

## Long Haul Leadership

Election fever has begun. The volume of politicians and spin doctors voices is rising. The sparring between the parties is on the increase. The language each uses of the other gets strong day by day. The opinion polls are gaining in ferocity. And all this is likely to continue until next May.

The big question is, 'who is the most popular leader'. At the time of writing, David Cameron is soaring ahead. But what are the criteria used to judge leadership. Is it policies or is it personality?



One positive aspect of David Cameron is that he offers a new younger voice. He's judged, not just on policies, but on approach. He's perceived to be more lively and dynamic, against what is seen as the stolidity and caution of the Prime Minister.

In an age in which the room for manoeuvre between the policies of different parties decreases, the external circumstances facing not just the country but the world, narrow down the available policy options. However, at this moment, one puzzling constant remains – the need to spend more on banks and bankers while cutting other area public spending. The vision which drives policy is financial – the need to have stable international financial institutions, the need to generate income and the need to balance the books.

With this financial focus, which is the same for each party, there's less of a public discussion about the overarching values and the big picture that shape a society.

Jesus mentioned finance in his parables, but he talked much more about the Kingdom of God and the shape that this would take, both in this world and the world to come. There was no short term fix, rather an eternal perspective. Would Jesus have topped the popularity polls? In his works of healing he offered visible results. But he also gave a word of challenge for each one who was to follow in he way. He topped the popularity polls on the way into Jerusalem, but very quickly had the people turn against him, to cry 'crucify'.

We still need leaders who are shaped by kingdom values, who have a perspective of the common good of all people and who are looking not just at short-term fixes but at the long haul.

Leadership comes in that tricky balance between charisma, vision and the ability to carry good policies through.

*Revd Elizabeth Welch*

Chair, MODEM

Please contact me at: [chair@modem-uk.org](mailto:chair@modem-uk.org)

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.*

## Welcome to **MODEM Matters**

There is much of interest in this issue. But firstly, a quick quiz - Can you spot the difference between this edition and the last? (Answer revealed in Nelson's column.)



The MODEM leadership committee is dedicated to the mission of MODEM and changes are afoot in the way we operate and communicate. We want to help you access resources, practical and reflective, to enhance good leadership in and for and with the church. Sometimes this may mean we need to step out of our comfort zone and look at things with new eyes. The article from Dr Arno Andreasen on page 6 does just that. It stirs up new thinking and we would welcome your responses to it.

We are also reviewing our regular contributions to MODEM Matters and are pleased that CPAS have agreed to share some stories and insights from their far-reaching leadership work with MODEM in this and forthcoming issues. See page 4 for an overview of the work of CPAS by Revd James Lawrence, who is their Director of Development.

Please also use this issue as a prompt to re-visit our website. There you will find the details of discounts MODEM members can access on books from Grove Books, FCL and BRF. We hope you enjoy the book reviews of *The Missional Leader* and *Incarnate Leadership*, and in addition the useful 'What's New' overview of recent books in the leadership field (thanks to Tim Harle for providing these.)

It is my aim to keep *MODEM Matters* fresh, lively and thought-provoking...I hope this edition delivers something of value to you.

**Sue Howard,**  
Editor, **MODEM Matters**  
Email me at: [modemmatters@modem-uk.org](mailto:modemmatters@modem-uk.org)

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## Nelson's Column



Here are the highlights from the most recent meeting of our Leadership Committee and 2009 Annual Meeting of Members.

### FUTURE DIRECTIONS FOR MODEM – a 'hub' for leadership, management and ministry

After a year of reviewing MODEM's work and future direction, the last meeting agreed to prioritise the following six areas:

1. *MODEM Matters* as a vehicle for communication about current issues in leadership, with a focus on book reviews and a bibliography of recent publications in this area.
2. The MODEM website – as a point of instant access to current issues on leadership and the work of MODEM – the committee agreed to look for further funding to take this forward.
3. Publishing a new book, provisionally titled '101 great ideas for running God's local church'. Our publishing efforts will be backed up with enhanced resources available on our website.
4. Link with Grove Books and the new series of booklets on leadership.
5. Work on a leadership development programme with the Church of Scotland. Two of MODEM's committee members are working with Robin McAlpine from the Church of Scotland to contribute to their leadership programme. We look forward to being able to share this experience with other churches, and will be writing up details of the process in a forthcoming issue of *MODEM Matters*.
6. Networking – with people and organisations who are similarly supportive of creating shared learning and practice around the cutting edge of Christian leadership

As a sign of future priorities, we have re-focused our strapline, which is now 'MODEM – a hub for leadership, management and ministry.' (Yes - this is the answer to Sue's Spot the Difference quiz!)

As Publications Editor I would like to say a little more about our forthcoming new (5th) book for publication by Canterbury Press: "101 great ideas for running God's local church". It is planned for use as a reference/dip-into book with short (2 page) entries on each idea. We have already identified over 101 great ideas and are now in the process of short-listing these. When the 'final cut' has been selected we will upload them to our website and would greatly value your comments, input, and indeed even offers to write some of them!

Finally, at our Annual Meeting, we said goodbye to our Deputy Chairman – Major-General (Retd) Peter Chiswell – who believes it is time to hand over to a younger person. We are grateful for Peter's valuable and valued contribution and wish him well – as a back bench member of MODEM!

John Nelson  
National Secretary & Publications Editor  
[secretary@modem-uk.org](mailto:secretary@modem-uk.org)

### Raymond Clarke OBE

We say goodbye, with regret, to Raymond Clarke OBE, who is stepping down as one of MODEM's Patrons. He has not been in the best of health lately and feels it is time to reduce his commitments.

We owe him a big debt of gratitude. He has been a most loyal supporter and promoter of MODEM. Two examples stand out. First, he successfully represented MODEM in our submission to the Charity Commission to become a registered charity. Then, more recently, he acted as one of two referees in an important submission to the Trustees of the charity which owns our publishers.

Raymond was diligent in attending our member conferences and annual meetings, always expressing his support, especially for our publications.

Thank you, Raymond. May you enjoy a complete recovery from your recent illness and please accept our warmest good wishes to you and your wife, Ruth. JN

## PROVIDING RESOURCES



### growing leaders, growing churches

CPAS enables churches to help every person hear and discover the good news of Jesus

#### **Are you aware of the work of CPAS?:**

CPAS is a mission agency committed to enabling churches to help people of all ages hear and respond to the good news about Jesus. At this time the primary way we are doing this is through the development of leadership at every level in churches, recognising the strategic link between effective leadership and healthy/growing churches. Over many years we have developed an extensive research base and track record in leadership development

Their leadership resources include:

- *Leadership Matters*: an audit designed to assess leadership in a church. It is a facilitated process and leads to the identification of ways to improve leadership.
- The *Growing Leaders* suite: this includes *Growing Leaders* (a pack of resources to help a church grow adult leaders over a year), *Growing Leaders - Leadership Team Supplement* (additional resources to help a church tailor GL for use within an existing leadership team), *Growing Leaders - Youth Edition* (a pack of resources to help a church grow leaders aged 13-18 over eight months), and a range of books (*Growing Leaders*, *Growing Women Leaders*, *Growing Younger Leaders*, *Ready to Lead*).
- The *Arrow Leadership Programme*: an eighteen month transformational process for those already in leadership of churches.
- *You and Ministry*: vocational weekends for those exploring licensed ministries with the Church of England.
- Consultancy, training, mentoring: a regionally based network of leadership development advisers who work with local churches.
- *Leading Edge*: regionally based interactive forums based on a particular leadership issue.
- *CL*: a magazine and online resource providing articles and resources for church leaders to use in their day-to-day lives.
- Ventures and Falcon Camps: dynamic and fun holidays for children and young people from all backgrounds.

For further information on these and a range of other services take a look at our extensive website at [www.cpas.org.uk](http://www.cpas.org.uk).

*MODEM Matters* will be featuring some of the leadership stories emerging from the work CPAS are doing in forthcoming issues.

Revd James Lawrence  
Director, Development Team, CPAS

#### **Grove Leadership Booklets... an update:**

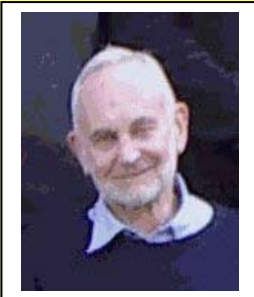
Planning is now well underway for the new series of Grove Booklets on Leadership. The first booklet in the series is currently scheduled for publication in July 2010. Four booklets will be published annually looking at leadership from various standpoints: theological, personal, practical and 'outward focus'. Writers are being drawn from a variety of Christian perspectives and we hope that the series will deliver 'cutting edge thinking and ideas' for those who are in leadership in the church, as well as being accessible to all Christians in leadership positions. Sue Howard is MODEM's representative on Grove's editorial board for this series.

**Metanoia:**

Two reports: ‘Metanoia & Transformation’ and ‘Holy Power in Godly Organisation with Servant Leaders’ will soon be available on our website – [www.modem-uk.org](http://www.modem-uk.org) or are available direct from [LenSimmonds@aol.com](mailto:LenSimmonds@aol.com). These papers explore some underlying principles of church organisation in the biblical and Christian theological tradition - both are thought provoking and challenging.

**Using your strengths in leadership:**

Keith Williams – MODEM’s Treasurer and a management consultant (see [www.energize-solutions.co.uk](http://www.energize-solutions.co.uk)) recommends using [www.strengthsfinder.com](http://www.strengthsfinder.com). “This has been the most insightful and useful tool that I have used in my career. I particularly recommend it to leaders to help them to grow themselves and those they lead.” (Stories from Keith about his work with leaders using this approach were due to appear in this issue of *MODEM Matters*. We apologise that we have not been able to include them this time, but look forward to including them in future issues. Ed.)



**Pause for Thought: Addiction as Idolatry**

By Revd Norman Todd ([n.todd1@ntlworld.com](mailto:n.todd1@ntlworld.com))

Over a good many years I have met a number of addicts in my pastoral ministry: alcohol, tobacco and other drugs; gambling, adrenaline rush; sex; food; religion; work; money. As is well known addiction can switch from one comfort to another. I think that ‘comfort’ is an appropriate word and it sometimes seems that chance can decide the comfort adopted. A woman who started at 13 years old described the Southern Comfort from her father’s drinks cabinet as ‘a friend inside’ her. An ex-heroin addict used the same expression.

It seems to me that so-called addicts are the casualties in a society riddled with dependence on phoney comfort. And this is very close to what, in another language game, is called ‘idolatry’. Idolaters are the casualties in a society riddled with idolatry – absolute trust in false gods, who are essentially liars. The fight against idolatry has not been won by giving it a new name.

There is only one really trustworthy Comforter. In John 14 Jesus is speaking to his disciples. He is comforting them in the upper room just after Judas had left to betray him. Jesus’ time on earth is short – the disciples will not fully comprehend what is about to happen. These are powerful words at one of the most critical times of Jesus life. Jesus shares with them (v.6) “I am the way and truth and the life. No-one comes to the father except through me.” But he knows his death is imminent...so in vv16 -17 he says “And I will ask the Father, and he will give you another Comforter to be with you forever – The Spirit of truth...you will know him, for he lives with you and will be in you.” The Holy Spirit is our comforter...and who is the Spirit? “Now the Lord is the Spirit.. And where the Spirit of the Lord is, there is freedom.” (2 Cor 3:17-18) Freedom from addiction. Freedom from Idolatry. If we have addictive tendencies – let’s be addicted to Christ.

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**News from MODEM Members**

Do you have any news? Let us know on [modemmatters@modem-uk.org](mailto:modemmatters@modem-uk.org).

## Views from the Front Line

*As MODEM's mission depicts, we seek to encourage dialogue about leadership and ministry issues ecumenically. With this in mind, we have invited Dr Arno Andreasen to share some of his leadership thoughts with us. We are grateful to Arno for providing us with a challenging and perhaps radical challenge. Responses welcome...*



### **Bold leadership: Taking steps to bring back 'body ministry'**

By Dr Arno Steen Andreasen  
Pastor of New Horizons Christian Fellowship ([www.nhcf.org.uk](http://www.nhcf.org.uk))  
Director of WorldShapers Academy ([www.worldshapers.org.uk](http://www.worldshapers.org.uk))

I would like to offer three, perhaps radically stated, ideas that I hope will provoke discussion about the way we do leadership in church.

#### **1. Stop paying the pastor**

In our church, my wife and I were paid for some years, but it was never enough to pay the bills and it was lower than minimum wage! Some years ago we made the decision to stop receiving a salary and instead raise our own money through kingdom business. This has totally changed the way we do things and it has increased our outreach to the community dramatically. Within less than five years, we now have over 20 full-time paid staff funded through contracts. They all work with vulnerable people in our community and we have been able to fully sponsor 19 international students who study on our ministry degree course for two years as well. None of this work is funded by donations; it is all down to business.

I have been provoked by Scripture to challenge our thinking about full-time ministry and the expectations that pastors are paid through the collection.

*You yourselves know that these hands of mine have supplied my own needs and the needs of my companions. Acts 20:34 (NIV UK)*

*Surely you remember, brothers, our toil and hardship; we worked night and day in order not to be a burden to anyone while we preached the gospel of God to you. 1 Thessalonians 2:9 (NIV UK)*

What Scripture states is that Paul did not just finance his own ministry, but he also financed his colleagues through work, not through collections! Wouldn't it be groundbreaking if we as churches became inspired by the first missionary movement in how we finance our ministries and pastors?

When you stop paying your pastor, it also changes the pastor's relationship to the church; everybody is in the same boat. In our church, we are all volunteers and we all give to the church. It has meant that about 80% of our income is passed on to the work among the poor and vulnerable in our town and through our ministry abroad.

We made another conscious decision that all people on the leadership team should be called pastors, because the Bible does not talk about having one pastor surrounded by a group of elders, but it talks about having a group of Bishops or Overseers for one house church. It was never meant to be a one man ministry.

Let us check with Scripture:

*Paul and Timothy, servants of Christ Jesus, to all the saints in Christ Jesus that are at Philippi, with the bishops and deacons... Philippians 1:1(ASB)*

This move has been significant when choosing leaders. It is not a matter of getting a secretary or a treasurer on the team, but we need a team who is perceived by the church as pastors to take responsibility, spiritually and practically, for the development of the work of the church.

Another benefit is that it shows the church that the church is not built on one person's spirituality and insights. It has become one piece of the puzzle in claiming back the priesthood of all believers.

## **2. Abolish slavery in the church**

There is so much abuse going on in churches. Sometimes it is the congregation making incredible demands on the pastor, because they can just call on him or her whenever they want to, because they pay his/her salary. The church therefore becomes a place that encourages consumer faith, where people come and pick what they need and take what they want. The expectation is that the pastor has to be the person serving everybody all the time.

On the other hand, we have churches where the pastor is seen as the "man of God" or "the anointed one". The role of the church members is to submit to him/her and do whatever asked of them without questioning anything.

A third issue is that church has become a hierarchy of power, a caste system or a class system, with the laity at the bottom and the travelling, international speaker at the top. The pastors progress within the system and get more privileges and a higher salary as the move up the ladder. They might even get special seats in the church as they are seen as the VIPs in God's Kingdom!

We have moved far away New Testaments understanding of body ministry and the priesthood of all believers.

Let us be challenged by Scripture:

*Don't think you are better than you really are. Be honest in your evaluation of yourselves, measuring yourselves by the faith God has given us. Just as our bodies have many parts and each part has a special function, so it is with Christ's body. We are many parts of one body, and we all belong to each other. Romans 12:3-4 (NLT)*

*God has given each of us the ability to do certain things well. Romans 12:6*

These verses have changed the way we do things in our church. I thought that it would be the greatest success if we saw a vulnerable person take up leadership. That would be a symbol of true transformation and that was my goal. I could not be more wrong. It is our role as churches to help the individual to become the person God has created them to be and helping them to identify and use their unique abilities.

It is therefore important as leaders that we acknowledge that we do not have all the answers and we cannot do all the work. We need to create a church where we dare to be vulnerable to each other and truly use each other to get everything done. People should not come to church to be entertained, but to serve each other and the community. We are challenged to implement the priesthood of all believers yet again.

Let me give you one more challenge; When is it the last time you encouraged everybody in the church to look for opportunities to baptise others? Scripture is clear:

*Therefore, go and make disciples of all the nations, baptising them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. Mat 28:19-20 (NLT)*

As pastors we often like the bit about getting the whole congregation to evangelise, but do we encourage everybody to teach and to baptise (or be responsible for the communion)? We are so afraid of people getting it wrong that we hold on to our titles and leadership positions and increase hierarchical thinking instead of body ministry. We have made a mess of it and as a result people think that it is more spiritual to be in “full-time ministry” instead of ministering in the work place.

In our church we have therefore taken the initiative to have a number of ministry teams that can make decisions about different areas. Anybody in the church, including teenagers, can take part in these teams if they are actively involved in the actual work and if they have been part of the introduction course to the church. This introduction course covers our mission, vision, values and theology of the church.

### 3. Close down Christian organisations

Here is my challenge. Let's close stop supporting the Christian organisations that do not use their energy to support the churches to become better at being church. All too often churches receive fantastic outside speakers, magicians, sports personalities, musicians, youth workers who come to do their thing. The church experiences a new buzz of life, but then they leave the smaller churches often feeling even more disempowered, because they are so aware of their need for experienced people and other resources. These special missions are often not very fruitful either as the new converts like the special ministries and not the local church so they do not stay for long.

Let Scripture speak:

*A husband should love his wife as much as Christ loved the church and gave his life for it.  
Ephesians 5:25 (CEV)*

Jesus gave his life for the church, not for the Christian organisation. It has become more and more popular to be upset with the church, but Jesus loved his church. How can we say, “I love you Jesus, but I hate your wife!” It is not time to abandon the church, but to challenge and equip the church to become the most freeing place on the planet.

Jesus said,

*For my yoke is easy and my burden is light. Matthew 11:30(NIV)*

What Jesus is saying is that his teaching is freeing. It does not add burdens and hierarchy (!) to our lives, but the teaching of Jesus is the best news we can ever hear and experience. He is our deliverer, our liberator.

Let's have a vision of seeing Christian organisations equipping the church to do better outreach, to develop more exciting and relevant programmes – and – let the church pay for the services!

In our church we have worked closely with Christians Against Poverty for the last three years. As a Christian organisation they only work through the local church. We have been trained by CAP to start a debt counselling centre and we receive support on a daily basis in how to do the best job possible. As a result, we as the local church, is able to offer an award winning service to some of the most vulnerable people in our community. It has enabled us to send clients off on special holidays, take clients to special events and see people become debt free. Some have even come to Christ. We then say thank you for their support by paying a fee to CAP. This kind of Christian organisation is empowering the church to do a better job in being church. Let's see more of that.

In conclusion; let's revitalise a Biblical call for body ministry and break down the oppressive structures and hierarchy that called for a reformation many years ago. We do not need another reformation, but we desperately need a transformation of the local church and our practices.



## What's New?

### **Books and other resources on leadership, management and ministry**

Continuing our series on new resources, which may be of interest to members. Here are some books and booklets published so far in 2009 (with some more from 2008).

#### ***Books on church leadership, management and ministry***

Don Cousins (2008). **Experiencing Leadershift: Letting Go of Leadership Heresies.** David C Cook. 272pp, hb, \$22.99. ISBN 978-1-4347-6854-4. A timely investigation into which business leadership models (heresies) are transferable to the church community, and where biblical principles apply. The book forms part of a wider resource pack with leader's guide, participants' guide and DVD.

Rob Frost et al. (eds) **The Call and the Commission: Equipping a New Generation of Leaders for a New World.** Paternoster. 208pp, pb, £9.99. ISBN 978-1-84227-608-2. An ecumenical symposium on theological education and training, focusing on the needs of younger trainees. A worthy testament to the vision of the lead editor, who died before the work was published.

Bob Hopkins & Freddy Hedley (2008) **Coaching for Missional Leadership.** ACPI. 163pp, pb, £7.99. ISBN 978-0-95593-6-319. Applies the widely used GROW model – goals, reality, options, will – to the world of 'fresh expressions', church planting and pioneer ministry.

Sally Nash & Paul Nash. **Tools for Reflective Ministry.** SPCK. 180pp, pb, £12.99. ISBN 978-0-281-05993-5. A book that can certainly be described as 'packed'. It manages to cram in over 150 tools, exercises and frameworks, building on the authors' experience in youth ministry and hospital chaplaincy. Yet it still leaves room for reflection, if a little breathlessly.

Sally Nash, Jo Pimlott & Paul Nash (2008). **Skills for Collaborative Ministry.** SPCK. 192pp, pb, £12.99. ISBN 978-0-281-05994-2. A practical well ordered guide covering facilitation, teamwork, vision building, conflict and more. Each chapter concludes with points for reflection, discussion and action.

Nancy Ortberg (2008). **Unleashing the Power of Rubber Bands: Lessons in Non-Linear Leadership.** Tyndale. 243pp, hb, \$17.99. ISBN 978-1-4143-2164-6. Fast paced blend of reflection and practical advice, building on the author's experience at Willow Creek church and in consultancy. Try 'Humility can become a "get out of jail free" card that protects against accountability and honesty' (p77).

Peter Shaw. **Deciding Well: A Christian Perspective on Making Decisions as a Leader.** Regent College Publishing. 97pp, pb, £8.00. ISBN 978-1-57383-436-0. Latest book from the prolific pen of a CABE member and executive coach.

Thomas White & John M Yeats. **Franchising McChurch: Feeding Our Obsession with Easy Christianity.** David C Cook. 238pp, pb, \$14.99. ISBN 978-1-4347-0004-9. A challenging application of George Ritzer's McDonaldization thesis – efficiency, calculability, predictability, control – to the churches. The authors' obsession with US multi-campus churches should not detract from the wider applicability of some of their challenges.

#### ***Booklets on church leadership, management and ministry***

Deirdre Offord. **Betrayals of Trust: Addressing the Impact on Congregations When Leaders Abuse Their Positions.** Grove Pastoral Series 118. 28pp, £3.50. ISBN 978-1-85174-723-8. The author writes from her experience of working in family mediation. The focus is on sexual abuse, though the discussion of power relationships could be applied more widely.

Mark Tanner. **How to Develop Vision in the Local Church.** Grove Renewal Series 36. 30pp, £3.50. ISBN 978-1-85174-719-1. Based on the author's experience of arriving at a church in Ripon with a remit to develop a vision. The central section on the church's experience is sandwiched by opening principles and closing reflections, not least on what could have been done differently.

## *Books with a Christian perspective on the workplace*

Stephen Green. **Good Value: Reflections on Money, Morality and an Uncertain World.** Allen Lane. 207pp, hb, £25.00. ISBN 978-1-846-14236-9. The Chairman of HSBC, who is also an ordained Anglican priest, offers a wide-ranging perspective from history and philosophy to economics. A subtle blend of biblical thought becomes more prominent as the book develops.

## *Business books on leadership and management*

George Binney, Gerhard Wilke & Colin Williams. **Living Leadership: A Practical Guide for Ordinary Heroes**, 2nd edn. FT-Prentice Hall. 287pp, pb, £19.99. ISBN 978-0273722083. The results of an Ashridge research project form the basis for a thoughtful book, the main thrust of which is well captured by its sub-title. Provides down-to-earth descriptions of contemporary ideas, including distributed and post-heroic leadership.

Sydney Finkelstein, Andrew Campbell & Jo Whitehead (2008). **Think Again: Why Good Leaders Make Bad Decisions and How to Keep It from Happening to You.** Harvard Business Press. 256pp, hb, £17.99. ISBN 978-1-4221-2612-7. A good blend of psychology and practice. The authors look at how the brain works, with plenty of examples of where bad decisions were made. Acknowledging the benefit of hindsight, they look at both warning signs and safeguards that might help prevent wrong decisions in future.

Stewart D Friedman (2008). **Total Leadership: Be a Better Leader, Have a Richer Life.** Harvard Business Press. 272pp, hb, £16.99. ISBN 978-14221-0328-9. A helpful approach, which recognises that a leader is, at heart, a person. Based on the author's course at Wharton School of Leadership, a number of exercises and character vignettes encourage an attitude where work, home, community and self mutually reinforce one another. Much subtler than many pleas for work-life balance.

Emmanuel Gobillot. **Leadershift: Reinventing Leadership for the Age of Mass Collaboration.** Kogan Page. 189pp, hb, £19.99. ISBN 978-0-7494-5531-6. The author identifies four trends, including demographics, which call for a radical rethinking of leadership. He goes on to call for four shifts in thinking, the last of which is from money to love. In keeping with a fast-paced book, the Introduction ends with a 'cheat sheet' and each chapter concludes with a '30 second recap'.

Mark Gottfredson & Steve Schaubert (2008) **The Breakthrough Imperative: How the Best Managers Get Outstanding Results.** HarperCollins. 367pp, hb, £14.99. ISBN 978-0-06-135814-2. The authors use their experience at Bain & Co. and interviews with forty CEOs to distil four principles (or laws) which 'everyone must follow to succeed'. Their analytical and prescriptive approach continues in chapters describing the journey on the 'road to results'.

Harvard Business Review on **Collaborating Across Silos.** 215pp, pb, £14.99. ISBN 978-1-4221-7561-3. A worthwhile collection of eight articles from 2001 to 2007, including one on the positive role of conflict. Although based on the world of business, those involved in inter-agency working or navigating around large church organisations would recognise the issues being addressed.

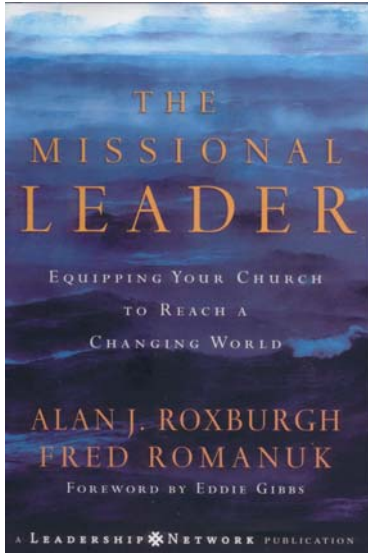
Harvard Business Review on **Developing High Potential Leaders.** 203pp, pb, £14.99. ISBN 978-1-4221-2970-1. A useful collection of eight articles. Some are self-explanatory, eg *The Young and the Clueless*, *Saving Your Rookie Managers from Themselves*. Bill George and colleagues' 2007 article, *Discovering Your Authentic Leadership*, features a rare HBR reference to spiritual practices.

Simon Western (2008) **Leadership: A Critical Text.** Sage. 234pp, pb, £25.99 Sage. ISBN 978-1-4129-2305-7. One of the more original books to appear in the UK in recent years. The author is Director of Coaching at Lancaster University Management School; he uses his broad experience (ranging from the Quaker tradition to nursing) to challenge existing thinking and suggest new perspectives. Of particular interest is his examination of power relationships and the messiah discourse.

## Book Review

### ***The Missional Leader: Equipping your Church to Reach a Changing World.* By Alan J Roxburgh & Fred Romanuk.**

*A Leadership Network Publication, Jossey-Bass, 2006, 219pp, hb, £23.95, ISBN 978-0-7879-8325-3.*



When I heard about *Missional Leader*, the title immediately caught my imagination. As the Development Officer for the Mission and Discipleship Council, Church of Scotland with responsibility for *Leadership Development*, I wondered what this book would have to say about developing leadership in Scotland today. I was not disappointed.

The first thing that struck me was the declaration that even in this world of change congregations still matter, with the role of the leader to create a culture of hope and expectation, helping people to discern God's direction and activities within them. These are comforting words for a traditional denomination. There is also confirmation that God has given us who we have as our congregations, with the key task of leadership to help people understand, seek and use their gifts for the building of Christ's body in their communities. God turns up in the most inauspicious places, so why is it that we are still surprised by God's activity amongst his own people! This is summed up in the key motif of the book, 'missional imagination', to be released by the people of God.

This will not happen unless the culture of our congregations change, and here we come to the core of the book. How do we cultivate a congregational environment where God is the centre of conversation? For this to happen, leadership must be *cultivators* of missional church. There are many tools to do this, but *Missional Leadership* focuses on the scriptural narrative and invites the congregation to reconnect with this story as a means of forming a 'new imagination'. As a result, change and transition will take place in the context of the local congregation, as a complex system of relationships, traditions and networks.

It is important to understand how this system works, what motivates people, and to see congregational life as a culture and not an organisation. This is of particular importance when we think about the principle of 'non -alignment'. In the context of discontinuous change you cannot align all the congregations' strategy, structure, skills, systems, people, resources and values around a common goal or vision. We cannot define outcomes from the 'front end', God's future arising from God's people is messy, non linear and unpredictable!

The heart of the book is the "*Missional Change Model*", described like a sail boat that has to tack to get to its position, rather than travelling in a straight line in the midst of the turbulent ocean of discontinuous change. Its purpose is to help local congregations navigate these waters and is based on the work of Everett Rogers.

The start is an **awareness** of where people are. It is about leaders cultivating an environment in which people discover the language for talking about what they are experiencing, so developing a new language to help them imagine fresh ways of being God. Then comes **understanding**, people start to ask new questions about what is happening in relation to their feelings and thoughts. It is a time to gather new information, try out new ideas and receive feedback, but not to seek solutions. It is about 'shaping a space' not forcing a 'strategy or plan.' The next step is **evaluation**, where the congregation examines current actions, attributes and values in the light of new understanding, and begins to consider specific activities and programs. This is not action and planning, for people need to be held long enough to assess the reality of the place, and ask the right questions. Next comes **experimentation**, where new ways of testing and shaping its missional life can begin. This is adaptive change, instead of using the same approach and assuming that somehow this will solve new challenges! The final part is **commitment** to a new way of being church, and a missional culture that is embedded. The key skill of leadership throughout is to balance normal life with experimentation that needs to be initiated.

The 'tickets' to missional leadership are identified as self identity, rooted in maturity and knowing its source, along with trust and integrity. Out of which develops the capacity to cultivate a conversation of imagination and hope rooted in the biblical narratives, the habit of listening with the desire to hear the 'other', and developing relationships for missional engagement with neighbourhood, community and social reality. The salient point for the church today is whether we seek to form alternative community or help seekers to feel that they belong without any expectations? Into this mix is raised the issue of dualism, between the inner Christian life and an uncritical approach to leadership skills from other areas. Do they too not need to come under the 'critical' gaze of God, for to follow the strategies and plans of leaders alone will not build the church; we need a way of life that elicits God's future from his people. This turns our default leadership position on its head! The final skill in engaging with conflict and helping people live in the difficult places long enough, to ask new questions. This will involve courage, to carry on the long journey, in the same direction.

*"the key to innovating new life and mission in a congregation is not so much a strategy for growth as it is cultivation of people themselves. It is from among the people that the energy and vision for Missional life emerge."* The meaning is obvious, yet difficult to achieve as many leaders have been trained to shape and determine the future through their own planning and strategies. If we really took this seriously, how would this affect our leadership?

To foster the Missional imagination is about being surprised by the spirit of God, yet not allowing ourselves to be blown around in a sea of change with no control. *"What if the church is not about attracting people into a building but living as God's people in the public space of their own community and neighbourhood."*

This is our challenge. I would be grateful if anyone wishes to enter into further discussion about the issues raised in *Missional Leadership* and to hear some of your stories where you have sought to put these principles into practice.

*Reviewed by Robin McAlpine  
Development Officer (Elder Training & Leadership Development), Church of Scotland*

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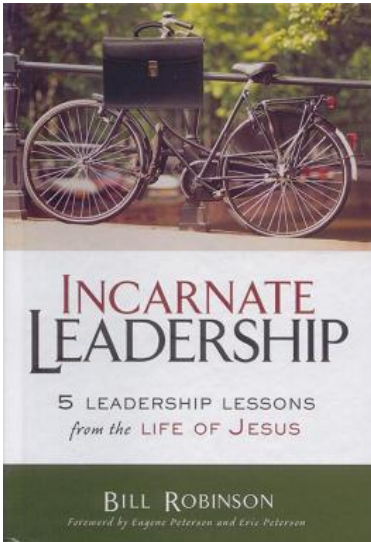


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## Book Review



### ***Incarnate Leadership: Five Leadership Lessons from the Life of Jesus.* By Bill Robinson.**

Zondervan, 2009. 122pp, hb, \$14.99, ISBN 978-0-310-29113-8.

This is a gem of a book. Its cover features a sturdy bicycle with a briefcase on its handlebars, suggesting an academic setting. The bicycle is secured by a strong lock and chain, suggesting worldly wisdom. The author, who is President of a US liberal arts university affiliated with the Presbyterian Church, combines both perspectives.

In the short canvas of 122 pages, Robinson reflects on a verse whose very familiarity at Christmas can dull its impact. 'And the word became flesh, and dwelt among us; and we beheld his glory, the glory of the only begotten of the Father, full of grace and truth' (John 1.14).

He draws out five themes:

- avoiding the gap that can occur in leadership, especially when leaders create, or are placed on, pedestals,
- leading openly: the need for transparency and openness, especially sharing information,
- reflecting the light: being a mirror with humility,
- living in grace and truth, contrasting a climate of fear and grace,
- the privilege of being a sacrificial leader.

Despite his fear that 'those of us who lead Christian organizations have drawn more from the texts of the *Harvard Business Review* than from the leadership texts of Christ's life' (p18), Robinson is happy to draw on the work of such *HBR* stalwarts as Warren Bennis and Jim Collins. 'Leading from the middle' is a favourite phrase, leading to the powerful observation that 'The consummation of Christ "leading from the middle of his people" was his dying in the middle of two thieves' (p101).

Less satisfying is Robinson's repeated anecdotes from family life. Some may find his examples too specific to the culture of the USA, though even those not versed in the NFL should appreciate his alternative description of the much vaunted accolade of MVP as Most *Vulnerable* Player (p107; the traditional ascription is Valuable).

This book deserves to take its place alongside such leadership nuggets as Stephen Cottrell's *Hit the Ground Kneeling* (CHP 2008) and Peter Shaw's *Mirroring Jesus as Leader* (Grove 2004). It also provides a good springboard from a Christian perspective into the growing interest in worldly leadership. This alternative to globalized leadership originates with Jonathan Gosling & Henry Mintzberg's 2003 *Harvard Business Review* article *The Five Minds of a Manager*, and is currently the subject of a research project at the Leadership Trust ([www.leadership.org.uk](http://www.leadership.org.uk)).

*Reviewed by Tim Harle.*

*Associate consultant at Bristol Business School, lay canon of Bristol Cathedral, and member of MODEM's Leadership Committee.*

[As *MODEM Matters* goes to press, we note that *Incarnate Leadership* is available at the bargain price of £4.49 online only at [www.wesleyowen.com](http://www.wesleyowen.com). Ed.]

## Peter Brierley – Seven Challenging Statistics

Dr Peter Brierley is a church consultant  
He may be reached on [peter@brierleyres.com](mailto:peter@brierleyres.com)



Here are seven challenging facts to cogitate upon:

- 1) **The world is getting older.** Mainly due to better health provision across the world, collectively we are ageing. The average life span in 2009 in developed countries across the world was 77 years, expected to increase to 83 years by 2050. In the developing countries, it increases more, from 66 years in 2009 to 74 years by 2050. In 2050 the world's population will be 9.1 billion, with 22% 60 or over.
- 2) **Churchgoers are ageing faster.** Global estimates are difficult to come by, but in England 21% of churchgoers were 65 or over in 1990, a percentage which will have risen to 34% by 2010 (an incredible increase in just 20 years), and could be as much as 70+% by 2050. It isn't just the image so many elderly people give to the church of a greying institution but the decreasing financial support will cripple many churches, and inevitably result in closures.
- 3) **Changing prisoner religion.** The proportion of the 83,000 prisoners in England and Wales in 2008 who said they were Anglican was 28%, a drop of a third from the 42% of the 64,000 in 1998, although the actual number has not changed so dramatically (27,000 in 1998 to 23,000 in 2008). In the same period, however, the proportion of prisoners who are Muslim has doubled, from 6% in 1998 to 12% in 2008.
- 4) **Losing our young people.** An American survey of 1,000 young people in their 20s (published in the book *Already Gone*) showed that 95% of those regularly attending church as children had stopped within 20 years. 40% stopped when transitioning between what we would call Junior and Secondary School; 44% stopped when transitioning from Secondary School to further education, and 11% stopped after leaving College. Those who attended Sunday School were *more* likely to have left! One of the key reasons, given by half, 46%, was the inability to square the teachings of science and Genesis creation.
- 5) **Fewer Christian bookshops.** The number of Christian bookshops listed in the *UK Christian Handbook* has dropped from 545 in 1997 to 447 in 2008. The total turnover of the shops in 1997 was £65 million, and in 2008 £75 million. However, that hides a rise in average turnover from £120,000 in 1997 to £175,000 by 2003, which has fallen to £165,000 in 2008, instead of £205,000 had the rate of inflation been followed since 2003.
- 6) **Changing society.** Much could be said but perhaps two statements can summarise what is happening: (a) 70% of 3 year-olds in Britain recognise the MacDonal'd's symbol but only half of them know their own surname. (b) 33% of working mothers would like to quit their jobs to care for their children; 66% cannot afford to do so.
- 7) **Bulging births.** Britain is currently experiencing a "baby boom", with 103,000 more births in 2007 in the UK than in 2001. Of this increase, 65% were to women born outside the UK but who had their child in the UK. Two-thirds, 64%, of these "extra" children were born to foreign women aged 25 to 34, whereas the biggest increase for British women was among those aged 35 to 39, an increase of 57%.

Seven is the perfect number we are told, but these are far from perfect numbers detailing a far from perfect situation. What do we do with them? We need to take them on board in our strategic planning, in our thinking ahead, in our praying into the future, and ask the Lord for guidance on what part we should play in the challenges to our society, to our church and to the world in the days ahead.

Most of the above statistics are taken from the October 2009 issue of a new bi-monthly bulletin called *FutureFirst*, which began publication this year. If any reader would like a free specimen copy, please email the author with your address.

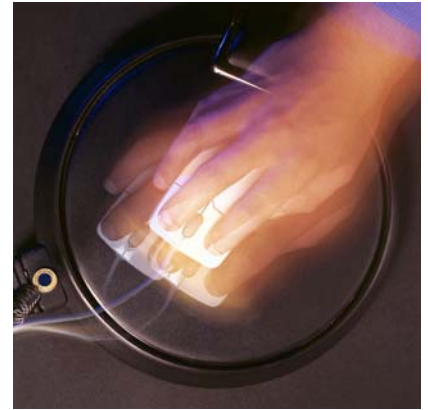
*You may be interested in...*

**Have you seen the following websites?**

### **Transforming Church**

[www.transformingchurch.org](http://www.transformingchurch.org)

An American site exploring new models of ministry. Here are a few snippets:



“A movement is growing in this country to bring the twenty-first century church back to its first century roots. New models of ministry are emerging to create an ancient/modern church. Discipleship is replacing membership, and gift-based ministry teams are replacing committees. TransformingChurch.com is a part of that movement.”

“The transformational journey is a lonely one. Breaking out of the status quo always creates turbulence. You can’t leave the comfort zone without some discomfort. Most pastors do not have the experience and skill to lead a change effort. Attempts to transform organizations are painful and often unsuccessful. This web community is a resource for that lonely journey. We are a gathering place for leaders seeking direction, an oasis in the desert. Moses...David...the Disciples...Throughout history, God has called forth unlikely leaders, and empowered them through the wisdom and power of the Spirit. Is He calling you to lead?

Unless we are willing to commit to our own personal transformation, we cannot hope to influence our church to do so.”

Site offers a variety of developmental approaches, tools, resources etc.

### **Communities of Practice – Organisational Development**

<http://www.missioncouncil.se/cop>

This site is sponsored by the Swedish Mission Council and CORAT Africa. An association of Swedish denominations and Christian organisations that work for a just and reconciled world. The focus of the site is around Church Leadership and recognises that for churches to change, leaders themselves often need to be challenged. The site provides stories of organisational leadership and change within the church and some excellent resources including:

- Leading by Grace
- Coaching and Mentoring for Leadership Development
- Executive Coaching for Leadership Development
- The OD Booklet – useful models and practices in organisational development
- Creating Space for Grace

### **International Institute for Spiritual Leadership (IISL)**

[www.iispiritualleadership.com](http://www.iispiritualleadership.com)

The International Institute for Spiritual Leadership (IISL) brings insights from the growing sense of workplace spirituality and the need for organizational spiritual leadership. It explores how the personal and professional lives of leaders, as many of them more deeply integrate their spirituality and their work, are releasing genuine transformation. The site gives a great overview of emerging new business models which are resulting from the integration of spirituality into working life.

## Forthcoming Events

### **Willow Global Leadership Summit Vineyard Church, St. Albans, Herts 9/10 October 2009**

See [www.stalbansvineyard.com](http://www.stalbansvineyard.com) for details

Bill Hybels: "In the face of cultural upheaval, economic crisis, and escalating human need our world calls out for leaders who will persevere: who will maintain their character, integrity, and resolve. We have been charged with a high calling. This is a time of great need and great opportunity. No individual or church need walk through this alone. Join with other leaders as we stand together to confront the challenges facing us. It's what leaders do."



Speakers include: Bill Hybels, Gary Hamel, David Gergen, Bono and many others....

*[Similar events are being held around the country. Check for local publicity.]*

### **Developing Leadership for Mission Foundation for Church Leadership Day Conference BMA House, Tavistock Square, London 13 October 2009**

E-mail [info@churchleadershipfoundation.org](mailto:info@churchleadershipfoundation.org).

### **Social Responsibility in Banking: An Oxymoron? John Varley, Chief Executive, Barclays Bank CABE Annual Hugh Kay Lecture St Martin-in-the-Fields, London 3 November 2009**

Visit <http://www.cabe-online.org/events.php> for details.

### **Transform Work – National Conference: *Does God Work Here?* Birmingham Christian Centre 14 November 2009**

Visit [www.transformworkuk.org](http://www.transformworkuk.org) for details.

***Don't forget to keep a regular check on our website for news items and updated information about forthcoming events from partner organisations including CABE, FCL and Telos. There's a lot going on!!***

**[www.modem-uk.org](http://www.modem-uk.org)**

**Go the Members Area and follow the link to Forthcoming Events**