

MINISTRY OF THE PARISH
COUNCIL SERIES

*SPECIAL
LEADERSHIP
TOPICS*



Parish Development Ministry,
Archdiocese of Western Pennsylvania, Orthodox Church in America

2/10/2016

Session Four: February 9, 2016

Presenter

Joseph Kormos

- Orthodox Parish Development
 - 8 years
 - 85 Orthodox parishes
 - 25+ multi-parish workshops & webinars
- Useful parish & professional experience



Parish Development
Ministry Leader,
*Archdiocese of Western
PA*

Series Goal: Better Parish Councils



FROM
Parish Fire Department

TO
Shared Leadership Body

Pre-Survey Summary

37 Responses; 82% from Laity

- ❑ Unclear mission
- ❑ Job: money management (“B3”)
- ❑ Lack link to ministry
- ❑ Lack urgency
- ❑ Rut: Same problems monthly/annually
- ❑ Poor meeting results

- Hard to recruit;
- Same people serve yearly

Surprise?

Tonight's Topics

1. Parish Tension
2. Recruiting Council members
3. Fiduciary Duties
4. Small Parish Issues -- Change
5. New member engagement
6. Beyond "B3"
7. Connect Council with Ministry

Implementing

6

Parish Tension

Clergy – Laity
Cross Cultural



Stop, Start, Continue



Clergy Group

Stop
Start
Continue



Stop
Start
Continue



Laity Group

Feedback: Parish Council Laity to Clergy

□ Stop

- Approve everything! Really!
- Overly broad definition of 'priest only' topics
- Apparent disinterest in council work
- Resisting change
- Playing favorites
- Making negative comments
- Being autocratic
- Treating laity as second class

□ Start

- Help us discern vision
- Appreciating skills & experience of various lay members
- Understand basic business practice
- Open lines of communication
- Make kind and loving input

□ Continue

- Recognizing stressful situations
- Trusting
- Occasionally saying "I was wrong"

Feedback: Clergy to Parish Council Laity

□ Stop

- Hidden agendas
- Majoring in minors. Think big “picture”
- Expecting Church to be guided by business paradigm.
 - Business of Church: “*Make Saints*”
- Coming to meetings w/ chips on shoulders
- Fighting within the team
- Waiting to be asked -- do it.

□ Continue

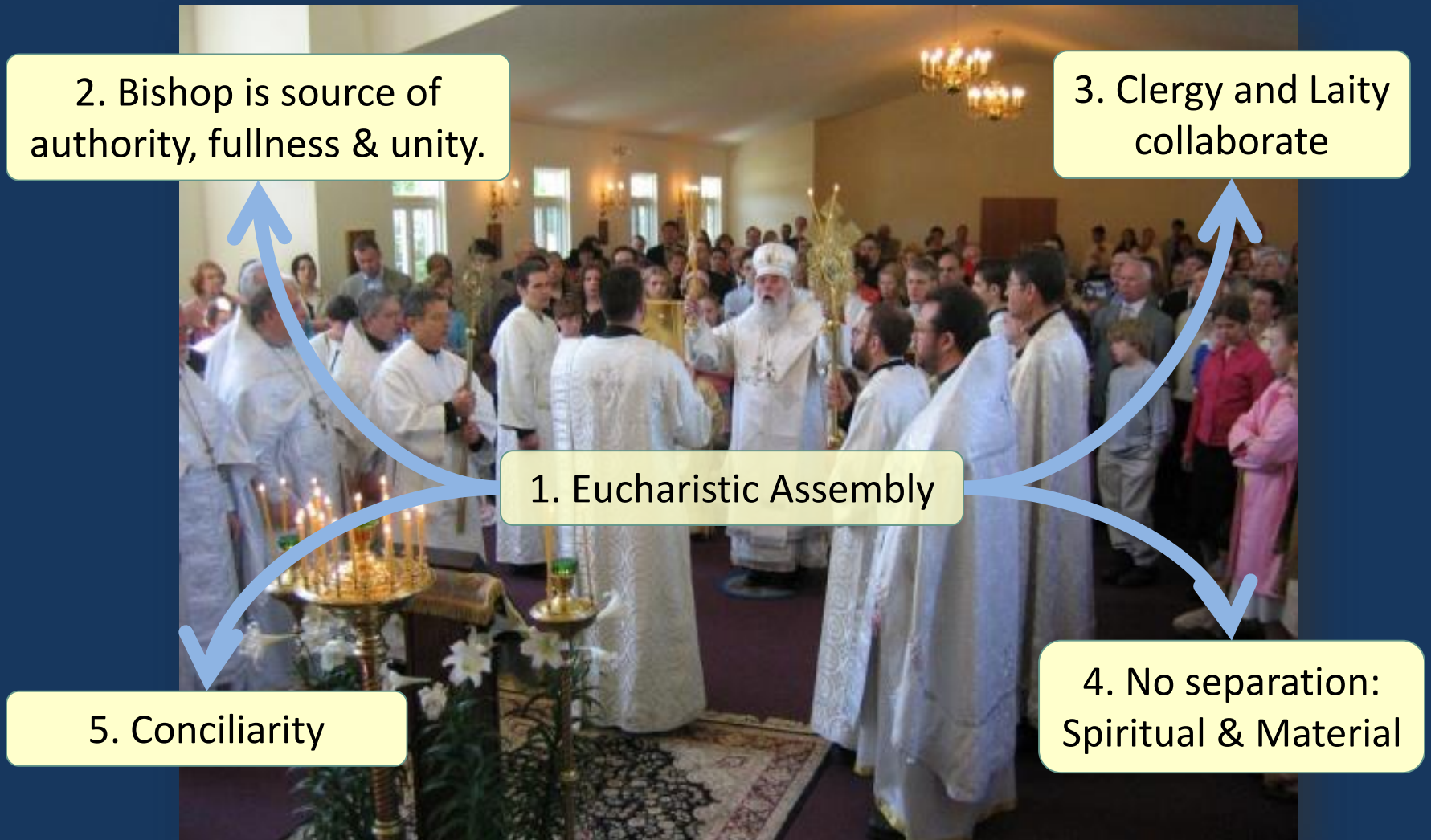
- To build one another up in Christ, help the weaker brethren
- Occasionally saying “I was wrong”

□ Start

- Understand your “vocation”
- Think of the Church as Sacrament - not as a building.
- Be worthy of delegation.
- Be open & honest about what you *really* think
- Know church teachings better
- Come to church –Sunday +
- Being respectful in meetings -to priest & others
 - Watch discourse; be more dispassionate
- See this as a team

Basic Governance Principles

Orthodox Ecclesiology



Basic Governance Principles

More detail...

- Eucharistic Model
 - Paradigm & fulfillment of all activities in the church –including governance
 - Grace filled , Christ centered – not just group gathered for common purpose >> doing a job!
 - Liturgy expresses consensual, unanimous praise of God. Not a call to vote.
 - Requires clergy & laity
 - Liturgical “president” also presides in administration.
 - One Holy, Catholic, Apostolic >> model applies to all things done in the church.
- Authority lies with Bishop
 - Source of fullness and unity; stands in the stead of Christ
 - Presides over Liturgy – as well as material aspects of the church. He is the leader of all.
 - Parish & Diocese need to exhibit fullness of church; Parallel admin. structure of parish & Diocese
 - Priest is designated as the Bishops deputy, acting with his authority in the parish, as its leader.
- No Separation of Spiritual & Material.
 - It is one church. Teaching us to seek Kingdom of God while living in world. We deal with material matters through eyes & teaching of the Church. “Temporal matters” are not “different”.
 - In Eucharist collection reminds us that material blessings are linked to God. We offer bread & wine (representing regular & special material blessings) on “behalf of all and for all” -- to commune with God to help God’s kingdom to be at hand here on earth.
- No Clergy & Laity separation.
 - Nothing in history of Church to suggest a concept of separation between spiritual (clergy) and material (laity) authority.
 - All are laos – people of God; Each needs the other; All are necessary parts; Have different roles
 - NOT: laity as passive receivers; clergy as active givers
 - No private liturgies; laity are necessary & have important jobs; so to in parish administration
- Conciliarity
 - Consensual unanimity of the Eucharistic gathering also applies to the life outside the liturgy.
 - Implies --harmony & unity; Opposed to authoritarianism or individualism or democracy
 - Describes a desirable, appropriate form of decision making in the body of Christ. In the liturgy we do not vote! (“...that with one accord we may confess...”)

Responsibility Authority Chart

- List issues/decisions/tasks
- Who owns decision/responsibility
- Auxiliary roles
 - “Must approve”
 - “Must be consulted”
 - “Must be informed”
- Rationale

Responsibility / Authority Chart					
1 "Situation"	2 Who Owns this decision? - Priest? (P) - Par. Cncl? (PC) - Specific ministry (M)	How should others (beside "owner") be included? (Priest, PC and/or Ministry)			4 Principle/ rationale
		3a Must approve	3b Must be Consulted	3c Must be Informed	
1. xxxxxxxxxxxx					
2. xxxxxxxxxxxx					
3. xxxxxxxxxxxx					
4. xxxxxxxxxxxx					
5. xxxxxxxxxxxx					
6. xxxxxxxxxxxx					

If interested request doc. from [Joe Kormos](#)

Diffusing Tension

Dialogue

- Open questions invite conversation before decision.
- Practice with council then parish
 - ▣ Council retreat
- New topics
 - ▣ Important not urgent
 - ▣ Longer time horizon
 - ▣ Require opinions and values



*Getting on Same Page
Learning to Bridge Parish Cultures*

Recruiting Council Members

“How to get good potential parish leaders to feel the importance of wanting to make the time to be on the parish council?”

Encouraging People to Serve

- Ask –
 - “Why Not?”
 - WWIT? (What would it take...?)
 - Cite specified need
- List reasons
- Consider recruitment failing as impetus to improve

- ‘Fix steps’
 - ‘Boring meetings’
 - Interact with _____.
 - “I’ve put in my time”
-
- Lack engagement
 - ‘Consumers’

Actions

Encouraging People to Serve

1. Publicize
 - ▣ Council purpose
 - ▣ Better meetings & “good practices”
 - ▣ Less firefighting; envelope stuffing
2. Tee up Big picture questions
 - ▣ “Town halls”
 - ▣ Annual Meeting
3. Not entry level position

Grooming Leaders

“The most basic task of the Church leader is to discern the spiritual gifts of all those under his authority, and to encourage those gifts to be used to the full for the benefit of all.”

~ Saint John Chrysostom ~



A Parish Council Priority!
Leader Development Subcommittee?

18

Fiduciary Duties

Fiduciary Duties

Duty of Care

- Act as Steward
- Exercise diligence, care, skill
- “Ordinarily prudent person under similar circumstances.”
- **Actively participate**

Duty of Loyalty

- Act with faithfulness to best interests of parish
- Parish interests before personal or professional
- Avoid potential conflict of interest
- **Never use info. obtained for personal gain**

Duty of Obedience

- Act consistent with central parish goals
- Manage donated \$ to fulfill parish mission.
- Obey laws (fed; state; local)
- Follow by-laws & policies
- **Live up to past commitments**

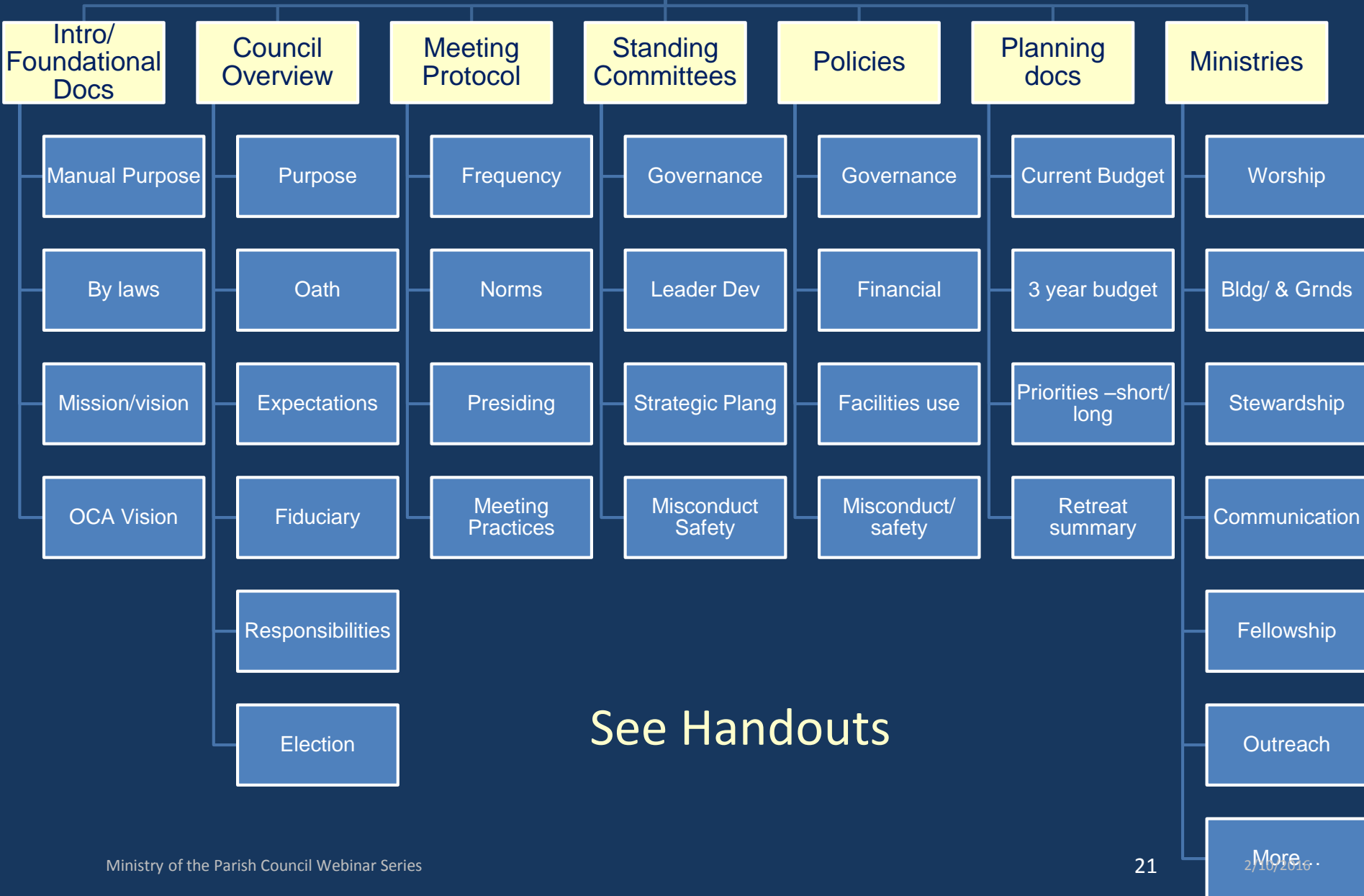
Strengthen Sense of Fiduciary Duty

Possible actions

1. Clarify mission
2. Member Orientation
3. Conflict of interest policy
4. Understand/review by laws
5. Understand laws/legal advisor
6. Advisory sessions - specific issues
7. Policy manual

Council Policy Manual

Council Manual



Small Parish Considerations

“Talk about issues facing ‘small parishes’”



Small Parish Considerations

- Many types of “Small Parishes”
 - Old/ New
 - ↑ or ↓ or ←→
- Possible unique issue
 - No priest
 - Or, frequent clergy change

- 70% of webinar series material applies.
- Much *may not* be top priority
- Structure for parish you want to become

Small Parish Council

Emphasis

- Set a good example
- 3-4 people can make a difference
- Surviving >>> thriving
- One talent steward



Small Parish Council

□ Change Agents



OF COURSE WE WANT
OUR CHURCH TO GROW-
**WE JUST
DON'T WANT
TO CHANGE**

“But we’ve always done it this way.”

Is this what we want? Why like that? World changed; new needs; inherited; Look back to look forward.

Small Parish Council

Agents of Change

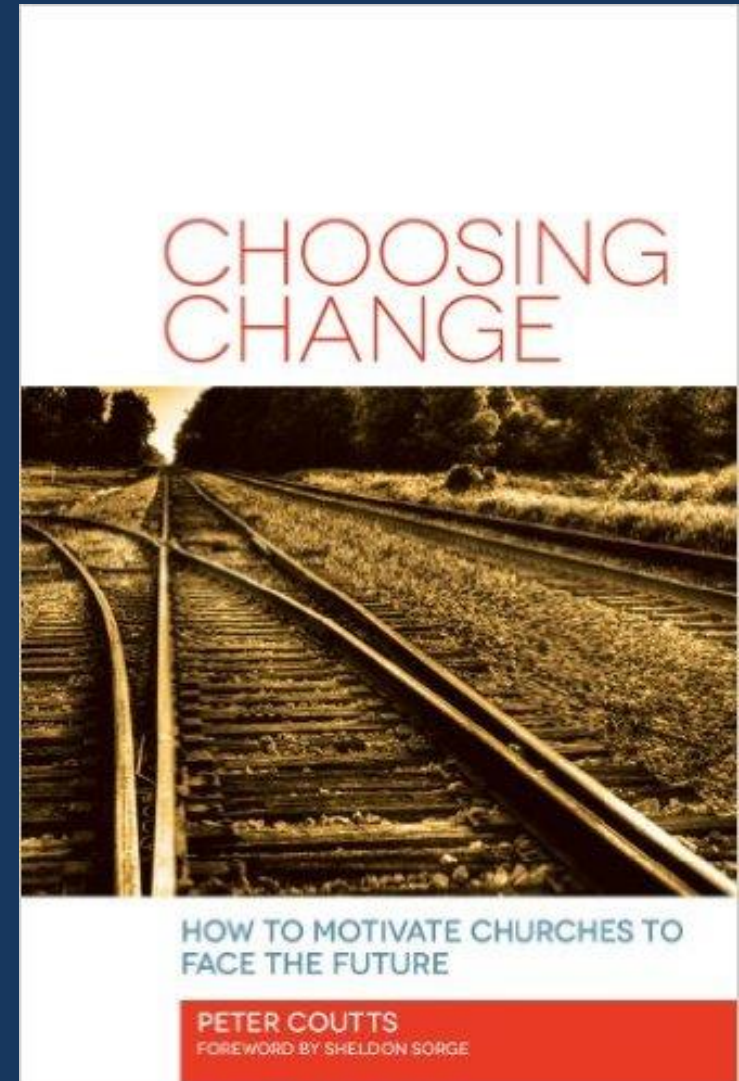
From>>>>		...To
Passive		Active
Money & Members		Mission & Ministry
“Preserve” “Survive”		“Thrive”

Small Parish Council

First Step

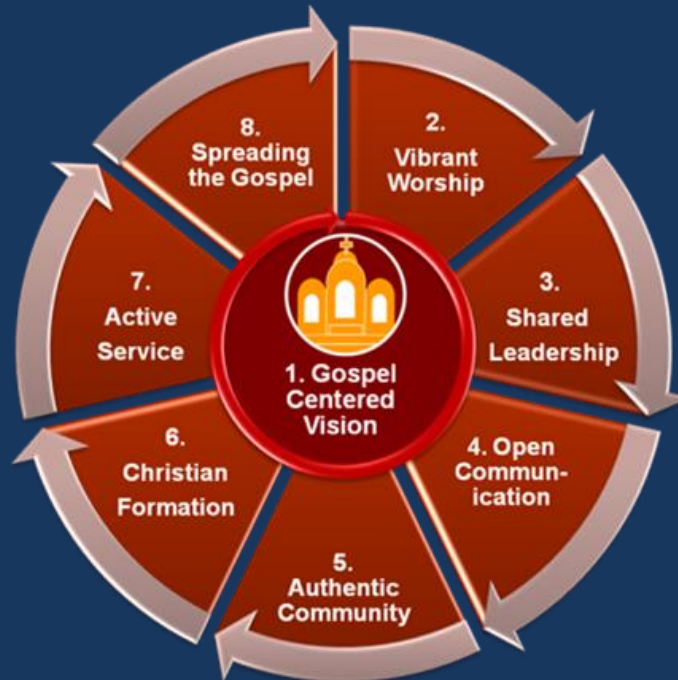
Increase Readiness for Change

- Motivation
 - Define “gap”



Gaps and Motivation

Leaders: Help to draw a contrast between *today* and a *preferred future*



Desired

Motivator:
Pull -- Vision

Motivator:
Push -- Crisis

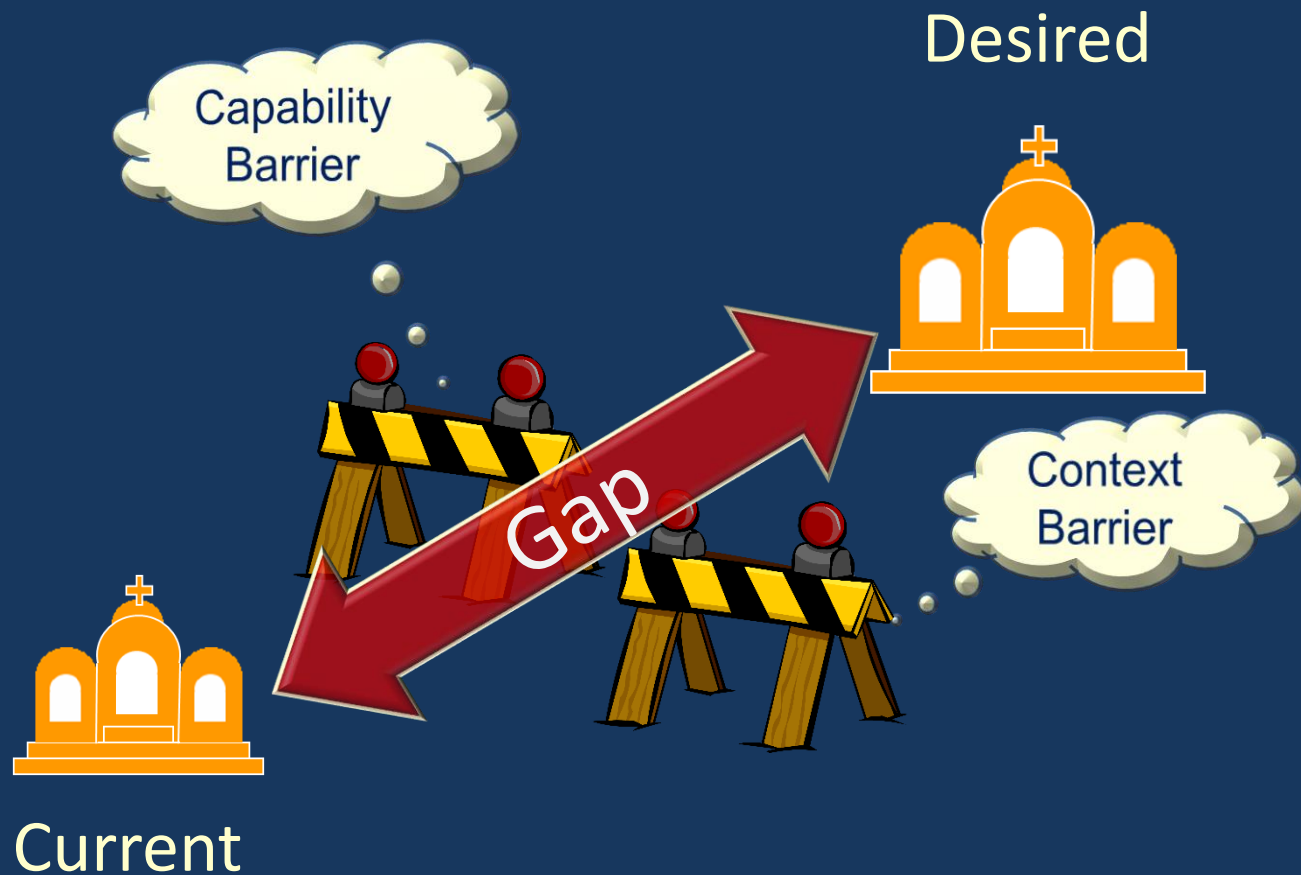


Current



Gaps and Motivation

Take a risk!



Gaps Create Anxiety

Anxiety 2

Fear, shame, guilt associated with NOT learning anything new

Fear of NOT crossing the road
("If you don't learn to cross the road you will never get anywhere.")

Anxiety 1

Fear of learning some new thing -- appears too difficult or disruptive

Fear of crossing the road.

**Anxiety 2 > Anxiety 1 =
Motivates Learning/ Action/Change**

In Words...

1. **Face facts/** reality -- how does your parish look today?
2. Define **what you want to look like** *in plain language* in ~ 5 years.
3. Project **how you will look** in future with same approach as in past. ("business as usual")
4. Clarify the **gap** between your probable and desired future. Including **capability and context barriers**
5. Identify **what needs to change** to close the gap.
6. **Determine if a broad group** in the parish can/will become enrolled in this new effort via behavior/actions/practices.
7. Identify what the **first step(s)** is.
8. **Get started!**

Intergenerational Ministry

Small Parish Secret Weapon

Prayer groups

Assist young mother

Invite opinions

Lunch



Expand social groups

2-3 generations

Contests

Study groups

Small Parish Forum

SMALL
PARISH
FORUM



HELD, HOPE, STABILITY AND IDENTITY
HOLY ASSUMPTION CHURCH
CANTON, OH JULY 14-16 2016



New Member Engagement

“What is parish council (and other’s) role in helping to incorporate new people into the life of the parish?”

Ministries

Worship

- Sacristan
- Prospora
- Church Decoration
- Choir

Formation

- Youth
- Adult Education
- Church School
- Prayer Groups

Christian Service

- Charity Neighborhood
- Charity International
- IOCC

Evangelization

- Speakers Bureau
- College Programs
- Events

Governance

- Parish council
- Finance
- Leader development
- Retreats & Forums

In-reach/Fellowship

- Meals/Visits/Assistance
- Social
- Men/ women/ demographic

Property

- Cleaning
- Maintenance
- Landscape
- Planning/Architectural

Stewardship

- Annual campaign
- Gift planning endowment

New Member Incorporation

- Welcome visits
- Newcomer materials
- Mentoring/friend finding
- Giftedness assessment

Communications

- Website
- Newsletter /Bulletin
- Directory

Needs & Celebrations

- Coffee hour
- Celebrations /meals
- Kitchen
- Small groups

Youth

- Meetings
- Projects
- Trips

New Member Incorporation/Engagement

- *Not* automatic
- Parish's responsibility
- Encouragement "rate" varies
- Begins before membership
- On-going process
- Deeper than "introduction"

Applies (in different ways) to...

New

- ▣ Converts
- ▣ Transfers
- ▣ Reverts

Current

- ▣ Teens entering adulthood
- ▣ Empty nesters
- ▣ Passives
- ▣ Marginals
- ▣ Faders
- ▣ Dropouts

Two Distinct Spikes

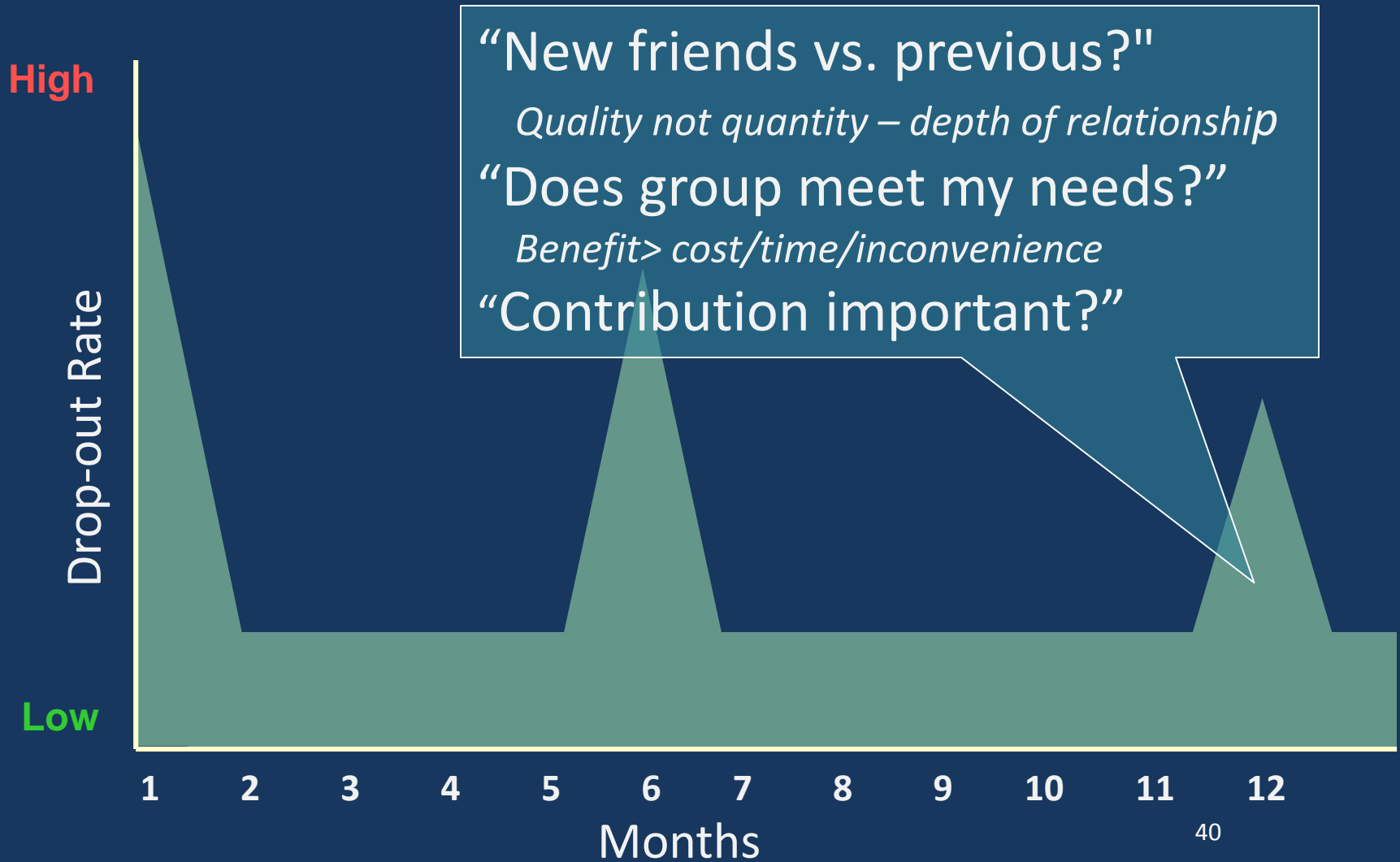
People do not leave at random
“82% of those who drop out of a new church do so within the first year.”



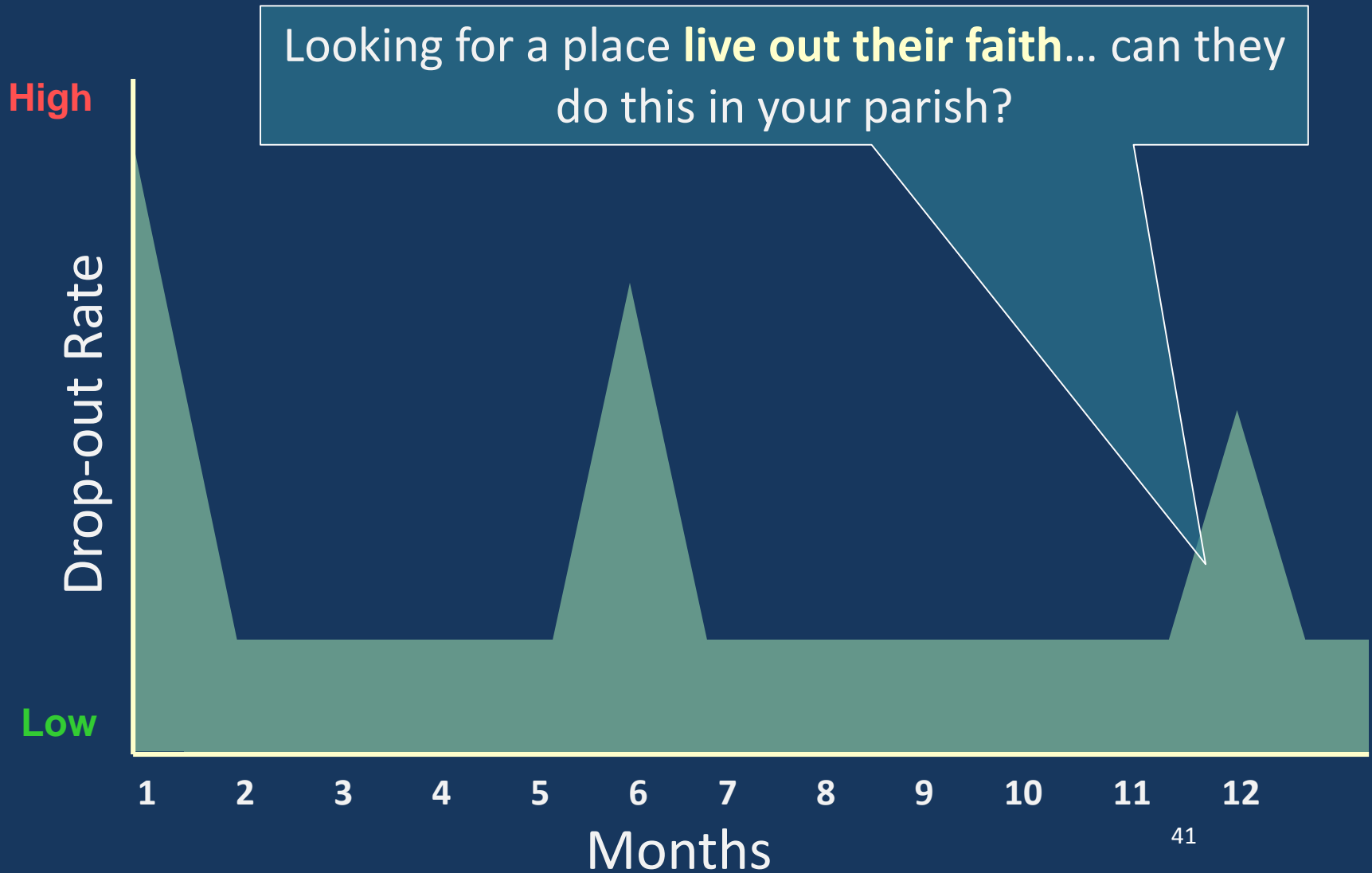
First Six Months



Second Six Months



Additional Orthodox Perspective



Different Perceptions

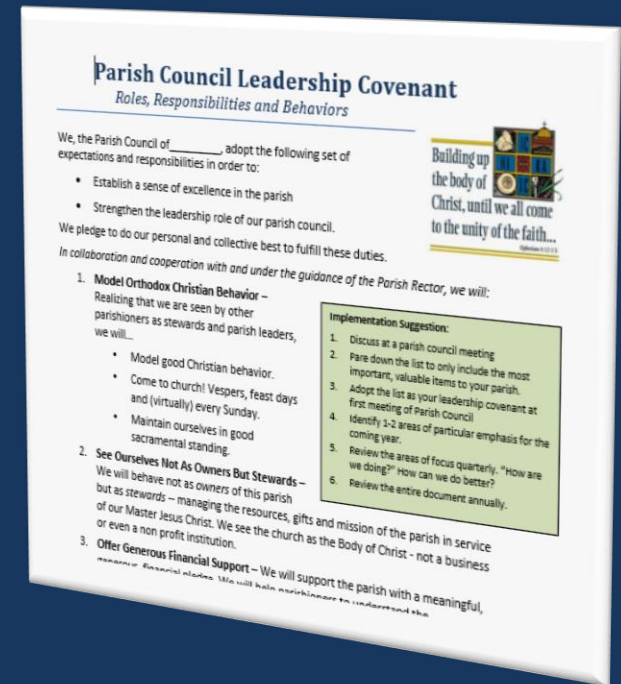
New Members	Older Members
Needs being met in their life	Relationships with those in the church
Enthusiastic about present parish	One/more disillusioning experiences
Outsiders, little sense of belonging	Earned their sense of belonging
Future-oriented	Past-oriented
Open to change	Status quo
Strong positive feelings toward present priest	"I remember Father Nick..."
Not attached to the present building	see the building as a "sacred place"

Beyond “B3” (Bills, Budgets Buildings)

“How to frame the work of the parish council as spiritual activity as opposed to accounting and housekeeping. How do you tear down the wall of priest looking after spiritual and PC looking after temporal?”

Total Mission/Spiritual Role

1. Deal with spiritual in meetings:
“Pastoral matters”
Formation segment
2. Talk about council purpose:
total mission
3. Parish Council Covenant
4. “How did we learn about
Parish Council practice?”
Word of Mouth
5. Clergy: learn material/business



45

Connect Council with Ministry

Connect Council with Ministry

1. Structure -- Assigned liaisons or ministry driven
2. Planned reviews
“How can we help?”
3. Budget Planning
4. Ministry Fair
5. Parish Council Ministry Grants

Don't micromanage!

47

Implementation

Call to Action

1. Discuss what was learned at this session at your next council meeting.
2. Two functional improvements to your parish council by ____.
3. Commit to “covenant”

Use series as training/certification for council members.

Final Exam

“Final Exam” – Ministry of the Parish Council

1) The three most oft cited problems/issues for parish councils as indicated by attendees are:

_____, _____, _____.

2) The term most often used to describe improper Orthodox parish governance in America is _____.

3) The three most significant factors influencing the rise of *congregationalism* in Orthodox parishes were: _____.

4) Three important secular influences on Orthodox churches in America were:

1) _____, 2) _____, 3) _____.

5) Some factors leading to continued *congregationalism* today are:

1) _____
2) _____

What If...

- Parish Councils were...
 - A center of *inspirational* parish leadership
 - Recognized by all as *exemplary* parish stewards.
 - Actively moving the parish to *face forward* to a brighter future
- An atmosphere of *trust, hope & collaboration* existed between priest and council.
- Council members *grew & deepened* their faith.
- Energized with a new vitality... meetings seemed *shorter* than they actually are!
- The parish's best people see value & honor in serving on council.



THE END

2/10/2016

Thank You for Your Attention

52

Summaries of Previous Sessions



Session 1 Summary

Parish Models A Comparison

	Trusteeship/ Congregational	Eucharistic/Conciliar/ Stewardship/ Hierarchical
Purpose	Parish exists for “us”; On its own; for its own “Sovereign” --Diocesan responsibility “optional”	Exists For Christ; To do work of Christ in the World Constituent part of Diocese ; Mandate to exist from hierarchy; One, Holy, Catholic & Apostolic
Attitude	Legalities , Membership, Voting, Motions, Dues, Entitlement, Ownership	Stewards Sojourners Eucharistic Consensus
Priest	Employee Hired specialist	Leader of parish; appointed by hierarch Authority flows from Hierarchal authority
Parish Council	Material issues only – bills/building/budgets Priest:“Spiritual advisor” Elected “officers” & trustees	Focused on TOTAL MISSION of parish Priest is leader; Material & Spiritual concerns Collaborative; Co -responsible; Shared Leadership

PC Purpose

The Parish Council is a shared leadership body that is co-responsible under the rector's guidance for the health & vibrancy of the parish. Working together they are stewards of the parish's ability to fulfill its total mission.

In addition to overseeing the parish's God given resources, the council must discern priorities, drive change and enliven vital parish ministries.

PC Member Behaviors & Expectations

1. Christ followers; members
2. Generous support \$ & time
3. Communicate / know parish
4. Contribute in meetings
5. Personal Ministry Engagement
6. Nurture trust & calm
7. Future centric

Council Responsibilities & Tasks

Oversight

1. Stewards of God's Resources: \$, bldgs.; safety; policy

Vision & Planning

2. Express parish mission
3. Synthesize Opportunities & Challenges
4. Articulate a Future Vision & Priorities
5. Be agents of change
6. Encourage urgency & Intelligent, risk taking
7. Connect to Larger Church & community

Stimulate/Enliven Ministry

8. Define necessary ministries & provide resources
9. Structure parish structure to empower ministry
10. Drive accountability

PC Healthy Habits & Practices

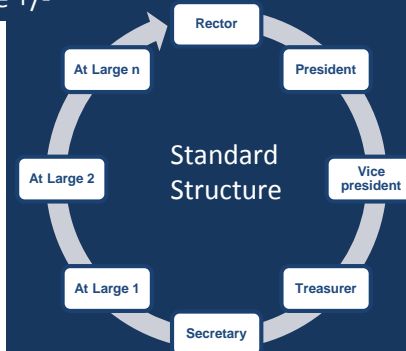
1. Improvement mentality
2. PC Covenant
3. Every member engaged
4. Policies /Best Practices Manual(s)
5. Annual planning retreat
6. Goals/Key Priorities
7. 3-5 year vision budget
8. Council orientation session
9. Health Assessment (2yrs.)
10. Dialogue sessions
11. Grade your paper
12. Get help

Fiduciary Responsibilities

1. Duty of Care
2. Duty of Loyalty
3. Duty of Obedience

Structure Options All structures have +/-

- Connect governance with ministry w/o micromanaging
- Enable change/decisions
- Appropriate to future size
- Be attractive to your best people.
- Avoid minutiae.
- Balance urgent/ important; immediate/ future.



Governance and Ministry

Governance

Parish Council: Fiduciary; Bigger Picture; Longer term

- Resource Oversight
- Planning
- Ministry Definition.

Standing Committees

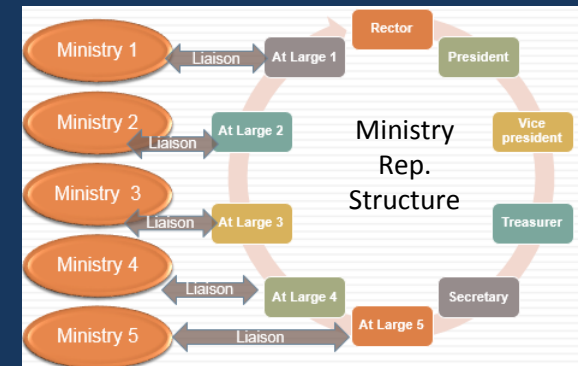
Governance ♦ Nominations ♦ Strategic plan'g ♦ Leader devel. ♦ Finance/ Budget/Audit ♦ Parish gatherings ♦ Misconduct.

Ministry

Doing; Bias toward action

- Secretarial
- Building/ Grounds
- Stewardship /Gift planning
- New Member Engagement
- Worship
- Communications
- Fellowship
- Christian Formation/Youth
- Active Service
- Evangelization

Session 2 Summary



Summary Session 3

