

It feels good to recognise that MODEM is increasing its influence and activity. Because of this we have felt it necessary to introduce an interim, and shorter, issue of *MODEM Matters* simply to keep you abreast of recent developments. We may repeat this approach in the future as our work expands – but it would help to hear whether you like the idea of ‘short and sweet and more often’ communications over the ‘regular, comprehensive and less often’ formula! Let us know your views. Sue Howard, Editor, *MODEM Matters*

## MODEM Supports Church of Scotland’s Leadership Journey



Was it the opening bible study on servant leadership that drove delegates to their knees? Leadership Forum participants hard at work in Aberdeen (left) and Glasgow (above). See p2 for more details.

### Easter Reflections

How appropriate that this edition of *MODEM Matters* appears during the Great Fifty Days between Easter and Pentecost. Easter speaks of death and resurrection. Pentecost unleashes the dynamic Spirit of God anew. Within the space of a few pages, we are reminded that MODEM itself was born out of an earlier organisation. We remember inspiring stalwarts and welcome new faces. We hear of encouraging recent events in Scotland and look forward to two exciting initiatives. Above all, we are reminded that MODEM only exists through the shared contributions of its members.

**Tim Harle**  
Vice-Chair, MODEM

### In this issue

Church of Scotland Leadership Forums	p1
A Tribute to Raymond Clarke by John Nelson	p3
Hereward Cooke. A tribute by Malcolm Grundy	p4
MODEM Supports Launch of New Grove Leadership Series	p4
Leading in a Complex World: New Approaches for Church Leaders	p5
Introducing MODEM's new Treasurer and Membership Administrator	p5
<i>What's New?</i> Resources on leadership, management and ministry	p6
Book Review: <i>By One Spirit</i> , by Lorraine Kavanagh.	p8
Forthcoming Events	p8

## Church of Scotland Leadership Forums (continued)



MODEM's Richard Fox (l) and Robin McAlpine from the Church of Scotland (r) discuss next steps. One feature of the Forums was the ability to flex the programme to address the situation of participating churches.



The programme encouraged small groups to work together. The morning's groups mixed people from different churches, while the afternoon encouraged groups from the same church to meet together to plan their next steps.



### Some delegate comments:

- “Allowed us to think deeply about our own situation” (Glasgow)
- “Appreciated the time out with our Minister” (Edinburgh)
- “Positive things can result from change/conflict” (Aberdeen)
- “Useful and provocative” (Oban)

15 months of planning came to fruition in March as MODEM ran four Leadership Forums for the Church of Scotland. The highly participative events were well received: three forums scored 90%+ ratings, while 88% of respondents overall rated the day as excellent or very good.

Organiser Robin McAlpine, from the Mission and Discipleship Council, summed up the forums. “Participants appreciated the professionalism of MODEM's facilitators. Apart from learning about leadership and change, delegates enjoyed hearing about each others' experiences.”

The days began and ended with biblical reflections on leadership: from Jesus' discussion with his disciples in Mark 10, and from Moses' tantalising glimpse of the Promised Land in Deuteronomy 34. The three main sessions, facilitated by MODEM's Richard Fox and Tim Harle, were on:

- **Steps on the leadership journey:** a look at what is involved in both personal and organisational leadership
- **Gaining commitment:** examining different reactions to change, and where people find security in times of uncertainty
- **Mapping the next steps:** an opportunity for church groups to discuss and plan their journey.

Despite the regional locations, some participants went well out of their way to attend. MODEM member Ian Gilmour was unable to attend his local forum in Edinburgh, so made the 250 mile round trip from Leith to attend the forum in Aberdeen. While Jonathan Emptage made a long detour when returning from his studies at Lancaster to his home in Shetland to attend the Oban forum. Jonathan has now joined MODEM!

A potential difficulty for the two English presenters was avoided when one of the forums coincided with the Calcutta Cup. The drawn match allowed honour to be retained on all sides.

Another big step on the Church of Scotland's journey is a conference on Missional Leadership with Alan Roxburgh in Dundee in September.

## A Tribute to Raymond Clarke, JP OBE



*MODEM owes a great debt to Raymond Clarke, who died on 4 March, aged 85 after suffering a stroke. He wasn't just a committed MODEM member and Patron, he helped fashion what it is and has become. MODEM has had no greater supporter or ambassador.*

Raymond helped ensure a smooth takeover by MODEM of CORAT's mantle. When CORAT was searching for a suitable successor, Raymond chaired meetings, out of which an embryonic managing committee of a successor organisation emerged. This successor was MODEM. Once the management committee was formed, Raymond withdrew and Alan Harpham became MODEM's first Chair. Alan told me, 'What a wonderful support Raymond was to me personally in those early days. The two years leading up to the launch of the charity MODEM at the Free Churches Council was in no small part down to Raymond. How apt it was that we launched it there after our two other inaugural meetings at the crypt of the Anglican Lambeth Palace and then the Roman Catholic Archbishop of Westminster's House.'

Raymond was a founder member, and subsequently Patron of MODEM. Until recently, he came to many MODEM events. His expertise and reputation proved invaluable: in particular, in representing MODEM in meetings with the Charity Commission to secure MODEM's charity status. He was always supportive of my efforts as Editor of MODEM's four publications and never missed an opportunity to promote MODEM to others. Having found out something of his life for this tribute, I realise not only how fortunate we have been to have had his friendship, interest and support, but also how we might have benefited in other ways from his expertise and contacts.

**His background and career.** Born in 1925 in Tunbridge Wells, Raymond went to The Skinners School and was awarded an Open Scholarship to the Royal College of Music. His RCM studies were interrupted by war service in the Grenadier Guards and the Indian Army. His time with the Indian Army changed his life. He now felt a career in music would be selfish and decided to gear his working life towards social justice, championing the cause of the vulnerable in society. He studied social science at Nottingham University and began a distinguished career in social welfare. As a public servant helping voluntary bodies at local and national level, he rose to occupy with distinction senior positions with, eg, the National Council of Social Service and the National Council of Voluntary Child Care Organisations. He was appointed NCVCCO Clerk, transforming it into a cohesive national organisation which gained the respect of both civil servants and government ministers. He was invited to serve and chair various national committees, including one on Welfare Services for immigrants for which he was awarded the OBE. He was a magistrate for 25 years.

**His family life.** Raymond and his wife, Ruth, celebrated their golden wedding last year. Their elder daughter, Hannah tragically died in 1988 in a cycling accident. Their younger daughter, Charlotte, married the well known painter, Andrew Ratcliffe and they have two young children. Raymond and Ruth set up the Hannah Trust Fund to help disadvantaged people attend the URC's Training Centre in the Lake District. A week before his stroke, Raymond and his family established a Hannah Wing adapted for wheelchair users and their carers.

**His church – the United Reformed Church.** Raymond and Ruth were very active at local and national level in the URC. His local church role included being an organist of the Carver Memorial URC in Windermere and Dulwich URC. The URC is mourning their loss. He served as Chair of its Church and Society Department in the 1970s and 1980s and later as Clerk to the North West Synod. In 1991 he and Ruth were nominated as candidates for Moderator of the URC General Assembly. Typical of Raymond, he stood aside for Ruth who was elected and he gave her wonderful support in her year as Moderator. He represented the URC on the British and World Council of Churches.

**Other tributes.** *The Guardian's* obituary says that 'we've lost an important contributor to the quality and integrity of public life. A prominent figure in charitable social services and advisory bodies to the government, he brought powerful social values and a sharp mind to the fashioning of humane treatment of vulnerable people at both ends of the age spectrum. He had an elegant guardsman's presence and legendary compelling courtesy... He was a deeply committed Christian in pursuit of a social gospel. He was a social reformer, Christian statesman and musician.' **Revd Liz Mullen**, who gave the address at his funeral, said 'Raymond was always championing the cause of those who needed help and support. Retired, he remained supportive of the preaching of a social gospel and encouraging efforts to wrestle with issues of peace and injustice.' **A former colleague** summed Raymond up as a 'conciliator supreme'.

*He lives through us all, NOT LEAST IN MODEM and its members who were privileged to know him. Death has no power over that.*

John Nelson, with Ruth Clarke and Alan Harpham

## Hereward Cooke

**Hereward Cooke was a member of MODEM from 1994. Malcolm Grundy, former Chair of MODEM, writes:**

It was a great shock to hear of Hereward's death at the age of 70. He had been a friend and colleague for over 40 years beginning with our days together at King's College, London. Before training for ordination he had been an accountant with Price Waterhouse Cooper. He was always a person who brought joy and optimism to any meeting. He recruited me to the Management Committee of the Industrial Christian Fellowship when I moved to work in London in 1980. Coming from a political family - his father was an MP - Hereward always brought a mixture of political and social concern to his Christian ministry. He developed the ICF with skill and was also an able vicar at St Katharine Cree and at King Edward the Martyr in the City of London. He cared for clergy and all those who worked in the City of London as Rural Dean. In Norwich he led and consolidated the work of Industrial Mission. His political leanings went to the Liberal Democrats and to membership of the City Council. It was no surprise that in his retirement he became the Diocesan Environmental Officer. A keen yachtsman, he loved the outdoor life. He was on a sponsored cycle ride for Christian Aid to the Copenhagen Summit on Climate Change, where his sudden death occurred.



**On behalf of MODEM, the Leadership Committee extends our sympathy to Diana and his family.**

## MODEM Supports Launch of Grove Leadership Series

MODEM has been closely involved in the Editorial Group planning Grove Books' new series on Leadership. The group's convenor is MODEM member, Richard Steel, while Sue Howard has represented MODEM on the group. The new series, which is published in partnership with CPAS, is being launched at the London Institute of Contemporary Christianity on 8 June. The series will include four titles a year. It will address contemporary leadership issues, as well as offering practical insights for those in leadership roles. The second booklet in the series is being co-authored by Sue Howard.



Graham Cray

Bishop Graham Cray, author of the first booklet in the series, will speak on ***Discerning Leadership: Co-operating with the Spirit of God.***

Tuesday 8 June 2010  
6.15-8.30pm

LICC  
Vere Street  
LONDON  
W1G 0DQ



Cost: £7 (£5 concessions) including refreshments and a copy of the first booklet. Bookings of four from one church get an extra place free.

To book your place: [✉ mail@licc.org.uk](mailto:mail@licc.org.uk) or ☎ 020 7399 9555.

MODEM members can get special discounts on existing Grove Booklets. For details, visit <http://www.modem-uk.org/members.html>.

MODEM member Chris Bemrose has a blog, which seeks to link daily gospel readings to his life as a L'Arche Community leader. Visit <http://managingupside-down.blogspot.com/>

## Leading in a Complex World: New Approaches for Church Leaders



**7/8 July 2010  
Winchester Business School**

*MODEM is pleased to announce an innovative workshop for church leaders. The conference is being arranged in conjunction with the University of Winchester. It will begin at 6pm on 7 July and finish at 5pm on 8 July. Residential facilities will be provided on campus.*

Fee £50 (£40 for MODEM members)

### Aims:

- To introduce approaches to leadership which offer perspectives beyond implicit Western linear models.
- To explore the potential implications of these perspectives for Christian leaders.
- To bring together those involved in church leadership for creative conversations and mutual discovery.

### Topics to be explored:

- Addressing challenges: systems thinking, collaborative working and community building
- Holistic Development Model
- Organisational insights on growing a priesthood of all believers
- Organisations as ecosystems
- Thriving on chaos: emergence and self-organization

### Speakers and Facilitators:

- Karen Blakeley, Winchester Business School, Author of *Leadership Blind Spots*
- Tim Harle, Associate of Bristol Business School and Lay Canon of Bristol Cathedral
- Sue Howard, Holistic Leadership, Co-author of *The Spirit at Work Phenomenon*
- Esther Ridsdale, CSPI Associates

Numbers are strictly limited. To reserve your place, email [bookings@modem-uk.org](mailto:bookings@modem-uk.org).

## Introducing MODEM's New Treasurer and Membership Administrator

### Treasurer: Tony Berry



After 15 years in the UK and US aircraft industries, Tony became a management academic at Manchester Business School. He published widely, and taught and led professional, masters and doctoral programmes. He was a British Academy of Management council member, and edited two Journals. Tony developed a consulting practice across commercial and third sector organizations. He worked with the Tavistock Institute, becoming a council member there. His career involved work in over thirty countries. He is a Reader in the Church of England, with many years' experience on General, Diocesan and Deanery Synods. He has worked extensively as a church trainer and consultant, and written church based distant learning texts. He is a keen dinghy sailor, long time cricket lover and music fan, especially of the marvelous Halle and of opera. He served as a local councilor and fought three general elections for the Liberal Democrats.

### Membership Administrator: David Hughes



David Hughes spent 25 years in the Ministry of Defence, working in systems analysis, computer security, and the professional development of computer staff before taking early release to make way for theological studies. Previously, he had been in the Hotel and Catering Industry. Having recently attended the Southern Theological Education and Training Scheme at Sarum College, Salisbury, David is investigating the application of systems theory and practice in the theology domain. He is a lay worship leader in an Anglican team ministry. His leisure interests include singing West Gallery music, and railway modelling. You can contact David at [membership@modem-uk.org](mailto:membership@modem-uk.org).



## *What's New?*

### *Resources on leadership, management and ministry*

*In this issue, we introduce some more organisations working in fields aligned to MODEM. We also include some recent books (year of publication is 2010, unless indicated).*

### *Organisations whose main focus is on church communities*

#### **TEAL Trust**

Aims to support and equip church leaders throughout the world, primarily by supplying online resources related to Training, Equipping, Advising and Leadership. Based in York, the Chair of Trustees is Malcolm Grundy. [www.teal.org.uk](http://www.teal.org.uk)

### *Christian organisations whose main focus is on the world of work*

#### **After Sunday**

A Durham-based project whose aim is to help people identify the work of God in their own context. Offers learning materials and online resources for the whole church. [www.aftersunday.org.uk](http://www.aftersunday.org.uk)

#### **Transforming Business**

A research project focused on enterprise solutions to poverty. Based in the University of Cambridge, it has close links to the university's Divinity Faculty and Judge Business School. Its director is Peter Heslam. [www.transformingbusiness.net](http://www.transformingbusiness.net)

#### **Transform Work UK**

Links together a wide range of workplace and professional groups. Aims to see the UK workplace transformed, locally and nationally, by every Christian living out their faith in effective workplace ministry, leading to transformation over time in the nation's culture, values and spiritual environment. [www.transformworkuk.org](http://www.transformworkuk.org)

### *Organisations whose focus is on spirituality and the workplace*

#### **Foundation for Workplace Spirituality**

A UK-based not-for-profit organisation dedicated to raising spiritual awareness and consciousness in the workplace among employees, managers, leaders, the media, shareholders and other stakeholders. [www.workplacespirituality.org.uk](http://www.workplacespirituality.org.uk)

#### **Spirituality in the Workplace Network**

The network was set up in 2000 by Father Dermot Tredget, a Benedictine monk, and David Welbourn, an industrial chaplain. The SiW Network meets at roughly 3-monthly intervals at Douai Abbey, near Reading. For further information e-mail [welbourn@ntlworld.com](mailto:welbourn@ntlworld.com).

#### **Telos**

An initiative of Good Relations Wales and the Church in Wales, who work together to promote a new view of beliefs, values and behaviour in the leadership and management of organizations of all kind. Organizes regular talks in Cardiff, as well as retreats. [www.telosspirituality.org.uk](http://www.telosspirituality.org.uk)

#### **Tyson Center for Faith and Spirituality in the Workplace**

A centre at the University of Arkansas, founded in 2009. It focuses on curriculum development, outreach programmes to business, churches and civic organizations, and research programme support. Its director is Dr Judi Neal. <http://waltoncollege.uark.edu/news/view.asp?article=704>

### ***Books on church leadership, management and ministry***

- Neil Cole (2009). **Organic Leadership: Leading Naturally Right Where You Are.** Baker. 314pp, pb, £8.99. ISBN 978-0-8010-7238-3. Multiple references to contemporary films offer a distinctive feature. Despite its author's best intentions, the book comes across as rooted in US church culture. For those interested in the organic image, the same publisher's *Organic Community* by Joseph R Myers (2007) provides more fertile ground.
- Dwight Friesen (2009). **Thy Kingdom Connected: What the Church Can Learn from Facebook, the Internet, and Other Networks.** Baker. 192pp, pb, £11.99. ISBN 978-0-8010-7163-8. The latest addition to the excellent Emergent Village series ([www.ermersionbooks.com](http://www.ermersionbooks.com)). Of particular interest are the sections examining the pastor's role as a network ecologist, and the drawing out of parallels between Arie de Geus' award-winning book, *Living Company*, and the life of churches.
- Ali Green (2009). **A Theology of Women's Priesthood.** SPCK. 186pp, pb, £12.99. ISBN 978-0-281-06089-4. A thoughtful reflection from the lived experience and sacramental theology of a woman's priesthood. The author has served as a lay minister and is now a priest in the Church in Wales.
- Tony Horsfall. **Working from a Place of Rest: Jesus and the Key to Sustaining Ministry.** BRF. 130pp, pb, £6.99. ISBN 978-1-84101-544-6. Interweaves the themes of a journey and Jesus' encounter with the woman at the well as recorded in John 4. Liberally sprinkled with bible references, it contains a useful, if unheralded, appendix on occasions when Jesus said 'No'.
- Rick Lewis (2009). **Mentoring Matters.** Monarch. 256pp, pb, £8.99. ISBN 978-1-85424-897-8. A judicious mix of biblical, historical and practical insights, borne out of the author's experience in Australia as a pastor, as well as a consultant and mentor.
- Stephen Pickard (2009) **Theological Foundations for Collaborative Ministry.** Ashgate. 266pp,pb, £17.99. ISBN 978-07546-6835-0. A book which is the fruit of the author's experience of Anglican ministry in Australia combined with academic and theological hospitality in the UK. Much attention is given to 20<sup>th</sup> century Anglicanism (Moberly, Ramsey, Anthony Hanson), but the book's distinctive feature is its application of features from complexity theory, especially emergence.
- Angela Shier-Jones (2009). **Pioneer Ministry and Fresh Expressions of Church.** SPCK. 148pp, pb, £12.99. ISBN 978-0-281-06113-6. A Methodist writes for those who are, or seek to be, pioneer ministers, and for interested congregations. More theological than many books in this field.

### ***Booklets on church leadership, management and ministry***

- Geoff Read (2009). **Ministry Burnout.** Grove Pastoral Series 120. 28pp, £3.95. ISBN 978-1-85174-742-9. A mixture of personal experience and research evidence, emphasising the factors which can lead to burnout, the significance of clergy identity, and steps to prevent burnout.

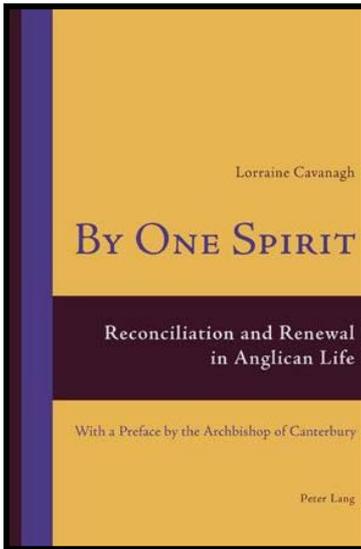
### ***Books with a Christian perspective on the workplace***

- Esther D Reed. **Work, for God's Sake: Christian Ethics in the Workplace.** DLT. 129pp,pb, £12.95. ISBN 978-0-232-52761-2. The Sarum Lectures of 2007 provide a fine example of theological engagement with public life. The opening chapters imaginatively use the Easter *triduum* to reflect on the import of Friday, Saturday and Sunday, while the closing chapter asks, Will there be work in heaven?

### ***Business books on leadership and management***

- Bill George (2009). **Seven Lessons for Leading in Crisis.** Jossey-Bass. 160pp, hb, £13.99. ISBN 978-0470531877. The author of *True North* distils practical lessons by reflecting on his own experience and those of dozens of business and political leaders. Opportunistic or timely? Perhaps both.
- Harvard Business Review on **Managing Your Career in Tough Times.** 174pp, pb, £14.99. ISBN 978-1-4221-3343-9. Eight articles dating from 2001 to 2008. Stybel & Peabody's 'The Right Way to be Fired' may not appear relevant to church circles, but their examination of the 'assignment' and 'tenure' mind-sets has uncanny echoes. On the other hand, Sonnenfeld & Ward's 'Firing Back' is a stark reminder that heroic approaches to leadership appear to be alive and well.

## Book Review



***By One Spirit: Reconciliation and Renewal in Anglican Life.*** Lorraine Cavanagh, Peter Lang, Oxford-Bern, 2009. pp 273, ISBN 978-3-03911-389-7. £35.00 paperback.

**Reviewed by Malcolm Grundy.**

What is it that can save the Anglican Communion from complete disintegration? This searching book by Lorraine Cavanagh offers an essential way forward. She defines the problem as the inability to make room for the diversity which has been a fundamental characteristic of Anglicanism.

Cavanagh's argument is that reconciliation can come only after a considerable length of time when the members of the Communion have rediscovered a spirituality which both listens to and is open to the diverse views of others. This process is facilitated by a consequent sense of hospitality developed among members of the various Provinces.

This method of attaining hospitality and then toleration is through the rediscovery of a type of classical Anglicanism which may have been forgotten. Cavanagh uses Richard Hooker and F.D. Maurice as her principal sources. The possibility of relating the work of these two theologians to present day concerns is done through an examination of the texts produced for the Lambeth Conference in 2008 and the papers produced beforehand through what is called the Windsor Process.

This well-produced book, with particularly attractive page design, needs to be a first contribution among many. At £35 it is expensive, but an essential library addition: one to be borrowed if not purchased. Cavanagh does not make anything of the fact that all those who attended the Lambeth Conference were bishops. As such they have a particular responsibility not just to meet together, talk and pray, but to offer leadership. If leadership is there in this book it is implicit. The whole concept of *episkope* or oversight, which is at the heart of the office of bishop, is not explored. It is this episcopal leadership we need to experience.

*Malcolm Grundy is the author of several books on church leadership, chair of the TEAL Trust, a partner in Live-Wires Associates and Founder Director of the Foundation for Church Leadership.*

## Forthcoming Events



Date	Organiser	Event
19 May	Telos Church in Wales	<b>Jewish Business Ethics: Dilemmas in Practice.</b> Cardiff.
26 May	CABE	<b>AGM.</b> St Ethelburga's, London.
8 June	Grove Books & CPAS	<b>Launch of Grove Leadership Series.</b> LICC, London.
8, 10 & 12 June	Willow Creek UK	<b>Below the Waterline</b> Team Leadership Seminars. Stafford, Bristol & St Albans.
7-8 July	MODEM & Winchester Business School	Conference, <b>Leading in a Complex World: New Approaches for Church Leaders.</b> Winchester.

To keep up to date with these and other forthcoming events, visit <http://www.modem-uk.org/events.html>