

East Longmeadow United Methodist Church
215 Somers Road
East Longmeadow, MA 01028

LEADING WITH SOUL



A guide for all team members
and their leaders

Revised
October 2006

As disciples of Jesus Christ empowered by the Holy Spirit, we welcome the risks involved in following God's call to engage in the ministries that raise the level of hope for those who cry out for love and justice.

Principles of Leading with Soul

There are two moral precepts at the core of most spiritual traditions: compassion and justice. Four gifts are offered to those whom we lead in order to build compassion and justice in our organizations.

Love

- begins with caring which begins with knowing about others – listening, understanding, accepting – then progresses through a deepening sense of appreciation, respect, and ultimately, love.
- willingness to reach out and open one's heart, be vulnerable and meet the heart of another.

Power

- autonomy and influence.
- give it away and wind up with more, hoard it and dampen spirit.

Authorship

- accomplishment, feeling of putting your signature on your work.
- sheer joy of creating something of lasting value.
- feeling of adding something special to our world.

Significance

- can't impose significance on others, people have to create it together.
- allow people to find meaning in work, have faith in themselves, confidence in the value of their lives, and hope for the future.
- internally, it provides a feeling of unity and cohesiveness; externally, it provides the sense of pride associated with contributing something of value to the larger society.

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Section 1

HOW THE EAST LONGMEADOW UNITED METHODIST CHURCH IS ORGANIZED

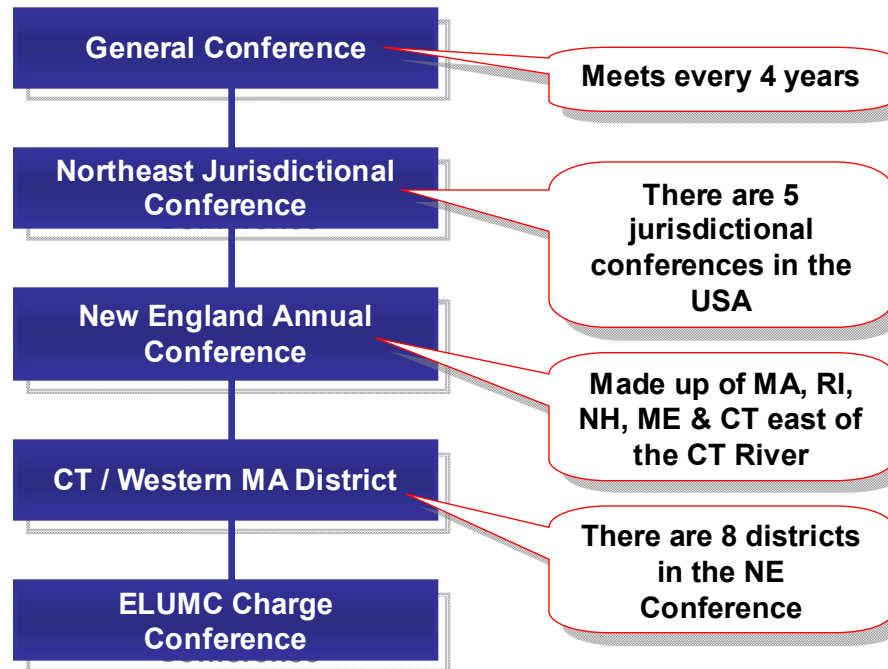
God works at the heart of
all activity.

Aquinas

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United Methodist Church Organizational Structure

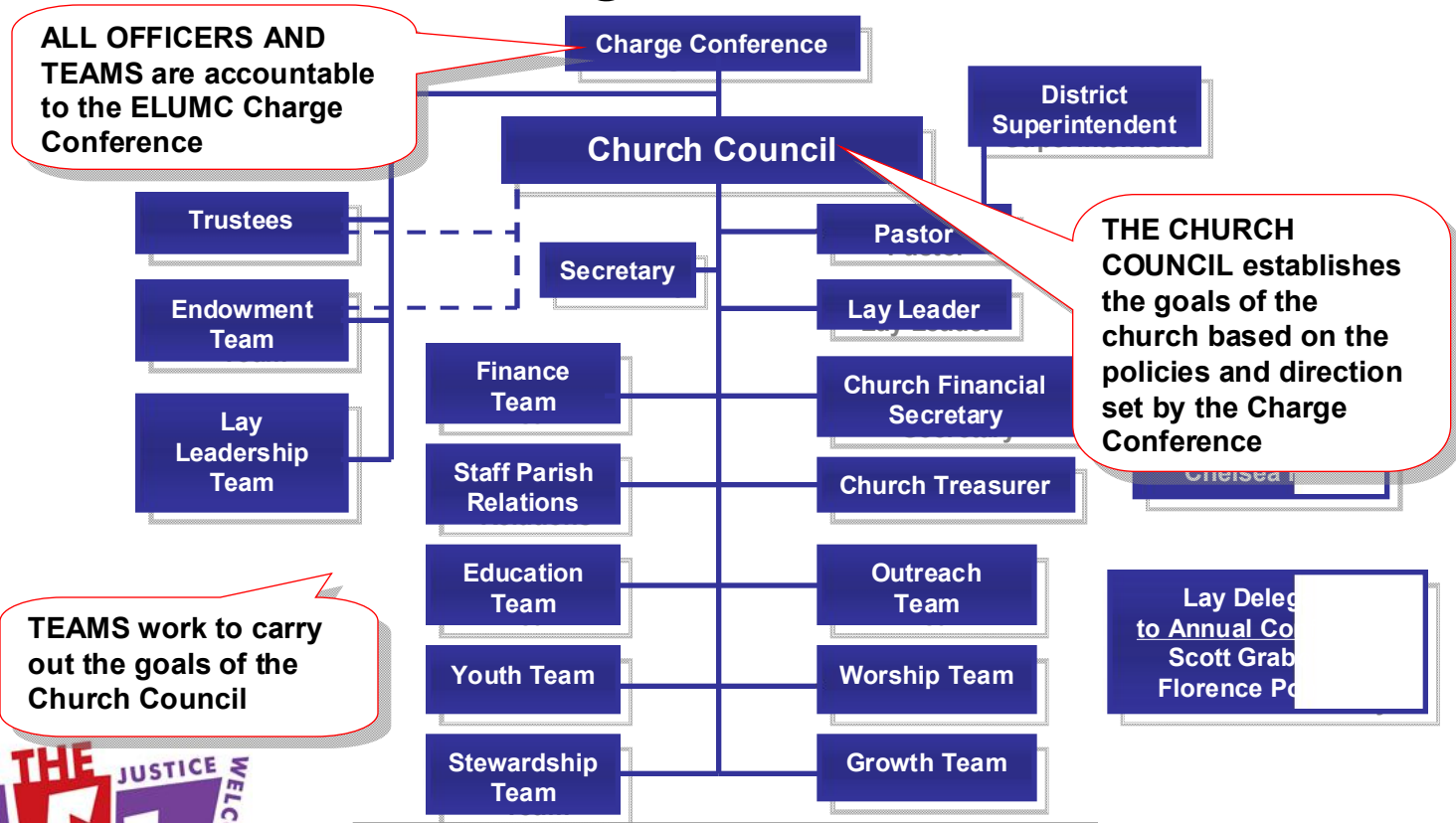
We are a
CONNECTIONAL
church – ELUMC is
a part of the United
Methodist Church
worldwide



The East Longmeadow United Methodist Church
www.elumc.org

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ELUMC Organizational Chart



The East Longmeadow United Methodist Church
www.elumc.org

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Accountability

- All officers and teams are working for and ultimately are responsible to the Church (the Charge Conference).
 - Policy and direction are determined by the Charge Conference.
 - The Church Council carries out the policies and directions as set forth by the Charge Conference by establishing goals and coordinating the work of the various teams.
 - Teams work to carry out the goals of the Church Council.
 - Teams and officers formulate recommendations to be considered and acted upon by the Church Council. They generally have no decision or policy-making powers on their own.
 - Chairpersons help their groups act upon the church's goals. They do not have decision-making powers.
-

We are like a ship...

A ship has many parts, each a vital part in making the ship a functional craft. Each part by itself would go nowhere and sink.

We are a church made up of many groups, each a vital part of the whole, making the church a functional organization. Each group by itself would achieve little and may fail. It is essential that groups compliment each other., working in concert toward common goals.

Read I Corinthians 12;14-26 (One body, many parts)

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THE CHARGE CONFERENCE: Acts as the connecting link between the local church and the general Church and has general oversight of the Church Council. The primary responsibilities of the Charge Conference are to elect the officers of the local church, review and evaluate the total mission and ministry of the church as set forth by the General Conference, receive reports, adopt objectives and goals recommended by the Church Council, and recommends to the N.E. Annual Conference candidates for various positions in the ministry, and perform various other duties as outlined in the Discipline.

LAY LEADERSHIP TEAM: Ensures that the congregation has a working plan for discovering, inviting, nominating and supporting persons for leadership positions in the church. Recommends to the Charge Conference nominees to fill all positions for the Church Council, Teams, and other special positions.

CHURCH COUNCIL: Has general oversight of administration and programs of the local church. It develops, in conjunction with other committees and groups, and carries out goals and plans to fulfill the church's missions.

PASTOR: Oversees the total ministry of the church. Acts as the Administrating Officer of the church.

LAY LEADER: Represents the laity of the church. Fosters awareness of the role of the laity and confers regularly with the pastor.

STAFF/PARISH RELATIONS: Recommends all staff needs. Confers with, counsels, and evaluates pastor and staff. Supports the pastor and staff so that they can work effectively in managing the ministry of the congregation. Acts as a sounding board for the congregation's concerns.

TRUSTEES: Responsible for the real and personal property of the church.

ENDOWMENT TEAM: Oversees the investment of and the disbursement of the endowment funds of the ELUMC and, with the aid of the Stewardship Team, encourages members and friends of the church to contribute to the funds and to include the church in their long range financial planning.

FINANCE TEAM: Along with the Church Treasurer, administers the funds received by the church. Responsible for developing an annual budget and implementing plans to raise income to meet the budget.

OUTREACH TEAM: Encourages commitment to the gospel of Jesus Christ through outreach to people not involved in the church and care of those already in active fellowship.

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STEWARDSHIP TEAM: Keeps before the congregation the meaning of stewardship as it pertains to:

- Focusing on giving to God rather than giving to the church
- Stewardship education
- Planned giving & tithing
- Funding the church's ministry
- Money management
- Time & abilities
- Economics & management
- Life style

WORSHIP TEAM: Works with the pastor in planning and caring for the worship of the local church and oversees the music program of the church.

EDUCATION TEAM: Through a church wide Christian education program, provides opportunities for spiritual awareness and knowledge of the Gospel and continued growth toward Christian discipleship. Recommends to the Church Council educational programs for the local church.

YOUTH COUNCIL & UMY GROUP: Provides opportunities for learning and growth through regular meetings and in five program areas:

- Fellowship - a time to get to know, interact with, and care for one another,
- Service - a time to "act out" their faith,
- Worship - a time to praise God,
- Study/Discussion - a time to reflect together on the content and meaning of the Gospel and other chosen topics,
- Outreach - a time to reach out to others in order to be a community of believers.

UNITED METHODIST WOMEN: A community of church women whose purpose is to know God and to experience freedom as whole persons through Christ; to develop a creative, supportive fellowship; and to expand concepts of mission through participation in the global ministries of the church.

OTHER POSITIONS APPOINTED BY THE CHURCH COUNCIL:

Growth Team: Responsible for developing and carrying out special programs to increase the membership of the church.

Lay Visitation Coordinator: Coordinates visitation by the laity to shut-ins, sick, and members who have become inactive.

Safe Sanctuaries Program Coordinator: Administers the church's program to reduce the risk of child abuse in any church-related setting.

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Section 2

BEING AN EFFECTIVE TEAM MEMBER

It is God's gift that all should eat and drink
And take pleasure in all their toil.

- Ecclesiastes 3:13

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Following God's Call

Each of you has been chosen to be one of God's leaders in the ELUMC. This is a privilege and an honor. This is an opportunity to strengthen your skills as a disciple. We hope that this evening's session will give you the tools to put you on the path to becoming an active and dedicated servant of God.

This guide will not make you the perfect team member, nor the perfect leader of a team. Only you can do that. We will present the basics. It is up to you to apply these principles. That will probably be the most difficult part. You will need to constantly consider these principles and practice them over and over until they become a habit or more importantly, a state of mind.

As a team member, you first need to understand the over-all goal or plan of the church and role that your team is expected to play.

The mission statement of the ELUMC:

"As disciples of Jesus Christ empowered by the Holy Spirit, we welcome the risks involved in following God's call to engage in the ministries that raise the level of hope for those who cry out for love and justice."

How can we follow God's call?

How can we welcome risk?

How can we raise the level of hope?

How can we engage in ministries of love and justice?

Attitude

John Gould, a noted author and humorist from Maine, tells the story of three men with picks and shovels working in a ditch. He asked the first what he is doing and he says "I am digging a ditch."

He asked the second what he is doing and he tells him "He is earning a living."

And he asks the same question of the third and he says "I am building a cathedral."

It is all in the attitude of the worker.

Are you going to be just a name on the list of a team?

Or are you going to be a member because in a weaker moment you said yes to serve?

Or are you going to help build a cathedral to God?

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Commitment

When we agree to be a part of a team, we have committed to serve that team as a member or leader. We want and need your passion and your gifts and graces. If you discover that your gifts are not a good match for a specific team or at a particular time in life, talk with Lay Leadership team members or the pastor.

- Definition of “commitment” according to the Merriam-Webster dictionary:
To obligate or bind. Something pledged, a contractual engagement involving financial obligation. The state of being bound emotionally or intellectually to an ideal or course of action.
- To fulfill a commitment entails:
 1. Understanding what is expected
 2. Performing the job completely
 3. Performing the job when expected.
- Commitment as a team member involves:
 1. Attending meetings
 2. Participating in meetings
 3. Listening carefully
 4. Helping with the work
 5. Following through with your part (being dependable).
- Commitment as a team leader includes:
 1. Understanding the team’s goal or objectives.
 2. Scheduling meetings on a regular basis at a time most convenient to all members.
 3. Leading meetings in an effective and Christ-like manner.
 4. Making sure everyone has an opportunity to participate.
 5. Seeing that minutes or notes of meetings are taken and distributed ASAP.
 6. Helping team members complete their jobs.
- Occasionally, circumstances change and we are unable to fulfill our commitment or to perform in a manner we would like: a job is lost, a family member becomes ill and requires special care, or any number of other unexpected situations may occur. When this happens, it is important to advise your team leader or the pastor that you cannot meet expectations. To remain silent about your inability to do your part becomes a burden for the team and is a reflection upon you. When situations change, it works best to keep others informed.

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Church Meetings

- Church meetings actually give us:
 - A chance to act out our Christian beliefs.
 - A chance to discover where we are needed.
 - A chance to be a Christian and to grow as a Christian.
 - A chance to help others discover new ways to apply their Christian service.
 - It is your privilege and responsibility, as a team member, to voice your opinion at meetings. If you feel you are not given the opportunity to express your concerns within the team meeting, or your team is not responding to your concerns, you can relay those concerns to the lay leader, Church Council Chairperson, Pastor, or be recognized at the Charge Conference.
 - The church is the combined efforts of all the team members and their leaders, the pastor, the church council, and all the members of the church.
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Communicating

Communication is one of the most critical links in a successful meeting. Without this, the rest of the work of the committee can become wasted.

Communication is the number one problem encountered in most organizations, whether that organization be a business, a church, or even a family.

- Communication is the dissemination of information (writing, speaking, body language) and the receiving of information (reading, listening, seeing). Without both, communication cannot occur.
- Think out carefully what you want to say or write before you speak or write. Watch out for the following common communication problems:
 1. The tendency to use words whose meanings are unclear or ambiguous.
 2. The tendency to generalize to such an extent that any meaning in the particular case is lost.
 3. The tendency to presume that others are thinking what you are thinking.
- Teams communicate outwardly through:
 1. Agendas & meeting minutes
 2. E-mail (where available – do not exclude members who do not have access)
 3. Web site
 4. Newsletter articles
 5. Letters/mailings
 6. Bulletin boards
 7. Sunday bulletin announcements.

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Listening

1. Listen intently. Anyone can say, "I heard what you said," but only an effective listener can truly say, "I see what you mean - I get your point."
 2. Be a patient listener. Don't interrupt. Avoid the tendency to stampede and take the last statement as the final statement.
 3. Listen with your eyes and your mind as well as your ears. Focus on the speaker, and give feedback when appropriate.
 4. Keep your mind open, not so far that everything falls out, but far enough to receive what the speaker is sending. Try not to miss the context in which a statement is made.
 5. Hold your reactions and emotions in check until you have heard the complete message. Don't jump to conclusions.
 6. Judge what's said, not how it's said. Judge words, not their delivery.
 7. Listen in the same way you would want the speaker to listen to you.
 8. Ask yourself these questions: Am I a good listener? Am I giving people the opportunity to be heard? Am I hearing what they are saying and understanding what they mean?
- How to train yourself for more effective listening.



Evaluate – When someone says something or states their name – instead of thinking what you are going to say, think about what they have said, or associate the name with another person, place or thing.

Anticipate – think about their train of thought, think about what they are going to say. What does what they say mean to you or to others.

Review – Repeat the name or the idea to them using different words, so that they can clarify your misunderstanding if there is one.

Speculate – How does this affect you, them or others?

- Bad listening habits
 1. Calling the subject uninteresting.
 2. Criticizing the speaker's delivery.
 3. Getting over stimulated.
 4. Listening only for facts.
 5. Tolerating or creating distractions.
 6. Faking attention to a speaker.
 7. Wasting the differential between speech speed and listening speed.

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Making the Most of Your Time

No one can make time, but everyone can use their time effectively and efficiently.

Two of the greatest time wasters are procrastination and doing unnecessary or unimportant work.

- The following are ways to make the best use of your time:
 1. Plan your activities carefully so you are not doing unnecessary or unimportant work.
 2. Have a clear understanding of your areas of responsibility.
 3. Get adequate and accurate information from others about what is expected of you and/or your group.
 4. Make a list of the things that must be done each day, or for your meeting, and then prioritize it. Then do each job in order of its importance.
 5. Use all of your resources - engage those people around you who are qualified to help with some of the work.
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Section 3

BEING AN EFFECTIVE TEAM LEADER

Above all else, keep watch over your heart,
for herein lie the wellspring of life.

- Proverbs 4:23

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Jesus as Leader

from Laurie Beth Jones' Jesus CEO

Jesus harnessed spiritual energy to develop the strength of self-mastery, the strength of action, the strength of relationships--the combination of these strengths made him a powerful leader.

His goal was to build up, not to tear down; to nurture, not to exploit, to undergird and enhance, rather than to dominate.

He guarded his energy by refusing to engage in meaningless debates with people who wanted not to learn but to argue.

He did not cease doing difficult things in order to win approval or be liked.

He lived with an attitude of gratitude. He had an open heart, a listening heart, a faith-filled heart. He saw judging others as a major energy leak.

He spent his energy on creation and restoration. He knew our accountability and trusted each of us with our choices. He did not waste his time judging others. Jesus came to bless, not to curse. To bring life and bring it more abundantly,.

He was willing to look foolish.

Leaders must be willing to sacrifice and take risks with their public image.

He saw love in control of the plan.

Jesus was able to mentally accept and integrate injustice as being part of a larger, loving plan. All events are connected and have an impact on each other. Do what you can and let go and let God.

He worked through his fears.

If we wait for our fears to disappear before we start, we will never even begin.

He saw everything as being alive.

Visionary leaders view life's resources as being on loan to them

He had a sense of companionship with the divine source of his being--a source that knew him intimately and cared for him.

He was transparent before them. He had no hidden agenda, nothing to hide. When you are totally open with people, true love and learning begin.

He took the time to see the people in the shadows - the outcasts.

He had compassion - he knew what it was like to be considered an outsider. Love those thought unlovable.

He knew that nobody wins until we all do.

James Stalker wrote that the **MOST IMPORTANT PART OF THE TRAINING OF THE TWELVE** disciples was ...the silent and constant influence of Christ's character on them. It was this which made them the men they became.

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Important Leadership Qualities

1. sets a good example
2. a servant to the team
3. listens and understands
4. has vision
5. has enthusiasm
6. inspires
7. communicates well
8. understands the church organization and goals

The difference between a boss and a leader:

The boss inspires fear – the leader inspires enthusiasm.

- The boss says “I” - the leader says “We”.
- The boss assigns the slavery – the leader sets the pace.
- The boss says “Get here on time” – the leader beats ‘em all to it.
- The boss fixes the blame for breakdowns – the leader fixes the breakdowns.
- The boss may not know how to do it – the leader knows and shows.
- The boss makes work a drudgery – the leader makes it interesting.
- The boss says “Go” – the leader says “Let’s go”.

It is imperative that leaders be both positive and realistic in their thinking, judgment, and decision making.

A leader needs to learn to differentiate between:

1. reality and self deception (illusion or deceiving oneself).
2. truth and predilection (a preconceived notion, liking, prejudice, partiality).
3. fact and emotion (feelings like anger, hate, love).

Motivating

1. People may be motivated through -
 - fear - the "produce or else" philosophy - perform or lose your job,
 - rewards - money or monetary incentives, titles, or recognition,
 - inspiration - through interest, new ideas, action, kindness, concern, love, the divine influence of God, or just to feel good about doing it.
 2. Inspiration or attitude motivation can be the most powerful and lasting force any leader can use. Attitude motivation is accomplished by being -
 - enthusiastic,
 - encouraging to others (assure them they are capable),
 - helpful (provide assistance and guidance),
 - positive.
 3. Attitude motivation is also aided by -
 - taking a personal interest in your committee members,
 - helping them when possible,
 - letting your committee members know that you are pleased with their efforts,
 - showing confidence in them.
 4. Leaders need to "pull" their group, not "push" their people. People are more willing to cooperate and more willing to be contributors if they are part of the idea or program forming process. People have a natural tendency to resist any attempt to force an idea upon them.
 5. Leaders need to avoid forcing ideas upon their group, but rather create the enthusiasm and the excitement so that the idea comes from the group.
 6. "Them" or "Us" - For an organization to be successful, there can be no "them" in the group. There can only be "we" and "us". When you use the word "them", you are dividing the group and creating a separate force, an adversary, which will probably become counter productive.
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Essential Leadership Skills

PLANNING

Planning is critical to the success of any group in meeting their goal or mission.

Without a plan, you become a group or a leader that reacts to circumstances rather than acts to accomplish a mission.

A plan is a map or an outline of a course to be taken to reach your objective. A good plan will outline the most direct route to your objective.

A schedule of events is a plan.

An agenda is a plan for your meeting.

DELEGATING

An effective and productive leader will delegate responsibilities to others. The more people you have helping, the more you can accomplish in a given amount of time. The more time you spend doing the work that others could do, the less time you have for leading.

An effective delegator provides instructions that are not only clear, but also concise, complete, consistent, and considerate.

When you delegate:

- Choose your people for each job carefully. Match the skills of the individuals with the jobs to be accomplished.
- Ask your people ahead-of-time, but after you have explained your objective.
- Specify what you want achieved, at what level of perfection, and in what amount of time.
- Offer to help them. Give ideas and suggestions and who might help them do the work.
- Don't limit yourself to those on your committee. Utilize the talents of the whole congregation.
- Give a person a choice of two or more jobs and they will more than likely select one. If you offer no choice, they may be more likely to refuse.
- People like to be asked, and will seldom volunteer without being asked.

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Conducting a Meeting

1. With each subject discussed, allow the group members to express themselves first. Save your opinion for last or withhold it altogether. Allow all view-points to be expressed.
2. Ask questions of the one speaking and repeat in your own words what they said, so everyone is clear about what has been stated.
3. Ask for the opinions of those who are reluctant to speak out.
4. Keep your meeting moving. If someone strays off the subject, bring them back into focus by asking what action needs to be taken on the subject at hand.
5. Recognize and praise members for their work at every opportunity.
6. Avoid the use of the word "I" when talking about accomplishments. Avoid taking credit for the positive things that happen. Pass the credit along to others. Don't be afraid to accept blame for a failure.
7. Delegate responsibility to others as much as possible. Your duty is to follow up with everyone and to keep things progressing.
8. Involve members of the congregation other than your own committee whenever possible.
9. When assigning a job to someone, specify a completion date or a time to report back to the committee.
10. With every topic brought up or discussed, consider the following:
 - A. Does this group need to vote or make a decision on this topic?
 - B. What action is needed to put this topic into motion? What is our next step? Do we need to establish a time frame?
 - C. What other committees or groups are affected by this action and in what way will we let them know?
 - D. How do we advise the congregation of this action?

THE SUCCESS OF YOUR MEETING IS DIRECTLY PROPORTIONAL TO THE EFFORT YOU PUT INTO PREPARING FOR IT.

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Guidelines for Team Leaders

GOALS

Determine goals for the team that are in line with the church's mission and that can be reported to the Church Council.

TIMES

Begin your meeting on time and as scheduled. To change meeting dates and times is inconsiderate of the other members on the committee. It is also very difficult to reschedule a meeting with any chance of good attendance.

MINUTES

It is important to record what took place in a meeting, especially items that require action or involve other committees. A written record will help eliminate misunderstanding and confusion. The minutes also become a reminder and a stimulus for getting things done. A copy sent to the pastor and church secretary will help keep others informed of your team's work. If you do not have a recording secretary, make notes on your agenda as you go along.

MINUTES (OR NOTES) OF THE PREVIOUS MEETING

Provide everyone with a copy of the previous meeting's minutes or notes at least a few days before the meeting. This gives the members an opportunity to review the material and prepare for your meeting.

AGENDA

It is helpful for everyone (chairperson and members) to have an agenda of the meeting. It helps to keep people on the subject and to keep the meeting running smoothly. People are then aware of important topics, and they can bring forth items at the appropriate times. Distribute the agenda to members a few days ahead of the meeting when possible. This gives the members an opportunity to think about the topics ahead-of-time so they may provide meaningful input at the meeting.

A typical agenda -

- Devotions - Important, can set tone for the meeting.
- (Note: Before beginning the meeting, ask the group if there are other items to be discussed or added to the agenda.)
- Reading and approval of previous meeting minutes or notes.
- Reports
- Old business
- New Business
- Adjourn - set a closing time ahead of time if possible.

Parliamentary Procedure

1. A motion is made by a member of the body.
2. A second to the motion is needed before it is discussed. A recommendation brought forth by a committee is considered a motion and does not require a second before discussion or being voted upon.
3. A discussion of the motion or recommendation then follows, alternating if possible between the pro's and the con's.
4. A discussion on a motion may be stopped when all have had an opportunity to voice an opinion, or when a vote is called for and a 2/3 vote accepts the call.
5. The chairperson then repeats the motion for clarification.
6. The motion is voted upon. It is carried by a majority or by general consent of a quorum of the voting body. In the United Methodist Church, a quorum constitutes those present at any duly announced meeting.
7. If an amendment is made to the original motion, it requires a second before discussion. Subsequent amendments may be made, seconded and discussed.
8. The amendments made are then voted upon in reverse order.
9. The original motion is finally voted upon either as amended or in its original form.

Informal Procedure

1. The motion or idea is presented.
 2. Discussion is held on the motion.
 3. The motion is re-stated to the group.
 4. The chairperson then polls each member to determine if each one is in agreement or disagreement with the motion.
 5. The chairperson then states that the motion is carried by majority, by general consent, or is rejected.
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Passing the Baton

- Good leaders will have selected a possible following leader to replace themselves.
- It is important to work closely with the person who may succeed you.
- Show confidence in that person and assure that person he/she is capable of being a leader.
- Share with the person the reason why you handle matters in a certain way.
- Discuss plans for each meeting and what the group's direction is, should be, or might be.
- When your term expires, pass along to the next leader all information including:

Minutes or notes of past meetings.

Notebooks or files of material pertaining to your committee.

Resource material pertinent to your committee.