



# **LAY LEADER/**

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# **LAY MEMBER**

*Connecting the visions and plans  
of your congregation and  
your annual conference*

*Lay Leader/Lay Member of Annual Conference*

*Written by Shirley Drake Byers  
General Board of Discipleship*

**LAY LEADER/LAY MEMBER**

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In addition to writing this Guideline, Shirley Drake Byers wrote the *Guidelines for Leading Your Congregation: Lay Leader*, 1997–2000; she is also the author of numerous articles. She was the Troy Conference Lay Leader, 1988–1996, has been a Certified Lay Speaker since 1978, and was a member of the General Board of Discipleship, 1988–1996. She has served as a member of Africa University Development Committee and has been the coordinator of seven Volunteers In Mission teams to the Northeast Missionary Region of Brazil. She has led *Disciple Bible Study 1, 2, and 3*. She is the wife of a United Methodist pastor, Carl J. Byers; and she is a mother, grandmother, greatgrandmother.

# Our Identity, Call, and Mission

**A**bout now a small voice in the back of your mind may be whispering, “What am I doing here? To what have I said yes? What is my role?” At the same time you may be aware that your congregation has extended to you a *call—a call to serve*. And you have said *yes—yes to leading in a vital mission*.

***The mission of The United Methodist Church is to make disciples of Jesus Christ.*** You have agreed to serve as a leader bringing your unique passions, gifts, and abilities to the church. When the leaders focus on the church’s purpose—*its mission of making disciples of Jesus Christ*—and link that purpose to the passions of the people, amazing things can happen.

***The fundamental way we fulfill our mission is to reach out to people in the name of Jesus Christ, to relate people to God, to nurture and strengthen them in their journey of discipleship, and to send them into the world to be the church—inviting and receiving others in the name of Jesus Christ. We call this the primary task of The United Methodist Church.*** Effective leaders keep the whole of the primary task in their sight, working to keep all of its aspects in concert.

***Leaders in the church must be first, and foremost, spiritual leaders*** who model and embrace Christian discipline and teaching. *By practicing the means of grace—prayer, fasting, studying Scripture, corporate worship, celebration of the Lord’s Supper, Christian conversation, and acts of mercy—church leaders stay tuned to the mission of the church and live out the primary task.* Members and would-be members should be able to look to a congregation’s leaders for spiritual example and direction because true leaders are known by their fruits. People’s lives are changed through their influence.

***Leaders use their gifts and talents to enable others to use their gifts and talents to the fullest potential.*** The flow of information, inspiration, guidance, and vision from leaders is an encouragement to others on their spiritual journey. Leaders help others to see new possibilities. When leaders are focused on the mission of the church, community is built and ministry occurs. The church focused on God is alive with creative energy aimed at transformation.

## Four Essential Leadership Functions

***Church leaders support and strengthen the church when they pay attention to these leadership functions: (1) help people discover the current***

*reality in which they live; (2) bring together the congregation's understandings of current reality and desired reality into a shared vision; (3) develop the plans to help the community move from current reality toward the reality of its shared vision; and finally, (4) monitor the whole work of the church as the congregation moves with God's guidance toward its vision.*

### 1. Discovering Current Reality

Accurately describing current reality—the way things are—may be the most important function of leadership. The booklets in this Guideline series offer suggestions for leaders to pay attention to the various committees of the church's ministry. In addition, it is critical for church leaders—lay and clergy—to spend time together discussing the ministry of the whole congregation. The conversation needs to include attentiveness to God's guidance and everything that describes a congregation's "what we are, here and now." Because God is always doing a new thing, this job is continuous. When we pay attention to change, we provide a base of integrity and strength from which to move into the future. Faith in Jesus Christ and a spiritual centering in God offers the strongest foundation to move people fearlessly through the massive changes of the twenty-first century.

### 2. Naming Shared Vision

Ask the question, "What do you want more than anything else in the world?" and most persons will give a response that indicates that they want to live in a world filled with love, faith, security, and meaning. Because persons desire a positive future, they are willing to invest themselves in organizations that are committed to it. By its very nature, the church is devoted to the creation of a better future. When the church promises to move people personally and corporately toward their desired reality, people will invest time, energy, and resources into the church. As people see their own desires linked to the congregational vision and a deeper understanding of God's future, they deepen their commitment and involvement. Building this link is a vital role of leadership.

Naming a shared vision is accomplished by asking people about their lives and their faith, and by listening very carefully. By listening, we mean deep listening—the kind that requires setting aside our own agendas and entering into the worldviews of others, and listening for God through the conversation. It is a significant shift in our understanding of leadership in the church to move from telling people what we think they need to know to listening to people in order to find out who they are and what their desired realities are. Effective spiritual leaders listen to the hearts of people and begin to articulate a shared vision.

### 3. Developing Bridges

To span the gulf between our current reality and the hope expressed in the shared vision, leaders must build a bridge. The third critical function of leadership is to plan actions and develop systems that create the bridge across this gulf. Leaders who are elected to administrative and program committees are responsible for the ongoing work of the church and must pay attention to the present. At the same time, leaders *must* be focused on the future—keeping today and tomorrow in tension—ensuring that the church does not get stuck in the past, present, or future.

Church leaders who are attentive to God’s leading and who can hold the tension between today and tomorrow are *visionary leaders*. Visionary leaders see it all—current reality, desired reality, and the bridges to get from one to the other.

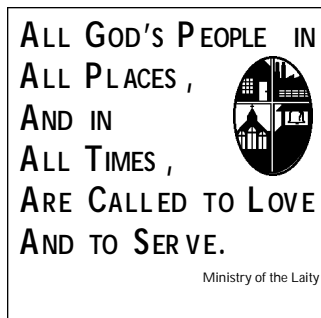
### 4. Monitoring the Journey

Perhaps the most critical task for leaders is keeping an eye on the whole of the faith journey of the congregation. When leaders are constantly caught up in “doing” the administrative and program work of the church, there is not any time left for “being” with God in prayer to discern the leading of the Spirit for the congregation. Leaders must step back from “doing” constant activities in order to pay attention to the total direction of the church’s mission and ministry. All elected and appointed leaders must spend time together listening to God in prayer, Bible study, conversation, and other means of grace in order to lead the entire community in the work of Christ. Anything less is not Christian spiritual leadership.

## Called to Love and Serve

As the elected lay leader of your congregation, you are the primary representative of laity in your church. God called—well, maybe the chair or another member of the lay leadership committee called. Prayerfully you said yes, and were elected by your charge conference as lay leader or lay member of annual conference.

These are dual roles, each complimenting the other. As lay leader your primary focus is the local church and community. As lay member of annual conference your primary focus is the linkage between your congregation and the connectional church represented through your participation in the annual conference.



### 6 Guidelines for Leading Your Congregation

Because each has a responsibility to interpret the actions and programs of the annual conference and the general church and each has the role of communicating the vision and needs of the local congregation to the annual conference and the general church, *The Book of Discipline of The United Methodist Church* recommends that a lay leader also serve as lay member of annual conference.

As lay member of annual conference you may be a diaconal minister; a deaconess; the elected president of the conference United Methodist Women, United Methodist Men, or the conference Youth Organization; the conference lay leader; a district lay leader; the conference director of lay speaking; the conference leader of young adults; chair of the conference college student organization; or one young person between the ages of twelve and seventeen and one person between the ages of eighteen and thirty from each district. You may be an additional lay member elected to equalize lay and clergy membership of the conference.

While you may be bringing a broader perspective to your role as lay member, your responsibilities are the same as the lay member of annual conference elected by a local congregation. The directed arrow (➡) throughout the text speaks equally to your particular role as lay member.

You will be serving with deacons and elders in full connection, probationary members, associate members, affiliate members, and local pastors under full-time and part-time appointment to a local charge. As lay members and clergy meet together, you will learn from one another; listen to one another; and deepen your respect, love, and care for one another. You will be the Body of Christ in work, worship, fellowship, and building connectional community.

**Reading tips:** Arrows (➤) come before items specifically related to you as lay leader. Directed arrows (➡) speak to your role as lay member of annual conference. Diamonds (◆) are for you and your pastor as partners in ministry. **Action Times** are either times for you to interact with the text or contain suggestions for interaction within your congregation.

## Role of Lay Leader

*The Book of Discipline of the United Methodist Church* (§250.1) informs your leadership role as:

- serving as primary advocate for the laity; including promoting the observance of Laity Sunday;
- recognizing, fostering awareness of, and celebrating within the faith community the ministries of all laity in daily life;

- meeting regularly with your pastor to discuss the function and flow of the mission and primary task within and through your congregation and to determine needs for new ministries;
- serving on lay leadership committee with your pastor; being a member of the charge conference, the administrative council, and finance committees to advise about ministry opportunities and needs within the community and world; and interpreting primary tasks, programs, and concerns of the annual conference and general church in order to foster understanding of their connectional interaction with the local congregation;
- taking advantage of training opportunities and extending these opportunities to all laity;
- serving on the staff-parish relations committee, the church council, and the committee on finance;
- as the lay member of your annual conference, if elected to serve, to share and interpret the actions of the annual conference.

➤➤ *You are **urged** to become a certified lay speaker!*

## Role of Lay Member of Annual Conference

- ↳ to understand and communicate the purpose of the annual conference which is “to make disciples for Jesus Christ by equipping its local churches for ministry and by providing a connection for ministry beyond the local church; all to the glory of God.” (*The Discipline* ¶601);

*The Book of Discipline* (¶250.2) informs your leadership role as:

- ↳ serving as interpreter of the actions of the annual conference session;
- ↳ reporting to the local church council on actions of the annual conference as soon as possible, but not later than three months after the close of the conference.
- ↳ (¶258.2) serving on the pastor-parish relations committee (staff-parish relations), the church council, and the committee on finance.

These roles presume additional responsibilities:

- ↳ preparation for annual conference by:
  - studying the preconference journal and materials referent to resolutions and petitions submitted for action;
  - becoming knowledgeable about your conference Rules of Order;
  - knowing and understanding your annual conference process for conducting its business and when the various processes are appropriate to the matter at hand: Robert’s Rules of Order/consensus/discernment;
  - meeting with pastor, lay leader, and members of congregation to discuss issues;
  - reading previous Conference Journals to get a flavor of anticipation;

- having a general knowledge of the content and use of *The Book of Discipline of The United Methodist Church*;
- serving as member with full voice and vote in the annual conference session and any special sessions dealing formally with annual conference business (*e.g.*: district conferences or specially called sessions); volunteering to serve on conference/district committees;
- attending all sessions of the annual conference; an alternate will be elected by the local church charge conference and should be alerted if you cannot attend;
  - participating in all worship experiences (opening communion, memorial service, ordination service, early morning services, vespers)
  - attending special events (mission fair, celebration of ministry)
  - listening, speaking, and voting (making informed decisions, electing persons to serve on conference agencies, and electing General Conference and Jurisdictional Conference delegates)
- interpreting the needs, concerns, visions of your local congregation to and within the annual conference;
- networking: sharing ideas and concerns informally with other members of the annual conference and guests;
- exploring resources displayed at annual conference:
  - Cokesbury store
  - Mission exhibits
  - Board and agency tables
- diligently reading and sharing with your congregation information from your conference newspaper and Web site and general church news sources;
- being informed and informing others about the mission and ministry of The United Methodist Church, the particular part of the Body of Christ through which you express your faith and commitment to making Christ real in your congregation, community, and world.

### Together You Are the Body of Christ

Paul used the theme of the church as the body of Christ in letters written to early Christians—and to us. Romans 12:4-5, Ephesians 5:29-30, 4:25, and 1 Corinthians 10:17 also refer to the body as many parts, yet one in Christ, working together for God.

Paul reminded the Ephesians (5:1) that the body of Christ exists to “be imitators of God.” God uses each of us as builders of the body as long as we are grounded in Christ, the foundation, doing the things Jesus did.

While we are many in one body, we are to build up the body, to preserve unity in the body in order to allow the parts to function smoothly for the health of the whole. We are members one of another, fitting together, chosen and special people. We have been brought by God out of darkness into mar-

velous **Light** to tell the wonderful things God has done. All members of the body experience unity through grace, diversity in gifts, and connection by covenant in The United Methodist Church.

“Congratulations” and “Thank you” for accepting the call to be the lay leader of your congregation or lay member of annual conference.

- As lay leader, you are the member of the Body with the special function of feeling the pulse of congregation and community, sensing the health and wholeness of the Body, and listening to both pastor(s) and people.
- ➡ You are a source of connectional and ecumenical linkages, which provide vast networking capabilities.
- ➡ You, too, are sent out into community—returned to the world for witness and ministry.
- ➡ You, too, must find renewal for your body, mind and spirit through worship, study of the Bible and other resources, prayer, and “worshipful work.” (*Transforming Church Boards into Communities of Spiritual Leaders* by Charles M. Olsen.) You, too, can learn to lead from your spiritual center. (*Learning to Lead from Your Spiritual Center* by Patricia D. Brown.)
- ➡ You are the storyteller and the story keeper. Tell the stories! As a servant of Christ, you are a steward of God’s mysteries. The mystery fully known is that Christ is in you—the hope of glory! This mystery is yours to share. SHARE!!
- ➡ God calls the Body of Christ to be positive, joyful, winsome, and enthusiastic for the gospel. Together, you can realistically look at what is and—through the eyes of faith—at what can be. God does not leave us alone, nor expect any of us, laity or clergy, to be solely responsible for the mission to which we are called.

- ◆ You and your pastor are called to be partners in ministry, knowing that where you are assigned (or appointed) is holy ground. God is present with you. God was there before you. God will be with you in your sowing, tending, and harvesting where you are planted.

Together, you and your pastor should discover the desired reality and vision of your congregation. Provide opportunities for your members to express their visions, dreams, and eagerness to participate in ministry.

Ask these questions first:

1. What are the realities surrounding your congregation?
2. What are the opportunities for ministry these realities provide?
3. How is God calling you to ministry where you are planted?

Some opportunities are seized with energy, creativity, and joy. Two inner city churches merged with faith, and “Faith” became their new name. Spirit-filled pastors and laity were listening when a church consultant suggested they look at the realities in their neighborhood. Small children’s toys and older children’s bicycles were on the porches and lawns. By faith, the church planned an open house and went door-to-door to invite families to come and see what Faith UMC had to offer them. During the summer, neighborhood children were invited to participate in vacation Bible school, and once a week hot dog luncheons were served—all free so none were excluded.

People of Faith assessed the realities of their church and their neighborhood. New outreach ministries were invitational, accepting, and nurturing. Now these families are reaching out to new families—and the church family grows both spiritually and in numbers.

In visioning, planning and working together, pastor and lay leader can see and seize opportunities for ministry that will involve the whole congregation in community outreach.

- Each person has a call and gift for ministry. Perhaps your biggest challenge is to be a catalyst in releasing each person’s gifts—to be used on behalf of the whole body of Christ. Then, in the *power* of the Holy Spirit, all might live and act as faithful disciples in ministry in the world.

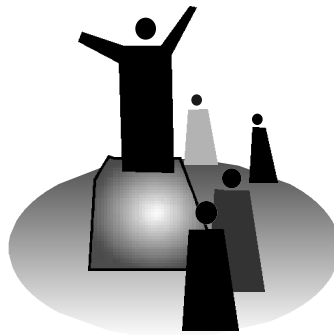
### The Ministry

For starters, look to what Jesus laid out in Nazareth as his mission, reading from the scroll of the prophet Isaiah:

*He has sent me to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord’s favor.* (Luke 4:18-19)

## Action Time

**Come to the Mount of Olives.**



Listen as Jesus shares a teaching moment with the disciples. It's about the final judgment and who will be among those invited to come and share the place prepared for them before the world was created:

*When I was hungry, you gave me something to eat, and when I was thirsty, you gave me something to drink. When I was a stranger, you welcomed me, and when I was naked, you gave me clothes to wear. When I was sick, you took care of me, and when I was in jail, you visited me. (Matthew 25:35-36 CEV)*

Can you hear the disciples asking with the righteous, "Who? Us?" Jesus responded to them and to us: "*Whenever you did it for any of my people, no matter how unimportant they seemed, you did it for me.*" (Matthew 25:40 CEV)

"Our Identity, Call, and Mission" (pages 4-6) explains that the primary task of the local congregation can be interpreted as faith development. In Paul's letter to the Ephesians, Christ took faith to the action stage and gave gifts "*to equip the saints for work of ministry*" (Ephesians 4:7-13). Christ was talking about making disciples who would use their gifts for servant ministries.

## Action Time

### ◆ Gift box

Christ has generously divided his gifts among people. Christ chose some to be apostles, prophets, missionaries, pastors, and teachers so that his people would *learn to serve* and his body would grow strong. (from Ephesians 4 CEV, emphasis added).

God has given each of us different gifts *to use*.

### ◆ Use those gifts!!

What are your gifts? How are they affirmed by others?

What gifts have you perceived in others in your congregation?

What gifts do you see in your pastor?

How do you affirm and celebrate these gifts with gratitude to God?

How will you help others recognize and use their gifts?

### Fruits of Leadership

You will receive *joy* and find creative outlets for your gifts. You will experience satisfaction in releasing the gifts of others. Through it all, you will grow in mind and spirit.

## More Than an Honor

➤ You have been elected by your Charge Conference to be “the primary lay representative of the laity,” dedicated and blessed to be:

listener	partner	learner	visionary
reconciler	interpreter	trainer	systems analyst
servant	confidant	communicator	questioner
storyteller		class leader	peacemaker
builder of community		builder of bridges	
builder of shared vision		co-holder of the vision	
responsible participant			

➤➡ While your local congregation is about its primary task of making disciples, your primary task is to be in partnership with your pastor. Together you will build up the body of Christ, focusing on the function and flow of laity in and through the planning and implementation of ministry by:

praying	mentoring	leading	fostering	celebrating
growing	informing	following	meeting	preparing
learning	assisting	empowering	interpreting	experiencing
sharing	advising	encouraging	studying	integrating

### Action Time

➤➡ **Who? Me?**

Don't be overwhelmed. No one *really* expects you to be and do all of the foregoing as an immediate response to your call as lay leader. Do check off (✓) those ministries where you find yourself most involved now. Mark others (✓✓) as future challenges. *Circle* functions that apply to your task as lay member of annual conference. *Underline* tasks you think may never pertain to your tenure. Look again next year. It may be both surprising and enlightening.

Key Leadership Characteristics for Linking Congregation and Annual Conference

- ➡ to be in all and through all as the Spirit leads;
- ➡ to be a future-oriented light bearer—facilitating NOW (current) processes focused on the primary task drawn by the vision;
- ➡ to have the ability to grasp the whole by focusing on function and flow:

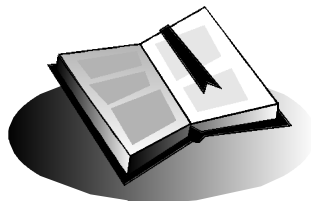
- ➡ to know the components of the whole;
- ➡ to see the glitches;
- ➡ to work for shared continual improvement;
- ➡ to be grow-able and change-able by demonstrating the willingness to grow and change through essential personal processes of prayer and Bible study, study and reflection on the nature of the Christian life, spiritual growth, and faith sharing;
- ➡ to be a learning leader involved in intentional learning activities to gain spiritual, professional, and improvement knowledge;
- ➡ to be the yeast that adds leavening and **lightness** to the whole;
- ➡ to commit to your primary task and to the Primary Task-Giver, Christ;
- ➡ to be able to grasp a situation and relate it to the flow.

You Are Assigned

***The Book of Discipline of the United Methodist Church***

➤➡ You have read, marked, and inwardly digested “Our Identity, Call, and Mission” in order to understand your role in building bridges and attending to the whole work of the community as a *servant leader*. Now let’s take a look at *The Book of Discipline* as a tool for understanding The United Methodist Church.

➤➡ Do not let anyone tell you *The Book of Discipline of The United Methodist Church* is dull, only for clergy, or irrelevant. Every four years at General Conference, nearly 1,000 delegates work and pray diligently to keep it relevant and useable. Its companion is *The Book of Resolutions*, also updated quadrennially.



The Historical Statement, The Constitution, Our Doctrinal Heritage, History and Standards, Our Theological Task, Our Social Principles and Social Creed, and The Mission and Ministry of the Church are found in the very beginning of *The Book of Discipline*. These statements lay out the scriptural and traditional bases of our faith. In the humanness of delegates, these bases are interpreted and reinterpreted in ways that can either be restrictive or freeing of ministry.

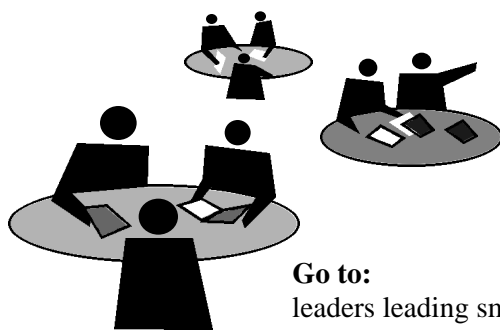
➤➡ In-depth study of scripture, United Methodist heritage and tradition, and *The Book of Discipline* can inform your roles as lay leader or lay member of annual conference.

## Action Time:

**Each one teach more**

### **Start here:**

reading and studying  
with your pastor  
and other leaders.



### **Go to:**

leaders leading small  
study groups within the  
congregation.

### **Goal:**

The whole body involved in dialogue—  
beginning to understand who we are as  
United Methodists and how we relate to  
each other and the world.

## Action Time

Mission and Ministry: A Four-Session Study

*The Book of Discipline:* **study outline**

*Additional Resource:* *The Christian as Minister:* chapters 1-3: editorial  
committee: Theodore Hepner, Delano McIntosh, Timothy Moss, Rena  
Yocum. (General Board of Higher Education and Ministry, 1997)

*Background Resource:* *A Brief Introduction to the Book of Discipline of  
The United Methodist Church:* Branson L. Thurston (Discipleship  
Resources, 1998)

Personal and congregational questions: Use each question with each session!!

- On what biblical passages is each paragraph based?
- What stories from your congregation are evoked and recalled?
- Which stories relate to your community life?
- In what ways do these paragraphs help us form our vision and direct our ministries as United Methodists?
- How can we respond faithfully?

Read and study ¶¶120-138 in four sessions:

**Session 1. The Community of Hope—the Church**

¶120 Our Mission

- ¶121 Rationale for our mission
- ¶122 Called to discipleship—sent to engage the world
- ¶130 Journey of a connectional people (also see *1992 Book of Discipline* ¶112, pages 111-14)

### **Session 2. The Heart of Christian Ministry**

- ¶125 Called to ministry of servanthood
- ¶126 Called to witness—deeds and words that heal and free
- ¶127 Unmerited grace/unstinting service
- ¶128 The church is either faithful or . . .
- ¶129 The ministry of all Christians

### **Session 3. Servant Ministry and Servant Leadership**

- ¶131 Gifted and called
- ¶132 Christian disciples in covenant community
- ¶133-35 Christian Discipleship: privilege and obligation in relationship with God and Christ
- “Watching over one another in love.” (John Wesley)

### **Session 4. Called to Serve among the People of God**

- ¶137 Ordained Ministry
- ¶138 Called to inclusiveness

## More Than Preparation: Learning and Doing

➤ Remember! *You are **urged** to become a certified lay speaker!!*

### Lay Speaking Ministries: Leading—Communicating—Caring

A lay speaker (local church or certified) is a member of a local church . . . ready and desirous to serve the Church . . . well informed on and committed to the Scriptures and the doctrine, heritage, organization, and life of The United Methodist Church and . . . [specifically trained] to develop skills in witnessing to the Christian faith through spoken communication, church and community leadership, and care-giving ministries . . . [and who undertakes] to take initiative in giving leadership, assistance, and support to the program emphases of the church . . . to lead meetings for prayer, training, study, and discussion . . . to conduct . . . services of worship, and present sermons and addresses when requested by the pastor, district superintendent, or committee on lay speaking. (¶266)

Village First UMC is a testimony to partnership in lay speaking ministries. Pastor Paul encouraged the Conference Director of Lay

Speaking, a member of Village First congregation, to have both basic and advanced lay speaking courses twice a year. Now there are thirty local church and certified lay speakers taking one or two courses every year. More than half of these speakers have taken a “Walk to Emmaus.” Two youth are now lay speakers.

Pastor Paul has also found ministry opportunities where newly refined abilities in speaking, leading, and caring are used to teach Sunday school, sing in the choir, and be leaders of the church council—all are active in the life and witness of Village First UMC. Congregational life is enriched by these enthused, dedicated, and trained persons.

Lay speakers call on the sick and shut-ins, two-by-two, taking communion consecrated by Pastor Paul. They lead the early Sunday morning worship throughout the summer and, at the request of the district superintendent, supply pulpits of nearby churches without pastors.

It is the ongoing partnership with the pastor that keeps the lay speaking team active, lively, enthusiastic, and growing spiritually. In every real sense, these disciples are about reaching out, receiving, nurturing, and going out again and again to be Christ’s people in community.

Advanced courses provide content and how-to, hands-on ways to take ministry into daily life. Available courses relate to: caring; leading small groups, growing spiritually; leading in evangelism, stewardship, and worship; preaching; practicing Christian community; hospital caring; United Methodist polity; creating new community/combating racism; and leading in congregations and communities.

Church business is re-formed and transformed by informed and transformed leaders.

- Lay speaking—training opportunities exist in a variety of settings throughout the connection. As lay leader, make it your business to know your District Director of Lay Speaking, course dates, and topics of courses being offered within traveling distance of your church. Inform the congregation and urge attendance. Car pool for fellowship and to enhance learning. Car pooling is good stewardship, too.
- Help your pastor be aware of courses offered and keep track of those taken by lay speakers in your congregation. Find ways for them to use their new skills and knowledge in church and community. By listening, you will be able to match persons with ministry opportunities.

- Consider selecting a local church coordinator of lay speaking ministries who would meet with you and your pastor to assist in this ministry.

### Take a Walk to Emmaus

A “Walk to Emmaus” is a refresher course in what it means to be a Christian in daily life. A spiritual, heart-warming, creative exercise of celebration awaits each pilgrim. Three days of talks, singing, eating, praying, laughing, and crying stimulate mind, body, and soul. New life is experienced individually and, through each pilgrim, in the congregation. Your pastor, or the chair of your conference board of discipleship, should be able to secure information about weekends in your conference. Encourage your pastor and other members of your congregation to take a walk.

### Opportunities for Learning Abound

Take advantage of opportunities to learn for your own inspiration and information. Encourage others in your congregation to participate with you.

Check out the following possibilities:

- ✓ cluster/district/conference leadership training (job specific);
- ✓ Summer School of Missions (incorporates geographic mission studies, a Bible study, and a social issues study);
- ✓ Christian education workshops;
- ✓ Conference/District Board of Laity sponsored events;
- ✓ General Board staffed events (Quest seminars, mission saturation events, class leader training, introduction of new resources);
- ✓ United Methodist Women’s training, retreats, mission studies;
- ✓ annotated study resources listed at end of document;
- ✓ Alban Institute resources and seminars;
- ✓ travel: Volunteers in Mission, mission tours, Holy Land tours.
- ✓ Cokesbury, *The Upper Room*, Discipleship Resources, and Service Center catalogues regularly present study books to gladden the heart of any seeker.

### Know Your Support Team

Pastor of your congregation \_\_\_\_\_

Lay Member of Annual Conference/Lay Leader

\_\_\_\_\_

District Lay Leader \_\_\_\_\_

District Superintendent \_\_\_\_\_

District Director of Lay Speaking \_\_\_\_\_

Conference Lay Leader \_\_\_\_\_

Conference Director of Lay Speaking \_\_\_\_\_

Area Bishop

\_\_\_\_\_

Add persons from the community or congregation on whom you can call. Use your conference journal for directory of additional leadership.

## Partners in Ministry

### More Than a Meeting—A Newer Paradigm

Jethro advised Moses to find a co-worker (Exodus 18:17-18). Jesus chose twelve disciples—friends and partners in showing and telling the story of God’s grace and love. They were chosen and included in the teachings, the discussions, and the journeys throughout the land—partners in ministry, trusted with the vision, and trained for the coming time of absence. Seventy-two more were appointed to go two-by-two into the known world (Luke 10:1-16).

“You are the friend, confidant, strong-right-arm and ultimate partner-in-ministry with your pastor. You and your pastor must communicate well enough to know each other’s thoughts. And, yes, you must be the pastor’s pastor when the need arises.” (Timothy Moss, Ministry of the Laity Unit, General Board of Discipleship, in *Interpreter*, Nov/Dec’94: used with permission.) The key component of the lay leader/lay member’s primary task, *building God’s people*, is partnership—partnership with pastor, other leaders, staff, and congregation. Dialogue, conversation, spiritual sharing are essential to the partnership—supporting, sustaining, binding the body of Christ together.

As a lay person you have entry to places and persons not available to clergy. Be alert! What is happening “out there?” Who is doing what, where, and why to free, encourage, and stimulate ministry? Listen! Share what is possible. Find ways to bring the message of God’s love and redeeming grace to the *real* world.

As Jethro advised Moses, perhaps an associate lay leader would be an asset to you and the church. If you are not the lay member of annual conference, perhaps the person elected to that position could serve as the associate lay leader. Responsibilities could be shared or designated appropriately to your congregation: as a representative on committees or in the community, sharing on the leadership team, participating in worship, holding your hand in times of trial, sharing joys and concerns—however your congregation sees an opportunity for greater witness and service.

### Empowered by the Spirit

James and Evelyn Whitehead in *Promise of Partnership: A Model for Collaborative Ministry* portray God’s power as the dynamic that links and nourishes the members of the body. It was this power that surged through the dejected, downcast, bereft body at Pentecost, empowering them to act in new and creative ways.

Thomas Hawkins in *Faithful Leadership: Learning to Lead with Power* takes the theme of the absence of Christ between the time of the Ascension and Pentecost as the rationale for empowering the whole body to act through the power of the Spirit at Pentecost. At Pentecost, the power of the Holy Spirit rested on all those who waited on the Holy One, thrusting each (apostles and other believers) into witnessing to all that God had done.

## Focusing on Function and Flow

*"You are God's chosen people—a group of royal priests and a holy nation. God has brought you out of darkness into marvelous light. Now you must tell all the wonderful things God has done."* (1 Peter 2:9, CEV, adapted)

All of God's people are chosen and precious. As a holy, chosen priest, each person has a ministry of demonstrating God's redeeming, reconciling love. This may not, probably does not, come naturally. That is the reason for the seasons of prayer, study, interaction in groups, and *being*.

The primary task of the local congregation is making disciples, building up the Body of Christ for ministry in daily life. When the process "works," it is cyclical, spiral, integrated: a model of partnership.

◆ (Remember this symbol ◆ is for you and your pastor as partners in ministry.) Partners in the church learn and work together, come together intentionally to call on one another for help, for advice, for support, for spiritual nurture, and for critique. Linking and networking become part of the process. Gleanings from listening to the Body of Christ and to the voices of the world are shared, guiding ministry.

The process in the local congregation might follow this pattern:

- ◆ *First.* Affirm people where they are. The ground on which they stand everyday is holy ground: the classroom (for teachers and students), board room, hospital, assembly line, fast food establishment, unemployment line, kitchen, sewing room, nursery, nursing home, community meeting—all are holy ground.
- ◆ *Second.* Equip the saints. Celebrate the sending out, the living and telling, and the coming back with stories of God working in and through God's people. Hear the successes and the seeming failures. Listen!! Continue the story begun in Luke 10; read verses 17-21 (note the call for humility). Equip the saints, nurture them, relate them to God, and send them out again and again for ministry in the world. \* As lay member of annual conference you are one of the "sent out" to represent your congregation in the larger Body of Christ, the annual conference, celebrating the connection at work.

- ◆ *Third:* Celebrate the cycle of work and worship: spiraling to merge with Christ in the center, holding steady the core.
- ◆ *Fourth:* Observe and analyze the flow.

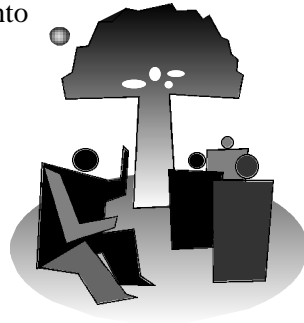
### Discernment

Church leaders and the congregation must be learning together. Gaining spiritual, professional, and improvement knowledge allows the power of the Spirit to shape Christian ministry.

*Knowledge is of God! The power to experience discernment of God's direction and will comes from spiritual and intellectual preparation to receive the spirit.*

Charles Olsen would say that all major decision making, all policy setting, all visioning should be “worshipful work,” done by the gathered. In the context of worship and carefully following the process of telling the past and present stories of the body, the Body of Christ can experience unity in the presence of major diversity and be freed to live into the future vision.

- ◆ Partners in ministry: elicit and **hear** the stories, celebrate the telling, value the story teller, build God's people, into wholeness.



### **There are stories to be told by the whole body.**

- ◆ Stories of darkness in the life of the congregation must be brought to the Light for healing and reconciliation to take place within the body.
- ◆ Bible stories inform the processes of forgiveness and reconciliation.
- ◆ Prayer becomes an integral part of the experience.
- ◆ As pastor and people share the stories, pray together silently or aloud, worshipful work is done. Healing takes place.

## Action Time

**Where? O, Where?**

**How do you have Bible stories readily available for reference in the minds of the people?**

**I'm glad you asked.**

✓ Check out→*Disciple: Becoming Disciples Through Bible Study*

- ✓ Check out→*Disciple: Into the Word Into the World*
- ✓ Check out→*Disciple: Remember Who You Are*
- ✓ Check out→*Faithquest*, Discipleship Resources
- ✓ Check out→Cokesbury's Bible study resources
- ✓ Check out→Lay Speaking resources
- ✓ Check out→*alive now!* and *Weavings*
- ✓ Check out→*Discipleship Resources* and *The Upper Room Catalogues*

➤ Modeling Partnership

In worship, model partnership as:

- liturgist
- reader

**presenter of**

- persons for baptism: *The United Methodist Hymnal: Holy Baptism, Confirmation, Reaffirmation of Faith*
- new members to the congregation: *Reception of New Members*

**assistant**

- in communion: both in the regular worship service and in taking consecrated elements to shut-ins (under guidance of the pastor.)
- as requested

**promoter of Laity Sunday**

Be an active supporter of freedom in the pulpit.

Committee on Lay Leadership: Creating Leaders

Eileen is the new lay leader of Central Urban Church, United Methodist and vice-chair of the committee on lay leadership. She understands her dual role of managing the present while focusing on the future. She understands the importance of staffing **key committees** with a balance of managers and visionaries, but Eileen is also concerned. Their committee is meeting weekly during the summer to fill myriad slots with people who will say *yes*, regardless of whether they have time, energy, and enthusiasm left for active, participatory, hands-on ministry in the community or world.

In the meantime, the AIDS ministry is desperate for volunteers, the homeless shelter is cutting hours and services because they lack volunteer staff, and morale in the church is low.

➤ Think about this! Note above: the need to staff **key committees**.

Maybe your structure could be leaner to allow time to bring good news to the poor, comfort and healing to the sick in body and soul, cheer to the shut-ins, and provide ministries with the blind and deaf.

It is possible to (re)organize your congregation for ministry using Nurture, Outreach and Witness—the NOW plan (See “*Nurture—Outreach—Witness*” by Deborah K. Cronin, in *Circuit Rider* [May 1995] and *Collaborating in Ministry: Letters to Laity and Pastors of Smaller Churches*, by Terrence Hayes and Herbert Mather).

The organizational design of your local congregation drives the lay leadership committee. No matter who chairs this committee, be intentional about partnership.

- ◆ Supporting vision-driven (re)organization is crucial.
- ◆ Working together is crucial.
- ◆ Planning ahead is crucial.
- ◆ Prayerful selection of nominees is crucial.

Know members of the body, their gifts and interests.

- Who in the congregation have received special training?
  - What are daily occupations/professions?
  - Where have people traveled or might they travel? Is it a place we have missionaries or mission work?
  - What home/job situations would affect fulfillment of responsibilities?
  - Who would like to assume responsibility for specific, chosen ministries?
- 
- ◆ Know the needs of the congregation.
  - ◆ Know the needs of the community.
  - ◆ Be ready to suggest “matches.”

## Action Time

Getting to Know You

- Have a “get acquainted” night:  
Use large 5½ x 8½ index cards punched and strung for wearing:  
Print name in center.  
In the corners write:
  - upper left: occupation/profession
  - upper right: hobbies/interests
  - lower left (briefly): community need(s)
  - lower right: congregational need(s);

Take time for people to talk with each other;  
Wear the cards throughout the evening;  
Plan time for individual and congregational storytelling;  
Listen for visions and dreams;

Listen for positive and negative attitudes and prejudices;  
Celebrate together with psalms, singing, praise, and prayer.  
Use the information sensitively in the lay leadership committee.

◆ Finance: You and your pastor are in this together.

Check out these five basic rules.

- ✓ Be knowledgeable about the general church and conference.  
Use the annotated bibliography at the end of this book.
- ✓ Stress the wholeness of stewardship:
  - stewardship of the gospel
  - stewardship of creation
  - stewardship of resources: gifts, talents, and wealth
  - stewardship of persons in relationship with each other
- ✓ Teach financial stewardship as spiritual commitment.
- ✓ Understand fund-raising in the context of the congregations' primary task and shared vision.
- ✓ Know and use district/conference resources and resource persons.

## Building Shared Visions

*The Book of Discipline* defines vision as that which inspires our actions on behalf of Christ. Olsen would tune vision to reality. This vision would have the function of stretching the congregation to a "preferred" future. In the process it energizes, excites, clarifies, and invites. It is shared vision that creates a uniting force bringing people together, then thrusting them forward to fulfill their deepest yearnings. At best, vision pulls the primary task and calls for quality in congregational life.

On-going, never-ending building of shared vision emerges from continuing reflection and conversation. By definition building shared vision cannot be a solitary process, one dreaming alone. Frequently remind one another to take time to dream and share.

The Role of Good Leadership as Partners in Ministry Is to:

- ◆ encourage personal visioning;
  - elicit visions which *do* stretch reality to the future;
  - take time for thought and expression;
  - listen for values, concerns, aspirations that will inspire actions for Christ;
  - affirm the dreamers and their stated visions.
- 
- ◆ build shared visions from expressed personal visions:
  - shared visions go beyond problem solving or band-aids;

- shared visions include leaders' visions, recognized as personal visions;
  - shared visions avoid announcing a vision created by hierarchy.
- ◆ state the vision in the presence of those who expressed their visions:
    - expect, receive, and incorporate reinterpretation and redefinition;
    - listen for concerns, confusions, and uncertainty about the statement;
    - restate, clarify, and change as needed until the vision is clear and "owned".
  - ◆ hold the vision as a beacon, a plumb line, a motivating force.
    - (Olsen says that for a vision to maintain its vitality, it takes at least two to hold the vision, one of whom must be the pastor.)
  - ◆ continually listen for personal visions stretching to the future.

Power resides in the shared vision, *focusing power: power to stay on course, power to change, power to alter direction, regroup, and move forward.*

The process is one of looking together at present reality built on leg-ends of the past while leaning into the future and developing a relationship of mutual trust. Listen intently for value statements that uniquely identify a strong commitment to Christ and the mission of the church. Recognize, state, and acknowledge values held in common and values that are different. Deal creatively with areas of disagreement.

Shared values lead to common action undertaken in a spirit of mutual concern. Discussion of values held to the light of scripture, tradition, reason and experience leads to the discernment of which ones provide operational force personally and for the community.

#### Decision Making: Words of Wisdom

- ◆ Every meeting is an opportunity for spiritual formation. Wrap your decision making with Scripture, prayer, storytelling, and information sharing.
- ◆ Use deep listening and discernment.
  - Listen to God. Take time for this! Silence is OK.
  - Listen to each other. *Really use deep listening* for feelings and hidden information, for joys, frustrations, revelations. Be still and wait.
  - Listen to the community. Let these questions guide your hearing.
    - What are people saying about your church?
    - What "I wants" are people expressing about a congregational choice?
    - How *are* conflicts being reported and discussed?
    - What challenges are seeking faithful input?
- Listen to the Church. How do these questions impact your day-to-day deci-

sions? Would your decisions be in sync with Wesley's quadrilateral standards as reflected in these questions?

1. Does the decision meet *scriptural* criteria? Defined by whom?
2. Is it in keeping with the highest standards of justice, compassion, and faithfulness to Christ's mission as exemplified by John Wesley's ministry and teachings? With Christ's ministry and teachings? With the great *traditions* of the church?
3. What have been teachings/learnings from *experience*?
4. What is *reasonable*?

◆ Deal with conflict quickly and creatively.

## Action Time

Be prepared to deal with conflict.

- Read the books noted in the annotated resources with chapters on recognizing and dealing with conflict.
- Have discussion groups/training sessions.
- Read and discuss win-win options for making decisions.
- Be alert to beginnings of conflict and be ready to intervene quickly. (It's easier to put out a fire before wind and air spread it afar.)
- Partners in ministry should model partnership, even when partners are involved in the conflict.

**Conflict:** Acknowledge it! Name it! Face it!

- Listen to understand the real bases of disagreement. Ask questions pertinent to understanding and resolution.  
What additional information do people need?  
What diverse values are emerging?  
How do they relate to faith foundations?  
Are there mental blocks/prejudices interfering with deep listening?  
What questions can be asked to clarify issues?  
Who is the best person to interact within the situation?

Prayerfully use your training. Establish open lines of communication and help persons really listen to each other. You may need to state what you hear to test what is being said. Allow time for the process to work.

## Vision-Driven Organization

*The Book of Discipline* suggests that the local church be organized to pursue its primary task and mission in the context of its own community—reaching

out and receiving with joy all who will respond; encouraging people in their relationship with God and inviting them to commitment to God's love in Jesus Christ; providing opportunities for them to seek strengthening and spiritual formation; and supporting them to live lovingly and justly in the power of the Holy Spirit.

- ◆ There *is* flexibility. Questions to ask of your congregation are:
  - How much organization do we need to carry out our primary task?
  - What organizational pattern will work for us?
  - What organizational plan will keep us connected as a covenant people? What *are* the basics for a United Methodist church?
  - What organizational pattern will allow the greatest time and energy to be spent moving toward vision attainment?
  - What changes are we willing to make to focus on our shared visions, which are driving our primary task?

## Spiritual Formation and Discernment

Settings for providing spiritual formation, discernment of God's will, developing shared visions, asking related structure and organizational questions, and strengthening the bonds of love and fellowship among the leaders of the congregation vary with available time and money.

Whole day or weekend retreats provide an atmosphere of space and the gift of time. Possible sites are other local churches, campsites, retreat centers, and private cottages. You know your community, district, and conference facilities.

Early weekday mornings create special opportunities for spiritual development and an aura for discerning God's will:

- Monday: Roosters' Club sets the tone for the week.
- Tuesday: walking leaders focus on the flow.
- Wednesday: Prayer to Work places the day in God's hands.
- Friday: coffee group focuses on community issues.
- Saturday: men's breakfast nourishes body and soul.

### Action Time

Planning for change: Focusing strategies

Try Evelyn Burry's simple short survey to determine values and performance in a congregation (*LINKS*, May 1995).

**DIRECTIONS:** List three to five things that are most important to you in a congregation. When you have completed the list, go back and circle the performance rating in the right-hand column, using a scale of 4 as high

and 1 as low. How well does your congregation perform on this item?  
(Remember to do your listing first.)

**What do you value in a congregation?**

I value/look for in a congregation:	My congregation's performance rating:			
1. _____	4	3	2	1
2. _____	4	3	2	1
3. _____	4	3	2	1
4. _____	4	3	2	1
5. _____	4	3	2	1

Once you have completed the survey, shared responses, and talked about values revealed for your congregation, you are ready for the next focusing exercise.

- On a large piece of newsprint draw two houses: one older, traditional, and full of “stuff”; the other sparkling new, empty, postmodern in design. It’s obvious; not everything will “fit” in the new house. If the truth were told, you don’t want all that stuff anyhow. Some of it is definitely past its prime, barely functional any more.
- Decisions need to be made. Discuss in groups of three:  
How are you going to make those decisions? What will you keep, what will you put out for a lawn sale, What will you throw away? Why? Who will make the decisions?
- Come back together. What learnings and values have emerged?
- Make the analogy to your congregation.
- List the furnishings in the first house. What is your congregation known for: hospitality? friendliness? caring for people? outreach ministries? missions? List programs, events, traditions, divisions, hurts, and resentments.
- When the list is complete, have some conversation around the ones that are important to your primary task of making disciples. What ones are pulled by, or pull your vision? Circle the ones that have value for the group. What have been vital parts of your past that don’t seem as important to your vision-driven future? For now, underline those. What new ideas, projects, ministries are in sync with your primary task? Circle those.
- Begin the process of furnishing the new house with prayer and patience. Place circled items in the new house. Identify and agree to discard old divisions, hurts, and resentments. Have a lawn sale with ideas too good to completely throw away. Find a way to celebrate the vital parts of the past, lay them aside, and move on to the future.
- Look at the organizational structure of your congregation. What changes

will equip and free people for ministry in daily life?

- *Plan one concrete, visible, doable action.* It will lend credibility to your visioning and planning.
- *Do It!* Evaluate with specifics that will lead to continual improvement.

## Transitions

The United Methodist Church has a system of appointing pastors annually. This does not mean a change of pastoral leadership every year. It does mean that sometime it will happen.

The more you have been partners in ministry and the more ownership the congregation has in building the vision, the easier it will be to keep your congregation's mission and ministry in focus during the transition.

With others in the congregation, plan an appropriate farewell party. It is equally important to plan a warm welcoming party. If you have a church-owned parsonage, be sure it is ready for the new family.

- Orient the new pastor as necessary—without prejudice. Share the congregation's vision. For now, some stories are best left untold. Go with the new pastor to knock on doors of parishioners—all parishioners, not just those who attend Sunday worship.
- Hold on to your vision, being open to seeing with new eyes. Establish a new partnership. Provide opportunities for pastor and congregation to meet around visioning. Reaffirm, stretch and re-vision.
- You, too, will move on to new ministries. Plan well for the transitions of your congregational lay leaders. Share information and resources. Again, some stories are best left untold. Remember, "*For everything there is a season.*" Be prepared for things to be changed, to be done differently, or to take new directions. Celebrate together.

## ABOVE ALL, CELEBRATE

The Body of Christ Celebrates Unity of Diversity

In *Reaching for Rainbows: Resources for Creative Worship*, Ann Weems tells the Pentecost story of the church filled with party rooms where life is celebrated and where critics are invited to join the celebration. True hospitality is extended, the critics are nurtured, related to God, and sent out to invite others to come and share the joy.

Occasions for celebration abound: God's kindness, Jesus' friendship, opportunities for ministry, wisdom, the *joy* of giving, God's created diversity, life's passages, fellowship of the "saints," and you name the occasion.

A long time ago there was a periodical for Methodists called *Together Magazine*. A regular column was headed with the sentence, “*Sour Godliness is the devil’s religion.*” Find occasions to laugh. The remembrance of them will cushion the tears.

*Above all, clothe yourselves with love, which binds everything together in perfect harmony. Let the peace of Christ rule in your hearts, to which you were indeed called in the one body.* (Colossians 3:14-15)

## ANNOTATED RESOURCES

Resources to use again and again

You need a few good books for personal growth and development, for team building, and for building up God’s people. Periodicals will keep you current, out there on the “growing edge.” These are probably the most important pages of this document. You need to know where to find helpful information. These resources are available and useful. Use the web for up-to-the-minute information and additional resources.

Holy Bibles:

You need one to carry with you; others enhance serious study.

- *Contemporary English Version (CEV)*, (New York: American Bible Society, 1991).
- *The Inclusive New Testament*, Brentwood, MD, Priests for Equality.
- *The Message: The New Testament and Psalms in Contemporary Language*, (Colorado Springs: Navpress, 1996.) Read this one aloud. The translation is faithful to original Greek and Hebrew written for today’s cultural context, preserving “the authentic, earthy flavor and the expressive character of the Bible.”
- *The New Jerusalem Bible (JB)*, (New York: Doubleday, 1985). The translation and study helps are valuable.
- *The New Revised Standard Version (NRSV)*. A good study edition is *The New Oxford Annotated Bible*, New York, Oxford University Press.

United Methodist Church Resources

*The Book of Discipline of The United Methodist Church*, 2000.

*The Book of Resolutions*, 2000.

*The Program Calendar* produced annually by UMCCom.

*The Structure of The United Methodist Church*, United Methodist Communications, a sourcebook of United Methodism, updated quadrennially. It simply (not simplistically) covers organization, structure, episcopal leadership, general church information, and sharing our gifts.

*The United Methodist Book of Worship*, (Nashville: The United Methodist Publishing House, 1992).

*The United Methodist Directory & Index of Resources*, Nashville, an annual directory of the Council of Bishops, active and retired; agency personnel and directors; conference staff; and publications, programs, and resources.

*The United Methodist Hymnal*, (Nashville: The United Methodist Publishing House, 1989). Order from Cokesbury.

Periodicals

*Circuit Rider*; The United Methodist Publishing House, 10 issues a year, a professional journal free to clergy, available by subscription to laity—especially helpful if you’re serious about being partners in ministry.

*Interpreter*; United Methodist Communications, monthly program resource sent free to designated local congregational leaders. Contains workable program ideas.

*Prayer Calendar*; an annual that provides information and an opportunity to pray for our missionaries and every mission outreach program supported by the UMC in the United States and around the world. You’ll learn a lot that can be used as you interpret the work of the connectional church.

### 30 Guidelines for Leading Your Congregation

*Response* and *New World Outlook*, report where God is at work in the world through The United Methodist Church and its agencies. Subscriptions available from General Board of Global Ministries from Service Center.

Catalogues are available free from Cokesbury, EcuFilm, Discipleship Resources, The Upper Room, The Service Center, and the General Board of Global Ministries. (See addresses for United Methodist Boards and Agencies.)

#### Building Up the Body of Christ

Bolman, Lee G. and Terrence E. Deal, *Leading With Soul*, (San Francisco: Jossey-Bass, 1995). A novel approach to an uncommon journey of spiritual and personal renewal that relates leadership to the vitality of the soul.

Bracey, et al., *Managing from the Heart*, (New York: Delacorte Press, 1990). A novel presentation of basic relational skills written for corporate organizations, highly relevant to the church. Read "leading" for "managing."

Carder, Kenneth L., *Living Our Beliefs The United Methodist Way*, (Discipleship Resources, 1996). Helpful as you do *The Discipline* study (pp. 17-18) and for your task of informing and interpreting relevant information to the specific Body of Christ called United Methodist.

Gilbert, John P. and Nancy G. Zoller, *Lay Speaking Ministry: Basic Course* (Nashville, Discipleship Resources, 2000). The course is basic and planned for a minimum of five sessions.

Haugk, Kenneth C., *Antagonists in the Church: How to Identify and Deal with Destructive Conflict* (Minneapolis: Augsburg, 1988). Dedicated to caring Christians who want peace, justice, and love in their church relationships.

Hawkins, Thomas R., *Faithful Leadership: Learning to Lead with Power* (Nashville: Discipleship Resources, 1999). Servanthood and partnership are the themes of the text for the advanced lay speaking course "Lay Speakers Are Servant Leaders." Power is presented and discussed as "power over," "power with," and "power within."

Hawkins, Thomas, *Lay Speakers Are Servant Leaders: Advanced Course* (Nashville: Discipleship Resources, 1999). Participant's handbook and leader's guide for the text: *Faithful Leadership*. The course invites participants to rethink leadership in the context of Jesus as an example of servant.

Hays, Edward, *Holy Fools; Mad Hatters: A Handbook for Hobbyhorse Holiness*, (Leavenworth: Forest of Peace, 1993). Parables, stories, and exercises for "inner-attainment" and sharing laughter, a necessary component for servant leadership.

Job, Rueben and Norman Shawchuck, *A Guide to Prayer for All God's People*, (Upper Room Books (UR), 1990). Weekly meditations related to the lectionary with daily Bible readings for disciplined personal devotions. Readings are relevant for group experiences when it's your turn to direct the spiritual exercises.

Kellmer, Richard L. and Sara P. Lisherness, *Seeking to be Faithful Together: Guidelines for Presbyterians During Times of Disagreement*, (Louisville: Presbyterian Peacemaking Program, PCUSA). An eight-session study with related worship resources.

Kohler and Garcia, editors, *The Christian as Minister*, (General Board of Higher Education and Ministry, Nashville, 1997). Excellent resource for lay and clergy servant leaders wherever they may serve.

Messer and Abraham, editors, *Unity, Liberty, and Charity: Building Bridges Under Icy Water*

Nouwen, Henri J.M., *Creative Ministry*, (New York: Image Books; 1991).

Nouwen, Henri J.M., *In the Name of Jesus: Reflections on Christian Leadership*, (New York: Crossroad, 1991).

Weems, Ann, *Reaching for Rainbows: Resources for Creative Worship* (Philadelphia: The Westminster Press, 1980).

#### Periodicals

*alive now!* A bimonthly thematic study resource available from Upper Room.

*Connections*: A monthly letter calling the church to faithful new life, written and distributed by Barbara Wendland, a laywoman; 505 Cherokee Drive, Temple, TX 76504-3629.

*Weavings*: "Woven together in love": *A Journal of the Christian Spiritual Life*, monthly, thematic, wonderful. Subscriptions available from Upper Room.

## Partners in Ministry

- Hayes, Terrence and Herbert Mather, *Collaborating in Ministry: Letters to Laity and Pastors of Smaller Churches*, (DR, 1993). Two points of view on the same subject: trying to help pastors and laity of any church understand each other and find ways to be partners in ministry.
- Menking, Stanley J. and Barbara Wendland, *God's Partners: Lay Christians at Work*, (Valley Forge: Judson Press, 1993). The authors present a highly relevant lay and clergy discussion of ministry of laity in daily life.
- Olsen, Charles M., *Transforming Church Boards into Communities of Spiritual Leaders*, (Alban Institute Publication, 1995). Olsen developed the model and helps the participant experience the process through solid, dynamic storytelling and invites the reader to elicit and share stories to transform church boards through worshipful work.
- Whitehead, James D. and Evelyn Eaton Whitehead, *The Promise of Partnership: A Model for Collaborative Ministry*, (San Francisco: Harper, 1993). Written from a Roman Catholic perspective with an ancient—yet new—image of the church as “*priestly people called to be partners in the mission of Jesus Christ.*” (page 176) Chapters dealing with conflict are relevant to any church.

## Improvement Knowledge

- Brown, Patricia D., *Learning to Lead from Your Spiritual Center*, (Nashville: Abingdon Press, 1996).
- Dick, Dan R., and Evelyn M. Burry, *Quest: A Journey Toward a New Kind of Church*, (Nashville: Discipleship Resources, 1999). For congregations serious about moving forward in faith, changing from “doing” church to “being” the church in action.
- Jones, Ezra Earl, *Quest for Quality in the Church: A New Paradigm*, (Nashville: Discipleship Resources, 1993). An introductory sourcebook for looking at the church as a system that can be improved by clarifying mission and defining the vision. The chapters on leadership are a valid basis for partnership between pastor and lay leader in ministry in the local congregation.
- Net Results: New Ideas in Church Vitality & Leadership*, National Evangelistic Association, New Results Resource Center, Lubbock, 12 issues a year. Timely!

## Addresses for United Methodist Boards and Agencies

- General Board of Discipleship, Office of Lay Leadership Development, PO Box 340003, Nashville, TN 37203-0003, Phone (877) 899-2780, FAX (615) 340-7071 <http://www.gbod.org>.
- Discipleship Resources, PO Box 340003, Nashville, TN 37203-0003, 1-800-685-4370 <http://www.discipleshipresources.org>
- Discipleship Resources Distribution Center, PO Box 6996, Alpharetta, GA30239-6996. Telephone: (800) 814-7833 (For information) Telephone: (800) 685-4370 (To order)
- General Board of Global Ministries, National Division and Women's Division, 475 Riverside Drive, New York, NY10115 (212) 870-3748 <http://www.gb-gm-umc.org> Service Center, 7820 Reading Road, Caller # 1800, Cincinnati, OH, 45222-1800. 1-800-305-9857
- General Board of Church & Society, 100 Maryland Ave., NE, Washington, DC 2002-5664 (202) 488-5600, FAX (202) 488-5619 <http://www.umc-gbcs.org>
- General Commission on United Methodist Men Office of Civic Youth Serving Agencies/Scouting, PO Box 859, Nashville, TN 37202, 1-800-509-4563 <http://www.ummen.org>
- Curric-U-Phone (for information and assistance in selecting curriculum resources), United Methodist Methodist Publishing House, 1-800-251-8591.
- Cokesbury Service Center (for ordering books and other resources), P. O. Box 801, Nashville, TN 37202. Phone: 1-800-672-1789. [Http://www.cokesbury.com](http://www.cokesbury.com)
- The United Methodist Publishing House, P. O. Box 801, Nashville, TN 37202.
- United Methodist Communications, PO Box 320, Nashville, TN 37202. (615) 742-5400 <http://www.umc.org> EcuFilm, 1-800-251-4091 InfoServ, 1-800-251-8140
- Christian Educators Fellowship, PO Box 24930, Nashville, TN 37202 (615) 749-6870 <http://www.chedfel@cs.com>

## 32 Guidelines for Leading Your Congregation