

MODEM Matters

a hub for leadership, management and ministry

Editor: Susan Howard

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From our Chair:

I'm bombarded on every side by talk of the 'Big Society'. It fills newspaper columns, airwaves and daily chat, whether of the face-to-face or Facebook variety. Almost weekly I am invited to another conference on this theme.



Is it a 'top-down' or a 'bottom-up' approach? The idea comes from 'on high' - from politicians. But politicians have been voted in by the people. Promoting the idea of 'Big Society' is about showing strong leadership in the nation. At its best, the theory is about increasing local leadership. Devolving a range of decision making to a more local level makes the 'Big Society' bigger by increasing participation. Cynics maintain that it's just another cost cutting exercise, switching work that has been paid for nationally to the voluntary sector locally.

Promoting the 'Big Society' raises the issue of whether leadership is in some way about enforcing new ideas, or whether leadership is about raising new ideas and letting them evolve through reflection with the people involved. There is also an interesting moral dimension. 'Big Society' has a sense of moral neutrality about it, as over against other concepts in common currency, such as the 'Good Society'.

Jesus holds before us a vision of a kingdom in which the priesthood of all believers plays a significant role in terms of the participation of the whole people of God and in which there is no moral neutrality. From this base, Christians have a key role to play in the wide ranging discussions of the 'Big Society'.

Revd Elizabeth Welch

Chair – MODEM. Please contact me at: chair@modem-uk.org

From the Editor: We are pleased to continue to provide you with news and updates from MODEM. In this issue, we are delighted to note that Tim Harle, our Vice-Chair, has had an article, *Fractal Leadership*, published in the prestigious International Leadership Association's annual book (see p4). Tim has also recently completed a Grove Booklet, which develops these ideas for church leaders: *Embracing Chaos* is due out later in May. We are really pleased that Tim continues to contribute so fully to leadership thinking in Church and Society – and to MODEM. Our congratulations, and thanks, to you Tim!



Building on the introduction from our Chair, this issue looks at a variety of ways in which the priesthood of all believers are working beyond traditional church boundaries to support spiritual mission and development. Such focus highlights that where God's people are, the Spirit of God is actively working to transform things for the better. We hope that you find this issue of *MODEM Matters* supports you as you think about leadership issues, and work in your own leadership contexts.

Sue Howard

Email me at: modemmatters@modem-uk.org

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MODEM's Mission:

MODEM is a national ecumenical Christian network, which encourages authentic dialogue between exponents of leadership, organisation, spirituality and ministry to aid the development of better disciples, community, society and world.

Section One: VIEWS AND NEWS FROM THE FRONT LINE

CMS Pioneer Leadership Training Course takes flight

For further information contact Helen Harwood, pioneer@cms-uk.org, 01865 787400

Students and visitors to the Kingston University chaplaincy can now go on a thoughtful, spiritual journey, entitled 'Metamorphosis', thanks to an innovative art installation set up by Andrea Campanale. Participants journey from earth-bound, hungry caterpillar to a beautiful and colourful butterfly eager to take flight. "This process of change was used to explore how university students might see their experience of learning, but was also likened to a journey of faith", says Andrea. Andrea credits a creative new Pioneer Mission Leadership Training course (PMLT) for helping her in her own creative spiritual journey.

Andrea explains that PMLT gave her the confidence to become more innovative in mission activities, and also more proactive in building teams. "I started my project, Sacred Space, Kingston, with a group of other Christians locally about five years ago. It is a vehicle for expressing Christian spirituality in new and creative ways in the hope that it might particularly engage young people and spiritual seekers. I saw a need for this expression of mission having led teams in praying and prophesying at Kingston Green Fair over a number of years. We realised that people had an interest in spirituality but did not consider Christianity in this mix. Since then we have had a presence at natural health fairs and Mind, Body, Spirit events and put on local exhibitions that explore our faith through art and interactive activities.

"I have been able to lead teams in these environments and provide training and mentoring for them so that they are prepared to engage with those who attend these events in a culturally sensitive manner. The PMLT course has been brilliant for me because I am getting theological understanding from the perspective of the Church Mission Society community who are pioneers in different locations all over the world. It has been especially important to have the input of a learning mentor to ensure that I am meeting the academic requirements of the course, as well as a ministry mentor who sees that the learning is routed in my practice."



Andrea says she's often experienced loneliness and isolation as other Christians have criticised or misjudged her approach. Which is why, she says, finding the CMS PMLT course has been so instrumental in building her confidence to be creative: "It has been especially important for me to be able to share my personal struggles and doubts with others who really understand what I am seeking to do and appreciate how far I have already come." Other pioneers in mission say they have experienced similar feelings of alienation. Jonny Baker,

director of the CMS PMLT course, said, "We're seeing a surge in mission activity all over the country – often at the edge of what we think of as traditional church. But people who are pioneering often feel lonely and perhaps haven't had the chance to enrich their grassroots experience with reflection and study." Jonny pointed out this was a key reason for starting the PMLT course, which is now fully operational after a successful pilot year with nine students, many of whom, like Andrea, did not want to stop 'doing' to start learning.



Andrea Campanale (above), explained "When we first encounter Christ it is all very new and exciting and like the caterpillar all the experiences we have feed us and cause us to grow. However, as we begin to mature and life becomes more challenging, we often begin to question what we have learnt as we seek to make our faith relevant to real-life relationships and situations. It is in this process of struggle and deconstruction that God is able to reshape us so that we are more truly the unique creation he has made us to be and we more radiantly reflect His glory in the world. We are then ready to emerge from our cocoon recreated more closely into His likeness, the beauty of our true selves evident to all as we take flight!"



The CMS programme is a modular course which can be completed over three or four years, and is open to pioneer mission leaders, both lay and ordained. Modules are taught by experienced pioneers who have worked in a variety of contexts around the world. Jonny Baker, course leader, summarised, "It's creative, flexible, portfolio-assessed, on-the-job training, leading to a validated foundation degree, accredited by Oxford Brookes University through a partnership with the Diocese of Oxford. It enables people who want to lead the way in mission to learn, practise and reflect in context – with experienced pioneers." In 2004, the Mission Shaped Church Report by the Church of England called for the 'lens of cross-cultural mission to shape training in pioneering ministry in the UK'. With more than 200 years of pioneering mission experience, CMS is placed well to answer this call. The PMLT course is being approved by the Church of England as a pathway for training ordained pioneer ministers, but is not restricted to Anglicans.

CMS will be holding an open day for those interested on 19 May at their offices in Oxford. You can find more information and a prospectus at <http://pioneer.cms-uk.org/>

Update on Best Leadership Books Project

Nominations have started coming in for the best leadership books of the 21st century. There are two categories:

- books aimed at the general business market
- books aimed at a Christian readership.

The panel are keen to hear from you – you can download a nomination form at <http://www.modem-uk.org/bestbooks.html>. Please get your nominations in by **31 May**.

Results will be announced at MODEM's conference at Sarum College in October (see p6).



Coming soon – Coaching Church Leaders

MODEM Leadership Committee member, and certified coach, Richard Fox, has written an introduction to coaching. The booklet is aimed at those in a church leadership position and those wanting know more about coaching.

The 16 page booklet will be made available initially to MODEM members in our Occasional Papers series.

Applications for 2011 International Faith and Spirit at Work Awards Now Being Taken

The Tyson Center for Faith and Spirituality in the Workplace in the Sam M. Walton College at the University of Arkansas is calling for applications for the *2011 International Faith and Spirit at Work Awards*.

The annual awards program recognizes companies around the world that have implemented specific policies, programs or practices that nurture faith and spirituality inside their organizations. The deadline is 31 May. For further information, or to receive an application, contact Judi Neal, Director of the Tyson Center for Faith and Spirituality in the Workplace at jneal@walton.uark.edu or +1-479-575-3721.

Grove Booklets Leadership Series – writers wanted!

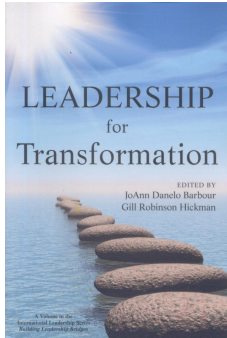
Sue Howard continues to represent MODEM on the committee for the new leadership series. L3 in the series, *Loving Volunteers* by MODEM member Richard Steel, was published in January and is reviewed on page 8. L4 – *Embracing Chaos* by MODEM's Vice-Chair Tim Harle - is due out in May.

To buy Grove Books, visit: www.grovebooks.co.uk and search under Leadership. Booklets cost £3.95.

Please write to Sue if you are interested in writing a booklet yourself. Grove is keen to find new authors for this series...

Section Two: CONTRIBUTIONS FROM MODEM MEMBERS

MEMBER (and Vice Chair): Tim Harle



Each year, the International Leadership Association (ILA) publishes a book in the Building Leadership Bridges series. In the ILA's words, these seek to capture 'the best contemporary thinking about leadership today from a diverse range of scholars, practitioners, and educators working in the field of leadership around the world.' Over 90 contributions were submitted for the 2011 volume, *Leadership for Transformation*. One of those chosen for inclusion comes from MODEM's Vice-Chair, Tim Harle. **Fractal Leadership** explores the idea that consistent patterns of leadership – fractals – should be observable at all levels in an organisation. *Leadership for Transformation* is published by Jossey-Bass (ISBN 978-0-470-94668-8).

MEMBER: Mervyn Davies

Sarum College has just launched its new MA in Christian Approaches to Leadership validated by the University of Winchester. It is using a book, written by a Roman Catholic and an Anglican who have cooperated for many years in courses on Leadership for the Diocese of Bath and Wells, Wesley College, Bristol and various Roman Catholic organisations. The book is an ecumenical study entitled: **Leadership in the Church for a People of Hope**, by Mervyn Davies and Graham Dodds. (April 2011, T & T Clark, 208pp, HB 978 0 567 386212 • £60.00, PB 978 0 567 014078 • £18.99)

Mervyn teaches at Sarum College, Salisbury, and Bristol University, UK. Graham is Principal of the School of Formation, Diocese of Bath and Wells, and advisor to the Bishop of Bath and Wells in educational matters. The authors explore Church Leadership in the context of the 21st century. They ask how it must change and adapt while being true to its roots. The second aim is to explore leadership by bringing together insights from theology, history and the social sciences in a way that shows it has much to learn from contemporary leadership studies while also being different in important ways. This is an example of ecumenical applied theology.

Emeritus MEMBER: Peter Rudge

As a consultant with CORAT, Peter was in Juba in Southern Sudan with Stuart Snell and Michael Sams in 1975. He recounts: "Our assignment was to advise the bishops of Sudan on how to set up and operate a new Province of the Anglican Church. There was one diocese of Khartoum in the Muslim north and seven dioceses in the Christian South; and in the new arrangement they were to have their own archbishop for the first time. We helped to devise a simple but effective way to proceed.

Now the spotlight is on Southern Sudan on the threshold of becoming a new independent nation. The church has developed, too, with the creation of a further 40 or more new dioceses, mainly in the south; and so the responsibilities of the archbishop have grown considerably. I asked Archbishop Jeff Driver - who has been assisting in the capital Juba – if there was any development of maturity in the church (call it management in the church) which had in any way underpinned the capacity of the people in the south to play a part in the creation of a new nation. In reply he said: 'The church was a major instrument of national cohesion through the War and is an important contributor to the social infrastructure of the country as it enters this important time of transition. So your involvement all those years ago with what was then an infant church can result in pride at what is now an amazing vibrant, while still incredibly poor and challenged, national Church.'

Honorary MEMBER: Desmond Curry



It is with sadness that we acknowledge the death of honorary member Desmond Curry. He was prominent in the URC in Brighton and Hove, and actively supported the founding of MODEM. He was a valued member of MODEM's Leadership Committee: colleagues have fond memories of his service to MODEM. Our Chair, Elizabeth Welch, remembers Desmond as a lively and forthright character, with a great deal of enthusiasm for a range of activities within the church. We are sorry to hear that he is no longer with us, and extend our sympathy to his family and friends.

Section Three: FEATURES

We have become aware of a number of initiatives which are going on at the boundary of church life. We feel it is timely to reflect again on the different ways in which Christians are deeply engaging in the question of how to bring Kingdom values more fully into society through work life in organisations. Two MODEM members have started initiatives recently in an attempt to move this complex area forward. We report on them here, fully aware that many other groups are also grappling with the challenging boundary of how Christians can live more authentically in working life. These two recent initiatives demonstrate to us that God's Spirit is sparking passion in dry places and we feel sure that those interested in both church and leadership will want to take note.

The Kingdom at Work Project, David Clark

It has never been more important that Christian faith connect with the world of work. The recent banking crisis and world recession has simply underlined that we have not yet got it right. However, the writing has been on the wall ever since the market, with its dangerous philosophy of divide and rule, has come to dominate the global economic system. So where are those Christians able to provide an alternative, from the local workplace to the multi-national corporation, to an economic system that is clearly not going to deliver a just and peaceful world?

The Kingdom at Work Project is one small initiative intended to address what is currently a massive weakness in the church's approach to mission. It puts forward a new and distinctive communal theology of the workplace which can inspire and guide a range of possible interventions by Christians at work. The heart of the approach can be summed up as 'audit and action'.

'Audit' relates to the task of discerning the gifts of the kingdom community which are already present, or are being denied within the workplace. The project suggests ways in which such an audit might be undertaken through an awareness of 'critical incidents' or 'signs' of the kingdom community, present in or absent in the world of work. 'Action' refers to forms of practical intervention, implicitly or explicitly Christian, which might result from the auditing process. Other aspects of the project suggest ways in which Christians at work might be better equipped for both audit and action.

The project is sponsored by the Methodist Diaconal Order. However, some half dozen agencies concerned with faith and work issues, and with diverse denominational affiliations, are already committed to trial the materials currently being produced. For more information contact David Clark, Project Co-ordinator, at david@clark58.eclipse.co.uk.

Ecumenical Partnerships Initiative – Compassion in Change, Alan Harpham

For many years, I have nurtured a vision to combine workplace ministry with organisational consultancy. In 2005/6, I became a board member of Workplace Ministry in Herts and Beds. Since then I have been able to support the creation of Ecumenical Partnership Initiatives (EPI) which is a charitable company limited by guarantee, and it is the legal entity that runs Workplace Ministry Herts and Beds. We have employed a full-time Director, Yvonne Rowland. See www.workplaceministry.com for details.



The workplace ministry aspect is fairly traditional - we provide a Christian presence and service to the workplace through chaplaincy. Our clients include Police, Fire and Rescue, Ambulance Service, London Luton Airport, General Motors, Town Centre Chaplaincy and Waterways Chaplaincy.

The issues that our chaplains find are mainly that people are hurting in the workplace due to:

- Normal family pressures and pains
- Pressures of change at work
- Loss of value in work and in them as individuals
- Feeling disengaged, alienated, de-motivated
- Working can be soul-less and organizations are in some cases dis-spirited

There may be a lot of stress, and this often leads to a loss of 'wellness' and productivity

Chaplains are excellent in being able to support individuals but to this point they have felt less well equipped to deal with the issues which cause difficulties within the whole organisation. In my experience as

a management consultant, I have found that traditional consultancy often addresses the wrong issues and so has not resolved some of the underlying tensions.

Over many working years, I have become more and more convinced about the need for a new approach to leadership and the workplace. One which can help to:

- Bring meaning and purpose to work – meaningful vision
- Provide a richer experience with better relationships – higher values
- Affirm and develop people as individuals – real vocation
- Bring on more spiritual and emotional intelligence

EPI has been able to take the next step. We have brought together leading Christian practitioners who care deeply about the quality of working life, and who have a combined wealth of expertise in leadership thinking and development. Our aim is to work alongside our Chaplaincy team, partner with organisations and provide a capability for:

- Action Research – explore together how to change working life for the better
- Development – Initiate small and wider-scale projects that can support organizational and individual transformation
- Support – Provide a reassuring ongoing relationship which can help to maintain progress

We have called this initiative EPI - Compassion in Change (EPICC).

Whilst we are at the formational stage in our desire to work in explicit ways with organisations in the area of spiritual leadership and intelligence, we are sincerely committed to this work and have a robust structure in place and many years of leadership and organisational development experience to bring to bear. We believe that EPICC is stepping out of the box to create a 'new thing'. We want to share our journey with MODEM members, with whom we have such strong ties, and would, from time to time, like to update you on our unfolding story. We are genuinely attempting to work at the boundaries of church – taking spiritual principles more fully into organisational leadership. If you know of any leaders in organisations who connect with this need perhaps you can put us in touch with them? We will write more about EPICC in future issues of *MODEM Matters*.



Pause for Thought: has become a blog!

To support use of the new webspace available to churches and church groups through **Churches Together Connect**, we have decided to transform our regular **Pause for Thought** item into a blog. We are very grateful to Chris Hill, who continues to provide us with a reflection – the latest being **Inside Out**. Please keep an eye on <http://www.churchestogetherconnect.org/profiles/blog/list> as Chris will be posting his reflections there from time to time.

While there... you might like to join the MODEM Group at <http://www.churchestogetherconnect.org/group/modem/>. You will be notified of developments, including **Pause for Thought** blogs.

Section Four: FORTHCOMING EVENTS

2011 MODEM Conference Takes Shape

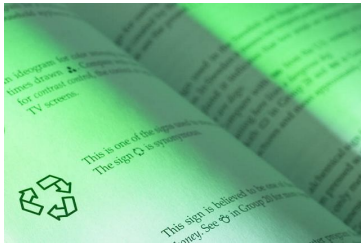
Plans are progressing well for MODEM's conference, **Leading Across Boundaries**, at Sarum College on 19/20 October. Several places have been reserved already.

Stephen Cottrell, author of *Hit the Ground Kneeling: Seeing Leadership Differently* will give the keynote address. There will be space for presentations from delegates: the conference webpage has further details, including how to reserve your place. See <http://www.modem-uk.org/conference2011.html> for latest news.



Visit our website for the latest information on forthcoming events <http://www.modem-uk.org/Events.html>

Section Five: RESOURCES



What's New?

Books and other resources on leadership, management and ministry

Date of publication is 2011, unless stated otherwise.

Books on church leadership, management and ministry

Andrew Davison & Alison Milbank (2010) **For the Parish: A Critique of Fresh Expressions**. SCM Press. 251pp, pb, £19.99. ISBN 978-0-334-04365-2. A thoroughgoing critique of recent developments, ranging from philosophical questions around the separation of form and content to theological and ecclesiological challenges. The questions are important, though it is ironic that such a critical stance accompanies an apparent fondness for traditional parishes.

Malcolm Grundy (2010) **Leadership and Oversight: New Models for Episcopal Ministry**. Mowbray. 237pp, pb, £16.99. ISBN 978-1-4411-4401-0. A former MODEM Chair seeks to look beyond the immediate tensions within worldwide Anglicanism. He engages with authors such as Steve Croft and Robin Greenwood in seeing *episcopate*, oversight, as an important element of leadership. Among the issues highlighted are the lack of CPD, talent management, and training provision.

David Heywood. **Reimagining Ministry**. SCM Press. 218pp, pb, £19.99. ISBN 978-0-334-04367-6. A useful distillation of developments over the past two decades. As befits a Director of Pastoral Studies, the author combines theological and biblical considerations with practical examples. Informed by Peter Senge's work on learning organisations, ministry is seen as the outworking of God's work in the ordained and lay, paid and voluntary.

Booklets on church leadership, management and ministry

Richard Steel. **Loving Volunteers: Leading for the Love of it – and Inspiring Others to Do the Same**. Grove Leadership Series 3. 28pp, £3.95. ISBN 978-1-85174-782-5. Another Grove booklet written by a MODEM member. For a full review, see p8.

Business books on leadership and management

Peter Allen, Steve Maguire & Bill McKelvey, eds. **The Sage Handbook of Complexity and Management**. Sage. 672pp, hb, £95.00. ISBN 978-1-84787-569-3. An important milestone in the growing understanding of complexity theory and its relevance to management, albeit one for the library rather than the individual bookshelf. The book is in three parts: the first introduces basic concepts from complexity science, the second looks at organizational and management applications, while the third looks at related disciplines such as economics, healthcare and psychology.

JoAnn Danelo Barbour & Gill Robinson Hickman, eds. **Leadership for Transformation**. Jossey-Bass. 241pp, pb, \$19.95. ISBN 978-0-470-94668-8. A collection from the International Leadership Association, embracing wide-ranging reflections on the theory and practice of leadership.

Alan Bryman et al, eds. **The Sage Handbook of Leadership**. Sage. 592pp, hb, £95.00. ISBN 978-1-84860-146-8. Another one for the library. The editors have brought together a number of world authorities. They cover historical, sociological and cultural, political and philosophical, and psychological perspectives (including an introduction to attachment theory). A closing section on emerging perspectives includes chapters on complexity theory and spirituality.

Deepak Chopra. **The Soul of Leadership**. Rider. 220pp, hb, £9.99. ISBN 978-1-84-604270-6. The prolific author is at once populist and profound: he includes Athena, Buddha, Gandhi, Jesus and Wonder Woman in a single sentence (p74). Lists abound – 4 levels, 7 attributes, 10 behaviours, 20 elements, 21 strengths. Reflections around the Eastern idea of 'non-doing' offer food for thought.

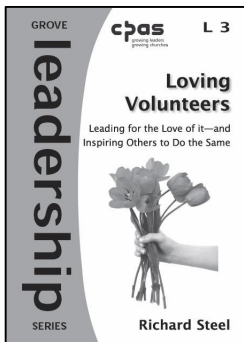
Jim Collins (2009) **How the Mighty Fall: and Why Some Companies Never Give In.** Random House. 222pp, hb, £15.99. ISBN 978-1-8479-4042-1. Collins applies the comparative methodology, which gave us *Built to Last* and *Good to Great*. He identifies four stages from Hubris Born of Success to Capitulation to Irrelevance or Death. The insights are from businesses, but might they also apply to churches? Collins' fourth stage is, after all, Grasping for Salvation.

John Rayment & Jonathan Smith. **MisLeadership: Prevalence, Causes and Consequences.** Gower. 220pp, hb, £60.00. ISBN 978-0-566-09226-8. The authors, from Anglia Ruskin University, identify four alliterative types of misleadership: missing, misguided, misinformed and Machiavellian. They propose that each is balanced by a holistic approach involving physical, mental and spiritual strength. The book includes a number of case studies.

Christian Resources on Organisational Development

OD and Christian Organisations Learning Group. This newsletter, <http://developingchurches.ning.com>, continues to provide a wealth of resources on organisational development, learning, change and leadership. Recent topics have included 'Women in OD Consultancy' and 'Hosting Change'. Previous issues are available on the site, along with a wide range of valuable booklets and reports.

Book Review - Richard Steel, *Loving Volunteers*, Grove Books, 2011.



Working with volunteers is a fundamental to leadership in the charitable sector, and the source of many benefits and challenges. Yet there seem few resources to guide those leading volunteers. Richard Steel's booklet makes a welcome addition to Grove's Leadership Series.

He admits his title raised eyebrows. Steel chose 'loving' over 'motivating', 'inspiring' or 'leading' because, drawing on Jesus' example, he believes love is the essence of Christian leaders' calling towards those for whom they bear responsibility. It illustrates his concern to prioritize the wellbeing of those who serve as well as the organization.

Steel offers chapters on Why People Volunteer and What the Leader Can Do to Respond, Loving and Leading, The Spiritual Side of Volunteering, and Gen X and Beyond. He clearly draws on substantial experience in the Church and beyond – his enthusiasm for working with volunteers is tangible. He has a good grasp of the value volunteers can bring to an organization if allowed to flourish – and also the distinct challenges. Of particular value is the chapter on Gen X and Beyond, which explores the seismic shift in how younger generations approach volunteering – and implications for the future. Here is a challenge to complacent notions of 'Big Society'.

Within the constraints of the Grove format, Steel identifies challenges, but doesn't always work through complexities. Examples include the tone-deaf octogenarian chorister (what constitutes a loving response either now or 60 years ago?) and implementing unsuitable suggestions to make a volunteer feel valued (how to safeguard the organization's effectiveness?). There are occasional contradictions: Christian volunteers are driven by love, yet a later summary of motivations includes habit, duty, guilt, self-interest and being in the wrong place at the wrong time! Quotations from volunteers give a grounded feel, but sometimes seem too anecdotal to substantiate broader observations. It would help to address practical considerations such as how to: recruit to a team of volunteers, manage conflict between volunteers, and establish mutual expectations between volunteers and organizations.

Grove Booklets carry the strap-line: 'Not the last word... but often the first'. This is a fair comment on *Loving Volunteers*, which provides an entry point. By focusing on love, it provides a valuable corrective to overly instrumentalist approaches to volunteers.

Revd Ed Davis
Anglican and Coordinating Chaplain, University of Bristol



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