

## ● A NEW CHAIRMAN

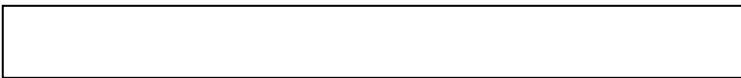
We have a new Chairman. **Bishop Christopher Mayfield**. He was elected at our recent Annual Meeting of Members for 2003. We look forward to his leadership of MODEM as we enter our second decade.

(See inside for full story and a tribute to Archdeacon Malcolm Grundy, retiring Chairman)

## ● A NEW VISION

We are working hard on the development plan for MODEM. Hopefully it will lead to a new VISION for MODEM

(See progress report inside and an account of our Annual Meeting.)



## ● A NEW BOOK

We have a new book – Creative Church Leadership – to be published in March next year. (See inside for pre-publication briefing) It will followed by a nation-wide launch programme to which we hope that as many members as possible will come and bring non-members – and buy a copy of the book – and meet and hear one of its outstanding contributors. Details will be sent to everyone well in advance.

# *MODEM WELCOMES IT'S NEW CHAIRMAN*

**Christopher Mayfield**, formerly Bishop of Manchester, became MODEM's new Chairman at the 2003 AGM. He is no stranger to MODEM - he was in at the beginning! For he addressed the first AGM in 1994 and since then has become first a Trustee and then a Patron.

Bishop Christopher, a doctor's son, was born in Plymouth and grew up in Worcester. On leaving school he read Mechanical Sciences at Cambridge and then spent four years in the Royal Air Force teaching engineering subjects. A career change followed as he offered himself for ordination in the Church of England. Much to his surprise his offer was accepted! Ordained in 1963 he served first in Birmingham and Luton, and then as Archdeacon of Bedford. In 1982 he was given the opportunity to study at Cranfield's Department of Social Policy and later chaired an enquiry into the future of the car industry in South Bedfordshire.

In 1985 he was appointed Bishop of Wolverhampton. At that time the Black Country economy and industries were enduring a period of considerable change. Unemployment was high; young people struggled to get into the labour market. The Church produced a notable report "Faith in the City" which wrestled with the questions concerning life in our growing towns and cities. In 1993 he moved to the Diocese of Manchester where similar questions about the quality of life in a fast changing economic environment were equally pressing. However he was much encouraged by the formation there of a group of clergy and lay people who were interested in "The Church in the Economy". He has now retired to Worcester from whence he set out on his journey around England!

*Asked how he felt about becoming Chairman of MODEM Bishop Christopher said: "It is a great privilege to follow in the footsteps of Alan Harpham, Bryan Pettifer and Malcolm Grundy - three people of considerable distinction- who have led MODEM through its first ten years. I come like the owl who knew that "half of being wise is knowing what you're dumb at". I have so much to learn. I shall be glad to meet MODEM members around the country, learning what you are discovering as the economy, business and voluntary organisations continually change. And I hope that I can encourage MODEM members to learn from one another, so that we share our experience of leadership, management and organisation both in the work place and in the churches and together become more effective instruments for creating the Kingdom of God. And we need to draw more younger folk into MODEM - both as members and as people willing to serve on the Management Committee.*

*Happy Christmas everyone and all good wishes for 2004. Watch out for the publication of our next book "Creative Church Leadership" (due in March) - maybe see you at the launch in your own area!"*

**+Christopher**

## **SPIRITUALITY and STORY**

Spirituality is now frequently talked about in both the Christian Church and the Workplace, in normal conversation and on Internet sites. Often the term is used with different meanings. Some use it with reference to the inward features of human life such as conscience and feeling. Others have in mind that which binds people together in a common enterprise such as a commercial company or a football team - "they have a wonderful team spirit" we say.

The Christian community has a different and perhaps deeper meaning in mind. For us being spiritual is being indwelt by the Spirit of God who is breathed into us, helping us to reach out towards super sensible reality. The Spirit of God is our animating essence, the heartbeat of our lives, indeed of all life, seeking to make us truly human, empowering us to contribute to building the Kingdom of God, creating beauty and wealth for everyone to enjoy, forgiving when relationships go wrong, caring for the world that we have been created to tend.

We believe that the Spirit of God particularly inspired and empowered Jesus in his life of preaching, teaching and healing. Today the Spirit is shed abroad within the lives of individuals and communities - in the Christian Church but also in the lives and characters of people of other faith

and of no faith. The touchstone of the quality of the Spirit's activity in the life of any person or group of people, whether Christian or not, is the evidence of a Christ-like spirit. Ubi caritas et amor, Deus ibi est -where there is love and charity, there is God. Those who are most truly spiritual are those whose nature and character are most like God -loving, loving and loving some more.

Such love is seen in our home and family life, in places of work (whether paid or unpaid), in our leisure and play. Members of MODEM must have many good stories to tell of the Spirit's activity in the lives of people at work, making a difference, helping people and companies to become more fully alive, inspiring wise leadership and transforming organizations, resulting in increasing friendliness, greater compassion, larger generosity and responsible care for the environment -as well as growing company profits! Can we begin to share such stories and so encourage one another to become more aware of the Spirit at work -in both senses of that word?

If you have a story to tell write to John Nelson.

**+Christopher**

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## ***Leeds University puts Spirituality on curriculum***

A northern university is pioneering a module that incorporates spirituality into the undergraduate curriculum. The school of healthcare studies at Leeds University is poised to be the first place of higher education in the country to introduce a full elective module looking at the relevance of spirituality to employability and the importance of spirituality and ethics in professions. (Church of England Newspaper)

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# **REFLECTIONS OF OUR IMMEDIATE PAST CHAIRMAN**

***- Malcolm Grundy***

I am suffering withdrawal symptoms. From the days of its foundation I have been at the heart of MODEM and its Management Committee. Now I have had two months without that stimulating company. The silence is eerie. I am missing the strident enthusiasm of Alan Harpham telling us all about his latest experience of a stimulating conference somewhere in Europe - usually something about spirituality and work. Peter Bates, with his ever beaver-like enthusiasm to draw in subscriptions, get new members with a 'special offer' and to sell more books provides an energetic enthusiasm without comparison. Sue Jewell plays a key role in reminding us about the necessary place in MODEM of other denominations, minorities and for younger people. Richard Fox has given us the cool detachment of the consultant, adeptly guiding us towards new horizons. And, of course, there is John Nelson and Norman Todd. Godfathers and encouragers to us all. Were would MODEM be without John's eagerness to publish and Norman's wise counsel. Like the writer to the Hebrews, time and space prevent me from listing the other saints and martyrs of MODEM.

We were the child of CORAT and had worthy parents who stayed with us as mentors and friendly uncles as we crawled, toddled to our feet and began to stride out. Collaboration was in our bloodstream and we worked eagerly with AVEC, the Edward King Institute for Ministry Development and the Adult Catechumenate. We combined to produce the excellent Journal *MINISTRY* where I had enjoyed being its first editor. Collaboration led us, in my time as Chairman, to come much closer to CABE, ICF, IMA, Minister's in Secular Employment and to a partnership with staff at St Paul's Cathedral to produce a 'Christianity and the New Economy' conference.

Our secular collaboration has been even more impressive. The Institute of Management, now restyled the Chartered Management Institute, has given us hospitality and professional support. Roger Young and Christine Hayhurst have been visible allies. We have gained tremendously from the contributions made by Mary Chapman to a number of events. The collaborative work with Patrick Holligan at Loughborough University made the production and launch of the Management Check-Lists in Lead-On possible. Our then Management

Committee member, Arthur Siddall, took this work on and made it his own. We were honoured when this project was chosen to be one of those monitored by CCBI in their 'Building Bridges of Hope' programme. Our Website owes almost everything, in its early days, to the support we gained from Loughborough. My greatest delight has been in encouraging reluctant authors to share their ideas in writing for *MINISTRY* and then in contributing a chapter to our two books. Many formative new ideas, grounded in experience, have emerged from these pages. MODEM has been tremendously privileged to have the active support of leading figures in the church and in public life such as John Adair and Sir Philip Mawer. Their 'seal of approval' and active participation in our conferences and our publications have given MODEM some serious credibility. I owe them a personal debt of thanks.

What have we achieved? First of all we have survived and we are still growing. Our publications are referred to in many other books and articles. Our books are textbooks on Management and Ministry courses. Our influence is far greater than the personal enthusiasms and achievements of most of our members. We may even have brought the concept of Management in from the cold exclusion of denominations which felt that to come too close would contaminate them with worldliness in some way! Our interest in the spirituality of organisations and in the 'spirit' which drives individuals and enterprises through our 'Hope of the Managers' programme took some steps to rehabilitate the essence of spirituality in the workplace and in the lives of working people.

What have we failed to do? Because we are young and enthusiastic as an organisation we may feel that we have not been able to win enough allies in the denominations and have failed in more areas than we have achieved. In common with many other voluntary membership organisations we only have a very small active core. Our frustration is that more people do not participate in our events. We have not spawned other regional groups to model the lead given by Norman Todd and those around him in Nottingham. My loyalty to my Anglican Church makes me wish that the Archbishop's Council would have chosen to use us to monitor its developing new

structures. For all the denominations, I do wish that MODEM had been invited in to offer more leadership training and advice. We might have been able to make a real contribution in advising on the choice of new types of people needed for leadership roles in churches undergoing rapid change.. And we have Alan Harpham's perpetual nagging that we are a two-way conductor and the world-facing side of MODEM needs more development.

What is Modem For? To be a 'critical friend' to the churches and to those who want to develop the human, spiritual, side of business and voluntary enterprise. We always need to have a 'cutting edge' and to be renewing ourselves. In terms of a much quoted tool, the Sigmoid Curve, MODEM has now decided on a process of renewal just before it reaches the peak of its ascendancy in its initial phase. Our Development Plan, launched at our last Annual Meeting and circulated to all members, hopes to achieve this. There is no one more appropriately placed and experienced than Bishop Christopher Mayfield, recently Bishop of Manchester, to take on the Chairmanship of MODEM in this key developmental phase.

Where am I now? Back at the Bradford diocesan ranch. We have an energetic and visionary new Bishop and I want to support him. My colleague, the Archdeacon of Bradford, has had to resign following a family tragedy, so I have to carry that work until a new appointment is made. We are making significant new strides in the way the churches are participating in Regional Government and I Chair the Tourism and Heritage part of that in our Yorkshire and the Humber Region. Many people have been exceptionally kind in asking me to speak at their national conferences, and there is much more of that in the diary for 2004. Local Ministry, Ministry on the edges and the development of themes around Discipleship and Ministry seem to be the 'hot' subjects for 2004. I am committed to international development work and plan to make my third visit to our Link Diocese in Northern Sudan for January and February next year.

But most importantly of all after the family is my just delivered, rebuilt with a new bodyshell, 1963 MGB Roadster! I hope the intrepid John Nelson will be able to include a picture with this article.

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## *A Tribute to Malcolm Grundy Retiring Chairman*

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It is with considerable gratitude – and affection that we write this brief tribute to Archdeacon Malcolm Grundy, our immediate past Chairman.

As Deputy Chairman and National secretary, we have had opportunities denied to others to find out about the private side as well as the public face of his chairmanship – the work a chairman does behind the scenes – so necessary yet so seldom recognised to ensure that meetings run smoothly, and intended results are achieved, and the way he spent much time in-between meetings of our Management Committee building up helpful relationships with other bodies to secure greater recognition for MODEM. We are also aware that his period of

chairmanship coincided with Malcolm having to cope with difficult times in his Diocese, Bradford – his day job as they say – not least handling an inter-regnum with no diocesan bishop, and having to coordinate and oversee the obtaining of soundings from within the Diocese on the key issue of what kind of person the Diocese wanted as its new bishop.

Perhaps his greatest contribution to MODEM has been his excellent judgment on how and with what speed we (seek to) realise our vision of MODEM becoming recognised by both church and society as the voice of leadership, management and ministry – of managing in ministry, ministering in management and of both in leading churches and other

organizations. He has shrewdly tempered our enthusiasm to the resources available to us to move forward. Moreover, at all times he thought ecumenically.

Under his chairmanship we have achieved much and laid the foundations for further development – a position from which we have succeeded in attracting Bishop Christopher Mayfield, former Bishop of Manchester, to succeed him as Chairman.

Every member of our Management Committee is in his debt for his shrewd, friendly and encouraging leadership as Chairman. We all wish him well for the future and hope he will be able to continue to contribute to MODEM as a 'back-bencher'.

*Thank you Malcolm*

*Alan Harpham, Deputy Chairman and John Nelson, National Secretary*

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# 10 YEARS ON

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*Raymond CLARKE OBE JP*

Our origin was in the Christian Organisations Research and Advisory Trust, (CORAT) which had been established as a distinctive consultancy in 1968. By 1991 it was conscious of the need for a wider-focused membership organization. After extensive consultation MODEM emerged in 1993, with charitable status, vested in Trustees and a Committee of management.

From the outset MODEM has been dedicated to working in a positive, ecumenical manner and to accept opportunities for co-operation with like-minded bodies both within and beyond the churches. In this we valued our early relationship with AVEC, the Edward King Institute, Christian Research Association, Christian Initiative and others.

Looking back over these ten years it is gratifying to realise how essential has been its ecumenical focus, and how beneficial the inter-disciplinary relationship which characterise its work. Thus through personal or organisational contacts, seminars, conferences, regional meetings and

our own publications it has been possible to explore progressive, co-operative approaches to ministry and the management of human resources.

The themes that we have embraced speak for themselves, such as: Equipping the whole people of God; Believing in Leadership; Spiritual energy in Management; Networking and dialogue; Reflecting tradition, facing change; Seeking insights, and experience of secular organizations, together with our Christian understanding from the Bible and from the person of Jesus.

We remain a fairly small charity but one whose active membership of women and men reflects a secure confidence in mutual support among Christians, their churches and their specialist bodies.

Ecumenism is at work within us and this is reflected in the way in which individual and corporate members have accepted responsibilities as our work has progressed.

We have been privileged to receive willing service from those who have held office or have otherwise offered

support or taken initiatives on behalf of us all.

So, we recollect the ecumenical symbolism of those CORAT-sponsored meetings at Lambeth palace, Westminster Cathedral and the Free Church Federal Council, which led to the completion of its own work and the initiative of ours. The first meeting was introduced by the Duke of Richmond and Gordon and was chaired by the Rt Revd Christopher Mayfield.

It is with particular gratitude, therefore, that we welcome Christopher as our Chair as we enter our second decade, valuing our status as a Body in Association with Churches Together in Britain and Ireland.

*Raymond Clarke*

First Chairman of MODEM Trustees  
and now MODEM Patron

## • OUR NEW BOOK

Our new book, **Creative Church Leadership**, is to be published by SCM-Canterbury Press in March 2004. It will be our third book to be published.

Our first book, *Management and Ministry* (1996) tackled the issue of churches needing to manage resources properly. Our second, *Leading, Managing, Ministering* (1999), explored the wider issues of managing in ministry, ministering in management and of both in leading organisations - churches and other organisations.

This third book focuses on church leadership. We gave it the title of *Creative Church Leadership* and invited a group of outstanding thinkers to creatively interpret our title in the light of their individual expertise and experience and their vision of creative church leadership.

*These outstanding thinkers are, in alphabetical order,*  
**Professor John Adair**, Author, teacher and adviser on leadership and leadership development: the world's first Professor of Leadership Studies in 1979; prolific author of, e.g. *The Leadership of Jesus* and *Effective Strategic Leadership*

**Revd Dr Bill Allen**, Senior Baptist Minister, who

researched the education and training for church leadership for his PhD with John Adair

**Professor Derek Burke**, former Vice Chancellor of the University of East Anglia and co-author of *Strategic Church Leadership*

**Very Revd Wesley Carr**, Dean of Westminster and influential writer, in particular of *The Priestlike Task*

**Professor Robin Gill**, Professor of Theology at Kent University, and co-author of *Strategic Church Leadership*

**Ven Malcolm Grundy**, Archdeacon of Craven, Bradford Diocese, author of a range of books on social and community issues and on parish development; and immediate past Chairman of MODEM

**Charles Handy**, influential writer and broadcaster on the changing face of work and what that means for our lives and our organizations. Inspirational thinker and speaker

**Sir Philip Mawer**, Parliamentary Commissioner for Standards, formerly Secretary-General of the Church of England's General Synod

**Revd Canon Or Martyn Percy**, Director of the Lincoln Theological Institute, Manchester University, influential writer

**Baroness Perry of Southwark**, author of influential report on the selection of senior clergy in the Church of England, 'Working with the Spirit: Choosing Diocesan Bishops' (2001), made a Life Peer in 1991

**Bishop Peter Price**, Bishop of Bath & Wells, former General Secretary of USPG

**Revd Dr Peter Rudge**, founder theorist of church organisation

**Professor Gillian Stamp**, Director of BLOSS, a world-wide network of institutes that research and develop the well-being of social institutions and the people within them, former member of Council of St George's House, Windsor

**Revd Dr Norman Todd**, first Archbishops' Advisor on Bishops' Ministry

**Revd Elizabeth Welch**, Moderator for the West Midlands Synod, URC, immediate Past National Moderator, URC

We were able to offer these contributors this freedom because **Professor John Adair** offered, in addition to being a major contributor, to act as Editorial Advisor (ultimately as Joint Editor), and as sweeper to ensure that no key issue was omitted and to provide a cohesive focus to the book by drawing together the various strands/themes we expected - and did - receive from the various contributors.

The book also includes reports of two surveys we commissioned on key writings and on study and development centres - on leadership per se from the Exeter University Centre for Leadership Studies, and on church leadership from the Lincoln Theological Institute at Manchester University; together with news of The Church of England's new Foundation for Church Leadership, provided by Bishop Michael Turnbull CBE, Chair of its Trustees.

## **BOOK LAUNCH DETAILS**

*When this book is published, we intend to arrange a launch programme for it during the following six months. It will consist of a series of mid-week mid-day get-togethers throughout the length and breadth of Britain. The series will provide an opportunity for MODEM members in each area/region to meet with one another (and to bring with them non-members) and to meet - and hear - one of the contributors. We invite one of our contributors to be our guest speaker at each launch and, where appropriate, to help us find a suitable venue for the launch. Copies of the book will be on sale - at a discount for MODEM members. In view of the eminence of our contributors, we are hoping to hold our launches in equally eminent venues such as The House of Lords, Durham Cathedral, Yorkshire Cricket Club (Headingley) and so on. We will let all members have details in advance of this launch programme, so do, please, come to the one launch nearest to you and help us to make it a memorable occasion*

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# NEWS and Views from our East Midlands Group

## MODEM-EM

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MODEM-EM's meetings programme for 2003/4 is focusing on 'Futures-aspects that affect our every day lives. Key speakers have been invited to give an insight into outlooks, prospects, expectations and the organisational issues in the areas of work, justice, gender, religion, and community and of future trends that will change our lives.

MODEM-EM's Chairman Len Simmons, unable to attend our 2003 Annual Meeting of members, sent us his view of our Development Plan. It is worth bringing to members' attention. Here it is:  
MODEM feedback..

I don't think anyone could argue too much with its mission, vision and timetable for objectives being achieved.

An issue for me is 'engagement' with the clergy and trying, at diocesan level, to integrate MODEM activity into formal programmes of development, learning and networking. At national level I would like to see some interaction with the key decision makers at diocesan level. Unless people are committed at the top, implementation is difficult.

I also wonder if there is an outreach need so that secular management could hear more about what the

church has to say. I go to lots of management seminars that are looking at the best ways to manage and support people. I never see paid members of the church there and consequently never see them contributing. Could MODEM have a plan to infiltrate what is going on and maybe produce a programme of local events that would interest members? If MODEM is to be taken seriously its membership has to be at other events.

As a long term plan should MODEM be a sub-group of an existing organization such as the IOD or the Chamber of Commerce/

I think MODEM has to decide how to work with local and regional groups. How do they support and encourage them? Maybe MODEM should organise a 'branches conference' where best practice is exchanged. MODEM needs to find a way of embracing regional groups.

I would advise that 'a so what;' test is built into the planning process at regular intervals but we do need to have faith that our interactions do affect people and organizations. Some we may not even know about.

*Len Simmons*

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## Obituaries

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### **Bruce Reed**

We have been advised by The Grubb Institute of the sad news that Bruce Reed died peacefully in hospital on 4<sup>th</sup> November 2003.

We offer our sympathy to his family and pay tribute to him for his contribution our understanding of the meaning of faith.

Bruce founded the Grubb Institute of Behavioural Studies in 1969. He was an Australian who first studied architecture and then was ordained in the Church of England. His continuing interest was in demonstration how the meaning of faith could be expressed pragmatically in life situations through working extensively with the churches.

He published his theory of oscillation in *The Dynamics of Religion* (Darton, Longman & Todd, London, 1978).

In 1999 he was awarded a Lambert degree in recognition of his work. Editor.

(The Grubb Institute is a Group Member of MODEM and Jean Hutton is our link with it.)

### **Hilary Ineson**

We are all saddened by the early death of Hilary from the cancer which she fought so bravely and patiently. Our sympathy goes to her husband David and to all her family. She supported our work in MODEM from the outset. Her concern for a proper understanding of organisations underpinned much of her education and training work.

Hilary began an interest in training matters while she and David were in the Diocese of Bradford in the 1970's and 80's. When they moved to Manchester she was able to take up her interests in a more professional way with the church. When David became Team Rector of Banbury, Hilary commuted to London and to her job with the Board of Education.

As a national officer with responsibility for developing Adult Education and Training within the Church of England, Hilary found a natural and secure home. Her ability to stimulate through contributions to conferences and seminars helped and influenced very many of us. She was a natural networker and created a wide range of contacts across the denominations and in the secular world. The effect

of this was to strengthen the national debate about adult learning from a Christian perspective. She was a highly professional writer and trainer.

Organisations 'on the edge' such as MODEM knew that with Hilary they always had a genuine friend within the structures of the church. She tried to attend as many

of our events as possible and gained great value from the Whalley Abbey conference. Through much of her illness Hilary continued to be available as a consultant and trainer. We are all much richer in our educational and in our spiritual lives for having known her. We have lost a dear friend

**Malcolm Grundy**

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## **MODEM MEMBER SUZANNE THOMPSON'S STORY**

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*Susan is a MODEM member who recently spent 18 months in Bosnia and Herzegovina as Project Leader of EU-QIF - an economic development/job creation grants programme funded by the EC and managed by CARE International.*

*Before joining CARE International Suzanne spent 4 years in Merseyside as Project Manager of a 3m-euro Economic Development Regeneration Project. Before that, she spent 20 years in Brussels with a worldwide conglomerate, 9 years as Director of JTA - her own project Management Company in Brussels with associate offices in the US, UK and Germany, and 3 years with an EC project in Brussels.*

The primary object of the international community in Bosnia/Herzegovina since the end of the war and the signing of the Dayton Agreement in 1995 has been to encourage displaced populations to return to their pre-war homes by creating the necessary socio-economic and political conditions in return areas. UN High Commission for Refugees (UNHCR) data gives the total number of individuals who have returned to pre-war homes as approximately 375,000, and the World Bank Poverty Reduction Strategy Paper (WB PRSP) states

that over 28% of B/H pre-war population (around 450,000) remain displaced within the county.

I came here 18 months ago to work as Project Leader of EC-QIF. This is an EC funded programme. Its main is to create jobs for some of the returnees by raising awareness and stimulating local economic development through a combination of grant funds and technical assistance for small and medium-size enterprises (SMB's) and municipalities etc. It is not an easy task the country is economically where Britain was about 30 years ago.

This is a predominantly Muslim country with mosques on every street corner, although, because of the many religions here, the inhabitants are proud to give Sarajevo the rather strange title of *Jerusalem of Europe*. Everywhere you go, there are bombed buildings, shell-shot homes and evidence of the terrible war, which has affected so many people here. Everyone has a sad wartime hardship story to tell

and everyone has lost loved ones and their home. And yet they are a warm and friendly people. The jobless population is over 40% and it is heart-rending to see so many beautiful young people with so little hope for the future.

The political situation is catastrophic - poverty is a real problem as is the educational system, hospitals and health, the legal infrastructure and bureaucracy - and the country is riddled with fraud at every level.

Although it has been difficult and trying, God has been gracious in building us up together as an effective EU-QIF team and I have been able to use my ongoing, Christian-based PhD studies in Human Resource Management Development to encourage and teach these wonderful people through extra workshops and seminars. I just hope I have been able to make a difference to (some) people's lives and careers over these past 18 months by bringing Christian ethics and standards of integrity and transparency into the workplace

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## **New Members**

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Revd John Allen, Burton-on-Trent: Revd Susan van Beveran, Reading: Ven Peter Bradley, Warrington: Revd Colin Gough, Newcastle Upon Tyne, Revd Jim Griffin, Risborough: James Hammond, Cambridge: Canon Judy Hunt, Chester: Thulani Molife, Nottingham: Professor Jennifer Tann, Birmingham: Richard Thorne, Nottingham: Rosemary Tucker, Killington Oxford: Anisa Wong, Hong Kong.

# MODEM A G M

## 23 September 2003 CTE, London

### 1. Minutes of Previous AGM

The Minutes of the Previous AGM were accepted as being a true record.

### 2. Apologies

Norman Todd, Fred Ayres, Ian Hinton from the Management Committee sent their apologies along with many others received from well-wishers.

### 3. Thanks

A vote of thanks was recorded to Alan Harpham for taking the role of Deputy Chair along with Richard Fox for leading us through the difficult process of change. Sue Jewell was thanked for her work as Minute Secretary and organising the 10th Birthday Celebrations. Arthur Siddall must be thanked for his considerable work on *Lead On* which could not have been achieved without his enthusiasm and time.

### 4. Chair's Report

Malcolm reported that EKI is no longer to continue therefore 'Ministry' will also come to an end. A working group is meeting to get a new publication together by early 2004. This is led by MODEM with other groups willing to purchase copies and a run of 1000 considered. Continuing dialogue and exchange of ideas will be facilitated through this new venture.

Questions were asked about the thrust of the new journal with suggestions that it have a broad perspective but retain a spirituality focus. Disappointment was voiced that whilst these first years of MODEM have concentrated more on management into ministry, spirit in work is yet to be seriously taken up. This other part of our mission must be included and even have a journal of

its own. We must be seen to be presenting the Christian perspective on the one hand, to all denominations, as well as seeing how we can begin to engage with those of other faiths. A more inclusive approach is required, including gender, age, race and special needs.

Dialogue is developing with other organisations and bodies such as CABE and a consultation at St Paul's is to be held later in the year. Malcolm 'welcomes the opportunity to network' with the various voluntary organisations, but is happy to hand over the next stage of MODEM's future to another Chair. Alan Harpham proposed and Sue Jewell seconded acceptance of the Chair's report.

A vote of thanks was presented to Malcolm for the work he has carried out during his term of Chair

### 5. Accounts

Peter Bates presented the Treasurer's Report stating we have a working balance of £2,500. A £2,000 grant was received for research into the next book. £1,700 has been spent. This year we are also £2,000 lower down on subscription fees. Peter has not had the time to follow up every one and will get down to this promptly. We have had 27 new members, some coming with *Lead On* but the majority still come as a consequence of the book deals. A vote of thanks was given to Peter for his *efforts* on recruiting new members and ensuring existing ones pay their subscriptions. John Nelson proposed and Alan Harpham seconded acceptance of the Treasurer's report.

### 6. Publications

John Nelson reported on the success of the first two books

published by MODEM. They have made an impact and are still selling. A distinguished team has come together for the third book with each contributor interpreting for him or herself what Creative Church Leadership means. Cohesion has been maintained with John Adair being advisor for this third book. We have also been involved in research carried out at Exeter University.

Currently under negotiation is a single-issue series in booklet form and volunteers are required to contribute to this. Malcolm offered thanks to John for his considerable *efforts* with regard to our publications.

### 7. Elections - Chair/Management Committee

It is possible for MODEM to have 15 Management Committee Members each serving for an initial term of 3 years. Members can be co-opted onto the Committee.

Malcolm Grundy submitted his resignation as Chair and John Nelson proposed Christopher Mayfield who was seconded by Alan Harpham. Christopher accepted with thanks.'

Sue Jewell was due to retire and was asked to remain on the committee as Minute Secretary. She agreed to stay. Norman Todd, Fred Ayres, David Dadswell, Ian Hinton and Richard Fox continue on committee. Peter Bates chose to stay and continue as Treasurer after completing a 3-year term. Arthur Siddall resigned from Management Committee along with Malcolm Grundy.

Sue Howard was nominated and seconded to join the committee along with Bill Alien and Peter Chiswell.

## BOOK REVIEW

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### *What They Don't Teach You at Theological College*

by **Malcolm Grundy**, Canterbury Press, 2003, (ISBN 1-85311-500-2); £ 12.99.

As I was reading this book by the Archdeacon of Craven, I recalled two heart-felt comments that I have recently had put to me; the one, from a university professor who is preparing for Local Ordained Ministry - 'They seem to want to de-skill me'; the other, from a priest of wide experience, beginning his last five years of full-time ministry, in a new post - 'I don't know what I am doing and why I am doing it'.

The book is full of practical suggestions, essentially for clergy, but there is information useful for churchwardens and PCC members, also. Practicalities are covered in a section, 'The Archdeacon says', with the good advice, Always ask!

It is an attempt at a 'from start to finish' handbook, recognising, however, that 'This side of the grave it is probably best that many of us do not know how or why we came to some of our appointments', (p.47).

The church's response to the enormous changes in society are reflected in some of the attempts at change, but it is recognised that 'it will take two generations', (p. 68). The author's background in, and commitment to leadership and management, come through strongly in a section entitled, 'Managing the Vicarage Tea Party', where he stresses the need for a different kind of leadership, pointing out that leadership and management are not taught at theological college - see above, 'de-skilling'.

Various sections of the book draw helpfully on some of the author's previous publications and we are reminded of pieces in *MODEM Matters*, viz. Prof. Gillian Stamp on the *four* key qualities which church leadership might offer to the wider world - discernment, understanding, forgiveness, reflection.

The book really comes into its own in Part III - Looking After Yourself - and this might have been better placed earlier; indeed, there is material here for the start of a series of pamphlets: conflict resolution, work-life balance, life-long learning, etc.

Given the 'flat' part, the 95% of ministry in the church, there are pointers as to how to remain buoyant, how to keep fresh, but still there is great reliance on self motivation; we need further encouragement and direction for the great 'middle' part of our ministry. There is no appeal to CME or Continuing Professional Development mainly, perhaps, because it sometimes appears to be only for the few, or by the few.

*Here is a useful book by a practitioner, readable in small sections, then to be applied.*

*Arthur Siddall, MCMI,*

*Vicar of Chipping with Whitewell*

### **Christians "greedy and bored" says Rowan Williams**

Members of the Western Church exhibit boredom, greed and indifference, according to the Archbishop of Canterbury. Too many people are "hereditary" Christians who have inherited their belief from their forebears as if it were "something obvious". Western Christians must recapture a sense of joy and wonder in the nature of God and to learn from countries where faith is newer and more vibrant to recapture the "expectant joy of Christ", he says. (Times Newspaper)

### ***Things get done because of men or women with conviction***

The UK is overcrowded with giant institutions - scientific, religious, commercial, educational or artistic - that are not centres of conviction, but monuments to an ego. They have lots of money and good people, but no results. So, before we embark on a new effort or direction, we should ask ourselves "Are we really trying to open up new territory, or are we just building another fortress to defend the status quo?" *(Len Collinson's Client Jogger).*

# ***STOP PROCRASTINATING -NOW***

## **Dr Peter Brierley**

Executive Director  
Christian Research

There are times when we all feel we would rather not start that job at this moment. Let's leave it till tomorrow, or till I feel like it, or till I feel inspired, or till I've been nagged too much to ignore it any longer, or till the deadline menace is imminent, or till someone else does it!

So how can we change? We need to pray first that the lord will help us to want to change! There are some actions we can take which may help: Ask yourself 'Why am I not doing that which should be done?'

Some years ago I dug up our patio to use the stone to make a garden path. My wife naturally wanted the patio replaced. So I said, 'When I have time'. Replacing the patio, however, required a tricky piece of negotiation with an old cast iron drain cover - a skill I didn't have. The delay in replacing the patio was not really because I didn't have the time but because I didn't have the necessary technical knowledge. Try and ascertain the true reason why something isn't being done, which usually means asking several questions! What is the real price of delay? Are you running away from something?

### **SET PRIORITIES AND STICK TO THEM!**

Not much point having priorities if you don't follow them. Tackle the unpleasant tasks first, so if you have an awkward phone call or letter to write do that initially, and then you'll be somehow psychologically freer to do the rest.

Don't fritter the hours away with self-imposed time-wasters. If your biro runs out, now isn't the time for a full-scale stationery audit! Don't let socialising be an excuse for deferring essential tasks. Don't deal with the periphery. Don't bother to read the non-urgent, or spent time on non-essential DIY. Follow your priorities once you're identified them.

### **DO SOME PLANNING**

Sub-divide the task. If you can't do all your sermon this afternoon, do the first part, and be grateful you've had time to do that! Schedule the task realistically - when it must be done? Could parts of it be done to another schedule/planning is sorting out your future duties into a feasible time-scale.

### **GET YOURSELF GOING**

Make a commitment to someone (your churchwarden, secretary, or spouse) that you WILL do this job this week. Somehow verbalising it or producing a realistic written self-agenda fixes the determination more strongly inside one and makes it much more likely to happen.

Arrange your environment. If your desk is by the window and you're tempted to watch the puddles form when it's raining, move your desk. If you need more light, get a halogen lamp. If you're cold, buy a heater. Make your environment work for you, not against you. If your filing cabinet isn't next to your desk, move one or the other.

Give yourself rewards along the way - I'll have a cup of coffee when that email is written, or a chocolate when I've done the next four phone calls! Turn the process into a game - last time it took me 90 minutes for 8 calls. Can I do 10 calls in 90 minutes this time? Crossing off jobs on a renewable daily or weekly list can give satisfaction and encouragement.

Stress to yourself the benefits of getting a job done. Think how pleasant it will be to see the finished product. The satisfaction of not having that particular task hanging over you. The fact that you can say at the end of the day, 'Well, today I did THIS!' This has been a day when I've had an impossible amount to do - and by His grace I've made significant inroads.

***Procrastination is beatable!***

***But you have to start today - the longer you leave it the harder it gets!***

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# TREASURERS REPORT

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December 2003

*Dear MODEM member,*

## MEMBERSHIP RENEWAL 2003/2004

The first mailing of the new MODEM year means that we enclose a copy of the 2002/2003 Accounts.

You are also reminded that the time has come for subscriptions to be renewed. The rates remain the same for a sixth year in succession and we would appreciate your payment, accompanied by the form below, as soon as possible. If you have joined MODEM within the last few months, especially under the introductory book offer, then your subscription for 2003/2004 has already been paid. You may also have paid your subscription for 2002/2003 and 2003/2004 together in response to one of my letters. If you have any doubts about your own position with regard to payment, then please do telephone, email me or send a fax.

We welcome payments by bank standing order or through the banking system (BACS), but **please let me know** if you make payments in either of these ways. The details of our bank account are:

**MODEM account at NatWest PO Box 2415 High Street, Henfield, West Sussex BN5 9HQ**  
**Sort Code 53-50-39: Account No. 10719709**

Again the accounts are a 'snapshot' of our position at the end of August and therefore somewhat misleading in view of ongoing activities, both at the beginning and at the end of the financial year. If you have any queries on the detail of the accounts, I shall be happy to try and answer them. The grant of £2000 that is mentioned was towards research for our new book *Creative Church Leadership*, which is due out in the Spring of 2004.

- **Discounted Book Sales**

MODEM book sales continue to go well and they are still available to members from me at the heavily discounted price of £14 for both or £7.50 for one, including postage. As the two together cost £25 in the bookshops, at the discounted prices they are very good value. If you would like copies of them, or other books that we have available at reduced prices, perhaps as presents for friends or colleagues, please include payments.

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