

Welcome to **MODEM Matters**

2009 strikes me as a year of opportunity for Christians. God's abundant grace remains freely available in the midst of the financial crisis. Ken Costa (author of *God at Work*) in a recent talk at Holy Trinity, Brompton, cited the US National Intelligence Council whose strategic projections include the premise that ***"Religion based networks may play a more powerful role than secular trans-national groupings in exerting influence and shaping outcomes"***



MODEM is a small but important network within the body of Christ, committed to energising leadership and to the emergence of the Kingdom of God. Your part in this network, and your commitment to living with spiritual integrity, makes all the difference in the world! Please allow us to serve you by letting us know what subjects are of interest to you and what help and support you would like from us.

In this issue we have an exciting new offer for members – **price reductions on books on leadership, management and ministry**. Watch out for further offers in future issues! In addition, MODEM's Leadership Committee is offering **FREE management training seminars** to churches, thanks to the good offices of Michael Lofthouse. We have Bishop Lee Rayfield's thoughtful talk on Creative Church Leadership, and the first in a regular series updating you on the latest publications.

Sue Howard,
Editor, *MODEM Matters*
Email me at: modemmatters@modem-uk.org

p.s. We would be particularly interested in sharing leadership stories gathered from YOU, our members. Please write and share examples of good practice you are involved in!

A reminder of 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.

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A few words from our new Chairperson

The world leaders' summit in Davos was described by one newspaper journalist as rather flat. The leaders knew what the problems were, but were having difficulty in seeing what solutions were possible. The nearest they could come to a solution was to look back to the recent past and look for more of the same, only better the next time round. A little tweaking here and there, and all would be well.



Even from the person in the pew's perspective (as far as economics goes) this view seems a trifle short-sighted. The current financial meltdown indicates a more fundamental shift in the world economic scene that calls for more fundamental solutions.

I've been reflecting recently on the role of prophets in the Hebrew Scriptures. They challenged the leaders of their day and called them to move away from failed practices that had led to exploitation and oppression. They called the people back, not to a renewal of a short-term past, but to the renewal of a more long-term underlying reality that had its origins in God's covenant with the people. One aspect of this covenant was the care God had for the widow and the orphan and the stranger, for the least of the least.

Prophets were often uncomfortable people to be alongside and yet they offered significant leadership. Their leadership was from the edge and yet looked to the heart of the matter. In looking to God's future, they looked deep into the ways of God in previous generations.

So today we need leaders on the edge who can look into the heart of the matter. Such leaders might be uncomfortable people to be with, but have a deep discernment about the world and where it might go next.

In recent meetings, the MODEM leadership committee has been looking at future directions. Please let us have your thoughts about what would be helpful to increase effective leadership and management, particular within the Christian context. Please contact me at: chair@modem-uk.org

Revd Elizabeth Welch

Nelson's Column

Written by our very own National Treasure (oops - Secretary), John Nelson

In this issue I would like to report on the last meeting of our Leadership Committee (held in November 2008) as there were two key *highlights*:

A new Chairperson

First and the most important was the installation of the **Revd Elizabeth Welch** as our new Chairperson. She succeeds Bishop Christopher Mayfield who has done a great job for us as Chairman. Elizabeth is the recently retired Moderator of the West Midlands Synod of the United Reformed Church (URC) and a former National Moderator for the URC. She has been an active member, supporter and contributor to MODEM since virtually its inception, not least by contributing to our first three books. I'm sure she will lead us admirably into and through our next phase of development.

Taking stock

Led admirably by Richard Fox, assisted by Sue Howard, we devoted the first part of our meeting to reviewing MODEM under the title "Our role and potential". Apart from its intrinsic value, it served to introduce our thinking to Elizabeth.

We reviewed together what we have achieved, as well as taking an honest look at what we feel we have failed to achieve; in order to renew our vision for the future. Topics and issues covered included MODEM's identity and uniqueness, how we market and promote our work, who comprises our target audience: what is our role and task in relation to our resources; and our continued need for financial sponsorship.

We recognised four priorities for reflection and action:

1. We need to continue to ensure MODEM becomes recognised as a significant resource for management, leadership and ministry by expanding our publicity.
2. We needed to define who our key audience is more precisely;
3. We need to realise the value and potential within our membership;
4. We would like to recruit new members to serve on our Leadership Committee, to ensure that MODEM is more fully ecumenical.

We would be delighted to hear your views on these priorities:

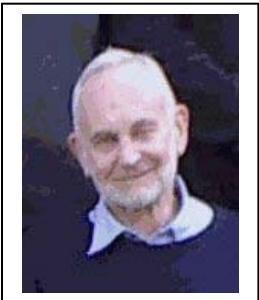
e-mail chair@modem-uk.org.

The outcome of our deliberations was agreement on a 3-point action plan:

1. **Research:** to find out what actual and potential church leaders felt were their training and development needs on issues of leadership and management.
2. **Networking:** to continue to build and strengthen our relationships with relevant contacts.
3. **Providing Resources:** to become a recognised source of best practice in ministry, leadership and management.

PROVIDING RESOURCES

Taking immediate action on point 3 above, we are delighted to have negotiated **discounts for MODEM members** on a range of books. See elsewhere in this – and future – issues. In addition, thanks to the good offices of Michael Lofthouse, MODEM's leadership committee is offering up to four **FREE management training seminars** to churches who would like to understand more fully how good management can help to achieve positive outcomes. Michael explains how these came into being on pp6-7.



Pause for Thought: Meeting in My Name

By Revd Dr Norman Todd

When Jesus promised his disciples that where two or three of us meet in his name, there he is among us, he made no other qualification than 'in my name'. He also said in the verse before, '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'. (Matthew 18.19-20)

This 'meeting together' and 'agreeing' must be very important; a kind of solemn assembly, or *ekklesia*, or church event. Any meeting to agree! Not just the church service, even the Eucharist. So a synod or other council, a committee meeting, a protest meeting, a finance meeting, a house meeting; any meeting 'in my name' or agreeing to ask anything at all' has the presence of the risen Christ in the Spirit. So these business meetings should have as much preparation, care, prayer, know-how, order, careful attention as any meeting for worship. And in the kingdom of God all meetings will acknowledge the presence of the Word made flesh.

In the East Midlands group of MODEM we have been giving much attention to the importance of how all meetings should be managed. We have produced a report in two parts called '*Metanoia & Transformation; Holy Power in Godly Organisation with Servant Leaders*', in which we try to discover some underlying principles of Church organisation in the Biblical and Christian theological tradition. We anticipate that these will be developed into a project to improve the organisation of the local Church.

For e-copies of the reports apply to LenSimmonds@aol.com.

Norman Todd

Creative Church Leadership: Lee Rayfield, Bishop of Swindon



**A talk given at the launch of MODEM's fourth book,
How to Become a Creative Church Leader,
at Bristol Business School on 10 November 2008.**

First of all, I want to say thank you to MODEM for your invitation. But more importantly, thank you for providing the kind of quality resources that leaders in churches need.

Why Is Church Leadership So Demanding?

We need all the resourcing we can get because church leadership is an activity which is both difficult and demanding. It requires a high level of competence and character, especially from those who are principal leaders, whether in a local setting or wider organisational role. (Indeed, you can make out a good case for saying that this is one of the toughest leadership roles there is).

Why is it so difficult? There are issues related to what I shall call principal leaders (largely ordained clergy), the congregations they minister among, and the complexity of the role.

Clergy and Principal Leaders

First, until recent years, the church I know best (the Church of England) has not selected people for their leadership capacity. Regional training courses and theological colleges do not include much training in leadership; what there is is variable in both quality and quantity. The impact of this attitude to selection and training is the same for both ordained clergy and lay ministers. Among many local church leaders (lay and ordained), as well as regional ones, there is a suspicion and resistance to the language and concept of leadership ["I'm a priest, not a leader"].

Congregations

Secondly, many in congregations share the views of leaders outlined above. They are wary of managerial or corporate cultures finding their way into church; leadership models are part of the commercial world. There is resistance when leaders introduce new ideas. This was brought home to me when I suggested in my last church that the Parochial Church Council had an Away Day on team building - views were expressed strongly!

Complexity

Thirdly, there is the complexity of the church as a context for leaders. I can offer a variety of reasons for this:

- There is limited (no?) clarity of purpose or core values. This applies both locally and on a wider stage: the variation and inconsistency impacts on confidence.
- Complexity arises from a mix of paid leaders and volunteers, who may operate in different cultures.
- There can be confused or competing expectations of leaders; this is complicated by the lack of a 'job description' or clarity of role.

- There are the constraints of local 'gatekeepers' in congregations; these may be officers elected for reasons of status or other issues, rather than vision.
- There can be a culture of dependency, leading to a model of the congregation as shareholders rather than co-workers.
- There is a strong tendency towards a default position of stability and security, rather than agility and imaginative risk.
- There are limited organisational resources in terms of finance, personnel, age profile, training. There are also limited support structures for development and managing change (both denominationally and locally in teams).
- The church is not immune from the pressure of organisational change, societal change and increasing regulation.
- There is generally a low level of theological appreciation and discipleship.

A Big Ask

As a result, church leaders need high levels of competence and creativity to be effective. In reality, they often have little executive power in a church. They therefore need skills of enabling, gaining ownership, building teams and strategic planning, all underpinned by a godly character and prayerful discernment of the Spirit's leading. This is, as they say, a Big Ask!

Challenge and Opportunity

This challenge is also a huge opportunity for the church. The kind of creative church leadership needed could model something more effective in and for world! [John Greaves example]

The challenge is being taken up. There is a fresh focus on leadership at senior levels in many dioceses of the Church of England (including this one!). We see this focus on developing leaders in other denominations and parachurch organisations such as CPAS, the Evangelical Alliance, Willow Creek, MODEM and the Foundation for Church Leadership. This is a welcome recognition both of the importance of enabling creative church leaders and increasing resourcing for them.

Modelling Something Effective for the World

What do I want to see now? First, a better articulation of both the theology and practice of leadership. Secondly, more widespread appreciation and understanding of leadership throughout the churches. Leadership as a theme is 'in vogue' – we should not be afraid to learn from secular experience (the good will reflect God's way). Nor should we be afraid to critique it, to be discerning.

The key is creative communal reflection based on praxis and theology. At its heart is the church as the body of Christ. Creative leadership is required both for its health and vitality, and to engage with God's mission in the world. We could summarise this alliteratively as growing comprehension, capacity, capability and commitment. Our intention ought to be to form Christ-centred church leaders who release energy for the transformation of the whole people of God.

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ. *Ephesians 4.11f*

Bishop Rayfield's talk introduced the Bristol book launch. Dr Peter Simpson described the newly formed Bristol Centre for Leadership and Organizational Ethics, and Professor Jennifer Tann led a workshop on her book chapter, *Needing a Change Agent?* Many thanks to MODEM member, and former UWE Senior Chaplain, Revd Cassandra Howes for hosting the event.

The Changing Church: Tools for the Task



I was sitting in my office at the University, immersed in administration (one of the not so exciting jobs for the Deputy of the Business School), when thankfully the phone rang to interrupt my work. It was normal for all manner of organisations to call as potential customers, but I had to pause when the caller introduced himself - Tim Ling, the Training Office of Canterbury Diocese. The Church of England wants to discuss management training? It was not long after the call that I was sitting in Tim's office and being introduced to Philip Down, the Archdeacon of Maidstone and initiator of the telephone call.

After a few meetings (and the occasional doubt) a management model tailored to Philip's requirements was produced and approved. It is not my intention to describe the model we developed here: you will understand the rationale for this shortly. But I would like to stress three very important ingredients of what became an extremely successful church management seminar.

The **first** factor in our success was the personal commitment, support and involvement of the Archdeacon, Philip, in the project. He is a person of clear vision, recognising that in the changing world of the Church he needs to equip his staff, ordained and lay, with management tools in order to complete the task of managing an effective and healthy parish. His commitment ensured that this was not to be a management seminar filled with acronyms and catchy phases – rather the management model I produced to match his brief had to be easily accessed, digested and grounded in the requirements of managing today's church. It needed to be behavioural, and incorporate structures and process, which combine to produce the tools for the management task. And that's how we arrived at the title for the seminar series - **The Changing Church: Tools for the Task**.

Secondly, it was clear that, if we were to be successful, the seminars could not be something that was done to the participants by an outsider – they had to be demonstrably owned by the Diocese. The management model had been designed as the result of a productive partnership, and as the seminars rolled out, the model continued to be refined and developed in this way. The diocesan ownership was clearly evident in the way that Philip and I presented the seminars together. I concentrated on delivering the management model, often in its very purest terms, and challenged the participants to extend their contextual reflections, whilst Philip provided the anchor, the connection to the world of management in the modern church. Philip's role was vital, as he was able to incorporate theology to the dialogue of management. His input gave the management model purchase. There were often two languages being spoken - management and that of the Church - but we always managed between us to make the bridge between the two secure and clearly visible. It was a pleasure to work with Philip - a person of immense patience (often needed when I got carried away in my enthusiasm). The seminars became for me one of the most enjoyable and personally productive periods of my academic career.

Third, I have stuck to my initial hypothesis (formed at the first meeting) that the church in management terms is just like any other organisation - it is a business and needs to be run with a clear understanding of how to define and work towards profit. I will leave it to your imagination the initial difficulties that were occasionally encountered when this hypothesis was put forward! But I am not as convinced as some by the argument that people in the church have an inbuilt resistance to the world of management. With very few exceptions, this has not been my experience. Throughout the seminars, both ordained and lay people understood the management model quickly, and immediately began to apply it to their own managerial world. Although, I must confess that the term 'profit' was substituted by 'desired outcomes' at the start of the seminars – and concede that the use of accessible language was a key to the success of the seminars. But together we did get to understand how to apply the concept of profit to the world of managing the church.

All of the seminars were comprehensively and independently evaluated, quite rightly insisted upon by Philip, and they received very positive feedback. Here a just a few comments.

“It has transformed my view. A mixing of the roles of priest and manager, its OK to do both.”

“The course exceeded my expectations. I have been looking for such a course for the best part of a decade.”

“I was not overly enthusiastic before I arrived but I am really glad I came!”

“Far more convincing than previous ‘management’ courses with the potential for providing really useful tools.”

“I was ready to resign, but now I’m not”

The positive feedback led to a second seminar series, which we designed and ran in the same way as the first. This follow-up series covered leadership, and we developed a further contextual model where once again tools for the job were of central importance.

Both seminar series were run in the Canterbury Diocese, and such was the word of mouth effect that they also ran in a neighbouring Diocese.

By now, you will be wondering ‘what does the management model consist of’? I will reveal just a little. It is original, informed, moulded and was constantly evaluated by the customer, the Dioceses of Canterbury. It is infinitely applicable to other religious organisations. All that is needed for it to succeed is for you to get as involved as Philip did and make it your own. Indeed, I have taken the model beyond the world of religion and applied it to public sector organisations. The model follows a linear pattern, it is disaggregated by design, and it breaks down the task of management into digestible components that allows for a particular emphasis given the current needs of the commissioning organisation. No management platitudes allowed. It is contextual and behavioural. It does not allow the seminar participants to avoid examining their behaviour and contribution as a manager and leader.

So why have I not fully reveal the management model? Importantly it will not work unless you get involved, unless you own it. This is a partnership endeavour, done with you not to you. So it gives me great pleasure to announce that the MODEM Leadership Committee agreed to offer four free seminars as part of MODEM’s continued educational commitment. **Strictly on a first come first serve basis for MODEM members, all we ask is that you cover the cost of expenses for travel and accommodation.**

If you would like to discuss your requirements please contact Michael Lofthouse direct, initially by e-mail on: mglofthouse@aol.com

News from MODEM Members

Andie Brown’s *Preaching at Baptisms* was published as a Grove booklet (Pastoral Series 116)... **David Clark** edited *Diaconal Church: Beyond the Mould of Christendom*, published by Epworth Press... **Malcolm Grundy** retires on 31 March as Director of the Foundation for Church Leadership – he is succeeded by **Julie Farrar**... **Tim Harle** has been appointed as a Lay Canon to the Chapter of Bristol Cathedral, where he joins **Tim Higgins**... Don Brand has written a short book, **Nick Stacey** and *Kent Social Services*, under the generic title, ‘A Study in Leadership’ [watch for details in the next issue of *MODEM Matters*]... **Malcolm Torry** co-edited *Together and Different: Christians Engaging with People of Other Faiths*, published by Canterbury Press.

Do you have any news? Let us know on modemmatters@modem-uk.org.



What's New? Books and other resources on leadership, management and ministry

In each edition of *MODEM Matters*, we hope to list new resources, which may be of interest to our readers. As a starter, here are some books and booklets published in 2008 (with a few from 2007).

Books on church leadership and management

- Eolene Boyd-Macmillan & Sara Savage.** *Transforming Conflict: Conflict Transformation amongst Senior Church Leaders with Different Theological Stances.* Foundation for Church Leadership (FCL). pb, £17.99. ISBN 978-0-9550573-3-5. Documents research findings and a resultant training programme for senior church leaders from six denominations
- Stephen Cottrell.** *Hit the Ground Kneeling: Seeing Leadership Differently.* Church House Publishing. 81pp, pb, £7.99. ISBN 978-0-7151-4162-5. Pithy wisdom from the Bishop of Reading.
- Stephen Croft.** *Ministry in Three Dimensions: Ordination and Leadership in the Local Church, New edn.* DLT. 176pp, pb, £14.95. ISBN 978-0232527438. Extends the traditional bishop-priest-deacon model to oversight, leadership and service, which can be applied in various situations.
- Malcolm Grundy (2007).** *What's New in Church Leadership?* Canterbury Press. 204pp, pb, £16.99. ISBN 978-1-85311-799-2. A wide-ranging survey of theory and practice from the Director of FCL.
- John Nelson (ed.)** *How to Become a Creative Church Leader.* Canterbury Press. 434pp, pb, £17.99. ISBN 978-1-85311-813-5. MODEM's fourth handbook. For a full review, see *MODEM Matters E6*.
- David Robertson (2007).** *Collaborative Ministry: What It Is, How It Works and Why.* BRF. 236pp, pb, £8.99. ISBN 978-1-84101-493-7. Biblical and practical insights. Includes group study questions.
- Michael Sadgrove.** *Wisdom and Ministry: The Call to Leadership.* SPCK. 147pp, pb, £9.99. ISBN 978-0-281-05997-3. Applies themes and personalities in Hebrew wisdom literature for Christian leaders.
- Rosie Ward.** *Growing Women Leaders: Nurturing Women's Leadership in the Church.* BRF. 232pp, pb, £8.99. ISBN 978-1-84101-575-0. For a full review, see below.
- Andrew Watson.** *The Fourfold Leadership of Jesus.* BRF. 191pp, pb, £7.99. ISBN 978-1-84101-435-7. A reflection based around the themes of come, follow, wait and go.

Booklets on church leadership and management

- Tony Berry.** *Developing Servant Leadership.* FCL Research Paper 1. £7.50. ISBN 0-9550573-2-9. Reviews Oxford Diocese's leadership development programme.
- David Brown.** *Releasing Bishops for Relationship.* FCL. 46pp, £7.50. ISBN 0-9550573-8-8. A former naval officer and assistant to two bishops trenchantly examines hindrances in custom and culture.
- Sandra Cobbin.** *Ministerial Development Review in the Diocese of Blackburn.* FCL Leadership Review Series 1. 42pp, £7.50. ISBN 0-9550573-9-6. A new review of a diocesan programme.
- Colin Gough.** *Leading from the Future in the Diocese of Newcastle.* FCL Research Paper 4. 31pp, £7.50. ISBN 0-9550573-6-1. Reviews Newcastle's leadership development programme.
- Martin Kitchen & Malcolm Grundy.** *Revealing Leadership: A Review of Diocesan Leadership Development Programmes.* FCL Research Paper 5. 47pp, £7.50. ISBN 0-9550573-7-X. A theological, practical and educational review of English dioceses' leadership programmes.
- Tim Marks.** *The Chelmsford Clergy Leadership Programme.* FCL Research Paper 3. 32pp, £7.50. ISBN 0-9550573-5-3. A review of a diocesan programme.
- Lynwen Plowman.** *The Southwark Clergy Leadership Development Programme.* FCL Research Paper 2. 40pp, £7.50. ISBN 0-9550573-4-5. A review of a diocesan programme.

Nigel Rooms & Jane Steen. *Employed by God?* Grove Pastoral Series 114. 28pp, £3.50. ISBN 978-1-85174-690-3. Examines the theological and practical implications of the Church of England's new legislation on clergy terms of service.

Martyn Snow & Huw Thomas. *Coaching in the Church.* Grove Pastoral Series 115. 28pp, £3.50. ISBN 978-1-85174-698-9. A parish priest and headteacher apply insights from the burgeoning interest in coaching to encourage the development of church leaders.

Sheelah Treflé Hidden & Arun John. *The Listening Leader: Stories of Interfaith work in Bradford.* FCL Leadership Review 2. 67pp, £7.50. ISBN 978-0-9559978-0-8. Interviews with ecumenical church leaders lead to theological reflection and key issues for living alongside those of other faiths.

Books with a Christian perspective on the workplace

Ken Costa (2007). *God at Work: Living Every Day with Purpose.* Continuum. 193pp, pb, £7.99. ISBN 978-0-8264-9635-5. Advice from the perspective of an author who holds senior positions both as an investment banker with UBS and in the Alpha organisation.

David W Miller (2007). *God at Work: The History and Promise of the Faith at Work Movement.* OUP. 222pp, hb, £17.99. ISBN 978-0-19-531480-9. Examines the period from the 1890s to the present, focusing on the USA and evangelical influences.

Business books on leadership and management

Esther Cameron & Mike Green. *Making Sense of Leadership.* Kogan Page. 212pp, pb, £19.99. ISBN 978-0-7494-5039-7. Describes five roles which the authors have identified in effective leaders: edgy catalyser, visionary motivator, measured connector, tenacious implementer and thoughtful architect.

Joan V Gallos (ed.). *Business Leadership: A Jossey-Bass Reader, 2nd edn.* John Wiley. 598pp, pb, £18.99. ISBN 977-0-7879-8819-7. 40 articles and book chapters from leading authors, including Warren Bennis, Marcus Buckingham, Jim Collins, Peter Drucker, Daniel Goleman and John Kotter.

Jonathan Gosling, Peter Case & Morgen Witzel (eds) (2007). *John Adair: Fundamentals of Leadership.* Palgrave. 220pp, hb, £55.00. ISBN 978-0-230-00205-0. A *festschrift* for a pioneering author includes two chapters reflecting Adair's interest in the church.

Gary Hamel (2007). *The Future of Management.* Harvard Business School Press. 272pp, hb, £15.99. ISBN 978-1-4221-0250-3. Argues for the need for continuous innovation in management.

Harvard Business Review on *Bringing Your Whole Self to Work.* 182pp, pb, £12.99. ISBN 978-1-4221-2109-2. Eight articles from 1999 to 2006 brought together in the HBR Paperback Series.

Barbara Kellerman. *Followership: How Followers are Creating Change and Changing Leaders.* Harvard Business Press. 304pp, hb, £16.99. ISBN 978-1-4221-0368-5. The author identifies five types of follower: isolates, bystanders, participants, activists and diehards. Case studies cover Nazi Germany, Merck, the Roman Catholic Archdiocese of Boston and US Army.

Kevin Kelly. *CEO: The Low-Down on the Top Job.* FT Prentice Hall. 150pp, hb, £20.00. ISBN 978-0-273-71353-1. The author uses his position as CEO of headhunters Heidrick & Struggles to comment from both his own experience and observation of other CEOs.

Allan Leighton (2007). *On Leadership: Practical Wisdom from the People Who Know.* Random House. 308pp, hb, £20.00. ISBN 978-1-905-21126-5. Down to earth advice combining the author's experience at Asda and Royal Mail with comments from other business leaders.

Dave Logan, John King & Halee Fischer-Wright *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization.* Collins. 297pp, hb, £14.99. ISBN 978-0-06-125130-6. Looks at groups (tribes) of 20-150 people, exploring leadership roles in five stages of development.

Antonio Marturano & Jonathan Gosling (eds). *Leadership: The Key Concepts.* Routledge. 227pp, pb, £14.99. ISBN 978-0-415-38364-6. An international group of scholars provide useful short introductions to 50 key concepts surrounding the theory and practice of leadership.

Special Offer for MODEM Members from BRF!



We are delighted to offer significant discounts for MODEM members on books published by BRF in the field of leadership, management and ministry.

	Normal price	MODEM price	Qty	Price
Ruth Hassall. <i>Growing Young Leaders: A Practical Guide to Mentoring Teens. (Published March 2009)</i>	£7.99	£6.40		
Ruth Hassall. <i>Ready to Lead: Growing Leaders – Youth Edition.</i>	£5.99	£4.80		
James Lawrence. <i>Growing Leaders: Reflections on Leadership, Life and Jesus.</i>	£8.99	£7.00		
Phil Potter. <i>The Challenge of Change: A Guide to Shaping Change and Changing the Shape of the Church. (Published March 2009)</i>	£7.99	£6.40		
David Robertson. <i>Collaborative Ministry: What It Is, How It Works and Why.</i>	£8.99	£7.00		
Rosie Ward. <i>Growing Women Leaders: Nurturing Women's Leadership in the Church.</i>	£8.99	£7.00		
Andrew Watson. <i>The Fourfold Leadership of Jesus.</i>	£7.99	£6.40		
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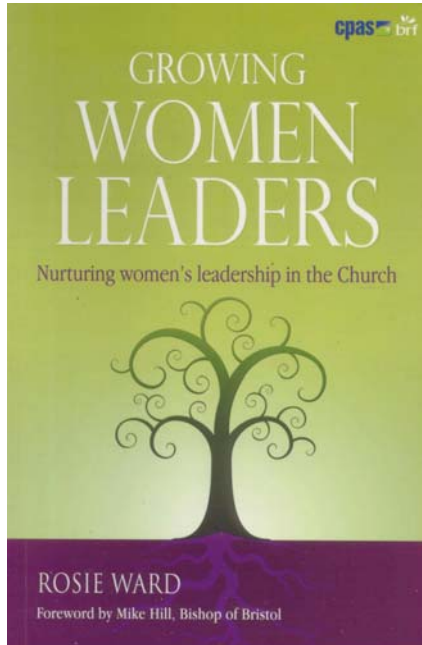
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Book Review: *Growing Women Leaders*

Rosie Ward. *Growing Women Leaders: Nurturing Women's Leadership in the Church*. BRF. 232pp, pb, £8.99. ISBN 978-1-84101-575-0.

Reviewed by Alison Myers.



I have for some been of the view that writing and research specifically about women can sometimes have an unfortunate 'ghettoising' effect, when what is needed is to bring the views and experiences of women into the mainstream. So I picked up Rosie Ward's book *Growing Women Leaders* with some trepidation.

I had some clear questions for the book. Having been frustrated in the past by that kind of dualism that enabled me to have a leadership position in my professional work life but not in church, I wanted to know whether it would take seriously scholarship outside the church about leadership. I wanted to know whether I would recognise myself as a woman leader. I wanted to know whether there was anything in here that would help me and other women leaders understand their own experiences better. In each case, the answer is positive.

In Part One, Rosie adeptly addresses the arguments around Biblical interpretation, and brings to our attention the stories of women leaders in the biblical narrative, in the early church and since.

Part Two considers the ways in which women lead. Though she draws heavily on the Arrow Leadership programme she also cites the leadership work of as varied a crew as Peter Senge, Margaret Wheatley and Marcus Buckingham among others, concluding with a discussion of the existence (or not) of significant biological difference.

In Part Three of her book, she explores those things which form particular challenges for women leading in the church, such as a culturally embedded sense of inferiority, a less intentional approach to development of gifts and talents, a different rhythm to life and career. With great accuracy she pin points key issues for women in her chapters on courage and confidence; and power and service.

This is a clear, well researched and well argued book: a great resource for those who want to understand the issues or get under the skin of the experience of a range of women in leadership. And yes, although the focus on the book is on women, despite my initial trepidation, it is evident throughout that the book is heading towards integration and enablement within the life of the whole church. But at the end, despite the hooks and ideas that Rosie includes, the answer to the question 'so what do I do about it?' seems somewhat thin. Perhaps that is evidence of the challenge and complexity of the position – culturally, psychologically, ecclesiologically - in which we in the churches find ourselves just now.

Alison is an ordained Anglican priest and member of MODEM. For half her time she works as Assistant Minister at Cambourne Church, a multid denominational church planted into a new settlement in Cambridgeshire. For the other half of her time she is a consultant and facilitator for a range of clients considering issues of leadership, working relationships and transition.

This book available to MODEM members for the special price of £7.00.

See opposite for details.

Cardiff Book Launch - 18 November 2008



Thanks to the kindness and courtesy of the Church in Wales, in particular the help of Revd Robin Morrison, Bishops' Advisor on Church & Society in Wales, the launch of the much acclaimed MODEM handbook *How to Become a Creative Church Leader* took place at the offices of the Church in Wales in Cardiff as part of the programme for the November 2008 meeting of the TELOS Group, a body that is jointly sponsored by the Church in Wales and Wales Management Council.

The meeting, chaired by Robin Morrison, opened with a presentation by Selwyn Image, a former Cambridge businessman, who, whilst a student in Paris 30 years ago, had worked as a volunteer for the Emmaus Community there. This remarkable Charity, helping some of the homeless, was started in 1949 and has since spread to some 38 other countries worldwide. Each community deals independently with the admission of new Companions. The Charity was founded by Abbe Pierre, a Catholic priest, a former member of the French Parliament and a former member of the French Resistance during the Second World War. In 1990 Selwyn Image met a homeless man who wanted to work, to restore his self respect and above all to belong to something. Selwyn was inspired by his previous experience with Emmaus in Paris and two years later, in 1951, the first Emmaus Community opened near Cambridge.

This fine example of practical, creative Christian leadership gave Revd Dr Vaughan Roberts, the speaker at the Launch, a helpful, highly relevant introduction. He suggested that the study of Leadership, like many other subjects, could often be better appreciated if use was made of lessons learnt from life or the resultant story. The New Testament was full of such examples. The Emmaus story was a fine example. After an interesting discussion and the sale of some handbooks the meeting closed for a buffet lunch. MODEM thanks Vaughan Roberts for all that he contributed on that day.



(Our thanks also to Peter Chiswell OBE who was the catalyst for organising this event and who submitted this write up about it – Ed.)

Forthcoming Events

Do check out the website of CABE, the Christian Association of Business Executives, for their forthcoming events and programmes. <http://www.principlesforbusiness.com/pdfs/2009Programme.pdf>

**SADLY WE HAVE HAD TO CANCEL:
A Spiritual Pilgrimage and Retreat**

for MODEM members to:
Rydal Hall near Rydal Water and Grasmere
which was due to take place during
Monday 8th – Wednesday 10th June 2009

WATCH OUT FOR PLANS IN 2010

Don't forget to keep a regular check on our website for news items and updated information about forthcoming events – there's a lot going on!!

www.modem-uk.org

Peter Brierley on some current church trends



Dr Peter Brierley is a church consultant who may be reached on peter@brierleyres.com. He was Executive Director of Christian Research, now merged with the Bible Society.

Where are you?

You could say it was a needless question, as God knew the answer before He called – Adam was hiding behind the bushes in the garden out of embarrassment and guilt. Nevertheless it was an important question, because while Adam knew that God knew the answer to the question, it still had to be answered.

Suppose you were asked a similar question not about your physical location but about your personal situation, how would you answer it? You could indicate, say, what strengths you have in your present calling, and where you are weak and vulnerable. What are you good at? What do you like doing? What do you wish you were doing? I currently back up my computer at home manually, but a consultant to whom I mentioned that asked, “Why don’t you do it automatically?” The question identified a weakness, and opened the possibility of taking action to overcome it.

“Where are you?” requires an articulated answer, which allows third parties into the conversation and the possibility of evaluating supportive or corrective action. Suppose we ask the question of the church in the UK – where are we? Well, in 2009, collectively we have about 5.6 million church members, 9.1% of total population and 11.0% of the population 15 and over. Servicing those members are 35,400 church ministers amidst some 48,500 churches or congregations (making some allowance for all the new “Fresh Expressions”). While Sunday attendance may not be everything, in 2009 it stands at about 6% of the population.

These figures all look large and comforting, until one looks at how much they’ve changed since the year 2000. Membership has decreased -7%, the number of ministers has remained static, and the number of churches dropped just 1%. Sunday attendance, however, is down almost a fifth, -19%. These are not comfortable numbers, and if the current trends continue then by 2020 membership will be down a further -17%, ministers will have dropped -4%, churches -6%, and attendance another quarter, -26%, down to 4.2% of the population.

This is not for the faint hearted. Is there no good news as we look where we are? Yes, there is. Black church attendance in black churches increased 44% between 1998 and 2005, against white attendance in white churches decreasing by -20%. So there is growth! Larger churches are growing too. The 1% largest Church of England churches had 10% of the total CoE Sunday congregation in 2005, a figure already increased to 12% in 2008 and which could reach 20% by 2020. More growth! Also, many more smaller churches were growing in 2005 than in 1998, which shows increasing vitality – but alas, not more evangelism – most of this growth was from people transferring from declining churches.

So, where are we? In a very challenging situation at a most strategic time. Sufficient change is taking place for us to know that, with the movement of God’s power, it can be altered. But we also need to face the fact that there are more declining churches than growing ones. We need to reach out to postmodern Generation Y (15 to 30), use the keenness of many in their Third Age (65 to 74) while we still have them, and help families (30 to 44) come to church on a much more regular basis. Adam didn’t find it easy facing up to where he was, and nor will we, but “with God all things are possible.”

Parting on good terms

One member responded to the recent subs reminder saying they had moved on, so did not wish to renew... **“but with grateful thanks for all the inspiration MODEM has given me in the past – thank you so much!”**

FCL offer for MODEM members



The Foundation for Church Leadership is pleased to offer its publications to MODEM members at special rates.

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