



Whirlow Grange

The venue for MODEM's First International Conference in Management and Ministry for all those who exercise Christian leadership in workplace or the churchplace.

Set in its own beautiful grounds Whirlow Grange offers outstanding accommodation and conference facilities. It is ideally located on the outskirts of Sheffield, and yet nestled on the edge of the stunning Peak District - the enviable location of Whirlow offers a wonderful fusion of city and countryside.



See back page for details of the exciting conference programme

In this Issue:

- | | | |
|----|-----------------------------------|---|
| 1 | And it's goodbye him | <i>A word from the National Secretary and Editor</i> |
| 2 | Chairman's Report | <i>The Rt Revd Christopher Mayfield</i> |
| 3 | Article – A new order of service? | <i>Clergy and employment rights</i> |
| 5 | Article – Songs of Appraisal? | <i>How will clergy performance be measured?</i> |
| 6 | A number one formula? | |
| 7 | Article – Ministry & the Future | <i>An appeal for good management & leadership</i> |
| 10 | Article – The Price of Cabbages | <i>Tim Harle, MODEM Committee</i> |
| 11 | Reflection & Prayer | |
| 12 | Conference Info and Booking Form | |

It's goodbye from him!

Those who know John will know that he has a talent for finding people jobs! Since the beginning of MODEM John has served as National Secretary and Editor of *MODEMMatters*, and what a fantastic job John has done.... and that's without mentioning the effort that has gone into three bestsellers with more in the pipeline. So it's only a partial goodbye with much thanks from all of us in MODEM. John remains as National Secretary and is already well into the next three books. Watch this space.... (oh... and keep buying the books!)



*John Nelson, National Secretary,
MODEM*

And it's hello from him!



Anton Müller, Editor, MODEMMatters

A very warm welcome to the 29th Issue and my 2nd attempt at constructing "*MODEMMatters*". In a strange and surreal way, this is also a goodbye!

Issue 30 will transfer to an E-Format. Although we have secured the best production costs possible it is still a struggle and means that we have to limit the use of those 'extras' which all go to make an exciting and readable journal.

In order to keep receiving *MODEMMatters*, please make sure to complete the reply slip on the back page giving your name and an email address. Better still, email us direct with your contact details.

MODEM is its members and we don't want to lose anyone! If you do not have an email address then please tick the box requesting a 'printed version'. It won't have the glam of the E Format but it will keep you up to date with all that is going on.

MODEMMatters is the voice of Christian leadership, management and ministry in the churchplace and workplace today. That's your voice, your views, your experiences – it would be good to hear from you and to include your stories and experiences of management and leadership (good and bad). MODEM continues to work to build up a body of knowledge and experience with will encourage good practice in building and leading God's people the Church. Please contact me via the MODEM Website

www.MODEM.uk.com

Chairman's Report Summer 2006

A recent pilgrimage to the Seven Churches of Asia Minor and a cruise along the coastline of Turkey took me to that part of the world where Jesus of Nazareth was recognized as Lord and Saviour at a very early point in the Christian era.

Individuals and communities discovered a new awareness of God, new ways of being - being love - and new ways of doing - namely loving one another. It was not easy. For example, St. Paul found that his own weaknesses were always nagging him and some times his friends disappointed him. So he learned that just as sailors take advantage of adverse winds so the most important thing is not what happens to us, but how we meet what happens to us - being utterly honest, willingly sharing responsibilities, recognising that it is God's work in which we are engaged. We returned to England shaken and stirred!

The Rt Revd. Christopher Mayfield



Members of MODEM, at their best, are engaged in the same enterprise ... encouraging *"the development of better disciples, communities, society and world."* We draw on many different resources. These include the faith and friendship of individual people, their spirituality and hope; the managerial and leadership skills of those serving in a wide variety of organisations; and ultimately the grace of God which is able to bring about change. All the time we can continue learning how to identify and enrich such gifts, how to use them more effectively in God's service, and how to evaluate the progress that we are, or are not, making.

One way of learning and developing is to join with other people who are aware that they are engaged in the same pilgrimage - the Way of the Lord. MODEM offers some opportunities through our books and journals of reading about other people's experience. But we would like to encourage face-to-face meetings of members where people can share their experience of ministry and management as we together engage in God's work.

Our September Conference offers one such opportunity; our regional groups in the North West, the East Midlands and the West Midlands provide further opportunities. Now we would like to draw MODEM members - and anyone else interested - in other parts of the country together for the purpose of mutual listening and learning. Anyone interested should contact either John Nelson, National Secretary, or Anton Muller, editor of *MODEM Matters*. *

I hope you enjoy a good summer.

Christopher (Chairman)

**For contact details and information regarding the MODEM conference in September please see back page.*

A new order of service - *Clergy and Employment Rights*

At present, the Church of England's 16,000 clergy have no employment rights and there's little in the way of formal HR, but all that is about to change....

Rhymer Rigby meets Su Morgan, HR Director for the Archbishop's Council



Whether or not you are a churchgoing sort, it may not have occurred to you that the person in the pulpit might have to deal with HR issues – but it has occurred to the Church of England.

The Church of England has had an HR dimension for the past 20 years. Su Morgan (human resources director for the Archbishop's Council) says it has long had an HR function for a few of its employees – the thousand staff involved with its national institutions, which include the General Synod, the House of Bishops and the Church Commissioners. But the vast majority of its staff – the clergy whose ranks run to some 16,000 – have had very little to do with human resources at all. Largely this is because they have no official employment rights. But by 2008, all this is going to change.

Su Morgan is charged with the task of considering the arrival of employment rights of 16,000 clergy in an organisation that has all sorts of unique rules and quirks, some of them stretching right back to the Reformation. (Best of luck Su!)

At present, clergy don't really have bosses. 'There's nothing there that we'd understand as a management line' (*I wonder if MODEM members would agree?!*). Rather they are looked after by their bishop, but they aren't accountable to the bishop. The problem is that giving people employment rights will change that relationship because the bishop will become involved in - and it's not a very popular phrase within the church – 'line management'.

For historical reasons clergy occupy a curious legal loophole whereby they belong to a special class of employees called 'office holders'. This does not mean that clergy are in some way employed directly by God but neither does it rule out any consideration that the local vicar may have similar rights to your local McDonalds' manager. For the last 20 years there have been a series of reports looking at giving clergy employment rights – but so far nothing has ever managed to get off the ground.

So what's different this time? (Ed)

The added impetus this time has been the Employment Rights Act. The Government has indicated that it has the ability to extend employment rights to other groups who haven't got them and that it was looking at the clergy.

Understandably, or perhaps predictably, after various proddings from the DTI, the Church of England has elected to look at this itself. As the established church it, uniquely, has the ability to make law.

Professor David McClean at Sheffield University chaired working party which has produced 'The Review of Clergy Terms of Service' Report. The report makes a number of recommendations which include: *professional advice for clergy, especially regarding discipline; training to promote cultural awareness and counter sexism; giving clergy standard employment rights and the creation of an HR function with 18 full-time professionals.*

David McClean admits however *'The church has not been good at HR management' whilst Su Morgan concedes 'The clergy hate those very words, "human resources"'*.

[Editor: is this true? What do MODEM members think, do you agree with David McClean and Su Morgan statements? What do MODEM think about the introduction of clergy employment rights? Is there a theology, or even a theology of management to support or oppose this thinking?

The full article was published in "Human Resources" July 2005, the above is a paraphrase. The following article, from Personnel Today, came out a few months later, 13 December 2005, and carried a similar theme. In order to offer the following summary I contacted the author, Michael Millar, who told me that the Church of England has denied any plans to introduce ministerial review – so we'll just have to see! Actually you can find out in September when Su Morgan addresses the First International MODEM Conference! Editor

Church workers to face performance appraisals Michael Millar writing in Personnel Today

Church of England ministers are to be subject to business-style performance appraisals

The new "ministerial reviews" are part of a raft of HR measures designed to improve employment practice in the church. A church spokesman said that consultation was ongoing to decide what form the proposals would take, but firm details would not be available until next summer (2006!).

Rachel Maskell, the Amicus officer in charge of negotiating employment rights for church workers, said the union has no objection to the plans "as long as it is done properly and is not used as a stick to beat people with."

The move to introduce appraisals in the result of a report at the start of this year, *Review of Clergy Terms of Service*, which also recommends appointing up to 18 strategic HR professionals to oversee people management in the church.

But the number of HR staff planned has been scaled back to seven or eight regional HR officers, according to Maskell. *"This reduction will have a real impact on people who really need help"*, she said.

The implementation of a nationwide HR department stalled after the church synod disagreed over the key issue of ownership of church property and clergy homes. In most cases, these officially belong to the incumbent minister.

The move to update employment practice came as the Archbishop of Canterbury, Dr Rowan Williams, called on the church to engage with more young people in its recruitment drives.

Editor: *Did you spot the differences? So whose got the ball and whose got which end of the proverbial stick? Find out in September! In the meantime Dr Williams might find the following cautionary tale timely!*



A number one formula for re-appraisal?

The Ferrari Formula 1 Team sacked its entire pit crew yesterday. The announcement followed Ferrari's decision to take advantage of the UK Government's Youth Opportunity Scheme and employ people from Liverpool.

The decision to hire them was brought on by a recent documentary on how unemployed youths from Liverpool area were able to remove a set of wheels in less than six seconds without proper equipment, whereas Ferrari's existing crew can only do it in eight seconds with millions of euros worth of high tech equipment.

Prime Minister, Tony Blair, went on record as saying this was bold move by the Ferrari management, which demonstrated the international recognition of the UK under New Labour. As most races are won and lost in the pits, Ferrari now have the advantage over every team.

However, Ferrari may have got more than they bargained for. At the crew's first practice session the Liverpool pit crew successfully changed the tyres in under six seconds, but within 12 seconds they had re-sprayed, re-badged, and sold the vehicle to the McLaren Team for eight bottles of Stella, a kilo of speed and some photos of Coulthard's bird in the shower.

Editor's note: MODEM members on the whole support the principle of management and ministry, ministry and management. It is, however, not universally supported. It struck me that it would be of great value to MODEM members to consider the position of those who are opposed to what they call 'managerialism' in the Church. Chief opponents include the former Bishop of Chichester, Dr Eric Kemp and Dr Richard Roberts, Lancaster University, who wrote an essay on the subject which appeared in a book entitled Harmful Religion.

I downloaded the full article from the web by typing in Kenneth Leech and managerialism. Anyway, here it is, including some of the things which the Church Times left out, whilst taking out other things the Church Times left in! I'd be interested to hear what you think and whether we should invite Kenneth, Richard and others to enter into useful dialogue with MODEM. I think it's a brilliant article (Contact: The Editor via the Website www.modem.uk.com)

Ministry & the Future

Kenneth Leech

Almost ten years ago, on 17th November 1995, Bishop Eric Kemp's article 'Following the example of Mammon' appeared in the Church Times. It was a warning about the centralisation of power in the Church of England and the danger that archbishops would come more and more to be seen as managing directors. The following day, Professor Richard Roberts, writing in The Independent, described Archbishop Carey as 'the John Birt of the Church of England', and the Church as a managed product-driven organisation.

Ten years on, these words still haunt me, but before readers leap to their computers, I am not attacking central institutions, or even bureaucrats as such, but questioning where our priorities should lie.

The retirement of Gordon Kuhrt as head of the Ministry Division (note the military terminology!) and the advertisement for this very highly paid job, must call into question what Anglicans think ministry, and indeed the church, is about. Some years ago the telephonists at Church House, Westminster -- I presume under orders from some bureaucrat -- stopped answering the phone with the words 'Church House', and switched to 'The Church of England'. (I believe this has now been modified.) I had hitherto believed that I was a member of the Church of England, but the bureaucratic centralisation made me wonder whether I was -- or whether I was 'simply', 'only', 'merely' a baptized Christian.

When I started to visit the Church Commissioners' office, and was always asked which 'company' I represented, my worries about the Church's current ideology, and lack of theology, increased.

As a result, I am not at all sure that I should be writing this article. Do I want to encourage yet more highly paid officials, some of whom may be priests, but who are basically managers, based in Westminster? Do I want to encourage this centralised approach to Christian ministry? Do I want to encourage the view of ministry expressed in Gordon Kuhrt's book *An Introduction to Christian Ministry* (Church House Publishing 2000) -- a

kind of 1950s managerial evangelicalism with little attention to priesthood, diaconate, sacraments or the world? Of course not.

So maybe I should be writing this article. I want to begin, not by asking what kind of person we want at the Ministry Division but with the theology of church and ministry.

The theology of baptism, which hardly figures in recent English writing on ministry, is crucial. In that remarkable, poor but immensely creative, Diocese of Northern Michigan experience has shown how harmful has been the substitution of ordination for baptism, and the debasement of 'the laity'.

That diocese has abolished the word 'laity' because of its associations with 'untrained', 'second class', 'merely a lay person' etc, and simply speaks of 'the people of God'. We have so much to learn from them, more than from the more affluent parts of the USA.

Let me float some thoughts. As I can tell, the 'chief executives' of the church have always been white, ordained males. None seems to have been appointed for his (note 'his') theological expertise, though many have had considerable pastoral experience. In spite of the increasing stress on diversity of ministry, none has been a lay person. Although women have been ordained since 1987 to the diaconate, and since 1994 to the priesthood, no occupant has been female.

Although issues around black Anglicans have been raised since the late 1970s, none has [until recently ed] been black. In spite of the stress in reports on participation, formation and 'lifelong learning', my sense is that none of this has been reflected in appointments to this post. At a time when 'spirituality' is very much in fashion, I am not clear whether the spiritual discipline of the occupant of this post has been seen as of central importance.

So much of recent writing on ministry has been functionalist. What then about the Christian minister as a person of prayer? 'Prayer' does not even appear in the index of Kuhrt's book. Yet surely, if sacramental diaconate, priesthood and episcopate can be justified at all, they can only be justified, defended and strengthened by an emphasis on the character and identity of ministry.

Then there is the problem of Church House itself, where I worked from 1981 to 1987. Its ideology and ethos owes more to the Civil Service than to the Christian tradition. 'The Office' is a place in which you sit, not a liturgy which you pray.

Kuhrt's book hardly spoke of the laity except to say that 'the Church needs to mobilise lay people'. Some of us thought the Church **was** lay people. I do not want to encourage more of this kind of stuff.

The Church of England. in its national persona, seems excessively clerical, managerial, lacking in creative imagination, and untraditional



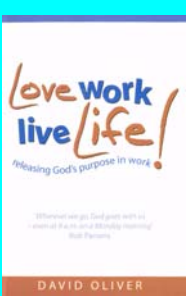
So should anyone apply for this job? From a programmatic political perspective, I know that many people will, and that someone will be appointed. I will pray for her or him -- it will probably be a 'him'. But I wonder whether this is where our focus and our priorities, not to mention our money, should be.

Doesn't the future of ministry lie more and more among the majority of the church who are not ordained as deacons, priests or bishops? Is this not where the energy lies, and where the Holy Spirit is most active? Ought we not to be reconfiguring ministry at the local level, and trust that the 'national Church' will catch up in due time? Frances Ward's recent study *Lifelong Learning* (SCM Press 2005) could help us forward. Speaking to colleagues in Cornwall, another poor but creative diocese where ministry is thriving, I was told that Church House seemed utterly irrelevant.

In case this is seen as sectarian, let me draw attention to the fact that most of the progress has occurred because movements of renewal have developed at the local level, and, maybe a hundred years later, been promoted by the hierarchy. In fact, there have been remarkable and enduring examples of the renewal of ministry all over the church.

After 46 years in London, I moved back last year to my birthplace in Manchester. In both cities I have been impressed by the holistic understanding of ministry in place after place. The local church is flourishing in many areas. Maybe the future of ministry depends less and less on the bishops and the bureaucrats. However, the future of the bishops and the bureaucrats does depend very much on the nurturing of the grass roots. What is the point of bureaucrats if the rest of the church has withered? What is the point of the episcopate if there is no one to whom they can minister? In the world of *episcopi vagantes*, where almost all are bishops and there are few laity, this is fine -- but is this what we want in the Church of England?

Kenneth Leech (b. 1939) is an Anglican priest and Christian socialist in the Anglo-Catholic tradition. Born in 1939, he was ordained priest in 1965. He served in urban parishes afflicted by poverty and confronted issues of racism and drug abuse. He is a co-founder of the Jubilee Group and advocate of contextual theology. He founded the charity Centrepoint www.centrepoint.org which went on to become the UK's leading national charity tackling youth homelessness.

			<p>Books Books Books</p>
<p>Regenerating Local Churches Maggie Durran</p>	<p>Leadership For the whole church Derek Prime</p>	<p>Love work- Live Life David Oliver</p>	
<p>Details and reviews will appear on the MODEM Website in due course. Visit www.modem.uk.com or contact 'STL Marketing' for best prices 0800 834 315</p>			

The Price of Cabbages

It was Abraham Zaleznik who started it. His 1977 Harvard Business Review article posed the question, Managers and Leaders: Are They Different? Zaleznik's answer was, broadly, 'Yes'. For a generation, business schools and writers promoted the distinction, with more or less degrees of subtlety. Leadership is what we should aspire to, leaving management to the also-rans.



Tim Harle
MODEM Committee

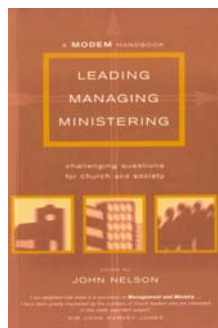
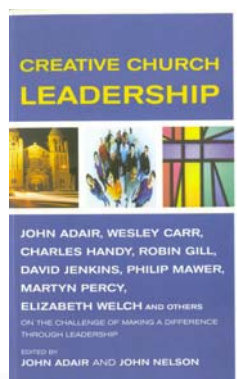
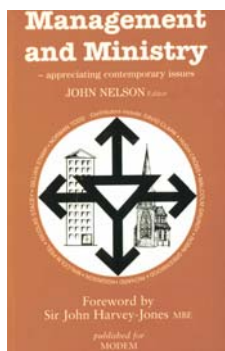
Not all have welcomed the distinction. The British writer, John Adair, has elevated it to the formality of the Zaleznik Error (complete with capital letters). In his *How to Grow Leaders* (Kogan Page, 2005), Adair describes this as 'the making of a false dichotomy between "leaders" and "managers"' (p64). However, 'management' is not yet ready to concede defeat: searching the Harvard Business School Publishing website for 'leadership' yielded 7471 entries - 'management' produced 13723.

To which category would Admiral Lord Nelson belong? If a cross-section of people were asked this dualistic question, I suspect his role as a leader would feature rather more strongly than his management ability. Which is why I so enjoyed a gem in a book published to coincide with the bicentenary of the Battle of Trafalgar. *Nelson's Way* (Nicholas Brealey, 2005) is subtitled 'Leadership Lessons from the Great Commander'. In it, Stephanie Jones and Jonathan Gosling weave incidents from Nelson's life with comments from exponents of leadership.

Despite the sagacious thoughts of the latter, my favourite insight comes from an incident in the House of Lords (recorded on p204f). 'Noble listeners', we are told, 'were shocked and disappointed when Nelson, evaluating the worth of different colonial possessions, talked about the price of cabbages. The availability of cabbages at a good price was just as important as bravery and courage.'

'Nelson' the authors add, 'did not see leadership as being different to management.'

Have you read these best sellers from MODEM?



"You can order these books or find out about MODEM Membership through our website"

www.modem.uk.com

Reflection on Modems

I am told you are there, unseen in the laptop
 as you were there in the larger space of the desktop,
 and clearly attached to the older computer.
 Before that, not connected to any beyond.
 Modulating - demodulating; simplifying for transmission
 and missing perhaps the subtleties of intention;
 yet also able mysteriously to carry an attached file.



The Revd Norman Todd
 MODEM Committee

Words attempting to convey feelings and intimations. Hermes, modulator and demodulator of the gods. Doing his best but leaving the subtleties unsaid, unheard, though haunting our yearning. *Go-between God between God and God, between God and us.* Modulating. Demodulating. Ascending. Descending. Beyond digital and analogue, yet able beyond our reason to carry attached files. *Go between our tribes of thought and custom, Of faith, hope, love, and work.* Conversing, corresponding, dialoguing, Dissolving the walls of partition: Discerning spirits, deliberating. Paracleting with the paracletis with which We have been paracleted. Human modems, peace-finders, Unity-discoverers, co-workers towards compatibility.

A Prayer for MODEM

Almighty God, diversity in harmony, who call all people to become co-workers in your acts of creation and redemption, help us to hear and accept your guidance for developing your mission through MODEM to your Church and your world; continuously order and bless our vision and ministry; prosper our proper harnessing of human and material resources; inspire all members and potential members for appropriate participation.

And now... please fill this in!

Name:	Email:
I do not have email, please send me a print out of MODEMMatters <input type="checkbox"/>	
Address:	
	Tel:

Please send this slip to: MODEM Membership, 24 Rostron Crescent, Formby L37 2ET



Christian Leadership Through Transition & Change The Conference Programme



Thursday	12.30pm	The Leadership Committee meet
	3.00pm	Arrivals & Registration (until 5.00pm)
	3.30pm	MODEM Members meeting and AGM
	5.00pm	The Conference Carousel - <i>Issues of Transition & Change</i>
	7.00pm	Conference Reception & Dinner hosted by MODEM Chairman The Rt Revd Christopher Mayfield With dinner guests and after dinner address

Friday Conference Speakers include:

Arno Andreassen is the founder of World Shapers with a focus on "logotherapy" – providing meaning to life. He is also a Church minister.

Mary Chapman (Chief Exec – Chartered Management Institute)

Su Morgan (Human Resources Director for Archbishop's Council)

Malcom Grundy (Foundation for Church Leadership)



Conference Costs:

Full Course: MODEM Members £120.00
Non Members £145.00 (includes one year's membership)



Per half day:	MODEM Members	One Day - £50.00	Both Days - £ 75.00
(Non Residential)	Non Members	One Day - £75.00	Both Days - £100.00

Places are limited, please book early and not later than: Tuesday August 1st 2006

Application Form: Christian Leadership Through Transition & Change Send to: The Conference Administrator: 24 Rostron Crescent, Formby L37 2ET		
Name:	Male/Female	Tel:
MODEM member: yes/no		
Address:		Emergency contact No:
		Dietary Requirements:
Residential:	Non Residential: Day one only:	
	Day two only:	
	Both days:	