has been a group which has had a varied history around its purpose, but one thing has been clear from the beginning – a commitment to train newly called executives. Normally held annually the training was offered for one or two days in conjunction with the Annual Meeting of the Association. A faculty composed of executives with gifts in teaching and a desire to equip new leaders has been the core faculty. Each year a faculty of two-three persons has provided this training covering a wide range of interest. Many seasoned executive's have offered their gifts based on the skills they have learned over the years that are essential in the early years of a persons work in this position.

A second year of training was offered beginning around six years ago with consistency being offered by the faculty with the senior member of the team each year moving on to do a second year event. Participants bring case studies as a way of sharpening their skills and addressing difficult issues they are facing.

Beginning in 2005 a four day event was also scheduled with the cooperation of the Association, the Office of Middle Governing Body Relations, and Louisville Seminary. This event held annually has offered a more intensive time of learnings focused on leadership, familiarity with the denominational offices and leadership in Louisville, Kentucky, and an opportunity to enhance skills and build collegiality groups. This has been successful but not comprehensive.

In November of 2006 the Task Force reviewed the history of training of Executive/General Presbyters and the scope of opportunities for training provided in conjunction with the Association of Executive Presbyters. These included the Executive Leadership Assessment Seminar (Richmond), the Executive Start-Up Seminar (Louisville), the First Year Executive Orientation and the Second Year Executive Orientation. We expect that the Assessment Seminar would continue, while the others would be replaced by the proposed Presbytery Leadership Formation program recommended in this paper.

Discussions were held around the major components of the programs and the strengths and weaknesses of each. In order to strengthen the ongoing training and development of executive leadership, the task force appointed work groups which were focused on developing a comprehensive plan for executive leadership development. Areas explored were: competencies, purposes, curriculum, practices, support and continuing education. In the fall of 2007 the Task Group formed and from that gathering has identified the comprehensive three year program which is being suggested.

In late 2008 the Task Force met with the Bishop of the College of Bishops to explore their program of formation and in the Spring of 2009 met for three days and brought together the necessary detail to the Program and its curriculum. In the Summer of 2009, representatives of the Task Force met with the Synod Forum to explore Synod participation. As a result of that conversation the Synod Executives committed themselves to full financial participation which has allowed us to fully implement the program beginning September 1, 2009.

The following pages provide an overview of the component parts. The graphic on page 2 is designed to give a visual summary of the proposed program. The outline and methodology follow in a paper entitled: "Presbytery Leadership Formation: Formation, Development and Support. Following this comprehensive summary the educational outcomes are provided.

You will also find descriptions for the 90 Day Companions and the Coaches as well as the Program's Budget. We anticipate this program will be funded as follows:

Presbyteries	\$3,900 per participant over three year plus transportation to four events
Synods	\$4,050 per participant within the Synod
MGB	\$6,000 a year
AEPS	\$5,000 a year

Our goal as a Task Force is to provide you as Association members and Executive colleagues an opportunity to help shape the future direction of those serving in this important work. We realize the face of service in the governing body is changing. We also believe that this strategy crafts a faithful path into the future.

Initial Task Force Members

Paul Reiter, Wilson Gunn, Graham Hart, Sue Krummel, Peter Nord,
Gay Mothershed, and Jill Hudson, Middle Governing Body Liaison

Initial Presbytery Leaders Formation Coordinating Team

Peter Nord, Graham Hart, Betty Meadows, Mike Cole, Paige McRight, Wilson Gunn
Jill Hudson, Office MGB; Lorna Kuyk, Coordinator

Presbytery Leader Formation

A Vision for Formation, Development and Support

This program is designed to welcome new presbytery leaders into the important vocation of church leadership in the middle-governing body. This ministry of Jesus Christ is an integral part of our connectional church and provides an important linkage between our denominational structures and programs at the national level and the work that goes on in the local congregation. It is in this place that the presbytery is lodged, with a role that embraces advocacy for the national and international ministry of the Presbyterian Church (USA) and the equipping and support of local congregations. Our vision is to have a comprehensive formation program for all presbytery leadership which will include the following integrated components.

We have intentionally chosen “Presbytery Leaders” as the descriptor of the person participating in this position because we know that presbytery leadership comes with many different titles: Executive Presbyter, General Presbyter, Teaching Presbyter, Pastor to Pastor, Interim Executive Presbyter, and that new structures throughout the denomination are redefining the nature of presbytery leadership.

Experience of God:

At the core of this work is one’s experience with God. Who am I as a follower of Jesus Christ? What are the assumptions and attitudes that shape our definition of the gospel and our mission? Who, for us, is Jesus Christ? What does the rule of Christ mean for us? These are a few of the foundational Biblical and theological questions that are asked as one engages this calling. It is important for every presbytery leader to discover what it means to lead from within. What is one’s working theology of administration? How does one engage the presbytery and the presbytery staff in their spiritual life? What are some of the Biblical ways that conflict can be engaged? What about Jesus does the world desperately need? What is our understanding of the missional ecclesiology that is at the core of our work? This time of formation will allow participants to grow in their own spiritual underpinnings and in the work of discernment.

The Role of the Person:

As the great philosopher/observer/artist Mary Engelbreit has noted, "Wherever you go, there you are." Among all of the other items that a new presbytery leader brings to the work--boxes of books, computer files; pictures of family or pets; gifts given by the place just left behind--the leader inevitably brings him or herself. This may sound obvious, but that self will have just undergone a major transition. Being a presbytery leader is very hard to explain to anyone outside the church as well as to most people inside the church. The first time the leader gets a haircut in the new place, how will she tell the stylist what she does? When the electrician shows up at the new house to add some outlets, how will the leader describe his work? It can be equally hard to explain to oneself.

Being a leader in a presbytery is often more lonely than whatever the person has come from. There is no one particular congregation in which there is the opportunity to be present on most

Sundays, especially not in a leadership role. There are many relationships, but they are fairly fleeting and short-lived. Someone is the moderator of the presbytery for only one year; a pastor's family experiences a trauma into which the leader is often quite hurriedly thrown; the person who chairs a committee at the heart of the presbytery's work receives a call to a church in another presbytery. Leaders need to be ready for the ways in which this will influence their happiness in their work.

Leadership in a presbytery has connections to whatever work from which the new leader has come. But, it will challenge the leader in unexpected ways. It requires a person who is secure in their own faith, with a support system independent of this particular work. It also requires leaders who can find glimpses of God's grace in the surprising places in which they will find themselves. They are people who can help leaders in congregations to remember the joy and purpose of their own call and people who love the church with all of its failings and know that this pale shadow of what God intends us to be and do is still shadow enough to be able to bring to the world the hope that is ours in Jesus Christ.

The Gift of Vocation: Presbytery leadership as a gift, a calling, and job to do

The gift - *“There are a varieties of gifts, but the same Spirit, and there are varieties of service, but the same Lord; and there are varieties of working, but it is the same God who inspires them all in every one.” I Corinthians 12:4-5*

Although job competencies, leadership and organizational skills, a healthy sense of self, and a strong work ethic are all essential elements of a person's effectiveness in Presbytery leadership, this work is not about us. Nowhere is that clearer than in our theology of vocation. God calls the church into being, the church gathers as the Body of Christ, and the Spirit equips, empowers, and sends us to join with God in God's mission to the world. Long before the Presbyterian Church USA was organized in a way that calls for executive leadership, and long after our current organizational charts and job descriptions are changed, God is, was, and ever shall be on a mission.

To all called into Presbytery elected leadership, the shape and practice of our ministry is grounded in our reformed belief that God, in God's sovereign love, has given us a message, a mission, and a spiritual gift to be used in building up the body of Christ and “God's work of reconciliation in the world.”

A calling - The English word vocation comes from the Latin word *vocare*, which means “to call”. In scripture, God calls ordinary folks, the likes of Abraham, David, Peter, James and John, to a work and a life that otherwise they would not have chosen. Contrast that to the word career, a Sixteenth Century French word that originally meant a circular racetrack. One can run long and hard in a career, as on a circular racetrack, but at the end of the day you may have just gone in circles. A calling, on the other hand, has the sense of purpose inscribed in what one does, how one does the work, and why a person would consider doing such work in the first place. Ministry is a calling, and since the reformation we as Presbyterians have affirmed that ministry is everyone's business. In some way everyone is called by God to do a special work.

Etymologically, the root of vocation is *vox* or voice, and a calling is another way of affirming that, as we respond to God's call, we find our own voice. A vocation of executive service in the church is first and foremost about God, as in God calling us, but it is also about us finding our voice as we serve and lead in a Presbytery.

The work - Being in Presbytery Leadership in this time of adaptive change is still a job. It is work, and most often hard work at that. Yet as Fredrick Buechner has written, "The place God calls you to is the place where your deep gladness and the world's deep hunger meet."

As Presbytery Leaders we work hard because that is what it takes, and we develop competencies and skills because that is what God's people deserve. We seek always to avail ourselves of the means of grace, for we are human, fallible, and always in need of grace. When we understand that we are not so much on a career path as we are living with the "gift of a vocation", than along the way, as we do our jobs, we may experience what Paul saw as the goal of all our work in the church, namely, that we will ... "grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knitted together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love. "

The gift, the calling, and the work are all part of the unique ways we live and express our vocation as disciples of Christ exercising servant leadership to Christ's Church and God's mission to, in, with the world through the Presbyteries in which we serve.

The Changing Context for this Ministry

Where will the PCUSA be three or five or twenty years from now? The leadership provided in presbyteries is one of the variables that will help to answer that question. Shrinking budgets, declining and aging population, and frustration with the way things have been have all led many presbyteries to rethink their staffing. Some have decided not to have an employee with the title "presbyter." This does not mean that the work addressed by such an employee no longer exists. It means that it will be handled or ignored in ways that will be new.

All of this comes in the context of a world which sees us as more and more trivial, less and less responsive to real needs, and obsessed with internal struggles that seem silly or unchristian or worse.

How will presbyteries and their leadership leave behind the old life that has brought us to this point and find a way to manage and use the rich resources of our congregations and people? How will they be able to adapt to a context in both church and world that change quickly, but whose heart shelters the same questions asked from the beginning of time?

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Presbytery Leadership Formation, Development and Support

A Three Year Approach

Welcome to this Ministry of Jesus Christ

Who is Eligible to Participate?

This program welcomes the employed Presbytery Leader in each Presbytery that most closely carries on the work historically carried out by an Executive or General Presbyter. Interim or Transitional Leaders are also welcomed if their contract is for at least two years.

This program which welcomes new presbytery leaders has several important components:

Ninety Day Companions

Each new leader will be paired with a leader having experience in a presbytery with similar demographics. The Companion will call the new leader weekly and be available as needed to support, answer questions, and suggest resources during the first three months of service.

Coaches

Monthly coaching sessions will provide space for the new leader to *reflect* on any area of life in the context of the new call, to *articulate* hopes and dreams, to *discover* his/her own wisdom, and to develop strategies and plans. A list of well trained and experienced coaches will be kept by the MGB office for service as new leader coaches.

Orientation

The three-day orientation will provide a basic tool kit of skills and norms for presbytery leaders in the context of spiritual centering, ecclesiology, and the role of the spiritual leader. This time will include face-to-face or media introduction to PC(USA) leaders, offices, and functions.

Residencies

Three five-day residencies will establish a learning community of new and experienced presbytery leaders. Each residency will include worship, Bible study, faith sharing, and Sabbath. Methodologies will include story telling, didactic presentations, group activities, discussion, case studies, media, and emerging issues.

Year I Leadership and Orientation will include spiritual leadership, understanding of role, knowing one's strengths, management strategies, priorities, personnel, supervision, missional ecclesiology, systems and healthy congregations theory, change theory, boundaries, sexual misconduct issues, and Appreciative Inquiry. The leader will develop his/her hopes for this new ministry in a presbytery.

Year II Presbytery Administration, Conflict, and Discernment will include conflict levels, boundaries, style, and training COM; understanding of the "job" and triaging workload; serving as a visionary leader, staff and team development, Stated Clerk relations; tools for congregational

assessment, discernment, strategic planning; communication tools and strategies including web, social networking, and viral marketing; establishing a change culture and transition issues; and Appreciative Inquiry. The new leader will explore Emotional Intelligence and establish personal growth strategies.

Year III 21st Century Church and Supporting Growth will include presbytery leader's role, missional ecclesiology, emerging church, leaderless organization, flat world, next generation evangelism, motivating congregation, behavioral covenants, models for new church development, cultural and multi-cultural proficiencies, managing organizational tension, and building trust. The new leader will develop a personal leadership plan and consider issues of sabbatical and recommitment.

In the first year of this program, only the first year residency would be offered, in the second year those who had participated in the first year would move on to the second year residency and new leaders would participate in the first year residency units. In the third year all three residency units would be offered at the same time and place. Some portions of each residency would include participants from all three years – others would be broken up into first, second, and third year participants.

Administration and Oversight

The program is managed by the Presbytery Leader Formation Coordinating Team consisting of representatives of AEPS and the Office of Middle Governing Body Relations. A person would be hired on a part time basis to administer the program within the MGB office. The full program would cost \$3900 (plus transportation) for each participant. We anticipate that presbytery leaders would combine their continuing education funds with additional funds set aside by the presbyteries. The costs for the program are supplemented by support from Synods, AEPS, and the Office of MGB's. The fee would include the cost of the coach/companion.

Participants will receive a "Certificate of Completion" after the completing the three year process, similar to the certificates given as part of the Interim Training programs currently available.

Program and Educational Outcomes

What follows is a series of charts which suggest what would be considered during the three year program as well as detailed educational outcomes and resources. These will change as we receive feedback from our colleagues and consult with the Episcopal Church who, along with the ELCA, has created a similar plan after three years of study.

ORIENTATION
March 1-3, 2010 in Louisville, KY
Or attached to Fall Polity Conference Fall 2010

Orientation Process of New Presbytery Leaders

A three day orientation for new presbytery leaders will be held twice a year. Each new leader is encouraged to come to one of these meetings. The orientation will be held prior to the annual AEPS or Fall Polity Conference and during the beginning of each year..

The faculty will consist of two presbytery leaders and the MGB staff person. One of the presbytery leaders will be from a presbytery in close proximity to Louisville for cost effectiveness.

A CD or interactive program for an introduction to the PC(USA) structure will be sent to each new presbytery leader within 60 days of being on the field.

Monday 1:00 PM to Wednesday noon

Monday

- 1:00 to 5:00 Bible study, group building, faith sharing, call stories
- 7:00 to 9:00 Transition from parish to role of presbytery leader, role in presbytery meetings, COM and Council

Tuesday

- 9:00 to noon PC(USA) Center meeting with the GAC Executive Director Stated Clerk, then time for individual appointments
- 1:00 to 5:00 Role of presbytery leader in conflict, misconduct, working with staff, in referring clergy, and helping new presbytery leaders live into the presbytery's vision
- Evening Dinner out

Wednesday

- 9:00 to noon Spiritual role of presbytery leader, introduction to AEPS, three year residency

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PRESBYTERY LEADER FORMATION					
YEAR 1: Leadership					
<i>May 16-21, 2010 Highlands Camp and Conference Center, Colorado</i>					
SUNDAY	MONDAY	TUESDAY	WED.	THURSDAY	FRIDAY
Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
	<ul style="list-style-type: none"> • Bible study • Purpose of Presbytery • Missional Ecclesiology • Presbytery leader role 	<ul style="list-style-type: none"> • Bible study • Family Systems • Healthy Congregation • Case study/simulation 	<ul style="list-style-type: none"> • Bible study • Change Theory • Case study 	<ul style="list-style-type: none"> • Bible study • Leadership Management Strategies • Urgent/important grid • Setting priorities • Email priority simulation • leadership mgt emergent issues in small groups 	<ul style="list-style-type: none"> • Bible study • Appreciative Inquiry Intro • What will you accomplish as Presbytery leader?
Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
	<ul style="list-style-type: none"> • Video Storytelling • Break • Small group discussions on hopes & fears of role 	<ul style="list-style-type: none"> • Know your Strengths • Public/Person/Presence 	<ul style="list-style-type: none"> • Boundary and Sexual Misconduct Issues • Case studies (variety) 	<ul style="list-style-type: none"> • Personnel, Supervision, Coaching & Feedback loops 	
Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
<ul style="list-style-type: none"> • Personal Spiritual Development • “Soul-sharing” • Community building • Preview storytelling 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong • Leadership Styles • Leading from Within Parker Palmer • Break 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong • Emergent issues/Peer Q&A • Break 	

The key adaptive questions addressed in the Presbytery Leader Formation provided are

- Who am I as a disciple of Jesus Christ and how do I nurture that relationship?
- What is the role of the congregation in the Mission of God in the world?
- What is the purpose of a Presbytery?
- What is the role of the Presbytery Leader in this Presbytery?

Educational Outcomes for Year 1

Leadership: Self Assessment

- Participants will gain insight into their own gifts and inclinations as a leader
- Participants will gain awareness of potential blind spots in their leadership style
- Participants will develop a plan for ongoing development as a leader
- Participants will explore one's own family system and gain understanding as to how that background affects his/her own approach as a leader
- Resources
 - Buckingham Instrument "Know Your Strengths"
 - Leadership Effectiveness Analysis (LEA)
 - Heifetz *Leadership on the Line, Leadership without Easy Answers, the Practice of Adaptive Leadership*
 - *Leading from Within*, Parker Palmer
 - MBTI
 - Burns, *Transforming Leadership*
 - Ronald Richardson, *Becoming a Healthier Pastor*

Leadership Strategy in Context

- Participants will reflect upon one's own leadership context as Presbytery Leader related to
 - the expectations others have of you
 - the expectation you have of others
 - the systemic issues at play in your particular context
- Participants will reflect upon the purpose of a Presbytery
- Participants will reflect upon the role of the Congregation in the Mission of God in the world
- Participants will design tools to measure their effectiveness as a leader?
- Participants will construct feedback systems to measure that effectiveness?
- Resources
 - Appreciative Inquiry
 - Dewitt Jones
 - Chait, Ryan, Taylor, *Governance as Leadership*
 - Peter Steinke, *Healthy Congregations, Congregational Leadership in Anxious Times*

Participant Reading List:

Required: *Know Your Strength*
Recommended: *Leading Change*, John Kotter
The Great Emergence, Phyllis Tickle
"Being the Church Together," Paul Hooker
"The Travail of Presbyteries," Joe Small

PRESBYTERY LEADER FORMATION					
YEAR 2 – Presbytery Administration, Conflict and Discernment					
<i>May 15-20 at Ghost Ranch, Santa Fe, Arizona</i>					
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
	<ul style="list-style-type: none"> • Pressure point Bible study • Levels of Conflict and Boundaries in Conflict – BOO • My Reaction to Conflict 	<ul style="list-style-type: none"> • Pressure point Bible study • Visionary leadership/ Theology of Administration • Head of Staff • Team Development with Staff and Presbytery leadership • Relationship with Stated Clerk • Presbytery Meetings: divisive issues, pro-active planning 	<ul style="list-style-type: none"> • Pressure point Bible study • Church Assessment tools • Guder’s Missional Church Assessment • Natural church development assessment • Healthy congregation assessment 	<ul style="list-style-type: none"> • Pressure point Bible study • Discernment models • Strategic planning models • Appreciative Inquiry/ practical ways to use AI 	<ul style="list-style-type: none"> • Pressure point Bible study • Personal growth strategies • Emotional Intelligence
Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
	<ul style="list-style-type: none"> • Triaging: Presbytery’s Expectations • Training Staff/ COM for dealing with conflict • Conflict style • What really is my job? • Support and coaching pastors in conflict • Deciding when to remove pastor • Intervention training 	<ul style="list-style-type: none"> • Video storytelling • Break • Small group discussion of hopes and fears of role 	<ul style="list-style-type: none"> • Communication tools and strategies • Web Management, Social Networking, Viral Marketing 	<ul style="list-style-type: none"> • Transition issues • Changing the church’s culture, PNC spiritual discernment, mission studies, impacting PNC choice • Closing and releasing church rituals 	
Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
<ul style="list-style-type: none"> • Evensong • Check in/ community building 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong • Stewardship and Funding • Promoting Financial Support 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong • Break 	

Educational Outcomes for Year 2

Administration Basics

- Participants will develop a plan for staff supervision
- Participants will develop a plan for staff team building
- Participants will develop a plan for time management and other boundary issues
- Participants will understand appropriate boundaries and relationship with the Stated Clerk

- Participants will discuss the nature of relationships with other executives regarding reference checks and other issues that move across presbytery to presbytery boundaries
- Participants will reflect theologically on the style and purpose of Presbytery administration
- Participants will reflect upon the management of expectations from minister-members and congregation members related to the power and the role of the Executive
- Participants will understand the role of the Leader in a Presbytery's Communication system
 - Web resources
 - Trauma
 - Stewardship
 - Public face of the Presbytery
- Resources
 - Five Dysfunctions of a Team
 - Patrick Lencioni, *Death by Meeting*
 - Hudson, *When Better Isn't Enough*
 - Hudson, *Congregational Trauma*
 - Gerry Seven Keys of an Effective Presbytery"
 - Fund Accounting for Dummies (for Presbytery systems)

Discernment Models

- Participants will reflect upon what discernment means
- Participants will understand their own Emotional Intelligence gifts and limits
- Participants will understand their role as Executives in aiding Sessions and Pastors in discernment
- Participants will explore the nature of Congregations as Learning Communities
- Resources
 - Emotional Intelligence – Daniel Goleman, in *Primal Leadership*
 - Social Intelligence, Goleman
 - Darrell Guder, Missional Assessment
 - Appreciative Inquiry
 - Gil Rendle and Alice Mann, *Holy Conversations*
 - Discernment tools for Pastor Nominating Committees
 - Jones, Discernment as Decision Making
 - Jack Haberer, *God Views*
 - Renovare resources
 - Mediation Skills Training Institute for Church Leaders, Lombard Mennonite Peace Center <http://www.lmpeacecenter.org/Judicatories.html>
 - Robert Williamson, Belief Chart, a tool for Change, Lombard Mennonite Peace Center
 - United Church of Australia material on Governing Body Discernment models

PRESBYTERY LEADER FORMATION					
YEAR 3 - 21st Century Church and Supporting Growth					
<i>May 13-18, tentatively at Christ the King Retreat Center, Buffalo, MN</i>					
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
	<ul style="list-style-type: none"> • Bible study • Theological grounding • Missional Ecclesiology – Part II • What does it mean to be ambassadors or citizens of Realm of God? • Role of Presbytery leader: prophetic ministry or pastoral 	<ul style="list-style-type: none"> • Bible study • Leaderless Organizations • The Flat World • Building a flat and missional presbytery • Next generation Presbytery 	<ul style="list-style-type: none"> • Bible study • Models for New Church Development • Cultural Proficiencies • Birthing the multicultural church • Emergent issues • Case studies 	<ul style="list-style-type: none"> • Bible study • Managing organizational tensions • Power struggles • Value clashes • Organizational trust • Building open systems • Strategies for dealing with groups like New Wineskins (case study) 	<ul style="list-style-type: none"> • Bible study • Personal leadership plan
Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
	<ul style="list-style-type: none"> • The Emergent Church: How does the institutional church respond? 	<ul style="list-style-type: none"> • Evangelism • Motivating congregations • Behavioral Covenants • Faith sharing 	<ul style="list-style-type: none"> • Emergent issues 	<ul style="list-style-type: none"> • Personal/Vocational Discernment • Recognizing turning points • Recommitting and retooling • Sabbatical 	
Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
<ul style="list-style-type: none"> • Evensong • Video storytelling reflection • Check in – sharing reflections 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong 	<ul style="list-style-type: none"> • Evensong • Break 	<ul style="list-style-type: none"> • Evensong • Models for New Church Development 	

Educational Outcomes for Year 3

Supporting Growth – Responding to Conflict

- Participants will reflect biblically and theologically on conflict
- Participants will reflect upon the role of the Presbytery Leader in congregational conflict
- Participants will understand the dynamic of triangulating
- Participants will explore the nature of systems under stress

- Participants will understand the Presbytery role in setting boundaries in the event of conflict
- Participants will explore support systems for pastors in the midst of conflict
- Participants will explore the role of COM in congregational conflict
 - when and how to remove a pastor from a conflicted situation
 - when to refer to powerless third party mediation
 - common pitfalls and traps
- Resources
 - Lombard Mennonite Peace Center
 - Speed Leas Conflict Levels
 - Thomas Kilman Conflict Inventory and Model
 - McLaren, *Everything Must Change*
 - Bush, *Dying to be Born*
 - Borden, *Hit the Bulls Eye*
 - Natural Church Development

The 21st Century Church

- Participants will reflect theologically about the Mission of God in the World and the role of the church in that Mission of God here and now
- Participants will engage in learning leading toward Cross Cultural Proficiency
- Participants will engage in learning leading toward an understanding of generational differences
- Resources
 - Diana Butler Bass, *Christianity for the Rest of Us and Practicing Congregations*
 - Edward T. Hall, *Beyond Culture*
 - Patti Lane, *A Beginners Guide to Crossing Cultures*
 - Kirk Hadaway, *Behold I Do A New Thing*
 - George Thompson, Jr. *Church on the Edge of Somewhere*
 - Carol Howard Merritt, *Tribal Church*
 - Lois Barrett, *Treasure in Clay Jars*
 - Thomas Friedman, *The World is Flat,*
 - Claude Payne, *Reclaiming the Great Commission*
 - Roy Oswald *Transformational regional bodies*
 - Darrell Guder, *Missional Church*
 - Brian McLaren, *Generous Orthodoxy*
 - Ori Brafman and Rod Beckstrom, *The Starfish and the Spider*

Ninety Day Companion

Background

The first ninety days or “start-up” is crucial for the new presbytery leader. Past participants in leadership training programs have reported feeling “overwhelmed”, “inundated” and “lost”. This seems to be the general experience regardless of whether a person is coming to service from a parish or from a secondary leadership position in another governing body. The purpose of the ninety day companion is to provide the new leader with a close colleague relationship where questions can be asked and anxieties shared. The ninety-day period begins as soon as possible after the person’s election by the governing body and concludes ninety days later. It is designed to assist with the period that includes their installation and initial orientation to the work. The companion serves as a resource for information and contact for the new presbytery leader.

Selection of Companions:

Ninety day companions will be identified by the steering committee of the Presbytery Leadership Formation based on proven effectiveness in the role and their willingness to make the ninety-day relationship one of the priorities of their ministry during the assigned time. Companions will be recruited to represent the wide variety of presbytery size, racial ethnic composition and staff position description. Companions are considered volunteers and will not receive a stipend. They will be asked to attend an annual gathering of companions in conjunction with either the Association of Executive Presbyter meeting or the Middle Governing Body/General Assembly Council Gathering and any additional expenses incurred by such attendance will be reimbursed by the Presbytery Leadership Formation Program. Every effort will be made to match the new presbytery leader with a Ninety Day Companion serving in a similar ministry setting.

Ideal Characteristics of a Companion

- Calm presence
- Able to see and celebrate the gifts and strengths of the new leader
- Proactive and reliable\
- Understands the breadth of the church and the work of the presbytery
- Well differentiated
- Enjoys his or her ministry
- Demonstrates collegiality
- Minimum of 3 years service as a governing body leader
- Well versed in General Assembly resources
- Knows their assembly-wide colleagues

Companion Duties

The Ninety Day Companion agrees to initiate weekly contact with the new presbytery leader and to pray for their ministry daily. Unlike the Coach who will be assigned to each participant, the Companion is there specifically to answer questions about the functions and practice of presbytery leadership.

Topics for Discussion Might Include:

- Building relationships with staff and entering staff dynamics
- Relationship and working with the Committee on Ministry
- Managing presbytery budgets
- Working with the Council
- Managing time and establishing priorities
- Decision making within the presbytery
- Relationships with other Middle Governing Bodies and the General Assembly
- Dealing with congregational conflict
- Coping with loneliness and other adjustments
- Any question regarding the function of the presbytery and/or the role of the presbytery leader

Evaluation and Feedback

The 90 Day Companion will initiate a closure conversation with the presbytery leader at the conclusion of the 90 days. An evaluation form measuring the effectiveness and help of the relationship will be sent to the presbytery leader.

Ministry Coach

In recent years ministry coaching has proven to be an effective way of providing ongoing support for church professionals. Unlike mentoring or consulting, coaching is a longer relationship intended to provide the participant with an objective companion who is invested in the participant's success. Unlike the Ninety Day Companion, coaching does not provide answers but rather raises questions that lead the participant into a deeper exploration of his or her goals, strategies and decisions in the practice of presbytery leadership. The agenda for coaching always belongs to the participant. Coaching relationships are confidential and there is no reporting of content or concern to any part of the church system.

Each participant in the Presbytery Leadership Formation Program will be assigned a coach who will walk with them through the three year program. Participants will be provided a list of available coaches and their biographical sketches and will submit three choices to the PLF Coordinator (or Steering Committee) who will make the assignment based on availability and work load of the coaches in the program. A Ministry Coach will be assigned within the first thirty days of the participant's service and a covenant agreement will be developed between the participant and the coach regarding their relationship.

Coaches selected for the Presbytery Leadership Formation Program will be trained by recognized programs with preference to those valid for the International Federation of Coaches certification program. Certification, however, is not required to become a PLF coach. Coaches are expected to provide a minimum of a one hour session per month with participants. Coaches should also be available for additional work should the participant need additional coaching due to a pressing situation or circumstance. Coaches will be paid at the rate of \$100 per hour. The tuition for the Presbytery Leadership Formation Program will include 12 hours of coaching in the first year of service, nine hours in year two and six hours in year three. The Program will, however, strongly encourage the participants to ask their presbyteries to provide the additional resources in order to continue a monthly call until the completion of the program. Coaches will submit a quarterly statement to the PLF Coordinator for payment of services. In the event that a coaching relationship is deemed not effective, the participant and the coach can agree to terminate the relationship and the participant will be assigned a new coach. Coaches in the Presbytery Leadership Formation Program are considered non-contractual consultants but will receive an annual 1099 Tax Form.

Presbytery Leadership Formation coaches will meet with the Steering Committee of the Program annually by conference call. The purpose of this call will be to provide any insights, suggestions, etc. to the Steering Committee that might make the entire program more effective. Coaches are the closest ongoing relationship with the new presbytery leader and can glean valuable insight as to needs, problems, and areas for training development. The coaching relationship is confidential so anything shared would be of a generic nature.

Presbytery Leader Formation Budget

Cost Per Participant

	Year 1	Year 2	Year 3	Total
<i>Income</i>				
Presbyteries	\$1,000	\$1,300	\$1,600	\$3,900
Presbyteries Travel	\$800	\$400	\$400	\$1,600
Synod	\$1,950	\$1,200	\$900	\$4,050
Total	\$3,750	\$2,900	\$2,900	\$9,550
 <i>Expenses</i>				
Room/meals	\$1,400	\$1,000	\$1,000	
Materials	\$150	\$100	\$100	
Admin Support	\$200	\$200	\$200	
Travel	\$800	\$400	\$400	
Coaching	\$1,200	\$1,200	\$1,200	
Total	\$3,750	\$2,900	\$2,900	

Administrative support includes Coordinator costs
Presbyteries (excluding travel) and Synods billed annually

Administrative Costs

	2010	2011	2012
<i>Income</i>			
AEPS	\$5,000	\$5,000	\$5,000
MGB Office	\$6,000	\$6,000	\$6,000
Total	\$11,000	\$11,000	\$11,000
 <i>Expenses</i>			
Faculty	\$7,800	\$9,200	\$10,600
Team Meetings	\$3,200	\$1,800	\$400
Total	\$11,000	\$11,000	\$11,000

Each year there will be one residency and two orientations
Each year there will be an additional faculty member
AEPS billed annually
Unused funds carried forward to cover future meeting expenses
Prepared October 1, 2009