

**modem**

# MODEM Matters

*the voice of leadership, management and ministry*

**Editor: The Revd Anton Müller MA**

**January 2007 Email Edition No1**

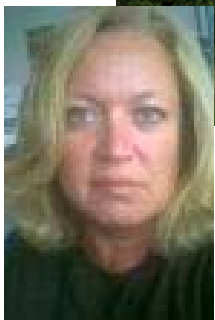
# STOP PRESS!

*modem* Matters launches into cyberspace in aftermath of highly successful conference !

pace!



*modem*  
Conference  
Whirlow Grange  
2006



*From top left and moving clockwise:*

*Arno Andreassen  
Mary Chapman  
Malcom Grundy  
Su Morgan*

### **A Word from the Editor**

Welcome to the first edition of the *modem* Matters by email!

All good things come to those who wait – thank you for waiting! This first edition was due in January, but it's taking awhile to collect all the email addresses from *modem* members.

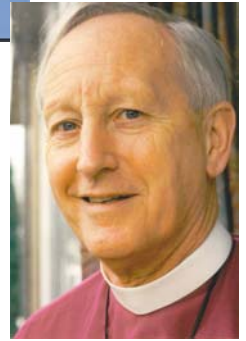
The E version of *modem* matters will be issued every two months instead of quarterly but will be four to six pages rather than twelve. In this way *modem* can keep you up to date more regularly with its activities and the work which the leadership committee does on your behalf.

Over the first three issues *modem* Matters will cover the key note addresses presented at the *modem* Conference in 2006, beginning in this issue with the paper presented by Mary Chapman, CEO of the Chartered Management Institute.

**modem**

## **A word from the Chairman**

If I were to visit your Church in 12 months time what would be different from how it is today? More bricks and stones in the outer wall needing to be replaced and the carpets and linen in need of a good clean? And God's people? Similar in number, but one year older and deeper in debt? Or would you be able to show me the many and varied directions in which your Church has grown?



Change and growth rarely happens without the leadership team composed of lay and ordained people designing a development programme. Such programmes can result from calling together all the available church members and inviting them to share what they believe to be God's hope for them during the next 12 months. Such hopes usually fall into three groups.

First, that we will reach up to God in Worship and Prayer. Initiation Services of all traditions speak of people "*daily increasing in God's Holy Spirit more and more*" - a bit different from simply growing older or merely attending Church or Chapel once a week. And if we have a programme for enabling such increase to happen, and we all participate in it, then in 12 months time our worship and prayer will have grown richer and deeper.

Secondly, most people hope that we will have reached out towards each other in fellowship. Any development programme will enable us to know one another better and so be more effective in caring for each other, in helping young and old to grow, growing not only older, but more mature in Christ, increasing in God's Holy Spirit. We will be more effective in using our gifts as we exercise responsibility for God's Church. Responsibilities for particular aspects of God's Church will change hands as new gifts among existing members are recognised and new people join us.

And thirdly, we shall be moving out into the communities where we live, work, serve, laugh and play discovering the Light of Christ already present within them, and helping His Light both to shine and be recognised. Like salt, we will be bringing a richer flavour to all people within whom we are in daily contact.

Such development does not happen automatically. It has to be planned carefully and pursued ardently. If you have stories to tell of programmes planned and executed that might be of interest to others let us know. And if you would like help in getting started you only have to ask!

Christopher (Chairman)

*Post Script* " **modem** MOVES E-MAIL "

*We are aware that all people, including **modem** members, look for faster and faster communication. So we have decided that our "snail" journal must sail into a better IT mode. We hope that you will be pleased at our first effort in this direction. And, of course, we will continue to circulate a printed format at snail pace for those who would prefer us to do so. Please contact our editor, Anton Muller, for any queries or contributions. We want to make this space your space!*

† Christopher

**A word from the National Secretary**

John Nelson



**Playing to Your Strengths *Tim Harle* (*modem* Leadership Committee)**

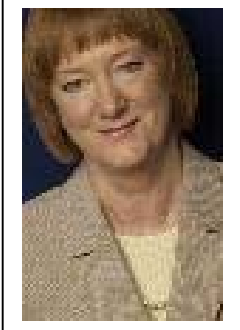
A friend made a New Year’s resolution... ‘Not to be negative.’ As a resolution, it is rather self-defeating, but it does reveal an interesting mindset we find in many aspects of life. Take psychology. In May 2000, *Psychology Today* reported how Martin Seligman of the American Psychological Association found 54 000 studies containing the keyword ‘depression’, but only 415 mentioning ‘joy’. The 2005 ‘Studying Leadership’ conference hosted by Lancaster University Management School provided some pertinent observations. Looking at motivation, German theologian Volker Kessler encouraged Protestant churches to look for a more optimistic anthropology in scripture. Andrew Jones from Lancaster contrasted Judaeo-Christian cosmology (especially the Genesis fall) with a more positive Chinese approach. A thread running through both papers was the subtle negativity pervading many Christian approaches.

There are signs of a new perspective. Humanistic psychologists encourage us to be more optimistic about our ability to realize our potential. Marcus Buckingham and Donald O Clifton’s *Now Discover Your Strengths* (Simon & Schuster, 2002) is being widely read. The Strength Deployment Inventory, SDI®, is being increasingly used in personal development (see [www.personalstrengths.co.uk](http://www.personalstrengths.co.uk)).

What constitutes strength? It is instructive to look at a biblical concordance. Entries reveal a variety of meanings, for which the traditional refrain ‘I am weak, but you are strong’ may be a slight oversimplification. A representative example from the book of Isaiah: ‘Those who wait for the LORD shall renew their strength’ (Isaiah 40.31).

Recent business research on both sides of the Atlantic has shown interesting parallels with a Judaeo-Christian worldview. In *Good to Great* (Random House, 2001), Jim Collins described leaders of enduring companies. He produced some unexpected findings. In contrast to headline-hitting CEOs, Collins found executives who ‘[build] enduring greatness through a paradoxical blend of personal humility and professional will’. An Ashridge research project found something similar: ‘Showing some vulnerability is a key element in leading’ (George Binney et al, *Living Leadership*, FT Prentice Hall, 2005).

As a prophet said, ‘In quietness and in trust shall be your strength’ (Isaiah 30.15).



**Leadership - the challenge for all Building better performance in a dynamic world. Mary Chapman, Chief Executive Officer of the Chartered Management Institute**

Summary by Sue Howard, edited by Anton Muller

*“Leadership springs from all parts of an organisation. The contribution you can make to better leadership by the way you follow is also important.”*

Mary Chapman

### **The Chartered Management Institute – An overview**

The CMI is the only chartered professional body that is dedicated to management and leadership. It exists to help individuals to become better managers and to help companies develop better managers. Better management is critical given the broad influence which managers have on the social/economic well-being of the country

### **Our Mission**

The Mission of CMI is to promote the art and science of management. This is achieved in various ways through **Encouraging** and supporting the lifelong development of managers; **Raising** the level of competence and qualification of management; **Initiating, Developing, Evaluating and Disseminating** management thinking, tools, techniques and practices; **Influencing** employers, policy makers and opinion formers on management issues; **Defining** the professional standards for management and leadership.

“The key purpose of management and leadership is to “Provide direction, gain commitment, facilitate change and achieve results through the efficient, creative and responsible use of resources”  
[www.managementstandards.com](http://www.managementstandards.com))

*“Managers can do something about the climate/environment at work and can influence positive ways of working that give rise to the Spirit and which enable people to feel energised and not drained”*

Mary Chapman

The Management and Leadership Standards provide 6 categories of assessment. These are managing self and personal skills, providing direction, facilitating change, working with people, using resources, achieving results.

The CMI has adapted this to suggest that a Chartered Manager should be skilled at leading people, managing change, meeting customer needs and managing information.

When it comes to exploring in more detail what is involved in leading people, a Chartered Manager should be able to provide clear purpose and direction, inspire trust, respect and shared values, communicate clearly, develop and supports team members, consistently apply strategic thinking, adapts leadership style to take account of diverse situations.

**What is this gap and how can it be addressed?**

*“Good people can be trapped in a bad organisational system that prevents them from doing their best work. When this occurs there is a leadership deficit or gap.”*

Mary Chapman

The gap relates to the how leadership perceives effective or good leadership and how those who are led perceive prefer it. A survey considered six leadership characteristics there being Inspiring, Strategic, Forward Looking, Honest, Fair-minded and Courageous.

When observing the strongest skills in top managers these emerged as customer focus, financial management, managing operations, technical/functional skills. The weakest skills identified in the same group were verbal communications, time management, people management and .....Leadership

When exploring how to address the leadership gaps and management weaknesses it is helpful to evaluate which leadership development methods are the most effective. The most effective methods emerge as formal mentoring followed in descending order by project management, action learning teams, 360 degree feedback, cross-functional working and intensive high level training programmes.

**So what about the management of change – that thorny issue for church leaders?**

Mary Chapman presented to **modem** the ‘Change House’ model of leading change. In this house the roof relates to mission, vision and values. The ‘bedroom of bliss’ is a time of wellbeing but it is also when a business can become complacent, and not alert. This leads to the ‘guest room of crisis’ which indicates that something must be done, that some change may be needed.

Is the passion there to do something? If not then the ‘balcony of abandonment’ is the next space to visit in the house. If there is a will to change, then problem is shared more widely in the ‘house’. But there are still pitfalls. Discussion may founder in the ‘dining room of denial’. When an organisation is in denial and has no sense of common purpose then it will need to be confronted. Responsible leaders would do this early to prevent further pain! They would instead communicate and find ways to resolve negative influences. Even here, the way forward is not easy. A householder may end up in the ‘basement of despair’ or the ‘kitchen of confusion’.

There needs to be a time of planning, repositioning, and consultancy. If and only if strategic implementation follows this should lead the householders to where they want to be. Such implementation will involve the use of such models as force field analysis to help identify change drivers and change blockers.

**Editor’s note** *It’s not too difficult to apply this Bunyan type allegory of the house to almost any organisation or social group. Whatever objections people may raise to applying such strategic devices to church management and leadership, most would be hard pressed to find good reason why the change-house model cannot be used to renovate and restore the church both local and national. At present there is a very serious gap between the change drivers and the change blockers across many parts of the church. It is exacerbated by the presence of both elements, drivers and blockers amongst those who lead and those who led. The impetus for healthy growth and change may well be coming from the*



*pewside not the present leadership. It would be good to hear from you, the **modem** members, of your own experience of change in the church be it good or bad. Where do you think change is needed? Would the present church leadership qualify for recognition as a chartered leader? What is your own perception and preferred leadership style? What is your experience in reality. How do you understand the relationship between leadership and followership in the church?*

Anton Muller, Editor

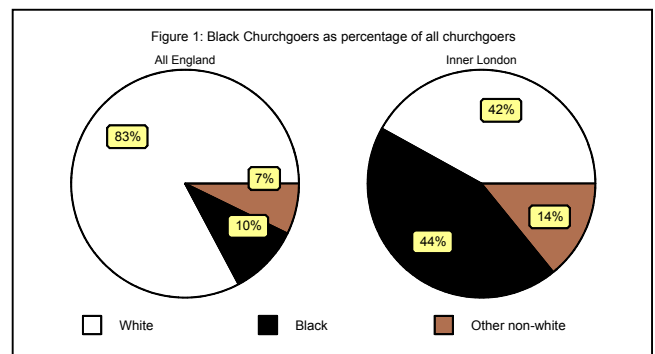


**Pulling out of the Nosedive! Peter Brierley, Christian Research**

*In the 7 year period 1998 to 2005 ½ million people stopped going to church in England, but in the longer 9 years 1989 to 1998, 1 million stopped. So in this latest period we have seen fewer stop than might have been expected. We are pulling out of the nosedive!*

*This finding from the fourth English Church Census, published in a book called, appropriately enough, Pulling out of the Nosedive, is a mixture of good news and bad news. The good news is that ethnically diverse churches grew strongly between 1998 and 2005, so that Black churchgoers are now 10% of all English churchgoers. They have grown very rapidly especially in Inner London, where there are more black people in church than white (44% to 42%).*

*In addition, churches with nationals from other parts of the world have also seen growth – the Chinese, Korean, Indian have all grown, for example – and in 2005 amounted to a further 7% of all churchgoers overall. Churches fed by immigrants from Europe – such as the Croatian, Italian, Portuguese, Spanish and Swiss – have also seen growth especially since the turn of the century.*



This growth is exemplified in the Pentecostals, who, unlike the large denominations, grew between 1998 and 2005. The Roman Catholics decreased most in numerical terms, dropping 300,000 in their Mass attendance to 890,000 (just higher than the Anglican 870,000).

**More growing churches**

The proportion of *growing* churches increased from 8,000 (or 21% of all churches) during the 1990s to 13,000 (or 34%) between 1998 to 2005. The percentage of declining churches has dropped from 65% to 50%, the remaining percentage being stable (congregations remaining within 10% of what they were). Figure 2 illustrates this.



**Being Christian through *transition and change* – reflection by Norman Todd**

To become corporate, reflection is partly dependent on words and discourse, but we have to remember that the spaces between words and between sentences and between discourses are also part of what is happening. Perhaps the essence is the trustworthiness and trust of people’s participation, whether aloud or in silence.

In this kind of shared reflective perception the participation of God also takes place. Not only, “*For where two or three meet in my name, I am there among them.*” But also the sentence before that (in Matthew 18.19-20); “*In truth I tell you once again, if two of you on earth agree to ask anything at all, it will be granted to you by my Father in heaven.*” .Might this be participation in the *transition and change* that is continuous creation?