Don’t Miss… Modem’s 2016 One Day Conference

16th November 2016/ Lumen URC, LONDON

Save the Date// Modem’s next Conference…

See page 4 for more details. Be sure to check Modem’s website for updates.

Feedback from last year’s Conference…

A “stimulating session”

“Great to join…and meet old friends”

“Excellent conference… much to reflect on.”

“Lovely morning” at Modem Conference.

“It was an excellent conference!”

Invite a friend & make it a great day

3 Good Reasons to Attend >>

1. Most excellent company & conversation
2. Compelling, engaging speakers
3. An opportunity to network, share ideas & vision

Bonus reasons: A chance to spend time in the wonderful city of London // Great coffee // Lovely venue // Good value conference!
In Modem, we talk a lot about management and organizational disciplines, but we always have to contend with the fact that they are a bit difficult to talk about. You can talk about them in an academic way and everybody yawns, pretends to be able to follow the language, or walks away. Or you can talk about them in a very everyday fashion, as if it were all a matter of refined common sense, in which case others may not realize that what you are saying is actually quite carefully grounded in research and careful thinking, quite well thought out, and they will think your common sense is therefore not necessarily any better than theirs. Either way, we make less impact than we could.

For example, we know lots of good stuff about persuasion and influence. Every text book in organizational behaviour or in marketing will have its chapters on attitudes, attitude change, influence and the like, and quite a lot of what you find there is interestingly counter intuitive and surprisingly useful in practice. Some of the concepts have passed into everyday speech (e.g. cognitive dissonance) but usually shorn of much understanding of what they offer, or of the richness of implications they have for how we persuade and debate with each other.

We have just had a bruising, rude and unilluminating debate in the UK in the lead up to the EU referendum, and since the result our political parties have been crumbling under the weight of recrimination. The Leave campaign managed to win despite it emerging since the result was declared that its supporters had no common view as to what they were voting for, only what they were voting against. The Remain campaign was accused of ‘project fear’. The research which showed why that would not be an effective persuader has been available in any good OB textbook since the 1960s.

The research on organizational development which tells us what happens if people do not feel that their point of view has been heard, or that they are being treated as nobodies, is slightly later – perhaps mostly in place by the mid 1970s. It would have been all that was needed to realize that left-behind communities in impoverished former industrial areas and seaside towns would at some stage come back to haunt those who ignored them, and would find a way of taking their frustrations out on someone. More recent work has discussed how ‘focus groups’, far from being a way of listening, are often a device used by those who know that they have completely lost touch with their customers.

Night after night on our television screens we saw footage of rallies in which politicians preached to the converted, often with a polished, well-acted anger at the idea that anyone could be stupid enough to disagree with them. Alternatively, they were in staged debates where the objective seemed to be to score
points (revealed by a round of applause from the studio audience) off their opponents. Is there anything in the research literature which makes us think that any onlooker changes their minds as a result of such point scoring? Have none of these people, or their advisors, ever read French and Raven (1959), not even a summary of it, not even the short version in most of the textbooks? Let alone the 55 years of research which have built on, challenged, nuanced and developed their ideas since then?

A lot of the anger has been built up by politicians who seem unaware of the content of Economics 101, that austerity deepens the wounds of a recession without curing it. We had a Justice Secretary until recently who knew so little of Criminology 101 that he denied books to prisoners. We have supposedly well-educated and well trained politicians with expensive consultants and able staff who seem not to have grasped the contribution that Marketing 101 and Organizational Behaviour 101 could make to their working lives. And we have an almighty mess!

The Modem community consists of people who have thought about how things work in organizations, and the lesson of the referendum is that all that thinking and understanding are of enormous practical value. Sometimes we get so used to using our tools and language to think about organizational life that we forget just how much our own thinking has been transformed by the reading, learning and discussing that we have done. The referendum campaign tells us that the level of thinking and dialogue that we engage in within Modem is not widespread, and it is of great value. Educated common sense is not very common.

Reflecting on the referendum, we should have renewed confidence that our experience and discipline areas have a great contribution to make, because we have just seen how wrong things can go in their absence. The referendum campaign was highly resourced; I have not seen estimates of what was spent by the different campaign groups, but it will be amounts that would make the eyes of any church treasurer water. And yet they still did not have access to some of the thinking and wisdom which almost goes without saying among Modem members.

Renewed confidence in discipline areas

A challenge for us

We know that our knowledge of management, organizations and leadership is not perfect, and that there is plenty more to understand; some of us have made our careers in emphasising, and then researching, the missing areas. But let’s also be confident and forthcoming with all the good ideas, good analyses and good practices that we know of in our area, and offer them in a digestible form to churches and faith based organizations. They could run a lot better than the referendum!


Contact: chair@modem-uk.org @davidbpsims

MODEM website

We are still looking into updating and modernising the Modem website. If you have website or graphic design skills and would be interested in contributing to its development, please do get in touch: info@modem-uk.org Thanks!
MODEM’s 2016 Annual Conference

A One Day Conference on Wednesday 16 November 2016
LUMEN URC, Tavistock Place, London – near Kings Cross Station

Organisation encounters Theology: Making sense of ministries in a changing world

Keynote Speakers

Revd. Dr. Emma Percy, Chaplain and Welfare Dean Trinity College Oxford

Emma researches, writes and speaks about theology and mothering, Anglican ministry and the theology of care. She is a committee member of WATCH (Women and the Church) and sits on a National Research Ethics committee as a lay member.

Dr. Clare Watkins, Lecturer in Ministerial Theology, University of Roehampton

Clare teaches and researches in the areas of ecclesiology, sacramental theology and practical theology. She has a particular concern for working theologically in ways that contribute to ministerial formation and church life and mission.

More details to follow, be sure to check Modem’s website for updates & to book your place. www.modem-uk.org @ModemLeadersHub

Join us and add your voice to the conversation ~ #Modem16
Germinate Leadership aims to deliver an understanding of leadership theory, styles and skills and their application context, encouraging a systematic approach to entrepreneurial leadership in the rural church. It involves theological reflection on the nature of leadership in ministry and explores particular areas of expertise such as envisioning, strategic development, emotional intelligence, conflict resolution, group dynamics and team building. It also seeks to develop reflective leadership through critical self-awareness using feedback, mentoring and other personal development techniques and resources.

Two distinctive elements of this leadership programme are that it is entrepreneurial and rural. The importance of the entrepreneurial church leader was identified in the findings of The Effective Christian Presence and Enterprise Project (Faithworks, 2008) which conducted two years of research with 19 innovative Christian projects in the Yorkshire and Humber region. This project aimed to identify, learn from, encourage and sustain enterprising Christian projects, including local churches. A significant recommendation was that ordained and lay church leaders be trained to develop the ‘entrepreneurial leadership style’ and that there should be an exploration of how to ‘attract and enable the entrepreneurial style of leadership to flourish within ordained ministry and lay leadership’. Whilst the report specifically indicated community development and social entrepreneurship, in the recent Germinate Leadership Lecture, Revd Dr Michael Volland proposed that an entrepreneur within the church context is ‘a visionary who, in partnership with God and others, changes the status quo by energetically creating and innovating in order to shape something of kingdom value’ (The Minister as Entrepreneur, SPCK, 2015, p3). Amiel Osmaston, Ministry Development Officer for the Diocese of Carlisle, also identifies one (of seven) models for rural leadership is the entrepreneur, who initiates change and progress. She suggests ‘rural church leaders need to be entrepreneurial and ready to take risks’ (Country Way, Arthur Rank Centre, October 2015, p10). Those aware of managing the diverse challenges of the rural church may recognise this as a way of dealing with what they have to face. It is no longer possible for the Church Leader to operate the way in which they would have done in previous generations.

Using elements of 360° assessment, peer groups and mentor support, the Arthur Rank Centre has developed, as part of the Germinate suite of initiatives, a creative leadership programme which is a blend of learning styles incorporating wisdom and experience from both secular and church leadership sphere. It is key to the programme that it is both ecumenical and for lay and ordained leaders in the church. At the end of the 18 month programme, the leaders should apply to apply key theories, models and approaches to leadership in relation to various contexts of the rural church and its mission and importantly apply their learning to the development of their leadership skills and practice within the context of their ministry. The culmination of the programme is a professional dialogue with senior church leaders which enables the participants to reflect on their own experience and to identify future learning and development needs.
And it has long term effects. The national programme now has is its third cohort and is recruiting for its fourth. One participant who has had time to reflect on the process comments “I view this as a ‘grown up’ leadership programme, not with a ready-made leadership paradigm that it imposes on its participants, but rather with an invitation to access which of the various leadership models best suits the variety of situations we face”.

The Rural Church needs new models of ministry at the centre of which will be the creative, entrepreneur who will be able to effectively harness the talents and gifts of others in the service of God.

For further information contact Janet Bryer, Programme Director, on janetb@germinate.net or via http://www.arthurrankcentre.org.uk/mission-and-ministry/clirc

What’s New?

Books and other resources on leadership, management and ministry

K indicates a Kindle version is available. E-book versions are available for Grove booklets.

Books on church leadership, management and ministry


Books on the workplace


Booklets on church leadership, management and ministry


Business books on leadership and management


The Development of Ethical Leaders

The final seminar in the series, Developing Ethical Leaders: The Contribution of Philosophy and Spirituality

Sarum College, Salisbury

21 October 2016

10:00-16:30

This seminar is set in the broad context of concerns that the current syllabus underpinning the training and development of business leaders fails to take sufficient account of the ethical and moral implications of dominant narratives in economics and business thinking. Speakers will encourage participants to engage with such questions as: How does Christian spiritual reflection connect with the practice of virtuous and ethical business behaviour? What are the big issues to explore and reflect on? How can an academic perspective engage with the practical world of business?

Speakers

Prof. Geoff Moore, Professor of Business Ethics, Durham University Business School

Dr Karen Blakeley, DBA Programme Leader, Winchester Business School

Dr Eve Poole, Activist Theologian

Tom Stables, Managing Director, UK Coach, National Express

Convenors

Andy Henley, Professor of Entrepreneurship and Economics, Cardiff University

Tim Harle, MA Programme Leader, Sarum College

Places are free, including a buffet lunch. Numbers are strictly limited, so booking is essential. To book your place, please email Alison Ogden, aogden@sarum.ac.uk.

For more details of the seminar series, visit www.ethicalleadership.org.uk.

Sarum College, which is housed in Grade 1 listed buildings in Salisbury’s Cathedral Close, offers a unique location for this seminar (http://www.sarum.ac.uk/conference-venue).
Modem welcomes new Treasurer & Trustee

Rachel Whitelaw FCA

Rachel is a senior tax professional and qualified chartered accountant. She spent the last 24 years working in the global HQ of GSK plc in the tax team where she led a regional tax team, one of 15 based internationally. She’s also been part of tax leadership and other senior finance and project teams. Her experience of leadership includes training in the commercial sector as a recipient, and training and mentoring other staff in finance. She has also led organisational redesign. Rachel has recently moved to work in the tax team for Apple.

More about Rachel... She belongs to the St George's Church family in Tolworth, Surrey where she has been a member for over 30 years. For much of that time she was Treasurer and on the PCC. She regularly leads the services and teaches adults and children, as well as running a monthly ladies group and taking part in the prayer ministry. She enjoys attending the annual New Wine camp in Shepton Mallet and aligns with the values of New Wine.

Forthcoming Events/ At a Glance...

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<tbody>
<tr>
<td>The Development of Ethical Leaders / Day Seminar</td>
<td>21 October 2016</td>
<td>Sarum College, Salisbury</td>
<td>Free, inc buffet lunch!</td>
<td>Alison Ogden, <a href="mailto:aogden@sarum.ac.uk">aogden@sarum.ac.uk</a></td>
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<tr>
<td>Modem One Day Conference</td>
<td>16 November 2016</td>
<td>Lumen URC, near King’s Cross</td>
<td>TBC – check website</td>
<td><a href="mailto:info@modem-uk.org">info@modem-uk.org</a></td>
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Join Us...

To strengthen and grow Modem please encourage friends, colleagues and clergy to join us in membership and to attend conferences, share expertise and inject ideas. Only £25/ year (individual rate).

www.modem-uk.org   membership@modem-uk.org   @ModemLeadersHub

Join us and add your voice to the conversation.