

**2019 Vestry Retreat
Episcopal Diocese of Michigan
Fire of Renewal – Growing into the Body of Christ**

*Cathedral of St. Paul, Detroit
February 23, 2019*

*St. Paul's, Lansing
March 2, 2019*

- 9:00 am Gathering – Recognize Leadership Teams by Congregation – Assign Breakout Areas
- 9:15 am Morning Prayer (*Vicki Hesse*)
- 9:30 am Fire of Renewal – Growing into the Body of Christ (*Jim Gettel*)
- 9:50 am Leadership Responsibilities of Church Leadership Teams (*Jim Gettel*)
- 10:30 am Break
- 10:40 am Mutual Ministry Review of Leadership Responsibilities: How are we doing with discerning and answering God's call and leading and strengthening this congregation?
(Meetings of individual congregation leadership teams to discuss pages 17-22 below)
- 12:00 pm Blessing and Lunch with Peer Group Discussions (*page 23 below*)
- 12:45 pm Discipling: Taking the Next Steps on Our Spiritual Path (*Nancy McLaughlin/Vicki Hesse*)
- 2:00 pm Mutual Ministry Review of Discipling: How are we doing with helping people to take the next steps on their spiritual journeys?
(Meetings of individual congregation leadership teams to discuss pages 41-44 below)
- 3:15 pm Report back/conversation
- 3:45 pm Blessing and sending (*Vicki Hesse*)

Room Assignments for Breakout Sessions February 23, 2019

Congregation	Break Out Room
All Saints', Detroit	220- Library
Cathedral Church of St. Paul, Detroit	Crowley
Christ Church, Dearborn	M3
Grace Church, Mt. Clemens	214- Staff Lunch Room
Grace, Detroit	Barth
Redeemer, Southfield	Barth
St. John's, Westland	M5
St. David's, Southfield	Barth
St. George's, Milford	228 Mayson
St. James', Birmingham	Cathedral Library
St. James', Dexter	224
St. John's, Plymouth	Barth
St. Matthew's & St. Joseph's, Detroit	Barth
St. Paul's, Brighton	M1
St. Stephen's, Troy	M4
Trinity, Monroe	M2

Morning Prayer | Discernment¹

As we begin the day, we focus on our calling to live faithfully, for who knows what today holds?

Opening

Your word is a lamp to our feet
and a light for our path.

Prayer

Insistent God, by night and day you summon your slumbering people: So stir us with your voice and enlighten our lives with your grace that we give ourselves fully to Christ's call to mission and ministry. **Amen.**

Praise

Psalm 27:1, 5-6, 10-11

God is my light and my salvation;
whom then shall I fear?
God is the strength of my life;
of whom then shall I be afraid?
One thing have I asked of you, O God; one thing I seek:
that I may dwell in your house all the days of my life,
To behold your fair beauty, O God,
and to seek you in your temple.
Hearken to my voice, O Most High, when I call;
have mercy on me and answer me.
You speak in my heart and say, "Seek my face."
Your face, O God, will I seek.

Scripture

The next day, John again was standing with two of his disciples, and as he watched Jesus walk by, he exclaimed, "Look, here is the Lamb of God!" The two disciples heard him say this, and they followed Jesus. When Jesus turned and saw them following, he said to them, "What are you looking for?" *John 1:35-38*

Meditation

The eye of the cormorant is emerald. The eye of the eagle is amber. The eye of the grebe is ruby. The eye of the ibis is sapphire. Four gemstones mirror the minds of birds, birds who mediate between heaven and earth. We miss the eyes of the birds, focusing only on feathers.

Terry Tempest Williams

We reflect:

What are we looking for? Where have we failed to look?

¹ From *Daily Prayer for All Seasons*, Church Publishing, 2014, p. 43-45

Affirmation

We are not alone; we live in God's world.

We believe in God:

who has created and is creating,

who has come in Jesus,

the Word made flesh,

to reconcile and make new,

who works in us and others by the Spirit.

We trust in God.

We are called to be the Church:

to celebrate God's presence,

to live with respect in creation,

to love and serve others,

to seek justice and resist evil,

to proclaim Jesus, crucified and risen, our judge and our hope.

In life, in death, in life beyond death, God is with us.

We are not alone. Thanks be to God.

Prayers

Jesus, you are the light of the world:

May your light open our eyes to see those in need.

Jesus, you are the light of the world:

May the works of our lives demonstrate your love.

Jesus, you are the light of the world:

May your wisdom enlighten our decisions.

Jesus, you are the light of the world, hear the prayers of our hearts:

Here, the people may add particular intercessions or thanksgivings.

As you enlighten our lives,

May we be light for others.

Lord's Prayer

Prayer

Open our eyes that we may see. Incline our hearts that we may desire.

Order our steps that we may follow the way of your commandments. **Amen.**

Going Out

Your word is a lamp to our feet

and a light for our path.

Ephesians 4

1 I therefore, the prisoner in the Lord, beg you to lead a life worthy of the calling to which you have been called, 2 with all humility and gentleness, with patience, bearing with one another in love, 3 making every effort to maintain the unity of the Spirit in the bond of peace. 4 There is one body and one Spirit, just as you were called to the one hope of your calling, 5 one Lord, one faith, one baptism, 6 one God and Father of all, who is above all and through all and in all. 7 But each of us was given grace according to the measure of Christ's gift. 8 Therefore it is said, "When he ascended on high he made captivity itself a captive; he gave gifts to his people." 9 (When it says, "He ascended," what does it mean but that he had also descended into the lower parts of the earth? 10 He who descended is the same one who ascended far above all the heavens, so that he might fill all things.) 11 The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, 12 to equip the saints for the work of ministry, for building up the body of Christ, 13 until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ. 14 We must no longer be children, tossed to and fro and blown about by every wind of doctrine, by people's trickery, by their craftiness in deceitful scheming. 15 But speaking the truth in love, we must grow up in every way into him who is the head, into Christ, 16 from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love. 17 Now this I affirm and insist on in the Lord: you must no longer live as the Gentiles live, in the futility of their minds. 18 They are darkened in their understanding, alienated from the life of God because of their ignorance and hardness of heart. 19 They have lost all sensitivity and have abandoned themselves to licentiousness, greedy to practice every kind of impurity. 20 That is not the way you learned Christ! 21 For surely you have heard about him and were taught in him, as truth is in Jesus. 22 You were taught to put away your former way of life, your old self, corrupt and deluded by its lusts, 23 and to be renewed in the spirit of your minds, 24 and to clothe yourselves with the new self, created according to the likeness of God in true righteousness and holiness. 25 So then, putting away falsehood, let all of us speak the truth to our neighbors, for we are members of one another. 26 Be angry but do not sin; do not let the sun go down on your anger, 27 and do not make room for the devil. 28 Thieves must give up stealing; rather let them labor and work honestly with their own hands, so as to have something to share with the needy. 29 Let no evil talk come out of your mouths, but only what is useful for building up, as there is need, so that your words may give grace to those who hear. 30 And do not grieve the Holy Spirit of God, with which you were marked with a seal for the day of redemption. 31 Put away from you all bitterness and wrath and anger and wrangling and slander, together with all malice, 32 and be kind to one another, tenderhearted, forgiving one another, as God in Christ has forgiven you.

GROWING INTO THE BODY OF CHRIST

Jim Gettel
Canon for Congregational Life
313-833-4424 or jgettel@edomi.org



Ephesians 4: Growing into the Body of Christ

- Speaking the truth in love
- Grow up in every way into Christ, the head
- Each part working properly
- Joined and knit together
- Promotes growth in building itself up in LOVE



Growing into the Body of Christ

- **Incarnational** (Loving) by showing forth God's love for people and creation
- **Discipling** (Following) by helping people live into the loving relationships of God's kingdom
- **Apostolic** (Sending) by sending people to love and serve God and other people in the world



Beloved Community




Beloved Community

"By this everyone will know that you are my disciples, if you have love for one another." (John 13:35)

"Love one another as I have loved you" (John 13:34)



A Growing Church is:

Incarnational by showing forth God's love for people and creation.




Incarnational (Loving) Community

Most of us are part of our church communities because we've truly experienced other people caring for us and God's presence with us (in Bible studies, youth groups, pastoral care, outreach ministries, etc.)



7

The harshest criticism of the church today is that it doesn't act much like Jesus. The greatest attraction to Jesus for non-church people is the abundance of love Jesus offers.

See, e.g., unChristian: What a New Generation Really Thinks about Christianity... and Why It Matters, by David Kinnaman and Gabe Lyons (Baker Books, 2007).



8

Creating a loving culture

- ❖ Opportunities for loving relationships
 - Small groups and ministry teams
 - Pastoral care
- ❖ Opportunities for ministry
- ❖ Good communications
- ❖ Good expectations
 - Shared identity, mission, vision, values
 - Behavioral covenant
- ❖ Understanding our challenges and patterns



9

Responding to Unhealthy Conflict

Unresolved tensions that become conflict can destroy community, including a lack of spiritual growth, a drain of the church's resources, diminished ministry opportunities, decreased church attendance, voluntary or involuntary leadership separations, congregation division, and sometimes church splits



10

Reconciliation

- ❖ Confront one another ("meeting face-to-face") (Mark 7:25-29)
- ❖ Mediation, if needed (Matthew 18)
- ❖ Forgive one another (Ephesians 4:32; Luke 6:38; John 20:23)
- ❖ Reconcile with one another (Matthew 5:25-26)



11

A Growing Church is:

Discipling by helping people live into the loving relationships of God's kingdom.



12

A Growing Church asks:

- How are we creating and supporting loving relationships?
- How are we helping people become disciples?
- How are we sending people forth to love and serve others?



19

Experiences of Growing Church

<i>Accepting</i>	<i>Engaging</i>	<i>Exciting</i>
Belonging	Purpose	Passion
Welcoming	Forming	Sending
Relationship	Significance	Meaning
Loving	Growing	Serving
See Jesus	Know Jesus	Serve Jesus
Incarnational	Discipling	Apostolic



20

Fire of Renewal

- We are **committed** to working together as a diocese to become a **community** where every structure, organization and congregation *reflects the joy and vitality of being together in Christ Jesus our Lord*
- This happens when we embark together on *a Spirit-filled journey of Christian love, discipleship and mission*



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Growing into the Body of Christ

- **Beloved Community** (belonging): becoming a community who cares for us
- **Discipleship** (growth and stewardship): becoming a community who helps us take the next steps on our spiritual journeys
- **Mission** (purpose): becoming a community who serves others



22

Serving the Body of Christ

- ❖ Authority throughout TEC is conferred and shared
 - Not over us, coming down
 - But among us and with us, coming together
- ❖ Embrace needs and interests of entire congregation
 - Not delegates representing constituencies



7

Following Jesus

- Jesus calls all people to take up their cross and follow him (Luke 9:23–25) by
 - putting Jesus first (Luke 14:25–35),
 - loving others (John 13:34–36),
 - making disciples (Matthew 28:19–20), and
 - abiding in him (John 15:1–9).
- Jesus commissions people in the power of the Holy Spirit to love and serve with him (Matthew 28:16–20, Mark 16:15, Acts 1:8, John 20:21).



8

“Christ opened up the way to God and to one another. Now Christians can live with each other in peace; they can love and serve one another; they can become one. But they can continue to do so only through Jesus Christ. Only in Jesus Christ are we one; only through him are we bound together.”

-- Dietrich Bonhoeffer, Life Together



9

Turning Again to Christ Helps Leaders

- Keep an awareness of God’s presence with us and try to respond to God in everything we do
- Discover a way of living as individuals, leadership team and congregation
- Discern and answer God’s call to this church community



10

Stay Centered in Relationship with God

- ❖ Gather for worship or prayer and Bible study
- ❖ Worship together (I Thessalonians 5:16-19)
- ❖ Pray for one another (James 5:16; I John 5:14-15)
- ❖ Help one another to grow along our spiritual paths (Matthew 28:19-20; John 20)
- ❖ Playfulness and creativity



11

Guiding Principles in Discernment

Anglican foundations

- Scripture
- Tradition
- Reason



12

Guiding Principles in Discernment

Covenants

- Baptismal Covenant
- Covenants of Call
- Behavioral Covenants
- Rules of Life



13

Guiding Principles in Discernment

Church Policies

- Core values
- Vision (The Jesus Movement, The Way of Love)
- Operating procedures
- Budget



14

Guiding Principles in Discernment

Governing rules and structures

- Constitution and Canons of The Episcopal Church
- Constitution and Canons of the Diocese of Michigan
- Michigan Corporate Laws
- Congregational Articles of Incorporation, Bylaws
- Roberts' Rules of Order



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Vestry Responsibilities

1. Support unity and love
2. Discern church's mission and purposes
3. Ensure effective planning
4. Determine, monitor, and strengthen the church's programs and services
5. Select, monitor, evaluate, compensate, support and – if necessary – replace ministry leaders, and ensure management succession
6. Provide proper financial oversight



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Vestry Responsibilities - continued

7. Ensure adequate resources for mission and programs
8. Ensure legal and ethical integrity and maintain accountability
9. Enhance the church's witness and reputation
10. Recruit and orient new board members and assess board performance

Adapted from Ten Basic Responsibilities Of Nonprofit Boards (BoardSource, 2003) and The Report of the NACD Blue Ribbon Commission on Director Professionalism (National Association of Corporate Directors, 2005).



17

A Vestry first asks:

What are we doing to support unity and love?



18

Second, a Vestry asks:

How are we sending people forth to love and serve God's creation?



19



Third, a Vestry asks:

How are we helping people become disciples?



20



Spending Time as Leaders

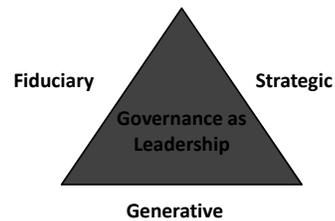
Are we making these 3 responsibilities priorities for

- Our leadership team agenda?
- Our leadership team retreats?
- Raising up individuals and ministry teams in our congregation?

21



The Governance Triangle



22



Fiduciary Mode

- Ensure legal, regulatory, & policy compliance
- Ensure fiscal accountability & financial controls
- Stewardship of resources (\$, people, facilities)
- Evaluation of Rector/Vicar

23



Fiduciary Mode – continued

- Evaluation of Vestry/Bishop's Committee (individual and collective)
- Oversee operations
- Monitor results
- Most "understood" or familiar mode...tend to want to spend all our time here

24



Strategic Mode

- Scan internal & external environments. How does this information:
 - ▣ Challenge your current assumptions?
 - ▣ Inform your leadership?
- Review, modify, and assist vision and strategic plan



25

Strategic Mode – continued

- Assess strategy performance via needs assessment, benchmarks, critical success factors
- Recruit new leadership
 - ▣ Lay ministry for programs, organization
 - ▣ Elected leadership
 - ▣ Wardens
 - ▣ Clerk, Treasurer, Chancellor (*non-V/BC*)



26

Generative Mode

- See current challenges in new light
- Frame “better” problems and opportunities
 - ✓ Ask key questions
 - ✓ “What if” exploration
 - ✓ We’ve always/never done it that way
- Acknowledge organization is rarely logical or linear (e.g. Family System)



27

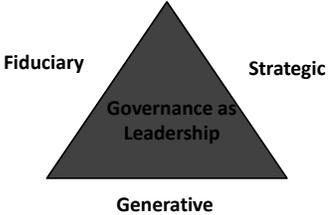
Generative Mode – continued

- Discover strategies, priorities, and “realities”
- Suspend rules of logic to tap intuition and intellectual *playfulness*
- Encourage robust discourse – not quick consensus



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The Governance Triangle



Fiduciary **Strategic**

Governance as Leadership

Generative

Do your meetings incorporate all three modes?



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Focusing Forward

“The Board (Vestry/Bishop’s Committee) is responsible for paving the future for the organization and it can only do so if it focuses on issues that are either *waiting to happen* or *that it wants to happen.*”

- Meet Smarter, BoardSource



30

Making time for mission and community

- How much time does your vestry spend to be the spiritual center of the congregation's leadership?
- How often does your vestry explore ways to strengthen loving community, raise up new and stronger disciples and carry out its mission?
- How do you make time for these generative and strategic activities?

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What are some ways your congregation is called to be:

***Incarnational?
Discipling?
Apostolic?***

32



Spiritual Resources

- **The Bible** – Helping to lead a congregation comes from the heart, mind and spirit, so read the bible to stay centered in your faith.
- **The Book of Common Prayer** - It's time to have your own BCP; be linked to Episcopalians and Anglicans who have gone before you; pray!
- **Daily Prayer for All Seasons** by the Standing Commission on Liturgy and Music (2014)

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Vestry Resources

- **The Vestry Resource Guide:** <https://www.forwardmovement.org/Products/1951/vestry-resource-guide.aspx>
- **Vestry Papers:** <https://www.ecfvp.org/vestry-papers>
- **Diocesan Resources** (esp. Living into Loving Relationships and Reaching Our Neighbors): <https://www.edomi.org/congregationallife/about/congregational-vitality-and-growth/resources/>

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QUESTIONS?

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Leadership Responsibilities of Governing Boards²

1. Support unity and love.
 - a. "Love one another as I have loved you" (John 13:34)
 - b. "By this everyone will know that you are my disciples, if you have love for one another" (John 13:35)
2. Discern the church's mission and purposes (asking "What is God calling us to do and to accomplish here in this place?" and "How can we best practice this ministry?" to clearly articulate the unique mission of the congregation to respond to God's calling in the world, by identifying the populations, communities or areas the congregation is called to serve and defining the congregation's goals)
3. Ensure effective planning (develop a depth of knowledge of the communities being served; review and approve staff and ministry team plans to accomplish congregational goals; understand and question the assumptions upon which the plans are based; and help strengthen the plans to realize progress toward the goals)
4. Determine, monitor, and strengthen the church's programs and services (introduce, alter or eliminate programs as needed to involve gifted individuals to fulfill the mission of the congregation and regularly monitor results to evaluate whether plans are being achieved and operations are being properly managed)
5. Select, monitor, evaluate, compensate, support and – if necessary – replace the ministry leaders, and ensure management succession
6. Provide proper financial oversight (review and approve the church's financial objectives, plans, and actions, including significant capital allocations and expenditures)
7. Ensure adequate resources
8. Ensure legal and ethical integrity and maintain accountability (ensure that the church has in place systems to encourage and enable ethical behavior and compliance with laws and regulations, auditing and accounting principles, and its own governing documents)
9. Recruit and orient new board members and assess board performance (its own effectiveness in fulfilling these and other board responsibilities)
10. Enhance the church's witness and reputation (serving as a model for Christian community, mutual ministry and open communication, especially constructive criticism and feedback)

² Adapted from Ten Basic Responsibilities Of Nonprofit Boards (BoardSource, 2003) and The Report of the NACD Blue Ribbon Commission on Director Professionalism (National Association of Corporate Directors, 2005).

Mutual Ministry Review of Leadership Responsibilities

How are we doing with discerning and answering God's call and leading and strengthening this congregation?

Prayer for the Unity of the Church (BCP, page 255)

Almighty Father, whose blessed Son before his passion prayed for his disciples that they might be one, as you and he are one: Grant that your Church, being bound together in love and obedience to you, may be united in one body by the one Spirit, that the world may believe in him whom you have sent, your Son Jesus Christ our Lord; who lives and reigns with you, in the unity of the Holy Spirit, one God, now and for ever. Amen.

Scripture Lesson: Ephesians 4: 1-7; 11-16

I therefore, the prisoner in the Lord, beg you to lead a life worthy of the calling to which you have been called, with all humility and gentleness, with patience, bearing with one another in love, making every effort to maintain the unity of the Spirit in the bond of peace.

There is one body and one Spirit, just as you were called to the one hope of your calling, one Lord, one faith, one baptism, one God and Father of all, who is above all and through all and in all. But each of us was given grace according to the measure of Christ's gift.

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.

We must no longer be children, tossed to and fro and blown about by every wind of doctrine, by people's trickery, by their craftiness in deceitful scheming. But speaking the truth in love, we must grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love.

What does this passage say about our work as a church community?

Questions for Discussion

Healthy and growing congregations focus on:

- † Loving Community (belonging): a community who cares for one another
- † Mission (purpose): a community who serves others
- † Discipleship (transformation): a community who helps us follow Jesus and develop our gifts for ministry

1. What are our leadership focus areas as a governing board (Vestry/Bishop's Committee/Chaplaincy Board)?
 - a. Looking at the Leadership Responsibilities of Governing Boards (page 16 above), on which activities do we spend most of our time?
 - (i) Do we largely focus our board activities on business and operational matters (finances, buildings and grounds, programs, activities and events)?
 - (ii) How often does our governing board explore ways to strengthen community/culture?
 - (iii) How often does our governing board explore ways to strengthen mission?
 - b. Looking at the Governance Triangle (slides 22-29 on pages 13-14 above), how could we turn more of our time to generative or strategic focus?
 - (i) How much time does our governing board spend to be the spiritual center of the congregation's leadership?
 - A. How do we take time to remember and experience God's presence and invite God into our conversations (e.g., prayers, scripture reflection, bells or prayer pauses, retreats)?

- B. Are we praying together for the church community, one another and our work together? Are we regularly asking, “What do we need to pray about?”

- C. How do we remain aware as a leadership team that God is with us in our community and activities? How are we seeing, appreciating and celebrating where God is already present with us? What keeps us from celebrating? How could we begin to overcome this?

- D. Are we continually asking, “What is God calling us to do and to accomplish here in this place?” and “How can we best practice this ministry?”

- E. If we develop our spiritual practices to focus our attention on God and to do worshipful work how might that transform our work and our church community?

(ii) As a board, how do we take time for fellowship, to play or for other life-giving or creative activities?

(iii) How can we make time to lead in these areas? What do we need to add to our agendas? What do we need to place lower or later or less often in our agendas?

2. What goals would we like to set for strengthening our leadership focus areas? Have specific answers to three questions for each goal:

Goal	Who (will do this)?	What (will they do)?	When (will it be done)?

3. If you have time, begin to consider the community culture Jesus asks us to create as leaders. Jesus says, “Love one another as I have loved you.” (John 13:34) and “By this everyone will know that you are my disciples, if you have love for one another.” (John 13:35). How good are our processes for creating the loving community we would like to have?

a) Pastoral care: How well do we care for one another?

(i) Who is responsible for pastoral care in our congregation?

(ii) Is each member connected with a small group or ministry team which looks out for them?

(iii) Is our first response to disagreement or anger to ask: “What are you going through?” and to listen carefully to one another?

b) Behavioral expectations: Do we have or are we discussing a behavioral covenant for our leaders (Vestry, ministry teams) and/or members of our congregation?

- c) Mutual ministry: Is everyone invited into a ministry where they can apply their Spiritual gifts, Hear (passion), Abilities, Personality and Experience (SHAPE)?

- d) Communications: Do we focus on developing relationships vs. just conveying decisions or information?

- e) Confronting conflicts: How do we do when we have conflicts (as a board or in the congregation)?
 - (i) Would guests pick up on areas of conflict or disagreement in our community?

 - (ii) Do we follow the steps Jesus outlines in Matthew 18:15-20:

"If another member of the church sins against you, go and point out the fault when the two of you are alone. If the member listens to you, you have regained that one. But if you are not listened to, take one or two others along with you, so that every word may be confirmed by the evidence of two or three witnesses. If the member refuses to listen to them, tell it to the church; and if the offender refuses to listen even to the church, let such a one be to you as a Gentile and a tax collector. Truly I tell you, whatever you bind on earth will be bound in heaven, and whatever you loose on earth will be loosed in heaven. Again, truly I tell you, if two of you agree on earth about anything you ask, it will be done for you by my Father in heaven. For where two or three are gathered in my name, I am there among them."

 - (iii) What is our role as a board in leading this? Might it help to have a facilitated conversation with a trained mediator to encourage reconciliation of certain issues or concerns?

f) What goals for leading loving community would we like to add to our chart in Question 2 above?

Goal	Who (will do this)?	What (will they do)?	When (will it be done)?

4. If you would like to have a conversation as a Governing Board about strengthening your mission as a community, please consider the steps in a resource like: <https://www.edomi.org/wp-content/uploads/2018/09/Reaching-Our-Neighbors.pdf> and the questions:
 - a. What is our “mission”? (Who is God calling us to be?)
 - b. Who is our “mission field”? (Who is my neighbor? Who are the people on the margins? Who are we here to serve?)
 - c. Who are our “missionaries”?

5. This afternoon we will have a conversation as a Governing Board about strengthening our discipleship.

Lunch Conversations

Please join an appropriate table for New Vestry/Leadership Team Members, Veteran Vestry/Leadership Team Members, Wardens or Clergy and discuss the following questions:

1. What are the **spiritual practices** of your leadership team?

How do they make a difference to your church and your work?

2. Has your church worked on steps for **strengthening community** (such as open conversations about challenges and patterns, better communication, behavioral covenants, mutual ministry reviews or mediation)?

If so, what helped you to initiate these? How have they worked?

If not, are there areas of conflict or stress that you would like to address?

3. What types of **outreach** is your church doing?

Who leads this and how are people involved?

Discipling: Taking the Next Steps on Our Spiritual Path (*Nancy McLaughlin/Vicki Hesse*)

Lectio Divina: **1 Corinthians 12.1, 4-12**

Now concerning spiritual gifts, brothers and sisters, I do not want you to be uninformed. ⁴Now there are varieties of gifts, but the same Spirit; ⁵and there are varieties of services, but the same Lord; ⁶and there are varieties of activities, but it is the same God who activates all of them in everyone. ⁷To each is given the manifestation of the Spirit for the common good. ⁸To one is given through the Spirit the utterance of wisdom, and to another the utterance of knowledge according to the same Spirit, ⁹to another faith by the same Spirit, to another gifts of healing by the one Spirit, ¹⁰to another the working of miracles, to another prophecy, to another the discernment of spirits, to another various kinds of tongues, to another the interpretation of tongues. ¹¹All these are activated by one and the same Spirit, who allots to each one individually just as the Spirit chooses. ¹²For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ.

Discipling

Taking The Next Steps Along Our Spiritual Path

— Vestry Days 2019 —

The Rev. Vicki Hesse, Director of the Whitaker Institute
Nancy Ann McLaughlin, D.Min., Ministry Developer

1

The Shape of Our Time

Leading is both spiritual and practical, and a growing church is discipling...

...helping people live into the loving relationships of God's kingdom.

Spiritual Preparation

- With Scripture (VH)
- With Experiential Questions (NM)

Practical Discipling

- Setting Expectations
- Connecting
- Discerning
- Inviting
- Delegating
- Encouraging

Collaboration in vestry groups ~ generative work



2

Spiritual Preparation With Scripture

Lectio Divina: A Benedictine Practice ~ on 1 Corinthians 12.1, 4-12

First Reading,

focus: Listen for a word or phrase that speaks to you.

Second Reading

focus: Enter into the Scripture passage.

Notice what do you feel, your emotions,

recall a specific situation in your life that relates. Write this down.

Third Reading

focus: Allow the scripture to move in you God's invitation.

To what is God inviting you?



3

Spiritual Preparation With Scripture

Lectio Divina: 1 Corinthians 12.1, 4-12

Now concerning spiritual gifts, brothers and sisters, I do not want you to be uninformed.

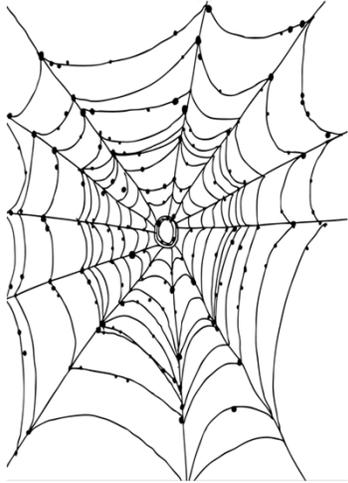
⁴Now there are varieties of gifts, but the same Spirit; ⁵and there are varieties of services, but the same Lord; ⁶and there are varieties of activities, but it is the same God who activates all of them in everyone. ⁷To each is given the manifestation of the Spirit for the common good. ⁸To one is given through the Spirit the utterance of wisdom, and to another the utterance of knowledge according to the same Spirit, ⁹to another faith by the same Spirit, to another gifts of healing by the one Spirit, ¹⁰to another the working of miracles, to another prophecy, to another the discernment of spirits, to another various kinds of tongues, to another the interpretation of tongues. ¹¹All these are activated by one and the same Spirit, who allots to each one individually just as the Spirit chooses.

¹²For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ.



4

Spiritual Preparation With Experiential Questions



“Lord, when did we see you...”

(Matthew 25:35-40)

When have you been a disciple of Jesus?

How was the church community helpful?

- **Example from secular world**
- **Example from church life**
- **Example from a variety of interconnected aspects of life**



5

Practicing Discipling

How are we helping people become disciples?

Discipling: concrete ways to help people take that next step on their spiritual path

1. Setting Expectations – seeking, clarifying, asking: a culture of clarity
2. Connecting – deepening relationships in all ways (1:1, small groups, ministries)
3. Discerning – listening to God’s invitation, identifying gifts of others, noticing opportunities
4. Inviting – actively inviting people in, use their gifts and welcome their uniquenesses
5. Delegating – directing, coaching, supporting or full delegation
6. Encouraging – mentoring, supporting, praying for people



6

Practicing Discipling

Setting Expectations – seeking, clarifying, asking

Establishing a culture of transparency and clarity

Let's practice!

Six Leadership Areas

1. **Setting Expectations**
2. Connecting
3. Discerning
4. Inviting
5. Delegating
6. Encouraging



7

Practicing Discipling

Connecting – deepening relationships

Let's discover!

Mind Map Exercise

1. One on one – friends or companions or your *anam cara*
2. Small Groups in which you participate
3. Ministry Teams on which you serve
4. Community Groups in neighborhood
5. Associations to which you belong
6. Institutions of which you participate

Consider all these connections you have to offer!

Six Leadership Areas

1. Setting Expectations
2. **Connecting**
3. Discerning
4. Inviting
5. Delegating
6. Encouraging



8

Practicing Discipling

Discerning

Are we following Jesus?
Questionnaire for Christians
Church-wide discernment



Individual gifts
Spiritual Gifts
SHAPE (Rick Warren)

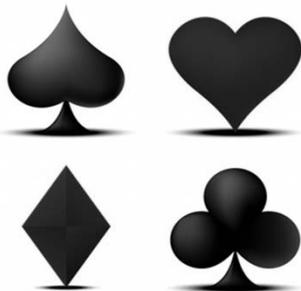
Six Leadership Areas

1. Setting Expectations
2. Connecting
3. **Discerning**
4. Inviting
5. Delegating
6. Encouraging



Practicing Discipling

Inviting (1 of 2)



Luck of the draw?
Taking the next step...

Who steps forward and why?
Who might need to be invited and/or encouraged?

Making connections for invitation
Being intentional and comprehensive

Six Leadership Areas

1. Setting Expectations
2. Connecting
3. Discerning
4. **Inviting**
5. Delegating
6. Encouraging



Practicing Discipling

Inviting (2 of 2)



- Six Leadership Areas
1. Setting Expectations
 2. Connecting
 3. Discerning
 - 4. Inviting**
 5. Delegating
 6. Encouraging



The Gospel According to Matthew, The Visual Bible, directed by Regardt van den Bergh with Bruce Marchiano as Jesus

Practicing Discipling

Delegating



Moses and the 70 elders; Jesus sending 2x2; Pentecost!

Taking the next step...

Accepting and giving power

Holy Spirit

Role of the vestry/church leaders

Personal giftedness and being whole

- Six Leadership Areas
1. Setting Expectations
 2. Connecting
 3. Discerning
 4. Inviting
 - 5. Delegating**
 6. Encouraging



Practicing Discipling

Encouraging – supporting, mentoring, praying

Turn to neighbor – brainstorm ways to encourage

Six Leadership Areas

1. Setting Expectations
2. Connecting
3. Discerning
4. Inviting
5. Delegating
6. **Encouraging**

Lend a hand

Letter of Appreciation

Special cards recognizing gifts

Greet By Name

Baptismal Date Anniversary recognition

Show up at non-church events

Get to know family

Say Thank You

Praise Them

Prayer on monthly cycle

Come to me, all who labor and are heavy-laden, and I will give you rest. Take my yoke upon you, and learn from me; for I am gentle and lowly in heart, and you will find rest for your souls. For my yoke is easy, and my burden is light.
Matthew 11:28-30 / BCP 131



13

Practicing Discipling

Wrapping Up / Final Thoughts

- Are we finding ways to raise up people?*
- How have you been invited into a ministry? How have you been invited to use your spiritual gifts? Where is invitation happening in the congregation now?*
- Where have expectations been clarified?*
- How are we supporting relationships? (prayer, scripture, check in...)*
- How do we identify new opportunities for people to get involved?*
- How do we let people engage in service, prayer, worship, work of the congregation?*
- How can ministries be defined in helpful delegatable areas?*
- How are new ministers apprenticed?*
- How are team leaders identified?*
- How can this be revisited at Vestry meetings?*

Six Leadership Areas

1. Setting Expectations
2. Connecting
3. Discerning
4. Inviting
5. Delegating
6. Encouraging



14

Questions?



15

Closing Prayer

Almighty and eternal God, so draw our hearts to you, so guide our minds, so fill our imaginations, so control our wills, that we may be wholly yours, utterly dedicated to you; and then use us, we pray you, as you will, and always to your glory and the welfare of your people; through our Lord and Savior Jesus Christ. *Amen.*



16

**Example of When You Were a Disciple!
(And the resources that can be beneficial...)**

There are a variety of services but the same Lord... (1 Cor 12:5)

Please indicate a time when you recognized and/or were called to live into your calling, a spiritual gift, and/or passion. Were you able to live into it? You may not have realized that it was that at the time but it was something very meaningful for you. When have you been able to follow Jesus in being a disciple?

What was in place to help that happen (church community, programs, support systems, societal resources)? Now reflect on what way(s) the church community was helpful in your being able to do this.

Next indicate if there were aspects where the church could have been more helpful. What else would have helped?

Questionnaire for Christians

Simply answer yes or no to each of the following:

- _____ 1. I am personally spending time with non-believers to help them follow Jesus.
- _____ 2. I believe God is for everyone.
- _____ 3. I believe we should stand against those who are opposed to Christian values.
- _____ 4. I don't talk about my sins or struggles. That's between me and God.
- _____ 5. I feel compassion for people who are not following God and doing immoral things.
- _____ 6. I feel grateful to be a Christian when I see other people's failures and flaws.
- _____ 7. I find it hard to be friends with people who seem to constantly do the wrong things.
- _____ 8. I like to point out those who do not have the right theology or doctrine.
- _____ 9. I listen to others to learn their story before telling them about my faith.
- _____ 10. I prefer to serve people who attend my church rather than those outside the church.
- _____ 11. I regularly choose to have meals with people with very different faith or morals from me.
- _____ 12. I see God working in people's lives, even when they are not following him.
- _____ 13. I see God-given value in every person, regardless of their past or present condition.
- _____ 14. I tell others the most important thing in my life is following God's rules.
- _____ 15. I try to avoid spending time with people who many think are wrong.
- _____ 16. I try to discover the needs of non-Christians rather than waiting for them to come to me.
- _____ 17. In recent years, I have influenced multiple people to consider following Christ.
- _____ 18. It is more important to help people know God is for them than to make sure they know they are sinners.
- _____ 19. It's not my responsibility to help people who won't help themselves.
- _____ 20. People who follow God's rules are better than those who do not.

Questions and Results from the Original Barna Study

Actions like Jesus:

- I listen to others to learn their story before telling them about my faith.
- In recent years, I have influenced multiple people to consider following Christ.
- I regularly choose to have meals with people with very different faith or morals from me.
- I try to discover the needs of non-Christians rather than waiting for them to come to me.
- I am personally spending time with non-believers to help them follow Jesus.

Attitudes like Jesus:

- I see God-given value in every person, regardless of their past or present condition.
- I believe God is for everyone.
- I see God working in people's lives, even when they are not following him.
- It is more important to help people know God is for them than to make sure they know they are sinners.
- I feel compassion for people who are not following God and doing immoral things.

The 10 statements used to assess self-righteousness (like the **Pharisees**), included the following research items:

Self-Righteous Actions:

- I tell others the most important thing in my life is following God's rules.
- I don't talk about my sins or struggles. That's between me and God.
- I try to avoid spending time with people who are openly gay or lesbian.
- I like to point out those who do not have the right theology or doctrine.
- I prefer to serve people who attend my church rather than those outside the church.

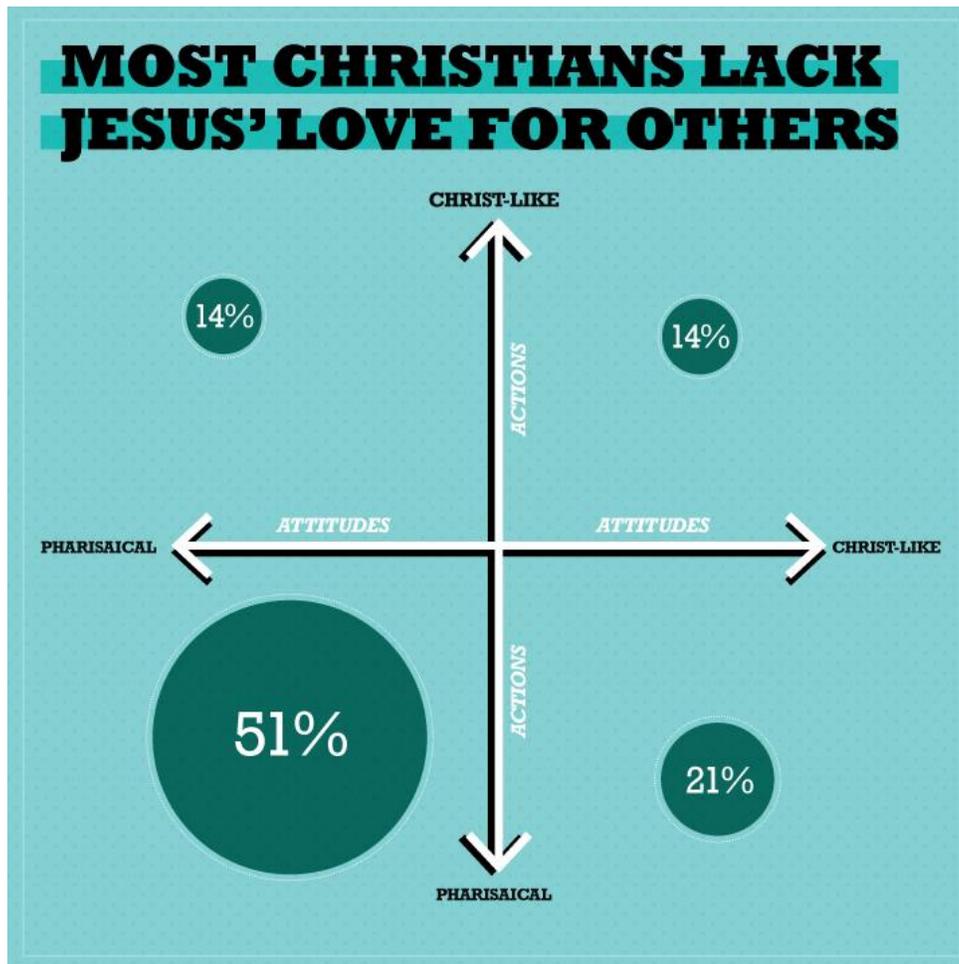
Self-Righteous Attitudes:

- I find it hard to be friends with people who seem to constantly do the wrong things.
- It's not my responsibility to help people who won't help themselves.
- I feel grateful to be a Christian when I see other people's failures and flaws.
- I believe we should stand against those who are opposed to Christian values.
- People who follow God's rules are better than those who do not.

How Christ-like are Christians?

Using these 20 questions as the basis of analysis, the researchers created an aggregate score for each individual and placed those results into one of four categories, or quadrants. (Further definition of the way these findings were analyzed is found later in this article.) The four categories include:

- Christ-like in action and attitude
- Christ-like in action, but not in attitude
- Christ-like in attitude, but not action
- Christ-like in neither



Barna Group. (2013, April 30). "Christians: More like Jesus or Pharisees?" Retrieved from <https://www.barna.org/barna-update/faith-spirituality/611-christians-more-like-jesus-or-pharisees#.Va2WNfclng>

S.H.A.P.E. is a way of thinking about what each person has to offer based on their unique gifts and experience. It is briefly summarized here. (This concept was developed by Rick Warren.)

Spiritual Gifts: What gifts do you feel that you have been given to you from God - beyond what you might be able to do on your own? Such gifts are summarized in scripture as wisdom, knowledge, faith, healing, miracles, prophecy, discernment, and the ability to speak so that all can understand (1 Cor 12:7-10) as well as others such as service, hospitality, mercy. The gifts could also include leadership, administration, or even music and others! What have you possibly felt God gifting you with?

Heart/Passion: If you could do anything to really help improve life for your community or humanity and really make a difference, what would you do? Where does your passion lie?

Abilities: This can include natural abilities (like playing music by ear) or gained abilities (perhaps learning to play music from notes). What are the types of things that you can do very well – either naturally or through training and practice? Which of these do you especially enjoy? Which give you a sense of fulfillment? Does it give a sense of being inspired at times?

Personality: People have a variety of behaviors that define their personal style. It helps to know that not everyone will be approaching a task from the same direction and, in fact, each style can be helpful for the good of the community. It can be very beneficial therefore to know your own style and that of others. Place an X on where you see yourself on each continuum.

Outgoing..... Reserved
OpenSelf-controlled
Cooperative.....Competitive
Energized by high risk..... Productive in calm
People driven Project focused
Follower..... Leader
Team Solo
Like set routine.....Need variety

Experiences: List some of your significant, positive, memorable experiences. These can be from any area of your life (personal, work, relationships, education, spiritual).

List painful experiences that impacted you. Have you been able to see a good result or God's presence? Reflect how these experiences might be able to benefit others through your actions.



One-to-One Relational Meetings

The One-to-One relational meeting is an intentional, well-framed conversation between two people. It is the basic building block of all relational (or community) organizing, a potent tool for community formation and movement building. It connects head and heart, motivation (why we act) and strategy (how we act), and requires us to meet The Other with open ears and hearts, sharing and receiving stories of what matters most.

What does a One-to-One Meeting help us to do?

- form relationships
- welcome people from all ends of the spectrum
- discern where the Spirit is moving
- claim our own callings
- identify our own and others' gifts and wisdom
- discover common purpose and build power
- heal brokenness and overcome resistance
- stir up ideas and direction for a new ministry
- get feedback for current or past ministries
- build a culture of relationship and trust

How can we begin?

Host One-to-Ones in a low-pressure environment within your church, using questions from Set 1:

- During a sermon, invite people to talk to a partner around a question related to the topic
- During coffee hour, “Round-Robin” style, in one- or two-minute blocks with a variety of people
- At the start of church meetings, to get grounded and connected
- During Christian Formation Hour, in five-minute blocks, to explore issues and community life
- Be ambitious and organize a 1:1 campaign throughout church

Shift to in-depth meetings, using questions appropriate to the relationship (see Sets 1, 2 and 3):

- After deepening community, set up One-to-Ones with neighbors and (potential) ministry partners.
- Offer an honest invitation that expresses your desire to have a mutually enlightening conversation. For example, you might explain, “Our ministry is doing some listening in our neighborhood (or among our allies or with each other). I’d love to hear your story, passions and questions around [fill in blank] and share my own. Could we meet for about 45 minutes soon?”

Have a mutual and respectful conversation:

- Two people meet for an agreed upon time – anywhere from 2 minutes to an hour.
- This is **not** surface small talk, pastoral conversation or an interview, with one person speaking and the other listening. Rather, both share stories of the convictions and hopes that drive them.
- The sharing is usually guided by a compelling concern and reflection on specific experiences.
- You may have to go first, to model storytelling and hospitality. Paint a picture and recall specifics.
- The host/initiator asks open questions to help the conversation to go deeper (“Why did you think that?” “How did it make you feel?” “Tell me more”). Move from when/who, into how/why.

Close well:

- Be sure to close well and not allow the conversation to drag along.
- Ask for follow-up opportunities: “Is there anyone you think would share this passion or concern?”
- The initiator should also explore next steps: “What could we do together (for God)?”

How can my congregation use One-to-Ones?

1. **Within the church community**, One-to-Ones help you to ...

- discover shared history, concerns, convictions and passion.
- build trust and pathways for working together and trusting each other.
- identify areas for community transformation, and celebrate what each contributes to that change.

Sample questions within the church:

- What brought you to this church? What keeps you here?
- Tell me about a time that you felt God really alive in our church.
- What have you loved in this church and in our traditions?
- Tell me about a time that you shared your gifts (here or elsewhere). What did you do? What made that possible?
- When have you laughed at church? What was happening?
- When have you seen our church successfully and gracefully handle a challenge? What did you learn?
- When have you seen us fail at something together? What did you learn?
- What changes in our church would concern or even disturb you, and why?
- How has our church shared God's love with our neighborhood? What was good about it? What was hard?
- How do you wish we could share God's love with neighbors in the future? What do we need? What do we have?

2. **With neighbors and people who are not in your church**, One-to-Ones help you to ...

- discover how your church has related to and been perceived by its neighborhood.
- listen for what your neighbors and potential partners need in order to trust and partner with you.
- discover others' gifts, offer your own, and together imagine ministries that build on those gifts.

Sample questions with neighbors and others:

- What kind of community do you dream of being part of? Share a story of when you've seen it happen.
- When have you experienced community? What was that like?
- What issue keeps you up at night or grieves you? What do you wish you could do about it? Why do you care?
- What hope makes your heart sing and moves you to act? Share the story of why you act.
- What is your vision for a loving, good world? Who do you see making that happen?
- Tell me about a time that you shared your gifts. What did you do? What made that possible?
- What have your experiences of church been like?
- What have your experiences of God been like?
- What wisdom and practices in your daily life link you to God? How would you want to share them with others?
- What kind of faith community do you dream of being part of? Would you describe it for me?
- Have you ever interacted with our congregation? Share the story of your experience with our church.
- What do you wish a church would do in this community?
- What could we create or share, together, for the wider community (or for God)?

3. **With partner organizations in your area**, One-to-Ones help you to ...

- engage group-to-group, leader-to-leader: local businesses, yoga studios, neighborhood churches, etc.
- link with civic and religious groups representing communities with whom you seek to engage.
- discover ground where you could meet, share commitments and ministry, and build relationship.
- build your capacity to embrace and value the gifts of The Other and grow mutual partnership.

Sample questions with partner organizations (in addition to those in Section 2 above):

- What passions or concerns motivate people in your group? What are you doing about that?
- When have you seen groups coming together to act on shared values in a way that made a difference?
- What do you wish a church would do in this community? When have you seen churches be partners and allies?
- Has your group ever interacted with our church? Share the story of your experience with us.
- What do you long to see happen in our community? What could our groups do together for the wider community (or for God)?

Delegation is Important to the Body of Christ

Most authority can and should be delegated. Leaders of a congregation need to involve all members of the Body of Christ in ministries to make use of their gifts, skills and experience and encourage their spiritual journeys. Different individuals and ministry teams need different levels of oversight. Consider different levels of oversight and delegation³:

Level of Oversight	Where do your ministries fall?
DIRECT inexperienced workers by <ul style="list-style-type: none"> • Giving explicit instructions • Closely tracking performance • Providing frequent feedback 	
COACH moderately-competent workers by <ul style="list-style-type: none"> • Explaining why • Soliciting suggestions • Praising nearly-right performance • Continuing to direct tasks 	
SUPPORT nearly-competent workers by <ul style="list-style-type: none"> • Sharing decision-making • Encouraging independent problem-solving • Supporting development of an independent style 	
DELEGATE to fully-competent workers by <ul style="list-style-type: none"> • Empowering the worker to act independently • Providing appropriate resources • Leaving them alone! 	

Successful delegation happens when a ministry team has:

- i. a responsible leader or group of leaders
- ii. experienced and enthusiastic workers
- iii. intentional preparation (training, coaching, apprenticing) of new leaders and workers
- iv. a clear role that is appropriately monitored by the leaders
- v. helpful process guides or manuals, and
- vi. appropriate communication with and reporting to the vestry.

³ Ken Blanchard, Susan Fowler, and Laurence Hawkins, Self Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Self Leadership (William Morrow, 2005).

Mutual Ministry Review of Discipling: Taking the Next Steps on Our Spiritual Paths

How are we doing with helping people to take the next steps on their spiritual journeys?

Prayer of Self-Dedication (BCP, page 832)

Almighty and eternal God, so draw our hearts to you, so guide our minds, so fill our imaginations, so control our wills, that we may be wholly yours, utterly dedicated to you; and then use us, we pray you, as you will, and always to your glory and the welfare of your people; through our Lord and Savior Jesus Christ. Amen.

Scripture Reflection: Romans 12:3-8, 10

For by the grace given to me I say to everyone among you not to think of yourself more highly than you ought to think, but to think with sober judgment, each according to the measure of faith that God has assigned. For as in one body we have many members, and not all the members have the same function, so we, who are many, are one body in Christ, and individually we are members one of another. We have gifts that differ according to the grace given to us: prophecy, in proportion to faith; ministry, in ministering; the teacher, in teaching; the exhorter, in exhortation; the giver, in generosity; the leader, in diligence; the compassionate, in cheerfulness. . . love one another with mutual affection; outdo one another in showing honor.

What did you hear?

Questions for Discussion

Jesus said, “The one who believes in me will also do the works that I do and, in fact, will do greater works than these” (John 14:12). He chose to have disciples continue his ministry and made disciples indispensable to his mission. Jesus helped his closest followers grow into leaders who could help others become disciples.

1. Christians mature in faith by discovering and using spiritual gifts in service to God and other people. Are people getting the practical help they need in our community to discover their spiritual gifts and to develop an appropriate ministry? How do we help people to discern what their ministries might be?

2. How are we doing with mutual ministry? Are all member fully involved or do the clergy and leaders tend to have much of the responsibility? Identify opportunities for improvement.

3. Where do we offer opportunities for ministry? Identify strengths and areas for growth in each area.
 - a) Have we created teams for each ministry?

 - b) Have we identified leaders for each ministry?

 - c) How comfortable do we feel in delegating tasks in each ministry area?

 - d) In which ministry areas do leaders invite, welcome, connect, train, apprentice, mentor, coach and support new team members?

4. How are we doing with practicing discipling in:
 - a) Setting Expectations – seeking, clarifying, asking: a culture of clarity

 - b) Connecting – deepening relationships in all ways (1:1, small groups, ministries)

 - c) Discerning – listening to God’s invitation, identifying gifts of others, noticing opportunities for both congregation and individuals

d) Inviting – actively inviting people in like Jesus would, use their gifts and welcome their uniquenesses

e) Delegating – directing, coaching, supporting or full delegation

(i) What kinds of tasks/decisions do you delegate?

(ii) How do you decide when to delegate?

(iii) What might prevent you from delegating tasks to others?

f) Encouraging – mentoring, supporting, praying for people in my ministry area, do my opinions seem to count?

5. As you reflect on this retreat, what are some ways you hear God calling your community to new life?

a. What seems most important for your congregation to focus on at this time?

b. What would you like to build on or do differently?

6. What goals would we like to set? Have specific answers to three questions for each goal:

Goal	Who (will do this)?	What (will they do)?	When (will it be done)?

2019 Vestry Days Evaluation Form

What opened you up to a new way of thinking about your faith community?

What would you have liked more of?

What one thing would you be willing to share with others from today's gathering?

How did this retreat help you in further developing plans for your work together as a Governing Board?