



## FORMER CHAIRMAN OF MODEM APPOINTED DIRECTOR OF NEW FOUNDATION FOR LEADERSHIP STUDIES

The **Ven. Malcolm Grundy**, Archdeacon of Craven in the Bradford Diocese, has been appointed, wef 1st March 2005, as the first Director of a newly established Trust to support and develop Leadership in the churches.

The **Foundation for Church Leadership** launched this month by the Archbishop of Canterbury will initially have an Anglican focus, but will work with leaders and staff teams in other denominations as further funding comes in.

The Rt Revd Michael Turnbull CBE, former Bishop of Durham, is Chairman of Trustees for the Foundation which will draw on the experience of networks such as **MODEM**, which studies good practice in leadership management and ministry in the churches.

Archdeacon Grundy says: "The history of leadership in the church is of a hierarchical, top-down structure. In a church with fewer clergy, the whole thrust is to share the way we run the church with lay people."

A benefaction from an individual has established the Foundation which will research and evaluate current leadership practice, as well as developing patterns of leadership for local ministry and partnerships. Some of its resources will be used to support bishops and their staff in the Sudan.

Archdeacon Grundy, who will be based in York, is likely to remain Acting Dean of Bradford Cathedral until Easter, when it is hoped that a new Dean will be in place.

(Church Times)

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### OUR LATEST BOOK – *a best seller*

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*Creative Church Leadership*, our latest book, published by Canterbury Press in March 2004, looks set to become a religious best seller. Reviews of it have been most enthusiastic about it and two are included from The Church Times and from Engage.

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## OUR LATEST BOOK SUCCESSFULLY LAUNCHED

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We have held a series of launch events promoting it, in conjunction with our publisher, in the most prestigious of venues - Westminster Abbey: St Martin's College (Lancaster University): St William's College, York: The House of Lords; Brecon and Guildford Cathedrals.

**The final launch is to be held in St George's House, Windsor Castle, Berkshire SL4 1NJ from 3-4.30pm on Wednesday 2nd March 2005, by kind permission of the Dean and Chapter.**

**Professor John Adair**, co-author of and contributor to *Creative Church Leadership* will be the contributor guest speaker. He will present a mini master class. Refreshments will be provided. *Creative Church Leadership* will be available for purchase at a special discount price of £12.50. There will be an entry charge of £5 a head.

It would be nice to finish our launch programme on a high with a record number of Modem members and guests present.

*Please let me know in advance if you are coming to this final launch*

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## OUR BOOK REVIEWED

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***CREATIVE CHURCH LEADERSHIP: A MODEM Handbook***  
***John Adair and John Nelson, (Editors)***  
Canterbury Press 1-85311-502-9 288pp

### **Words from those who lead us in the right way**

**Bruce Duncan**

*suggests in his review in The Church Times, 29<sup>th</sup> October 2004 that this handbook for aspiring church leaders is an ideal bedside book for bishops*

**LEADERSHIP** is a multi-faceted concept. It is an art and a science, a skill and a gift. Wise leaders will conscientiously and constantly work to become better equipped for their task. *Creative Church Leadership* is not only an ideal bedside book for bishops: it is also essential reading for anyone in, or aspiring to, any kind of leadership role in any church.

Most publishers are wary about accepting a collection of essays on a common theme. In this carefully planned and thought-provoking book, however, Canterbury Press has produced a winner.

The planning including taking the deliberate risk of giving minimal editorial direction to the academics, writers, and practitioners who were asked to contribute to the book. These contributors, men and women, ordained and lay, were chosen for their knowledge of "the realities, burdens, responsibilities and powers of church leadership at all levels".

The result is a fascinating and inspiring collection of essays. The contributors are a heavy weight bunch: Malcolm Grundy, Charles Handy, Bill Allen, Martyn Percy, Robin Gill, Derek Burke, Wesley Carr, Philip Mawer, Norman Todd, Pauline

Perry, Gillian Stamp, Elizabeth Welch, Peter Rudge, Peter Price and David Jenkins. We would expect from them strong and diverse opinions, as well as wisdom, vision for the Church, and practical advice. We are not disappointed.

A remarkable common mind and spirit shines through the 14 very different contributions. That coherence is highlighted by John Adair in a concluding chapter, "Points to ponder or take away", in which he offers his reflections on each of the essays.

The value of this book is greatly enhanced by David Harvey's comprehensive database of resources for church leadership and management from the Lincoln Theological Institute at Manchester University and by an excellent review of leadership-development centres and leadership literature from the Centre for Leadership Studies at

Exeter University. That review recommends, in particular, 11 books and articles for further personal reflection. This is MODEM's third book, and it marks the tenth anniversary of that national ecumenical charity, which aims to lead and enable "authentic dialogue among exponents of leadership, management and organisation and spiritually, and theology and ministry".

The publication of this book also, fortuitously, coincides with the launch by the Church of England of a Foundation for Church Leadership, the purpose of which are outlined in the book by its chairman, Michael Turnbull.

*Canon Duncan*, a former Principal of Sarum College, is retired, and is acting as Lazenby and St Luke's Chaplain of Exeter University.

## Review by Anton Müller from *ENGAGE*

Edited by John Adair, who could claim rightly to be the world's first professor of leadership studies, and John Nelson, a management consultant with the Diocese of Liverpool. ***Creative Church Leadership*** is the third book from the organisation MODEM, a growing organisation of lay and ordained people committed to dialogue between the worlds of management and the Church for mutual learning and growth.

In this excellent collection of well written and readable papers management guru Charles Handy is joined by two former bishops of Durham, David Jenkins and Michael Turnbull along with an impressive line up of eminent writers and practitioners, lay and ordained, in the fields of management and ministry.

This is a fun, exciting and creative book which recognises that Creative Leadership is one of the greatest assets that any organisation can have. This book searches the question 'what kind of leaders does the Church need today?' and explores how the Church might begin to look if imaginative, risk-taking leadership was fostered at every level of its life.

The publication of this book coincides with the launch by the Church of England of its Foundation for Church Leadership which itself resonates with the aims and ideals found within MODEM's ***Creative Church Leadership***.

Former Bishop of Manchester and Chair of MODEM, Christopher Mayfield, has expressed his hope that this book will help people to get started in thinking who they are, not what they could or should be about; that it will help people to resolve the difficulties and problems they encounter on the way; that it will help church leaders find

creative ways to resource church members both to worship and pray.

John Adair explores the meaning of leadership and the importance of leadership with vision. He reflects on what it means to be creative and how creativity can be brought into leadership. Only then does he examine the concept of 'Creative Leadership' in the context of what it means to be 'Church'.

Charles Handy considers 'What kind of organisation is the church?' understanding that not all organisations are the same and that rules that work in some are disastrous in others. He offers ten invaluable insights from his wealth of management and leadership experience to help the would-be church leader in the mission and ministry of church leadership.

Martyn Percy, principal of Ripon College, Cuddesdon, Oxford, asks the question 'Can church leaders learn to be leaders again?', whilst Robin Gill and Derek Gill revisit and reflect on their earlier work concerned with Strategic Church Leadership.

***Creative Church Leadership*** includes an invaluable database of resources of resources for church leadership as well as thorough reviews of leadership literature and leadership development centres from The Centre for Leadership Studies, Exeter University.

This is a book which goes to the heart of enabling Church Leadership. It reflects on a range of issues that are crucial to the future of the Church and is definitely a 'must read'!

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### *Anton Müller is welcomed as our Book reviewer*

The Revd Anton Muller is to be our Book Reviewer keeping us up to date with current religious publications. He is Co-Editor of **ENGAGE**, a new quarterly publication of STL/Paternoster Press which specifically targets theological college students and ordinands and liaises with diocesan training advisors. He has just joined MODEM and is serving as a member of our National Leadership Committee.

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**Naill Fitzgerald****Chairman, Reuters**

You have to care to be a leader. The effective leaders that I've seen are those who have sufficient self-confidence to gather round them people who are better than them.

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**Sir Christopher Bland,****Chairman, BT**

People won't follow you for very long if you lead them in the wrong direction, and they won't follow if you lead them in the right direction but in the wrong way.

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**Sir Robert Wilson****Chairman BG**

Certain qualities are necessary. One is to be pretty decisive. A second is the ability to implement decisions. A third is getting most of the decisions right. They have to be much more right than wrong.

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**Mike Levett****Chairman Old Mutual**

It's helping others to be successful. If you can get good people underneath you and you give them the right slots, they will lift you.

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**Matt Barrett****Chairman, Barclays**

Leadership has many styles, many faces. Some (leaders) are very charismatic; some you wouldn't want to go on a canoe trip with, and yet they are very effective.

**WHAT DOES  
LEADERSHIP MEAN  
TO SOME OF OUR  
MOST SUCCESSFUL  
BUSINESSMEN?**

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**Marteen van den Bergh****Chairman, Lloyds TSB**

It's about having experience that you can pass on, knowledge you can pass on, and, very importantly, the ability to motivate and inspire others.

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**David Arculus****Chairman mmO2**

Leadership to me is picking good teams and putting them together. And also putting yourself; out for those people, helping them when they're stuck.

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**Alison Carnwath****Chairman Vitec Group**

Leadership to me means ensuring that you have a first-rate chief executive. And the relationship that he has with his chairman sets the tone of the entire organisation.

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**Tony Trahar****Chief Executive Anglo American**

A leader has got to have the ability to switch 360 degrees from strategic thinking to narrow operational focus when required.

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**Mervyn Davies****Chief Executive, Standard Chartered**

Know what you are good at, understand yourself and then make sure that the people around you compensate for your weaknesses. If you pick people who are the same as you, you will fail.

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**Jeff Harris****Chairman Alliance-UniChem**

Leadership needs a working knowledge of psychology as well as strategy.

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**Lord Sharman of Redlynch****Chairman Aegis**

My grandfather was a regimental sergeant-major. His definition was: 'When you turn around, if there's no-one following you, you're not a leader'

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**Donald Brydon****Chairman Smiths Group**

Leadership is about clarity of direction. What are you trying to do and are you able to communicate that to other people? You need courage to tell some people that they're not doing things well enough, and how they can do better. A lot of people duck that.

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**DeAnne Julius****Non-executive director**

You need hard analytical skills, but you also need the soft side of bringing people with you. And the higher you go in an organisation, the more important the soft side becomes.

# ***FEWER BUT MORE PROFESSIONAL***

**Peter Brierley**  
***looks at Christian Agencies 1982 - 2003***

The *UK Christian Handbook* first began life in 1972 when a thin booklet listed all the overseas agencies (as we would now call them) and how many missions workers there were in each country. Five further such booklets were produced over the following ten years until the first “combined” *UK Christian Handbook* was published in 1983.

## ***Comprehensive***

Each edition has aimed to be comprehensive of the Christian scene in the UK, and while some organisations are inevitably unintentionally omitted and a few refuse to be listed, the broad total numbers included in each edition shows something of the vitality of church life in the UK over the last 20 years. This number is shown in the graph (there was a 3 year gap 1988-1991) which divides into three parts.

The first part is between 1982 and 1995 where the number increased edition on edition reflecting the entrepreneurial energy of those years, as well as an explosion of different ways of communicating with radically different technology, The second part is between 1995 and 1999 where the numbers broadly held steady, new organisations equating to those which closed or merged with others.

## ***Fewer, more professional and charitable***

The third part is since 1999 which shows a small, but slightly increasing, rate of decline. There are fewer Christian organisations now than there used to be. For example, between 2001 and 2003 370 new agencies started but 470 closed or merged. Interestingly the ones that close are not necessarily the oldest – they most likely are those started 20 to 40 years ago. Some of these were led by an energetic visionary who couldn't pass it on when s/he retired.

While there may be fewer organisations, there is now a higher percentage with full time staff, up from 79% in 2001 to 81% in 2003. This means a higher number of employees, up from 6% from 77,500 in 2001 to 82,100 in 2003 – an average of 19 people in agencies which employs at least one person.

More and more Christian organisations are becoming registered with the Charity Commission. Over three-fifths, 61%, were so registered in 2003, whereas in 1982, it was only two-fifths, 41%.

### ***Greater technology***

Christian organisations increasingly use the latest technological developments. 77% of agencies have an email address, compared with 67% 2 years ago. 59% of agencies have a website (compared to 46% 2 years ago), proof enough that if you want the latest contact details you really do need to buy a copy of the 2004/2005 edition! It is available from [www.christian-research.org](http://www.christian-research.org)

### ***Overall income***

The Christian organisation market was worth £2.3 billion in 2003. A few organisations make up the majority of this; most agencies are fairly small. Half listed in the *Handbook* have an income under £100,000, with a fifth between £100,000 and £249,000 and another fifth between £250,000 and a £1,000,000

However, total income increased at almost twice the rate of inflation between 2001 and 2003, up to 8.8% against inflation of 4.6%.

***Something seems to be going right in the Christian scene!***

***Peter Brierley***

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## **Modem member's view of Leadership and Vision**

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A Modem member's view: **Dr Tony McCaffry**, an RC Theologian, who was one of the guest speakers at our 2002 Whalley Abbey Residential Conference.

We are short of vision. Politically, it is most obvious by its absence - pre-emptive war is seen as a pragmatic solution despite all the warnings from history. Socially, culturally, economically, there are flashes but not enough sustained. Religiously, we are fragmented and we fragment further. What we need is the promotion of a vision, a way of affirming the inter-linkage of everything, an exciting holiness which looks to collaborate rather than to compete, to integrate rather than lead to narrow diversification.

Leadership without vision is headless chicken territory, lacking the critical cutting edge needed to question the questions as well as the answers. Leadership without vision becomes the management of the status quo, a safe pair of hands. Vision is prophetic. It makes waves and it is risky. Without it, however, we are trundling around in the desert rather than getting somewhere richer in promise. Vision is to do with hope, the theological virtue rather than the pious aspiration. There is a scruff of the neck challenge to be made and the churches should be making it with or without its labels. The incarnation teaches us there is Godliness in the material, the structures, the powers, but it needs bringing out in a majestic holiness which will strike us out of our complacency.

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## **Bishops losing the support and confidence of laity?**

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A Bradford curate, Nicholas Turner, in the December 2004 issue of the magazine *New Directions*, questions whether the bishops, even inadvertently, are hastening the decline of traditional Christian values; adding, "Others are entitled to do that, but not bishops".

Andrew Carey quotes this in his Column *The Year Ahead* in CEN (24/31 Dec 04) and says this is the heart of the problem (for him) for 2005. He thinks bishops are losing the support and confidence of the laity and believes there is something unhealthy in the fact that we are less disposed to trust our (church) leaders, something which is closely paralleled in political life.

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## Jesus the healing leader

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As a leader Jesus was a great visionary, an outstanding teacher; a superb coach. But above all he was a healing leader. He brought healing in a unique way - physical, emotional and spiritual healing. As a healing leader he brought a completely new dimension to leadership and encourages us all to be healers.

So, how can we best bring healing within an organisation or group in which we are a boss, colleague or member? Where, for example, there are meetings which are fractured or bad tempered, the individual acting as healer can be a powerful facilitator.

How best can we show generosity of spirit within an organisation? So often we only have time to focus on the outcomes for which we are responsible. But the individual who is acting as healer will be full of a generosity of spirit in terms of time and energy making positive affirmations over people's ability to change and learn from mistakes so that an organisation can work effectively.

(An extract from an article in CEN Dec 24/31 04 about Peter Shaw, Partner in The Change Partnership, who works as a coach in a wide range of public and private sector organisations and who is the author of *Mirroring Jesus as Leader* published by Grove Books.)

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### Travelling light

In the Church of England is to move forward with the mission shaped church agenda, we need a new mind-set, a radical approach, a greater flexibility in our thinking and actions and a willingness to take risks for the sake of the gospel.

We need to travel light which means, according to Captain Philip Johanson, a greater sharing of resources across parishes, deaneries and dioceses - a sharing not just out of financial pressure but rather because we believe it is the right thing to do, a real practical demonstration of the body of Christ and, according to the Bishop of London, fewer committees and less bureaucracy which are holding the Church back from its primary task of mission.

Extract from a guest Column in CEN, 24.31 Dec 04 by Captain Philip Johanson, Chief Secretary of the Church Army.

(Back to management and ministry, Editor)

### Bishop cracks the whip

The new Bishop of Gloucester has cracked the whip among local clergy to reverse trends of decline in the Church. The Rt Revd Michael Perham warned that he would "make little apology when setting deadlines for work to be done, because of the sheer urgency of reversing decline."

(And why not? Many would say it's about time someone in the church did, and who better than a diocesan bishop? Editor.)

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## Archbishop sings hymn in praise of "holiness of money"

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MONEY, the love of which is often seen as the root of all evil, can be as much an agent of holiness as an agent of sin, Dr Rowan Williams said in a sermon at Westminster to a congregation made up of senior members of the Church of England.

"What we do with our money proclaims who we think we are - whether we know it or not, whether we like it or not. All our actions in some degree reveal us. Why should our economic life be different?"

Referring to the Church's relationship with its own £3.9 billion assets, he upheld the virtues of "risk-taking" innovators.

His hymn of praise to the possibilities of capital assets took place in the context of the tercentenary of Queen Ann's Bounty.

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## **Creative Church Leadership in action**

### **– Managing change and Good Communications**

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*Generally, most people prefer to stay in familiar territory. They tend to resist change, which moves them beyond a comfortable, ordered way of life into uncharted waters. To facilitate change, a Church leader should keep the following suggestions in mind:*

- Develop a positive attitude to change; present it as an opportunity to do something better.
- Accept the fact that change is always with us
- Involve the people who are affected by the change at every step in the process. Ownership of the direction of change almost ensures its success.
- Affirm the efforts required to change, regardless of how small these efforts may seem.
- Offer rewards for change. The new outcome has to be perceived as better than the previous situation, otherwise there is no motivation for change.
- Before beginning the process of change, know the background of the people likely to be affected. Such knowledge will probably indicate an entry point for the strategy to be used.
- Be prepared to modify the process as it proceeds. Rarely does any plan for change work out in the way it was envisaged.
- Anchor the change in a core vision where values are shared by the people likely to be affected.
- Develop a network of support for the people experiencing change.
- Communicate with the people likely to be affected the reasons for the change, the process being used, and possible outcomes.
- Provide ongoing information for the people who need to develop the skills and resources necessary to handle the change.
- Try to anticipate possible areas of resistance and have a plan to overcome them.
- Be prepared to tough it out, but know when to compromise.
- Set achievable goals and regularly check out how the process is going.
- Respect people's feelings and sense of self-worth.
- Retain a lively sense of humour.
- Focus on the goals of the organisation and do not allow personalities to set the agenda for change.
- Pray for guidance of the Spirit.
- Explore opportunities for synergising.
- Sow seeds for change by sharing literature and research on this subject.
- Because there are often personal casualties in change, support and guidance should be available for those who want it.

*Communications are two-way interchanges of messages, sending and receiving messages. Good communications, which may be at the personal or systems level, provide a link between people to enhance relationships. Poor communications erect barriers and arouse resentment.*

Good interpersonal communication will involve the following:

- Be attentive to the non-verbals of communications, e.g. physical environment, eye contact, body posture;
- Identify blocks to communications e.g. status block, emotional responses, hidden agenda, preoccupation, projection;
- Listen in a non-judgmental way;
- Seek clarification if the meaning is not clear: don't guess at what was meant;
- Use "I" statements so that the hearers understand that you are owning the message;
- Be sincere in what you say;
- Listen at the feeling level. The real message is often in the feelings expressed;
- Listening is an active process: seek first to understand before being understood;
- Be assertive, but not aggressive, in expressing feelings and points of view

## ***"It is dangerous when an MP with no management training is put in charge of vast government departments"***

**Archie Norman** is used to leaving organisations which he has transformed, modernised and saved. Eight years after taking over Asda he had turned the supermarket chain from a debt-ridden no-hoper into a great British success.

He devoted his next eight years to Parliament, determined to do the same for the Conservatives. But he leaves frustrated by the insular world of Westminster which he regards as hidebound by tradition and self-regard and out of step with the Britain that it is meant to run.

"When I stepped into Westminster it was like stepping backwards into the 1960s. There was little induction beyond being told where to hang your coat... and it was anarchically organised and, or rather, disorganised."

His final barb shows what he wants next. He believes that it is dangerous when an MP with no management training is put in charge of vast government departments such as the health service. (The Times Dec 13th 2004)

Would he be as frustrated at what he would find in the Church?

### Sayings about Leadership

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- If God is for us, who can be against us? (Romans 8:31)
- We can tell our values by looking at our cheque stubs (Gloria Steinman)
- The richest soil, if uncultivated, produces the rankest weeds (Plutarch)
- To think is easy. To act is hard. But the hardest thing in the world is to act in accordance with your thinking (Johann Goethe)
- Work as if it all depends on you.  
Pray as if it all depends on God. (St Ignatius Loyola)

### Did you see? Did you hear?

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- Happiness is nothing more than good health and a bad memory – Albert Einstein
- All I ask is the chance to prove that money can't make me happy - Spike Milligan

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## **Soundbites from Peter Drucker**

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Peter Drucker, now 95, is the one who first identified management as being worth serious study and whose ideas are yet to be usurped. Sound bites which have become famous include;

- If there is one thing that most of the people I know in management have to learn it is how to handle relationships where there is no authority and no orders;
- Most (executives) think they are in touch with the outside world if they play golf with the vice-president of another company in the same industry;
- Teaching 23-year-olds in an MBA programme strikes me as largely a waste of time. They lack the background experience. You can teach them skills accounting and what have you - but you can't teach them management.

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## **School Sports Team Skippers Graduate into Captains of Industry (and the Church?)**

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Who have been the most likely to reach the boardrooms of today's biggest companies? Those who emerged as leaders when they were at school according to a recent survey!

Of 105 business leaders interviewed by MORI, 70 % had been school prefects, half had captained their school sports teams and a third had been head boy or deputy head at school. Overall, 90% of leaders had taken on at least two leadership roles at school.

Steve Newhall, the head of the consultancy which commissioned the research said: "There is a popular misconception that our business leaders are stale, pale males who play golf and watch their companies' share prices – and not much else." In fact, "those charismatic characters we all knew at school that seemed able to pick almost anything and become good at it are running our biggest companies today."

Anonymous comments in the MORI-survey suggest that boardroom leaders are not over-modest. One, recalling his schooldays, mused: "I was competitive and sporting and a natural leader and also quite clever and hard-working." The Chairman could not have put it better in his annual report.

The Times, 5th Jan 05.

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## **Review of Modern member's book about the parish**

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### **THE PARISH; People, place and ministry, a theological and practical exploration Malcolm Torry, Editor: Canterbury Press**

I remember taking part in one of those exercises in which people position themselves around the room according to how they relate to one another. It was a diocesan group, and the bishops placed themselves at the centre. *The Parish* is a book for people who want to turn that model inside out, so that the diocese becomes the umbrella for the parish, rather than the parish being a local branch of the diocese.

The book consists of essays by 15 members of the Woolwich Area Theology Group in the Diocese of Southwark. Each chapter is written by a different individual, but shaped by discussion with the group. It recalls Giles Ecclestone's influential collection, *The Parish Church?* (1988), but has a crucial difference: Ecclestone's group were distinguished theorists, whilst *The Parish* is written by local practitioners, most of them incumbents.

It's a tribute to the Church of England that one area of a diocese can bring together from amongst its clergy such a lively range of thinking about parish life: about liturgy, pastoral care, buildings, race, ecumenism, daily work, art, mission, youth, evangelism. Each chapter is a vote of confidence in parish ministry and (in words of the essay on mission) "more about remembering than inventing". Almost every essay is personal, local,

anecdotal, and theological, helping the book fulfil its hope of having coherence than is more than the sum of its parts.

The book has its feet firmly on the parochial ground, but the feet are clerical feet. The nature of the Theology Group as a clergy forum (together with the absence of NSMs and assistant curates from the contributors) means that the parish is inevitably viewed from the perspective of those in charge, those with the strongest investment in the worthwhileness of the parish system. And although the book is consistently theological, there is little on what it means to do theology with the parish rather than about the parish.

A book like this should be enjoyed for what it includes rather than for what it leaves out; but one omission I regretted was any real mention of schools, particularly church schools, as a crucially important dimension of parish ministry. That said, *The Parish* is a timely, stimulating and, above all, encouraging account of urban parish ministry by practitioners who clearly believe in it, enjoy it and are good at it. It's warmly recommended, despite the stiffish price (£14.99).

*The Revd Philip Welsh,  
Vicar of St Stephen with St John,  
Westminster.*

## Letter from our man in Naples

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### Winding down? OR Gearing up?

January 2005

The post was advertised, we were in a position to make a move, and here we are in Naples. Six months on, the move from a Parish which was very much an English Parish with its pattern of hatch/match/dispatch, following the rural year and its festivals, we are in the middle of city life. That 'life' seems to get under way at 10.00 p.m. each evening and it is almost impossible to drive back until 2.00 a.m. if you are out in an evening.

When we looked at the Job Description, it was clear that the experiences of so much of previous ministry would be called upon. It is a post where we really do have to justify the role and, yet, the appreciation of those efforts is very marked. We are working among highly professional personnel from all three Armed Services, and with military representatives from 26 countries within NATO.

The people are themselves having to adapt to new working practices and they are constantly on the move. Moments of meeting, therefore, are vital, and 'change' is the order of every day. In the midst of all that, the role of Chaplain is valued highly and is referred to at every level of command. Sometimes, it is a matter of 'just being there', whilst at other times; we are called upon for 'briefing' and for ensuring support.

Throughout my ministry I have called for, and encouraged, a 'professional' approach. More often than not, that has met with derision and hostility, but the 'safety' of the institution does not pertain here. There is a constant need to listen and observe, to hear what is happening, and to contribute your skills. There is rarely a second chance, because anything but the best can be costly in the extreme.

So, back to the opening question: As we grow older, do we quietly wind down OR do we see the new opportunity that is there each new day?

Thoughts like these are required every week here and are printed in the Bulletin, which goes to every serving person in the Unit.

All good wishes to MODEM members for 2005.

*Arthur Siddall,*

Chaplain to NATO Forces Europe  
and former member of MODEM's National Management Committee

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## Trust at work

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Clive Mather, former Chairman of Shell UK and now President and CEO of Shell Canada, explains why TRUST in the scandal-rocked corporate world is getting harder still.

Trust, Clive Mather said in an article in the *Church of England Newspaper* (26/11/04) is the foundation of relationship and therefore society. From the simplest exchange with friends to the most complex multi-billion international project, trust is an essential ingredient. It is the giving and receiving of confidence - having faith in the honesty or intention or capability of another. It matters at work, too. It can transform a workplace and it is essential to economic activity.

Whether a handshake to seal a deal or a child holding an adult's hand trust is profound. From child to parent it is a simple model, and the Bible suggests it should be so with God. We place our trust in God, safe in his love and power.

In business it quickly becomes more complicated and the many highly publicised mistakes recently from ENRON and other business corporations point to the need to establish new forms of trust and the responsibility rests with us as individuals as well as the employer. Maintaining trust is hard work.

# Visionary Leadership

by

**Peter Brierley**

Executive Director, Christian Research

A survey with over 1,100 replies on church growth was undertaken among churches of all denominations in 2003. If you were asked to indicate the three most important reasons which help make a church grow which of the following would you choose (tick as necessary)?

Factors enabling growth		✓
1	Engaging in certain types of evangelism, such as Alpha	
2	Having a congregation of a certain size	
3	Breaking the congregation down into Cell Groups	
4	Providing a good range of activities for young people	
5	Being situated in a suburban (or rural) area	
6	Having an attractive building	
7	Having many students nearby, so some will attend	
8	Not having other churches in area, so no competition	
9	Having good Church-school link	
10	Having a variety of music in worship	
11	Senior leaders having a clear vision	
12	Being able to provide good parking facilities	
13	Ensuring a warm welcome for visitors	
14	Organising a wide range of activities	
15	Being a friendly church	

The survey was sent to churches known to have grown or declined in the 1990s, and all answers were analysed across this spectrum searching for those which would prove significant. Some of the questions that were asked are reflected in the choices above.

Although you may have ticked three factors in the above example, in the actual survey there was only ONE answer which proved to have a significant correlation with growth - whether or not the leaders had vision. Vision was the one thing which enabled growth. Other factors doubtless helped, but those factors were true of declining churches also.

Vision was the critical quality. What is vision? The ability to know where you want to go, and how to get there. Knowing what you aim for your church to become in 5 years' time. Being able to explain what you aim to achieve in a few simple words.

"The strategic leader is driven by a vision - a vision of the role that the institution can play in a changing world - and by a desire to share this vision with others."<sup>1</sup>

*What is your vision these days?*

<sup>1</sup>Strategic Church Leadership, Professor Robin Ellis and Vice-Chancellor Derek Burke, SPCK.

**WISHING ALL MODEM MEMBERS  
A VERY HAPPY AND REWARDING NEW YEAR**