



md

MINISTRY DEVELOPMENT

ADMINISTRATOR'S HANDBOOK

“FOR THE LORD GRANTS WISDOM! FROM HIS MOUTH COME KNOWLEDGE AND UNDERSTANDING. HE GRANTS A TREASURE OF COMMON SENSE TO THE HONEST. HE IS A SHIELD TO THOSE WHO WALK WITH INTEGRITY. HE GUARDS THE PATHS OF THE JUST AND PROTECTS THOSE WHO ARE FAITHFUL TO HIM.”

PROVERBS 2:6 - 8 (NLT)



Published by the Ministerial Association of the Seventh-day Adventist Church (Australian Union Conference) Limited
289 Maroondah Hwy, Ringwood VIC, 3134

First published by the Ministerial Association AUC 2019

Copyright © Ministerial Association AUC 2019

All rights reserved. No part of this guide may be reproduced or transmitted by any person or entity, including internet search engines or retailers, in any forum or by any means, electronic or mechanical, including photocopying (except under the statutory provisions of the Australian Copyright Act 1968), recording, scanning or by any information storage and retrieval system without the prior written permission of the Ministerial Association AUC.

Built on the work of so many who have gone before, this resource is brought to you by the
AUC Ministerial Association for the glory of God and the expansion of the Kingdom.

Image credit: Adobe Stock, Shutterstock, Charmaine Patel, Lanelle Cobbin, Russ Willcocks, Wes Tolhurst.

Scripture quotations marked NLT are taken from the Holy Bible, New Living Translation, Copyright © 1996, 2004, 2015 by Tyndale House Foundation.

Used by permission of Tyndale House Publishers, Inc., Carol Stream, Illinois 60188. All rights reserved.

Scripture quotations marked NIV are taken from the Holy Bible, New International Version®. Copyright © 1973, 1978, 1984, 2011, by Biblica, Inc.

Used by permission of Zondervan. All rights reserved worldwide. www.zondervan.com. The “NIV” and “New International Version” are trademarks registered in the United States Patent and Trademark Office by Biblica, Inc.™

Scripture quotations marked BSB are taken from The Holy Bible, Berean Study Bible, Copyright © 2016, 2018 by Bible Hub.

Used by Permission. All Rights Reserved Worldwide.

“AT THIS TIME GOD’S CAUSE IS IN NEED OF MEN AND WOMEN WHO POSSESS RARE QUALIFICATIONS AND GOOD ADMINISTRATIVE POWERS; MEN AND WOMEN WHO WILL MAKE PATIENT, THOROUGH INVESTIGATION OF THE NEEDS OF THE WORK IN VARIOUS FIELDS; THOSE WHO HAVE A LARGE CAPACITY FOR WORK; THOSE WHO POSSESS WARM, KIND HEARTS, COOL HEADS, SOUND SENSE, AND UNBIASED JUDGMENT; THOSE WHO ARE SANCTIFIED BY THE SPIRIT OF GOD, AND CAN FEARLESSLY SAY, NO, OR YEA AND AMEN, TO PROPOSITIONS; THOSE WHO HAVE STRONG CONVICTIONS, CLEAR UNDERSTANDING, AND PURE, SYMPATHETIC HEARTS; THOSE WHO PRACTICE THE WORDS, ‘ALL YE ARE BRETHREN;’ THOSE WHO STRIVE TO UPLIFT AND RESTORE FALLEN HUMANITY.”

TESTIMONIES FOR THE CHURCH, ELLEN G. WHITE, 7:249





CONTENTS

| | |
|---|----|
| LEADERS WHO INSPIRE | 6 |
| THE PARADIGM SHIFT | 12 |
| PERSONAL SUPPORT | 15 |
| A PERSONAL LEADERSHIP TESTIMONY | 16 |
| PEER SUPPORT | 21 |
| PROFESSIONAL SUPPORT | 24 |
| CORE MINISTRY FUNCTIONS AND MINISTRY COMPETENCIES | 27 |
| THE REAP CYCLE | 28 |
| PUTTING IT ALL TOGETHER | 29 |
| THE EVALUATION CONVERSATION PROCESS | 35 |
| BEST PRACTICE FOR EVALUATION CONVERSATIONS | 38 |
| THE CONFERENCE VISION | 46 |
| MD SUMMARY | 49 |

LEADERS WHO INSPIRE

God's monumental love compels church leaders to nurture others into a vibrant, growing relationship with Him.

With the weight of God's call on your hearts, we as church administrators have prayed for and worked toward a ministry environment that moves the church toward God's dream for His children. However, even with best of intentions, the competing demands of church life and the challenges of a large field have, at times, meant we have not always been able to give the ideal support, encouragement, resourcing and vision to our ministry team. Amongst the ministry team, isolation, detachment and the demanding nature of ministry have too often seen vision leak and passion fade.

Our past includes many ministry stories of professional independence, burnout, cynicism and unbalanced ministry. *"If you don't hear from us, assume everything is OK"* has too often been the assumption. While we also have stories of incredible sacrifice and remarkable fruits, none of us want any member of our ministerial association to lose their calling through disconnection, lack of engagement or a lack of supportive mentoring.

The change embodied by the Ministry Development framework (MD) gives the

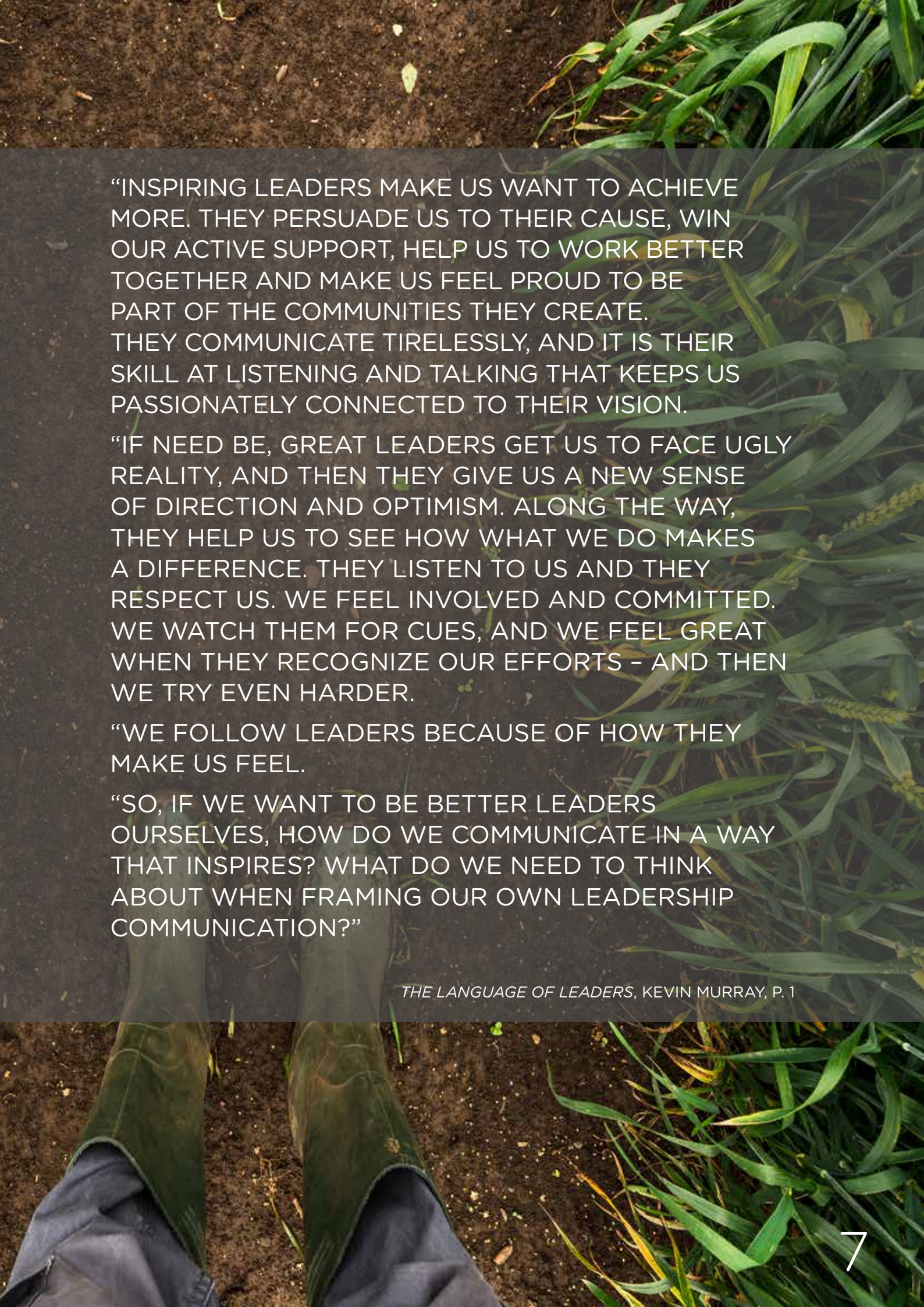
tools and processes to reframe how our association connects with, inspires, supports and grows our ministry team. As a church we are called to be a *missional movement*. Such a calling advocates action. Initiative. Motion. Advancement. We as leaders must continually adapt to the call of Christ to meet an ever-changing society. We desire practice that is driven by this vision.

MD is our collective response to how we as administrators can partner with God with greater mindfulness to grow flourishing ministry-leaders. It also responds to the need to not only prioritise support for ministry leaders in all contexts, but also to move *beyond words to demonstrate* this support through functional structures, generous conversations and empowering processes. *Growth is our priority.*

Now more than ever, we need to be bold, authentic Spirit-filled leaders who are committed to humility and who desire to align ourselves with Christ.

Growth is His priority.

We say with Paul, "... let us throw off everything that hinders and the sin that so easily entangles. And let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of faith." Hebrews 12:1, 2 (NIV).



“INSPIRING LEADERS MAKE US WANT TO ACHIEVE MORE. THEY PERSUADE US TO THEIR CAUSE, WIN OUR ACTIVE SUPPORT, HELP US TO WORK BETTER TOGETHER AND MAKE US FEEL PROUD TO BE PART OF THE COMMUNITIES THEY CREATE. THEY COMMUNICATE TIRELESSLY, AND IT IS THEIR SKILL AT LISTENING AND TALKING THAT KEEPS US PASSIONATELY CONNECTED TO THEIR VISION.

“IF NEED BE, GREAT LEADERS GET US TO FACE UGLY REALITY, AND THEN THEY GIVE US A NEW SENSE OF DIRECTION AND OPTIMISM. ALONG THE WAY, THEY HELP US TO SEE HOW WHAT WE DO MAKES A DIFFERENCE. THEY LISTEN TO US AND THEY RESPECT US. WE FEEL INVOLVED AND COMMITTED. WE WATCH THEM FOR CUES, AND WE FEEL GREAT WHEN THEY RECOGNIZE OUR EFFORTS - AND THEN WE TRY EVEN HARDER.

“WE FOLLOW LEADERS BECAUSE OF HOW THEY MAKE US FEEL.

“SO, IF WE WANT TO BE BETTER LEADERS OURSELVES, HOW DO WE COMMUNICATE IN A WAY THAT INSPIRES? WHAT DO WE NEED TO THINK ABOUT WHEN FRAMING OUR OWN LEADERSHIP COMMUNICATION?”

THE LANGUAGE OF LEADERS, KEVIN MURRAY, P. 1



To align our will with God's will means that we believe and behave as if God is our personal leader and the leader of our ministry or organization.

THE SPIRIT-LED LEADER, TIMOTHY C. GEOFFRION, P. XV

You, as an administrator in the Seventh-day Adventist Church, are pivotal to this invitation to thriving growth, for you can be visible, real, and present. Your influence enables you to build the trust that is not only foundational to spiritual leadership, but also to this mission and momentum.

How you lead matters.

Your words matter.

Your encouragement matters.

Great things happen when those under your care see in you the attributes of a thriving disciple:

Humility.

Trustworthiness.

Clarity of purpose.

Authenticity.

Transparency.

Encouragement born of love.

Complete dependence on God.

It is God who has called and gifted you for leadership. MD merely offers you practical support in this high calling.

THINK ABOUT IT...

What if you reached even deeper to encourage the leaders in your field descend into true greatness? What might this look like?*

What if your ministry leaders really sensed your steadfast belief in them?

What if they found in you someone who can identify with their vision for ministry?

What if they found in you high personal standards and a generous spirit offering practical ways to help them progress toward seeing this vision fulfilled?

What if they found in you one who pours a larger mold for them to fill, and steadfast encouragement in the small steps to success?

What if they found in you one who is passionate about lifelong learning and who takes the time to challenge them to pursue this mindset?

Would they not grow to be more than they ever thought possible, through Spirit-led empowerment and your encouragement?

* Servant leadership is a downward journey, modelled on the example of Christ.

In developing MD, the central question has been:

'How can we help you as an administrator serve the ministry team God has called you to lead, in a bold, integrated, purposeful way?'

The following pages respond to this question. They chart a possible way forward, using some of our best ministerial and leadership thinking from the past, shaped by prayerful, practical insight from current leaders, and facilitated through a technology platform that previous generations could not have imagined.



FOR REFLECTION:

- *What do 'followers' want from 'leaders'?*
- *Which words from this list do you purposefully focus on in your leadership ministry?*
- *What personal qualities do you think characterise your leadership in the eyes of those you serve?*
- *On a scale of 1 - 10, how approachable are you? How trustworthy? How much are you known to 'believe in your people'?*
- *What are you known to stand for?*
- *To what extent is reflective practice part of your life/leadership?*
- *How might you more intentionally affirm and encourage growth in leaders within your 'patch'?*

Renowned leadership development architect Susan Scott promotes the value of 'interrogating our reality'. For further reflective questions for your personal 'interrogation', see 'Tough Questions Leaders Need to Ask of Themselves', Appendix A.

REFLECTING AS A LEADER...

THE PARADIGM SHIFT

A CALL INTO A NEW WAY OF LEADERSHIP THINKING

MD is not about adding another layer of details to what you already do. It constitutes a significant adjustment in thinking; a culture change; a re-visioning of the relationship between administration, the field and lay leadership. It embodies a pioneering paradigm shift in the development of ministry leaders in the field, and the way you engage your lay teams in leadership.

MD is a living, breathing, driving framework with the potential to shape your interactions and inform your practice. It is about the right conversations - conversations that you as an administrator can initiate, shape and guide. You will set the tone. These conversations offer a prime opportunity to intentionally focus on God's call and priorities.

MD is founded on a model of three-way support: personal, peer and professional (see p. 10, *Ministry Leader's Handbook*).

It provides a structure that encourages you to model all that you want to see more of in your ministry leaders.

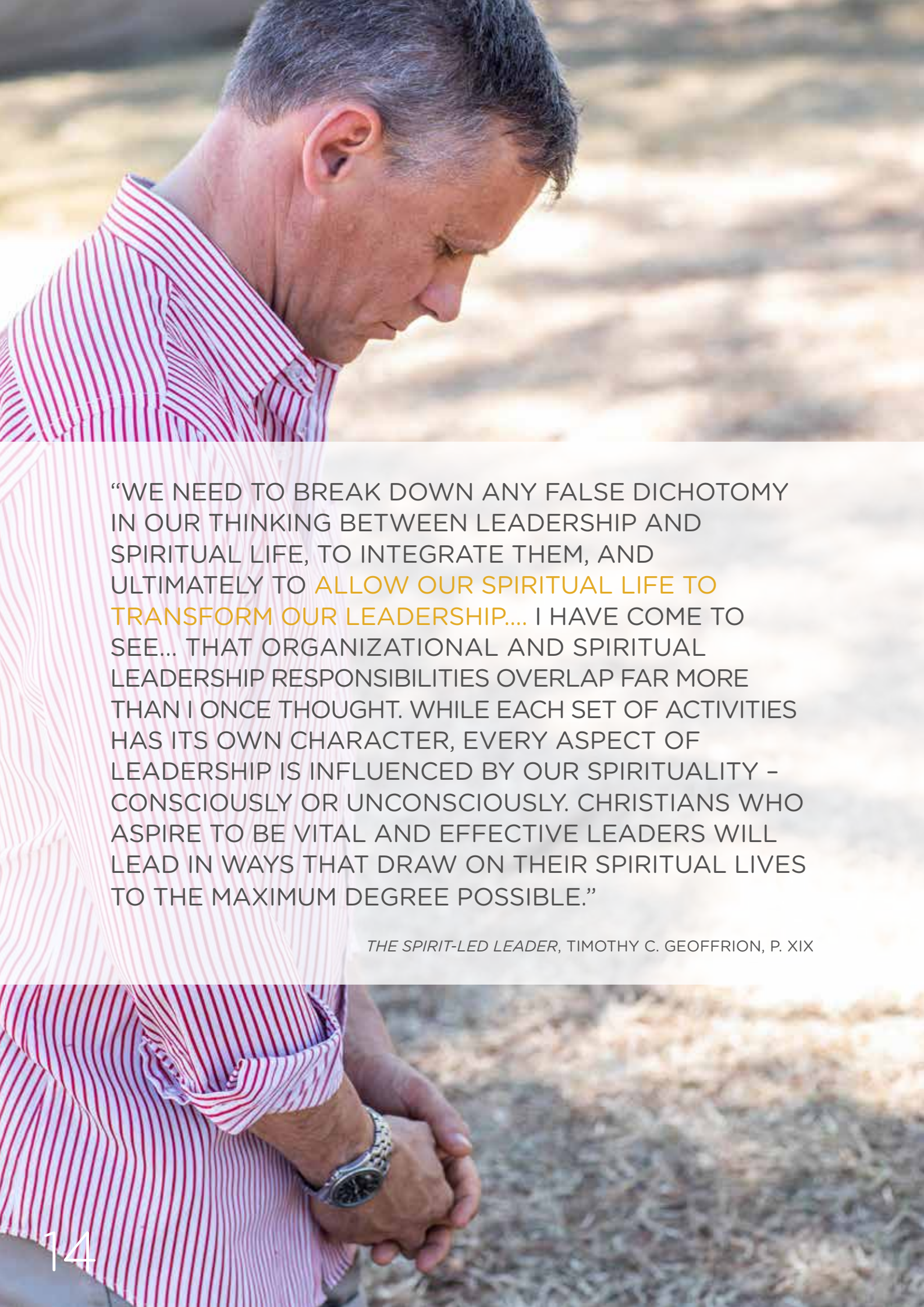
It is an invitation for *you* to:

- be yourself - better
- raise the value of leadership
- model transparency with your team

- develop the ministry of those you are called to oversee
- create a shared Conference vision
- ensure action matches vision
- shift from managing workers to coaching leaders
- intentionally empower and affirm your team
- develop transformative conversations and best-practice interviews (communicating not just with the mind, but with the heart)
- build radical accountability
- serve in a way that is informed and empowered by your personal spiritual walk, infusing '*who you are in Christ*' into the way you treat *all* people in *all* circumstances.

MD is more journey than destination, and provides the opportunity for you as administrators to clarify a shared vision, lead teams to use language that facilitates mission, and organise priorities (keeping the main thing the main thing). This alignment not only brings momentum through shared conversations and tools, but, over time, will also bring new simplicities and efficiencies to assignments and roles.



A man with short grey hair, wearing a red and white vertically striped button-down shirt, is shown in profile from the chest up. He is looking down and to the right with a contemplative expression. His hands are clasped together in front of him, resting on his lap. He is wearing a silver watch on his left wrist. The background is a blurred outdoor setting with dry grass and trees, suggesting a natural, peaceful environment. The lighting is soft and natural, likely from the sun being high in the sky.

“WE NEED TO BREAK DOWN ANY FALSE DICHOTOMY IN OUR THINKING BETWEEN LEADERSHIP AND SPIRITUAL LIFE, TO INTEGRATE THEM, AND ULTIMATELY TO **ALLOW OUR SPIRITUAL LIFE TO TRANSFORM OUR LEADERSHIP...** I HAVE COME TO SEE... THAT ORGANIZATIONAL AND SPIRITUAL LEADERSHIP RESPONSIBILITIES OVERLAP FAR MORE THAN I ONCE THOUGHT. WHILE EACH SET OF ACTIVITIES HAS ITS OWN CHARACTER, EVERY ASPECT OF LEADERSHIP IS INFLUENCED BY OUR SPIRITUALITY - CONSCIOUSLY OR UNCONSCIOUSLY. CHRISTIANS WHO ASPIRE TO BE VITAL AND EFFECTIVE LEADERS WILL LEAD IN WAYS THAT DRAW ON THEIR SPIRITUAL LIVES TO THE MAXIMUM DEGREE POSSIBLE.”

THE SPIRIT-LED LEADER, TIMOTHY C. GEOFFRION, P. XIX

PERSONAL SUPPORT

ABIDING

The first arena of support offered in MD lies in the area of personal support. Integral to MD's core practice is the emphasis on all ministry leaders having an *Accountability Partner* in their life. This protects and affirms the clarion call to *abide* (John 15) as the requisite for all who labour for God. Growing leadership ability mirrors what it is to be a growing disciple; it begins from the inside out. Sincere abiding enhances authenticity and self-leadership, and strengthens leaders as people whose time alone with God is infused into their role.

As administrators who bear the heavy burdens of living and working on the front lines of the Great Controversy, how important it is for you also to protect your own spiritual journey. How easy it is for our work *with* God to descend into simply working *for* Him.

The call to abide is personal. Individual. It is invited of *all* disciples. His constant

presence is promised as we do this, "I will be with you always" (Matthew 28:20). This presence is not a theological abstraction. It is real. Unmistakable. Here. Now. What we need daily, is an *awareness* of His presence; we need to be *attentive* to His presence - allowing Him to inform *every* decision, infuse Himself into *every* email, speak His words of belief into *every* coaching session, shape *every* interaction, and protect us from our own personal agendas and possible biases.

To this end, you are also encouraged to choose an *Accountability Partner* for your own journey. If it can be mutually accountable, so much the better, for the process can then become so much deeper and richer. In this way, you can model the authentic leadership that MD promotes, and, more importantly, personally benefit from the spiritual richness it has to offer.

"AS A CHRISTIAN LEADER, YOUR AUTHORITY SHOULD BE ESTABLISHED BY NOT JUST THE CALL OF GOD, BUT THE CHARACTER OF CHRIST."

LEADERSHIP: THE JESUS MODEL, PAUL EVANSON, DAVE BROWNING

A PERSONAL LEADERSHIP TESTIMONY

By Timothy Geoffrion

“Leadership was much harder than I had imagined it would be and less satisfying than I had hoped... For years, I didn’t see the results I wanted and couldn’t figure out why. I tried working harder, being nicer, being less nice, reading more books, attending more seminars, hiring better-qualified people, firing people who were wrong for the job, being more assertive, being less assertive, and even praying more. I tried to use all the available tools and resources, and many helped to one degree or another. Still I often felt frustrated and disappointed.

“As I worked with staff members and volunteers, I kept running into conflicts that caught me by surprise or eluded easy resolution. At times I grew weary of the emotional ups and down and personnel issues – and it showed. I would become impatient, irritable, and annoyed when staff members’ feelings repeatedly got in the way of the work to be done. I would crack the whip and try to push staff to set higher goals, work harder, and produce more measurable results. Though I tried to listen empathically, I would often cut conversations short so that we could all get back to work.

“Although I might appear warm and friendly on the outside, I was often doing a slow boil inside. I wanted staff to get the job done efficiently and effectively, with a minimum of complaints and distractions. I often viewed personnel issues as annoyances and a waste of time. I allowed myself to become so task-oriented at times that it was as if I had forgotten I was working with human beings, not just ideas and machines.

“In the end, my strong, results-oriented, no-nonsense leadership style proved to be not only a strength – keeping the organization focused and moving toward corporate goals – but also a weakness. My overemphasis on

outcomes too often undermined my ability to create the positive, constructive, and spiritually rich environment that I hoped for.”

Tim Geoffrion’s thoughts on his own journey has caused him to reflect further: “Because of our painful and frustrating experiences, we may be tempted to conclude that it is impossible to... be both a strong, results-oriented leader and a caring spiritual leader of staff.

“...A results-oriented model of leadership is grossly deficient if it disrespects, devalues or fails to attend to the needs of team members. ... Furthermore, an excessively results-oriented environment may produce outcomes that are shallow at best and dangerous at worst.... Leaders who over-focus on results and performance, without an adequate measure of grace and genuine concern for the well-being of their workers, will eventually make people feel that it is unsafe to be honest, vulnerable, and open to seek or receive the kind of support they need.

“Something more is necessary – something far deeper and more powerful.

“To be the leaders God intends us to be and to lead in ways that honour God and bear the fruit God intends, what is needed is nothing short of personal transformation – a true inner change of heart, mind and soul – that ultimately leads to a transformation of our leadership.

“Inner transformation begins with a willingness and commitment to do the hard work of personal and professional development. In the personal dimension of growth, we need to believe that as we become more whole people, our ability to lead will become both broader and deeper. We need to value developing emotionally, socially, psychologically and spiritually,



believing that as we grow as people, we will grow as leaders.

“We need to do our own personal ‘work’ to get healthier and to mature, and to develop whatever professional skills we can to excel in our jobs.

“Yet professional growth goes beyond acquiring new information, skills, and methods. Inner transformation means a fundamental change in our mind-set, so that we truly think differently, and perceive

God, others, our work and ourselves in healthier and more constructive ways. It also involves a change in our heart, so that we increasingly become motivated by love...

“The greatest potential contributor to personal and professional development is our own spiritual growth. As our relationship with God deepens and we learn to integrate our spiritual life and leadership more fully, we will begin to understand spiritual leadership in new ways.” The Spirit-Led Leader, Timothy C. Geoffrion, pp. 1-8

Reading Reflection:

- *How do you react cognitively to this reflection?*
- *How do you react emotionally to what Tim Geoffrion has shared?*
- *What phrase or sentence gives you ‘pause’ in this reading?*
- *What is God saying to you right now?*

“BEING CHRIST-LIKE IS THE END GAME FOR CHRISTIANS. THE OBJECTIVE OF LEADERSHIP MUST BE THE TRANSFORMING OF LIVES NOT JUST THE ORGANISATION OF AN INSTITUTION.”

MEDICAL MINISTRY, ELLEN G. WHITE, P. 164

FOR REFLECTION:

- *What do you think is God's purpose for your Conference?*
- *Read the following quotation. In what ways does it expand your response to the former question? (What words and phrases resonate with you that may impact tomorrow's tasks and how you approach them?)*

***“We should remember that the church, enfeebled and defective though it be, is the only object on earth on which Christ bestows His supreme regard.*”**

He is constantly watching it with solicitude, and is strengthening it by His Holy Spirit. Will we, as members of His church allow Him to impress our minds and to work through us to His glory?”
Ellen G. White, Manuscript Releases Vol. 1, p. 152

- *What practices are you involved in that help you to sense God's presence throughout the day?*
- *What roles do sincere prayer and dependence on God play in your workplace?*

REFLECTING AS A LEADER...



PEER SUPPORT

STRONG, TRUSTING COLLEGIAL RELATIONSHIPS

Relationship is the foundation of true discipleship and true leadership. It is the foundation of influence. The strength of your relationship determines the weight of your influence. People follow those they trust, and the level of trust across the organisation either inhibits or expands your leadership influence. This becomes especially significant as you lead the process of change into a new paradigm like that which is offered in MD.

Fostering *collegial relationships* built on such trust is the second arena of support integral to MD. As one might expect, building trust across a team of ministry peers and between ministry and administration comes neither swiftly nor by accident. Rather, with clear vision, deep affection for the team, and careful planning, a Ministerial Secretary and the administrative team can invest in a goal of trusting and transparent peer-support that is well worth the time and effort invested.

Collegial Relationships

Cluster groups, outlined on page 20-21 of the *Ministry Leader's Handbook*, offer a beneficial grass-roots mutual support for ministers by ministers. At these gatherings, colleagues lead out and take the initiative to connect and work together.

Conference-wide events initiated by the Ministerial Secretary in collaboration with the administrative team – be they ministers' meetings, retreats or other conference-wide gatherings also offer fruitful opportunities to intentionally foster peer support. Within MD, admin reports provide an overall snapshot of the strengths and challenges

of the team. This can inform how peer environments like ministers' meetings can best be shaped.

Steven Covey's second of his seven highly effective habits*, '*Start with the end in mind*', provides timeless wisdom. With such conference-wide events, '*starting with the end in mind*' will mean that every interaction is intentionally driven by targeted goals that will help to build a valued conference priority for the ministry team. These goals will then impact every facet of every encounter, shaping not only the content of these events, but also (more importantly) their process. In this way action will directly flow from vision. For example, if a significant goal of an event is to develop a collegial sense of *team*, this will impact *everything* – from the way worships are structured, the modes of delivery, the specific activities/experiences chosen, through to how people are honoured and encouraged.

Process-aware events will ensure that ministry leaders are given opportunity to experience what is being presented, rather than simply receiving content in a passive way. Debriefing at the close of the event potentially offers a healthy way of assessing whether experience did in fact match the intent, and can serve to model valuable reflective practice for ministry leaders.

Field / Conference Relationships

There are many ways trust can be built to strengthen the sense of team between administration and the field. These ways relate not so much to *what* you do, but rather *how* you do it. Modelling trust from the core of all practice so that it not only

* *The Seven Habits of Highly Effective People* by Steven Covey

becomes 'what you do' but 'who you are', will expand and deepen this vital spiritual value so it becomes woven into the fabric of your *organisational culture*.

In a very real sense, trust, like love, builds within the details:

- Trust is built when your email response is filled with tact and a Christ-like spirit.
- Trust is built when a phone call simply seeks to build a relationship.
- Trust is built when a mistake is admitted with humility.
- Trust is built when the request is acknowledged even if you know you can't get to it right now.
- Trust is built when you act in ways that show that *people matter most*.
- Trust is built when you are willing to apologise.
- Trust is built when you notice the small stuff.
- Trust is built when you have the right conversation at the right time in the right way.
- Trust is built when policy is exercised with authenticity and with the best interest of *the person* in mind.
- Trust is built when you listen to a person with genuine interest.
- Trust is built when you set aside your basic assumptions about a person and ensure you are open to new information that may change the story.

- Trust is built when the personal needs of ministry leaders are not eclipsed by busyness.
- Trust is built when thanks is expressed.

In essence, every moment of contact with you – through your phone calls, your greetings, your handshakes, your emails – can serve to either *build* trust or *erode* it. The level of trust in your relationships with your ministry leaders will be your greatest asset or your greatest liability. Deep trust paves the way for significant transformation – the goal of MD.

How will you know you are building trust across your team?

De Bono, in his book "How to Have a Beautiful Mind," challenges us to listen for adjectives in our conversations. The adjectives give insight into the emotions behind the words. When ministry leaders describe their colleagues as a team with whom they feel connected – when they look forward to getting together, and leave describing feeling invigorated, inspired, refreshed and resourced, when they express appreciation for the support and friendship from their leaders – then positive steps are clearly being made that contribute to a culture of trust, support and encouragement.

FOR REFLECTION:

- *On a scale of 1 - 10, how would you rate the degree of cohesion within the ministry team in your conference?*
- *From your perspective, what word/s would you use to describe the relationship between your ministry team and you as administrators?*
- *On what evidence do you base your assessment?*
- *To what extent does this matter?*
- *Are you satisfied with these words as descriptors? Is there a word you would prefer to be used? What would it take to move toward this new descriptor?*
- *What attention are you currently giving to this?*
- *Given that trust builds in the details, in what specific ways could you communicate your belief and support for the ministry team within your conference?*

REFLECTING AS A LEADER...

PROFESSIONAL SUPPORT

MINISTERIAL SECRETARY SUPPORT

The final arena of assistance offered to ministry leaders for a thriving ministry lies in the area of professional support.

A significant part of the professional support offered lies with the work of the Ministerial Secretary. This work is multi-faceted.

Pastoral Care

The personal attention of the Ministerial Secretary in a minister's joys and sorrows is a valuable source of strength to the ministry leader. A vital part of their role is to maintain regular contact with ministry leaders within each serving assignment, visiting from time-to-time, actively listening to their voice and building a close bond.

To this end, establishing efficient and personal communication with the team as a whole is also vital in order to develop collaborative support and this sense of trust. Using resources such as SMS or email to share joys and sad news, prayer needs and reminders with all is an valuable way to demonstrate a personal interest in members of your team.

Communication, Advocacy and Progression


Assisting ministry leaders with various personal needs as they arise (employment-related questions, etc.), and serving as a supportive advocate when requested, are other important roles in the Ministerial Secretary's portfolio. Facilitation and affirmation of progression through the markers of ministry (Induction/ Internship/ Licensed Ministry/ Ordination/ Retirement, etc.) can all serve to build trust, if they are carried out in a timely, affirming and transparent manner.

Ongoing Coaching via Ministry Report feedback

As advocate rather than employer, the Ministerial Secretary can also provide an objective pair of experienced eyes, providing advice and support in tough times, as well as feedback and the opportunity to openly discuss a ministry leader's ministry journey.

Seasonal Ministry Reports are designed to offer source material for rich coaching conversations as the Ministerial Secretary observes and affirms leadership-in-action. Their role in these conversations is to reflect on ministry and offer guidance and support so the ministry leader feels heard, supported and empowered, encouraging a healthy, robust cultivation of their ministry.





*But the Advocate, the Holy Spirit,
whom the Father will send in my name,
will teach you all things and will remind
you of everything I have said to you.*

JOHN 14:26 (NIV)

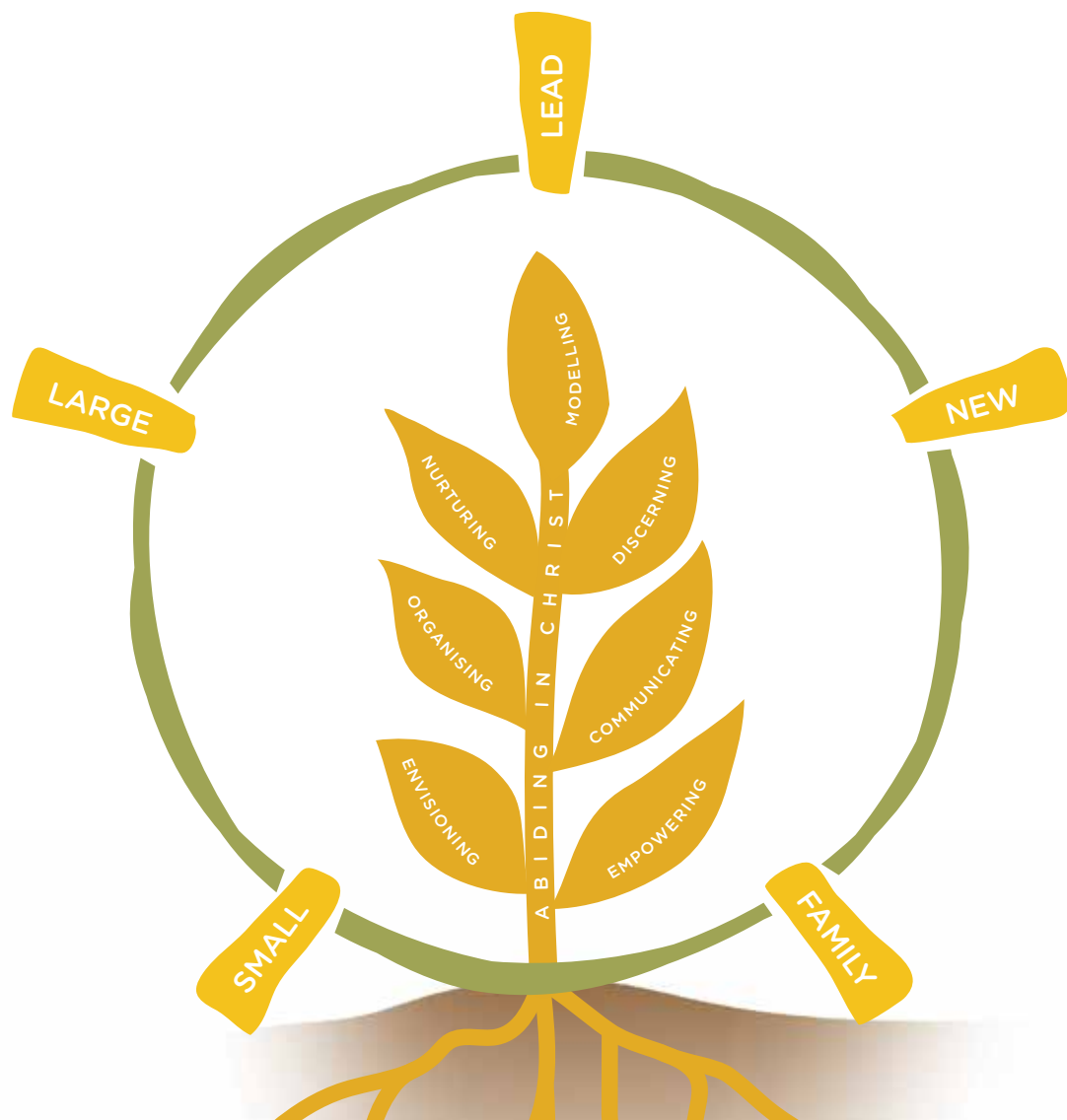
CORE MINISTRY FUNCTIONS AND MINISTRY COMPETENCIES

TOOLS FOR GROWTH

Within the MD framework, five *Core Ministry Functions* and seven *Ministry Competencies* offer a helpful way of understanding the roles of ministry and the growth that takes place for the ministry leader.

The five *Core Ministry Functions* describe the 'what' of ministry - the coal-face tasks that are associated with ministry practice.

The *Ministry Competencies* are the building blocks of these *Core Ministry Functions*. They give voice to values and skills, and their effectiveness determines how well ministry takes place. The interplay between these functions and competencies is revealed in the REAP cycle.



THE REAP CYCLE

IMPLICATIONS FOR LEADERSHIP PRACTICE

The REAP cycle assists ministry leaders in the reflection, planning and cultivation of their own professional growth. A summary of each phase of the REAP cycle can be seen on p. 40 of the *Ministry Leader's Handbook*. Understood and implemented well, the REAP cycle offers insight and scaffolding for intentional ministry growth.

┌ REVIEW

The REAP cycle is initiated by local leadership offering quality feedback with regard to their perceptions of the ministry leader's strengths and challenges. This is completed through an online form located on the MD portal. On completion of this review, the MD portal generates a *Competency Review Report*, which is sent to the Ministerial Secretary for moderation. This moderation serves to eliminate bias and repetition, so that a robust, honest, impartial document can serve the purposes of growth.

Once completed, the ministry leader can proceed to book an appointment online with his/her Conference Administrative team. Two days prior to the interview appointment, the ministry leader will receive a copy of the moderated report. This report will also become available to you as administrators at this time.

Reading the Competency Review Report

Making time to read and reflect on the Review Report is important for those on the administration team who will lead the forthcoming Evaluation Conversation. The material needs to be carefully reviewed, looking for trends, and reading beyond the words - bearing in mind that this report does not capture all of reality. **As you do this, recognise that the most important thing in this report is NOT the scores, or the data, but rather, the patterns and trends and the conversations they will generate, both in quality and content.**



PUTTING IT ALL TOGETHER





There are people
who take the heart
out of you, and
there are people
who put it back.

ELIZABETH DAVID

e EVALUATION CONVERSATION

Because MD is largely about generating the right conversations around health and growth, the *Evaluation Conversation* is the BIG DEAL of the REAP Cycle. Its significance cannot be overstated, for it will powerfully frame the rest of the ministry leader's growth journey. Thus, your ability to conduct these interactions with excellence is crucial.

In essence, the *Evaluation Conversation* provides the opportunity to check in with the ministry leader, their ministry, and unpack the feedback provided in the Evaluation Report. This is an opportunity for transparent and supportive affirmation and dialogue around growth opportunities that are currently relevant in the ministry leader's ministry context.

In light of this, the mood and tone of this conversation is of utmost importance. This meeting's tenor and posture will either fuel empowerment and lead to further passion for improvement in ministry, or discourage and possibly even cripple it, if not conducted with grace and a listening ear. If done poorly, it will damage not only any trust previously built, but it will also damage the person and the team. Every ministry leader wants to know that you are a friend, not a foe. Every encounter should confirm this truth. Word choice can either communicate, "*You can trust me to have your best interest at heart*" or, "*I want to persuade you to think about things my way.*"* In a very real sense, conversations shape attitudes and mindsets but they also shape the very structure and growth of the brain. This is valuable to keep in mind.

*Concepts expressed in *Conversational Intelligence*, Judith Glaser

FOR REFLECTION:

Choose a recent sensitive interaction you have had. 'Interrogate your reality' by honestly reflecting on the atmosphere of this conversation.

EVALUATION CONVERSATION

| TONE (the words spoken) | | | | | | |
|---|---|---|---|---|---|---------------------------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| 1. I was a friend | | | | | | I was a foe |
| 2. I asked questions | | | | | | I told and informed |
| 3. I was grace-filled | | | | | | I was accusatory |
| 4. I affirmed | | | | | | I was critical |
| 5. I used clear language | | | | | | I had a critical spirit |
| 6. I asked deep questions | | | | | | I asked superficial questions |
| 7. I reached toward core issues | | | | | | I remained on surface issues |
| 8. I was collaborative (sitting 'beside') | | | | | | I remained superior (sitting 'above') |
| 9. I desired effectiveness | | | | | | I focused on performance |
| 10. I was open to understanding this person | | | | | | My mind was made up |

What conversation outcome did you aim for (overtly or covertly)?

As an outcome, did the minister feel:

| CONVERSATION OUTCOME | | | | | | |
|-------------------------------|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | |
| 1. Empowered | | | | | | Controlled |
| 2. Encouraged | | | | | | Discouraged |
| 3. Open to growth and change | | | | | | Closed to growth and change |
| 4. That issues were clarified | | | | | | Confused and conflicted about the issue/s |
| 5. Supported | | | | | | Judged |
| 6. Inspired toward greatness | | | | | | Corraled toward compliance |

α AUXANO PLAN

After collaborating with the ministry leader in the *Evaluation Conversation*, and identifying both strength and challenge areas that he/she would like to develop, the ministry leader is then invited to use the *Auxano Planning Tool* to develop an annual *Auxano Plan*. This places them in the driver's seat of their own professional growth.

The library of resources available on the MD site for inclusion in this Auxano Plan continues to grow as ministry leaders recommend resources and contribute ratings and reviews. The Auxano library is continually moderated by the Ministerial Association to ensure theological and ideological integrity.

Provision for experienced mentors in each *Ministry Competency* area is a further source of support as ministry leaders pursue personal growth and development. As an administrator, you are also able to access the Auxano Plan via the MD portal.

p PROGRESS [EXPRESSED THROUGH MINISTRY REPORTS]

Ministry Reports

Continual growth and progress through the Auxano Plan is part of what is reported in the seasonal Ministry Reports. These reports cover three essential areas (see p. 42 of the Ministry Leader's Handbook):

- i. **(Part 1) MINISTER HEALTH AND PLAN** (Completed by ALL MINISTRY LEADERS)
 - A. Abiding/Ministry Foundation / Values /Wellbeing and Relationships
 - B. Personal Auxano Plan
- ii. **(Part 2) MINISTRY* HEALTH AND PLAN** (Completed by the MOST SENIOR MINISTRY LEADER at a given location, and available to other ministry leaders at the same location)
 - A. Ministry Health
 - B. Ministry Auxano Plan

*CHURCH/SCHOOL/ARV

- iii. **(Part 3) MINISTRY* DISCIPLESHIP PROCESS** (Completed by ALL MINISTRY LEADERS)

NOTE: This report uses the Core Ministry Functions for its structure:

1. NEW
2. FAMILY
3. SMALL
4. LARGE
5. EMPOWER (Lead in the REAP Cycle)

*CHURCH/SCHOOL/ARV

PLEASE NOTE: There are *Ministry Report Notes for Administrators* available under the documents tab in the MD portal. See md.adventist.org.au

FOR REFLECTION:

- *Describe the REAP cycle to another person.*
- *What do you perceive are the strengths of the REAP cycle?*
- *How might this cycle inform your own leadership practice?*
- *How does the concept of 'coaching leaders' rather than 'managing workers' sit with you? What does this mean in practical terms?*
- *On a scale of 1 - 10, how much do you struggle with 'asking a question', instead of 'telling a solution' in a given conversation?*

REFLECTING AS A LEADER...

"IF ANY OF YOU LACKS WISDOM, YOU SHOULD ASK GOD, WHO GIVES GENEROUSLY TO ALL WITHOUT FINDING FAULT, AND IT WILL BE GIVEN TO YOU."

JAMES 1:5 (NIV)



It takes courage to ask a question rather than offer up advice, provide an answer or unleash a solution.

BRENÉ BROWN

THE EVALUATION CONVERSATION PROCESS

HOW TO INSPIRE YOUR LEADERS TO GREATER GROWTH AND EFFECTIVENESS

In light of the importance of the Evaluation Conversation, prayerfully allow the following insights to shape this process, remembering that “feedback sits at the core of two human needs: our need to get better, and our need to be accepted, respected, and loved for who we are now.”

Difficult Conversations, Douglas Stone, Bruce Patton, Sheila Heen

EVALUATION INTERVIEW

- Remember that this is an opportunity to *coach for development, rather than coach for performance*.
- Inject a light-hearted sense of fun.
- Look for opportunities to affirm this ministry leader.
- Ensure the conversation is driven by coaching questions – i.e. *asking* not telling, thus giving the ministry leader the opportunity to voice his/her thoughts. This is not a one-way lecture.
- Seek first to understand, then to be understood. (Steven Covey).
- Be generous with affirmation, and specific (rather than generic) with words of encouragement.
- Don't allow any bias or preconceived beliefs about this ministry leader to taint your language or tone.
- Aim to link the intention of the conversation with the spirit of the conversation, being aware of the emotional content you bring. Words are rarely neutral.
- Remember leadership is learned. Learning is a continuum. We strengthen what we practise. Create a desire to practise by the way you interact with this ministry leader.
- Bring the person to the standard, with grace and encouragement. *Don't change your message. Change your delivery.*
- Ensure the conversation concludes with affirmation (consider a gift e.g. sparkling grape juice)

In short, if implemented *well*, the Evaluation Conversation can bring tremendous insights and motivation for ministry development. If the ministry leader feels affirmed and supported through the process, trust will deepen, and clarity around challenge areas can become a motivation for growth.

If the Evaluation Conversation is implemented poorly, the process can be viewed as threatening and of little or no benefit. If the ministry leader feels attacked or devalued through the process, trust will be undermined or destroyed, leading him/her to dismiss or avoid further contact with the Reviewer/s. In this situation, openness to growth will not be likely.

SETTING THE SCENE

How might the room layout, your greeting and your body language contribute to a culture of openness, friendliness and learning?

In these conversations, the 'how' will be more important than the 'what', if momentum toward growth and development is the goal. Glaser in her book, *Conversational Intelligence* speaks of how the brain functions during these kinds of encounters: "When the amygdala picks up a threat, our conversations are subject to lockdown, and we get more 'stuck' in our point of view... Our brains lock down and we are no longer open to influence." p. 8

Because the goal of the Evaluation Conversation is to affirm, understand, bring clarity and reflect on the big picture, be prepared to listen for added insights

from the ministry leader that will build a clear picture of the past year of ministry. Give considered thought to the posture of your heart as you enter into this conversation.

Be open to learning and being surprised, and remember that even if there are challenges with this person, therein also lies the potential to grow him/her. Are we willing to do this? God Himself never gives up on us. "A bruised reed he will not break, and a smoldering wick he will not snuff out" Isaiah 42:3 (NIV).

Consider how you will inspire him/her to be a greater leader as you proceed through this conversation. This will kindle growth far more than any written feedback received in a report.

"CONVERSATIONS SUCH AS THIS ARE INCREDIBLY VALUABLE. LISTEN CAREFULLY AND YOU WILL SEE NUGGETS OF GOLD IN THE MD FEEDBACK PROVIDED. IF YOU DON'T SEE THEM AND MINE THEM, THE MINISTRY LEADER WILL FEEL YOU'RE OPERATING FROM YOUR OWN PRESUPPOSITIONS. **IF YOU WANT HIM/HER TO LISTEN TO THE FEEDBACK AND TAKE IT SERIOUSLY, SHOW YOU HAVE THEIR BEST INTERESTS AT HEART.** ULTIMATELY THIS WILL HELP EACH OF US GROW TOWARDS BEING ALL THAT GOD HAS CALLED US TO BE."

PR BRETT TOWNEND, CONFERENCE PRESIDENT

“IN ALL MY RESEARCH, I CONTINUE TO RETURN TO ‘THE MOMENT OF CONTACT’ - WHEN WE ARE IN CONVERSATION WITH OTHERS. AT THIS MOMENT, THE QUALITY OF THE CONVERSATION DRIVES THE NATURE OF THE IMPACT. AT THE MOMENT OF CONTACT, CONVERSATIONS HAVE THE POWER TO TRANSFORM OUR LIVES. IF THE IMPACT ‘FEELS GOOD’ WE WILL OPEN UP TO MORE INTERACTIONS AND GROW. IF THE IMPACT ‘FEELS BAD’ WE WILL CLOSE DOWN AND MOVE INTO PROTECTIVE MODE.”

CONVERSATIONAL INTELLIGENCE, JUDITH GLASER, P. 13



BEST PRACTICE FOR EVALUATION CONVERSATIONS

Optimal Outcomes to Aim for in the Evaluation Conversation:

1. Interrogate reality.
2. Provoke learning.
3. Inspire your people to tackle the tough challenges.
4. Enrich relationship.

Fierce Conversations, Susan Scott, p. 108

Possible Best Practice Sequence

- Begin with prayer.
- How are you... really?
Your family... really?...
- How do you feel about your ministry location/s?
- Tell us about the big picture of your ministry.
- What is working well for you?
- What has been a challenge?
- What current initiatives do you have your heart in?
- What did you learn from your Competency Report?
- What would you like to tell us from your reflection on the pre-interview questions?
 1. *What was most affirming to you in your report?*
 2. *What was most surprising to you?*
 3. *What competencies do you see as your strengths and what particular skill/s within these competencies would you like to further develop? Elaborate.*

4. *Which competencies would you identify as challenge areas? What in particular within these competencies would you like to develop to make your ministry more effective? What makes you say that?*

5. *What external factors might also influence your development focus areas in the coming year?*

- Is there anything not mentioned in the report that is currently impacting your ministry?
- How do you see God shaping you right now?
- Anything else you'd like to share?
- Prayer.

For additional questions for one-to-one interactions, see Appendix B.

In your first year of involvement with MD Evaluation Conversations, it will be helpful to build into the schedule time for periodic debriefing. After every four/five Evaluation Conversations, pause, and spend some time as an administrative team deconstructing the conversations to garner new insights about this process (see reflection exercise on p. 37). This will help to refine your skills in this arena, help you 'look back to look forward', and will demonstrate a *personal growth mindset*.*

* See Appendix C for Ways to Develop a Growth Mindset.

“I HAVE BEEN SHOWN THAT A FEW WORDS SPOKEN IN A HASTY MANNER, UNDER PROVOCATION, AND WHICH SEEMED BUT A LITTLE THING – JUST WHAT THEY DESERVED, OFTEN CUT THE CORDS OF INFLUENCE THAT SHOULD HAVE BOUND THE SOUL TO YOUR SOUL. THE VERY IDEA OF THEIR BEING IN DARKNESS, UNDER THE TEMPTATION OF SATAN AND BLINDED BY HIS BEWITCHING POWER, SHOULD MAKE YOU FEEL DEEP SYMPATHY FOR THEM – THE SAME THAT YOU WOULD FEEL FOR A DISEASED PATIENT WHO SUFFERS, BUT, ON ACCOUNT OF HIS DISEASE, IS NOT AWARE OF HIS DANGER.”

ELLEN G. WHITE, *LETTER 20, 1892* (OCTOBER 17, 1892 TO J.H. KELLOGG.)

FOR REFLECTION:

During this debriefing, you may like to consider the following questions:

- *Were we genuinely curious about this person and his or her reality?**
- *What have we learned from this ministry leader?*
- *Did feelings get expressed, as well as issues and solutions?**
- *What parts of us failed to show up?**
- *How might we have contributed to this person's challenges or successes?*
- *How will this knowledge inform our practice in the future?*

* Questions from *Fierce Conversations*, Susan Scott, p. 113



Lean Toward the Strengths

In Evaluation Conversations, the goal is not to emphasise strengths and challenge areas equally, but rather, to *celebrate the strengths* and *identify possible challenges* without labouring them. While we need to be aware of them, we ultimately grow when we use our gifts. Paul offers age-old wisdom in this space, “...encourage one another and build each other up...” 1 Thessalonians 5:11 (NIV).

In the interest of this, say these kinds of things...

“We love the way you have...”

“I appreciate...”

“I notice you’ve invested a lot in...”

“It’s clear to us that you really excel in...”

“I really appreciate the way you speak to people.”

“What did you find most affirming about the report?”

“What were some areas you felt you should grow in?”

“Really, there’s a lot in this so far that is an affirmation of several strengths.”

“Tell us a story that made you excited about God working in your ministry.”

Remove these kinds of phrases from your dialogue...

“You have good strengths, but...”

“You’re strong in these areas, but...”

“No one is denying you have strengths, but...”

“Obviously you’re pretty aware of your strengths so let’s focus on your challenges...”

“The report shows you’ve got a few weaknesses here. Let’s talk about those.”

Acknowledge Challenge Areas

Every pastor has strengths and challenges. This is usual and expected. Challenge areas will naturally emerge in the course of the Evaluation Conversation. These need to be dealt with gently and preferably at the ministry leader’s initiative.

When dealing with challenge areas, say these kinds of things:

“Tell me more about your comment...”

“What would you say is a challenge area for you?...” *“That’s a good one to work on this year.”*

“Talk to me about _____. Do you see this as a strength or a challenge?”

“Are you comfortable where you are in this area? What would it take to move?”

Addressing Difficult Conversations

From time-to-time there may be instances where a ministry leader does not have the self-awareness to initiate discussion about personal challenge area/s. If there is a particular area of concern you have that has not naturally emerged in the conversation, you will need to initiate the conversation about this and be prepared to talk more directly about your concerns regarding competencies or a ministry leader’s performance of their Core Ministry Functions. In times such as these, it is important to remember that we don’t help someone by ignoring the difficult conversation, but rather, by having it. *“Would you prefer to continue limping, or are you ready to remove the stone from your shoe?”* (Susan Scott, *Fierce Conversations*, p. 145). The right conversation can be the difference between entrenching poor practice or delivering someone from it. Susan Scott declares, *“Our work, our relationships, and our lives succeed or fail one conversation at a time. While no single conversation is guaranteed*

to transform a company, a relationship or a life, any single conversation can. Speak and listen as if this is the most important conversation you will ever have with this person. It could be. Participate as if it matters. It does." *Fierce Conversations*, Susan Scott, p. vi.

When addressing challenging conversations such as these, the following may be helpful:

- (Describe the issue) "I want to talk with you about..."
- "Can you see why this issue might be important for us to discuss? Who do you think this is impacting?"
- "How have you helped create this issue or situation?" If they say "I don't know," then ask, "*What would it be if you did know?*" Don't comment on the response other than to say, "*That's useful to recognise.*" Move on.
- "How do you suggest this can be resolved?/What could be an ideal outcome in this situation?"
- "When this is resolved, what difference might this make?" (Ask, "What else?" Probe feelings.)

- "What's the first step you will take to begin to resolve this issue?" "What exactly are you committed to do and when?" "When should I follow up with you?"

When addressing these more challenging situations, you will likely encounter negative, confrontational or threatened attitudes. It is important that these be dealt with in a transparent and patient manner, remembering to retain the message, but all the while taking care in its delivery. Clarity and respect are the priorities here. You cannot control his/her response. You can only control your own.

There is something within each of us that deeply responds to people who are truthful with us. As tough as these conversations are, we want to know where we stand, and how we can improve, and it is often the tough conversations that can have the greatest potential to lead to deeper relationships, insights and learning.

"IN SIGNIFICANT CONVERSATIONS, IT IS VALUABLE TO ASK: **IN THIS INSTANCE, DID I FACILITATE AND ENGAGE IN THIS CONVERSATION WITH AUTHENTICITY?** WAS MY HEART ALIGNED WITH JESUS CHRIST? AS FAR AS IT DEPENDS ON ME, DID I HAVE KINGDOM INTERESTS OF THIS PERSON AT HEART? I NEED TO OWN THIS."

PR CRISTIAN COPACEANU, CONFERENCE PRESIDENT



“WE MAY NEVER KNOW UNTIL THE JUDGMENT THE INFLUENCE OF A KIND, CONSIDERATE COURSE OF ACTION TO THE INCONSISTENT, THE UNREASONABLE, AND UNWORTHY. IF AFTER A COURSE OF PROVOCATION AND INJUSTICE ON THEIR PART, YOU TREAT THEM AS YOU WOULD AN INNOCENT PERSON, YOU EVEN TAKE PAINS TO SHOW THEM SPECIAL ACTS OF KINDNESS, THEN YOU HAVE ACTED THE PART OF A CHRISTIAN; AND THEY BECOME SURPRISED AND ASHAMED, AND SEE THEIR COURSE OF ACTION AND MEANNESS MORE CLEARLY THAN IF YOU PLAINLY STATED THEIR AGGRAVATED ACTS TO REBUKE THEM.”

ELLEN G. WHITE, *Letter 20, 1892 (Medical Ministry. 209, 210)*,



There is so much more to listen to than words. Listen to the whole person. ... Hearing people's words is only the beginning. Do you also hear their fears? Their intentions? Their aspirations?

FIERCE CONVERSATIONS, SUSAN SCOTT, P. 103

In Difficult Conversations:

- Advocate your position clearly and succinctly.
- Illustrate your position by sharing the thinking behind it.

As you prepare for a challenging conversation, you may like to develop an opening statement that summarises the issue (make it 60 seconds or less). Then practise saying it aloud to clarify your thinking.

With this opening statement, remember to:

1. Name the issue.
2. Select a specific example that illustrates the behaviour or situation you want to change.
3. Describe your emotions about this issue.
4. Clarify what is at stake.
5. Identify the contribution of others/ yourself to this problem.
6. Indicate your wish to resolve the issue.
7. Invite your partner to respond.

Susan Scott, *Fierce Conversations*, pp. 148, 149

For example: *"I am concerned that your elders find it hard to contact you. Nobody seems to know where you are. It's important that we resolve this because your elders set the tone for the church and if they don't trust you, others won't. Tell me more about this and help me understand what is happening here. How can this be resolved so you can move forward from here?"*

When Further Intervention is Necessary...

The REAP cycle normally occurs on a 12-month cycle. However, should there be significant challenges highlighted in the evaluation, more frequent conversations between the Ministerial Secretary and the ministry leader should be planned. In this way he/she can gain the support, encouragement and accountability for growth that is needed to thrive. This may take the form of interim six-week or three-month reviews.

- Six-Week Review
A six-week review will include a weekly ministry report for this time period.
- Three-Month Review
A three-month review offers another *Evaluation Conversation* without the weekly ministry reports, so new habits of practice can be initiated and embedded.

This process needs to be implemented with love, concern, and encouragement in the best interest of the ministry leader and the growth of God's kingdom.

“GET WISDOM, GET UNDERSTANDING; DO NOT FORGET MY WORDS OR TURN AWAY FROM THEM. DO NOT FORSAKE WISDOM, AND SHE WILL PROTECT YOU; LOVE HER, AND SHE WILL WATCH OVER YOU. THE BEGINNING OF WISDOM IS THIS: GET WISDOM. THOUGH IT COST ALL YOU HAVE, GET UNDERSTANDING.”

PROVERBS 4:5-7 (NIV)

THE CONFERENCE VISION

ESTABLISHING A SHARED VISION, MISSION AND OBJECTIVES

An important characteristic of visionary leadership is that it leads to action. Bringing a vision into reality can be very difficult. The journey begins with a shared vision.

A SHARED Vision is both God-inspired and past-honouring. It is shared by the people, clearly-articulated, continually-expressed, thoroughly-integrated, attracts engagement, brings alignment and facilitates mission momentum towards its fulfilment. Establishing a SHARED Vision takes time and is not something to be rushed - in part because of the necessity of collaboration and communication, and partly because people need time to pray, listen, process new thoughts, and bring ideas together. For most churches it takes around 6-9 months from Seeking God's direction to the point where the SHARED Vision is disseminated. For a conference it can take up to a year. At the end of this process you should have an understanding of what God is calling your conference (or church, etc.) to do.

Developing a SHARED Vision consists of six basic steps:

- Seek God's guidance
- Hear through His people
- Arrange what you've heard
- Review this together
- Express your shared vision clearly
- Direct everything you do through your vision

Before you begin, share some reflections on the following key considerations before looking forward:

Reflect on your past:

How has God led you in the past? "We have nothing to fear for the future, except as we shall forget the way the Lord has led us, and His teaching in our past history." (E. G. White) What visions, objectives and plans have shaped your history? Very often your future is an extension of where God has led already in the past.

Clarify your scope:

Conferences are not churches. What is it conferences do and do not do? How do you need to limit your scope?

SEEK God's guidance

Lead as many as you can to pray for guidance. Set time aside for prayer and give direction as to how to pray for guidance.

HEAR through His people

1. Start this process with pastors rather than the Executive. Spend time with key stakeholders – eg. Set aside quality time with ministry leaders at their Ministers' meetings. Ask pastors and other key field staff:

- what we as a Conference admin are called to do (Mission) AND
- if we do it well, what would that look like in the long term? (Vision)
- what the field staff are called to do (Mission) AND
- if you do it well, what would that look like in the long term? (Vision)

ARRANGE what you've heard

2. Take time (two days) with the Admin team (Secretary, Pres, CFO) to share input so far, and pull it all together. Formulate this into clearer thoughts – this is the beginning of your mission and vision.

Reflect on the following:

- Is it in line with scriptural teaching? Does the vision that you have received lead to God being glorified, and His church taking a servant role in meeting the needs of His people?
- Is there a consensus and consistency of alignment in the pictures, scriptures and words of knowledge received?
- Do you feel at peace with the process and the emerging vision? This does not mean that you feel comfortable about achieving it, but that God has led.

- Does it fit with where God is already moving? It may not if this is a new wave of God's Spirit at work, but in many cases it may be a continuation of God's prompting in the wider church.
- When shared with other mature Christians in the church, is there a sense of confirmation?

REVIEW this together

3. Share and keep sharing this with your pastors and other key field staff along this process. (In smaller conferences, this may be 2-3 visits with each pastor, over three months. In larger conferences this may take place at cluster meetings or over regular zoom sessions).

EXPRESS your shared vision clearly

4. Take time with admin staff (e.g. two days) to refine and work out how you will evaluate your progress over time. Using Ministry Report page 2B, flesh out your vision to establish no more than two key objectives.

- i) Mission – what you are called to do
- ii) Long term Vision – who you are called to become
- iii) Objectives – what you aim to achieve in the long term
- iv) One year Vision
- v) Seasonal goals

5. As you begin to arrive at clarity, update your Executive Committee and invite their feedback and eventually their approval. Ultimately they are responsible for its fulfilment.

6. Share updates with your pastors and key stakeholders, to apprise them as to where things are and gain their feedback to further refine the vision.

Growth and change will take courage.
It will take partnerships. It will take
repetition. It will take modelled leadership.
It will take God's power.

COACHING CHANGE, THOMAS G. BANDY, P. 96

DIRECT everything you do through your shared vision

7. Vision leaks! So communicate it clearly, consistently and continually. Make plans to communicate this comprehensively to the conference constituency at large. Share it through conference communication channels, and challenge every level and type of ministry to express it.
8. Use it as your filter for all planning, decision making, funding and how you measure success in your ministry.
9. Engage all ministry leaders in understanding their part in fulfilling the vision, and over time work together to bring alignment and clarity throughout all ministries with your Mission, Vision and Objectives. These initiatives will begin to emerge in key strategies over the coming months.
10. Lead your key decision-makers and committees to understand the vision clearly, and to ensure alignment in the way that direction is set, plans are made, resources are allocated, news is communicated, ministry is evaluated, and progress is celebrated.

You can utilise Part 2B of the Ministry Report to articulate your SHARED Vision from the long-term (Horizon) to the short-term (Foreground). The long-term part of your vision can be entered into the portal so that it appears at the top of page 2B for every location report. This assists your Ministry Leaders in guiding their churches as they establish their own shared vision at their location. A sample *Shared Conference Vision* is found under the documents tab on the MD portal.

MD SUMMARY

REFLECTING ON THE BIG PICTURE



- Summarise the key features of MD with another person using this graphic.
- How would you describe the difference between Core Ministry Functions and Ministry Competencies?
- Why do you think the competencies are expressed as the wheat-head?
- How is the importance of 'abiding' suggested in this graphic?

FURTHER SUPPORT

For further support as an administrator in the MD process, email md@adventist.org.au or contact the AUC Ministerial Secretary. Further documentation can be found in Documents tab on the MD portal.

FOR REFLECTION:

- *What practical detail presented here have you found most helpful in clarifying your understanding of the implementation of MD?*
- *What questions do you still have?*
- *Summarise what MD is all about in seven words or less.*

REFLECTING AS A LEADER...

- *What new conviction will you carry with you as a leader in the Seventh-day Adventist Church as a result of what has been presented?*


- *Something I want to **start** doing...*

- *Something I want to **continue** doing...*

- *Something I want to **stop** doing...*

The early church in Acts offers an inspiring challenge for our church today. There, infused with God's Spirit-power, was a oneness of vision and an explosion of fervour in the life of the emerging Christian church. There was cultivated a more linear rather than hierarchical structure of leadership, and a deep sense that all laboured 'in the field' together, according

to their gifts – all accountable; all driven by the same Godly mission; all open and transparent; all growing for God's ultimate glory. Such a model not only embraces all that is important from the perspective of eternity, but along the way, also develops a culture that says, *'I nurture you, you nurture me – we all grow together – to reflect, honour and bear witness to our God.'*

The background of the page features a soft-focus photograph of several people's silhouettes against a bright, hazy sunset or sunrise over a body of water. The light is warm and golden, creating a peaceful and contemplative atmosphere. The silhouettes are dark against the lighter background, showing the profiles of heads and shoulders of at least five individuals.

“NOW TO HIM WHO IS ABLE TO DO IMMEASURABLY MORE THAN ALL WE ASK OR IMAGINE, ACCORDING TO HIS POWER THAT IS AT WORK WITHIN US, TO HIM BE GLORY IN THE CHURCH AND IN CHRIST JESUS THROUGHOUT ALL GENERATIONS, FOREVER AND EVER! AMEN.”

EPHESIANS 3:20-21 (NIV)

APPENDIX A

TOUGH QUESTIONS LEADERS NEED TO ASK OF THEMSELVES

Are you an inspiring leader and communicator?

1. Can I say that I genuinely inspire our people by communicating with passion and integrity? Does my leadership team do the same?
2. Am I confident that everyone (at all levels in the organisation) has a clear view of our values and our purpose so that all decisions they make are aligned with these?
3. Do all our people understand what each of them needs to do to help achieve our overall goal, and are they inspired by it?
4. Is everyone in the organisation committed to constantly improving our key relationships – with each other?
5. Are we having enough meaningful conversations with our employees so they feel engaged, motivated and committed to what we are doing? Am I recognising good work when I have those conversations?
6. Can I truly say that I understand what things are like for our people so that I can talk about issues that are important to them?
7. Do I make it a priority to get feedback and input from our people across the organisation and respond to their concerns? Am I a good listener? Do I make it easy for people to bring me bad news?
8. Can people in the organisation look at me and say that I speak out strongly and clearly on the issues that are important to me and to our organisation?
9. Am I known as a leader who inspires and engages people by using stories to communicate the messages I want to convey, or do I only use charts with facts and figures?
10. Am I confident that the way I act, and the signals I send, communicate the right messages to our people? What signals are they receiving and how do these influence their behaviours?
11. Am I and all of the leaders in the organisation properly prepared and trained for speaking publicly so we can ensure that every word we say counts?
12. Is communication a fundamental leadership priority within the organisation, ensuring that we develop all of our leaders to become inspiring communicators?
13. Above all, am I doing everything I can to ensure that our people – and all of our stakeholders – trust who we are and what we do?

(Questionnaire based on *The Language of Leaders' 12 Principles*, with help from Sinead Jefferies of Opinion Leader Research)

The Language of Leaders, Kevin Murray, p. 212, 213

APPENDIX B

ONE-TO-ONE CONVERSATION QUESTIONS

You may like to consider some of the following questions for one-to-one conversations you have with ministry leaders in addition to the Evaluation Conversation questions provided, or at other times.

1. What has become clear since last we met?
2. What is the area that, if you made an improvement, would give you and others the greatest return on time, energy, and dollars invested?
3. What seems currently impossible to do that, if it were possible, would change everything?
4. What are you trying to make happen in the next three months?
5. What's the most important decision you're facing? What's keeping you from making it?
6. What topic are you hoping I won't bring up?
7. What area under your responsibility are you most satisfied with? Least satisfied with?
8. What part of your responsibilities are you avoiding right now?
9. What conversations are you avoiding right now?
10. What do you wish you had more time to do?
11. What things are you doing that you would like to stop doing or delegate to someone else?
12. What threatens your peace? What threatens your health? Your personal fulfillment?

Fierce Conversations, Susan Scott, p.250

APPENDIX C

ONGOING COACHING IN GROWTH MINDSET

The Ministerial Secretary, through regular contact with ministry leaders, can also play a key role in encouraging the ministry leader in a *growth mindset* (see p. 27 of the *Ministry Leader's Handbook*). Embracing this mindset can serve to unleash an attitude of lifelong learning that will greatly benefit professional growth. Understanding, equipping and modelling this will be powerful in the life of the ministry leader.

13 Ways to Develop a Growth Mindset

Developing a growth mindset is a learning journey. As we desire to develop a growth mindset in those we oversee, the importance of modelling a growth mindset cannot be understated. To have a growth mindset:

1. Accept opportunities that push you out of your comfort zone – challenges are chances.
2. You don't know what you don't know. Ask questions.
3. Appreciate obstacles – growth comes from struggle.
4. Mistakes are an important part of the process.
5. Skills are built, not born. They are yours if you work for them.
6. Choose learning well, over learning fast.
7. Reward efforts and actions, not traits. (Don't praise intelligence; praise perseverance, effort, and improvement.)
8. Don't be threatened by feedback and criticism – use it to support you in your learning instead.
9. Think of learning as “brain training”.
10. Always reflect on what you've learned.
11. Actively seek out new things. The more you do, the more you learn.
12. Just because you haven't seen change, doesn't mean you won't. Stick at it.
13. Your brain has the ability to change throughout your life. Never stop.

<http://www.lifteducation.com/growth-mindset-for-adult-learners/>

NOTES

NOTES

