

SPECIAL CONFERENCE EDITION

This issue of Modem Matters is published to coincide with Modem's annual conference, which is being held this year at Sarum College. The conference also marks the 20th anniversary of Modem's founding.

Archbishop of Canterbury backs Modem's work

We are delighted that the Most Revd and Rt Hon. Justin Welby, Archbishop of Canterbury, has sent us the following message, which is both encouraging and challenging. There will be opportunities at the conference to reflect on it further.

Modem: 20th Anniversary Conference

Developing Leadership: New Perspectives

"the love of Christ urges us on..." (2 Corinthians 5:14)

I send you my warmest good wishes as you meet for Modem's 20th Anniversary Conference. The work you do in bringing together perspectives on leadership and ethics from church and commerce is immensely valuable and I am grateful to you for developing these channels of communication.

Your conference this year comes at a time when the role leaders play in shaping the culture of their organisation is ever more prominent. The opportunity I had to serve on the Parliamentary Banking Standards Commission brought home to me forcefully that it is culture at least as much as regulation that shapes the ethical life of an institution. The same is just as true for our churches as it is of our banks. Culture has to be something that constantly stimulates and challenges us to do better. It is no use being warm and cuddly or even "nice" (a word I dread) unless the culture also moves us into sacrificial service. St Paul expounds a culture in 2 Corinthians 5 that drives him and his colleagues on, caught up by their own experience of the love of Christ. The church has been given the gift of the good news of Jesus, and when we allow ourselves to be urged on by his love, then the interaction with the world of commerce and business is catalysed into being deeply transformative of our attitudes and capacities.

To develop leadership that serves all God's people we will need to challenge ourselves to step forward in humility and generosity. We need to recognise with humility that we have much to learn from people and organisations outside the church. We also need to be generous in making the treasures God has given us through our Christian faith genuinely accessible to all his people. All this takes patience and the building of dialogue. Your conversations this year continue that patient conversation – I wish you every joy in the Lord as you go forward together.

+ Justin Cantuar

Lambeth Palace London SE1 7LU

20th anniversary conference: Chair's introduction



A view from Sarum College, venue for Modem's 2013 conference.

Modem celebrates its 20th anniversary this year, or at least its 20th anniversary under this name. I remember previous incarnations, such as the Leadership Development Group, which helpfully opened up a way to explore issues of leadership and management in the church, and in the lives of Christians in the secular world. MODEM has a track record of publishing, with five books to its name, and networking. It hosts annual conferences, which bring together a broad spectrum of people from church, charity, business and academic worlds. We are delighted to return this year to Sarum College. And I am especially delighted that the Archbishop of Canterbury responded so positively to my invitation to contribute to the conference.

MODEM is a relatively small organisation, with the work undertaken primarily by volunteers including those who serve on the Leadership Committee (we have been especially heartened by the response to our recent request for book reviewers). This has meant a freedom from overly grandiose aims and objectives, in terms of seeing what is actually achievable. There has been a growing amount of leadership development and training taken up in churches and charities over the past twenty years. MODEM sees its role as exploring cutting edge issues in relation to management and leadership, and bringing together diverse people for conversations around these issues. This past year, out of last year's annual conference, a successful gathering was held on 'Questions Business Schools Don't Ask'. This will result in a further publication (see p4).

One issue faced by churches and other organisations over the past twenty years, is the balance between leadership and management in a time when government legislation has placed increasing demands (e.g. health and safety, safeguarding, financial reporting) on any organisation. The dilemma is that management of this legislation becomes so time consuming that the space for leadership and 'blue skies' thinking is diminished. MODEM focuses on areas of leadership that help leaders to look creatively at their organisations, holding on to the bigger vision and wider issues. At the 20th anniversary conference we are privileged to have two academic speakers who will help us look at the ethical implications of leadership, a helpful topic at a time when functionality in leadership can be seen as at the forefront.

MODEM seeks to challenge the church to learn from secular good practice, and to challenge the working world to look at leadership and management values espoused by the church. I have been privileged to have a particular role in looking at these challenges over the past five years, as the chair of MODEM. I have been grateful for the strong support over this period of the Leadership Committee. I look forward to continuing in membership, as I have been over the past twenty years. It is an exciting and challenging time to be involved in leadership. I wish my successor well.

Revd Elizabeth Welch

[We will include a fitting tribute to Elizabeth's work as Chair, and introduce her successor, in the next *Modem Matters*]

In this issue...

In this issue...		
News	The Kingdom at Work project, David Clark	p3
	Growing Leaders, James Lawrence	p4
	Questions Business Schools Don't Ask, Chris Mabey	p4
	Lay Christian Leadership and Ministry, Peter Bunker	p5
Resources	Courses: The Work of a Church Administrator	p5
	Book review: <i>Building Up the Body</i> , by Richard Steel, reviewed by Mike Butterworth	p6
	Book review: <i>Creating the Future of the Church</i> , by Keith Elford, reviewed by John Carlisle & Norman Speirs	p7
	Book review: <i>Spirituality and Business</i> , by Philippe de Woot, reviewed by David Beech	p8

NEWS AND VIEWS FROM THE FRONT LINE

The Kingdom at Work Project

Transforming the world of work

The Kingdom at Work Project has been a significant part of the programme developed by the Faith and Work Group of the Methodist Diaconal Order. It has been designed and written up by the group's Convenor, David Clark, a Methodist deacon. The project has been three years in the making but its first draft - in full and in *Handbook* form - is now completed.

The project is founded on the theological premise that mission in the world of work begins with the recognition that *the kingdom of God is already present within the workplace*. Thus the task of Christians at work is first and foremost to discern the signs of the kingdom within their workplaces, and then to intervene in appropriate ways to enable what those signs reveal to be given the fullest possible expression. Mission is *not* about taking a pre-packaged version of Christian faith into the workplace and attempting to get people to buy into it. The project argues that it is because the church has for so long assumed the latter approach to mission at work, in practice if not in principle, that it has failed to connect with the needs of the world of work in any credible and transformative way.

Its theological underpinning has four important implications for the design and implementation of the project. First, *what is meant by 'the kingdom at work' needs to be clarified*. The project identifies four core gifts of the kingdom - life, liberation, love and learning - and explores the nature of a spirituality for the workplace, economic principles and church structures (including forms of leadership) which give dynamic expression to these four gifts.

Secondly, the project adopts an *'audit and action' approach to mission at work*. Two tools for discerning ('auditing') where the gifts of the kingdom are present in the workplace are offered - critical incidents and signs. In response to the discernment process, practical ways in which Christians at work might intervene ('action') to enable their places of work to give fuller expression to the gifts of the kingdom are identified and described.

A third implication of the project's theological foundations is that *it is lay people who must be the church's primary resource for mission in the workplace*. A vital but often neglected responsibility of the ordained ministry is to equip the laity for that task. The project identifies the role that ordained ministers, not least chaplains and ministers in secular employment, should be playing in this context as that of 'mentor'. No person exercising church leadership is currently being trained for this role.

A fourth implication of the project's theological premise is that *the gathered church should be far more active in supporting and equipping its members for their ministry at work*. The project sets out a wide range of suggestions as to how - through raising awareness, worship, education and pastoral care - the gathered church could undertake this task.

The project is a work in progress. Over the next six months its academic underpinning and methodology will be tested out in a diversity of workplaces and churches. *The involvement of any MODEM members in evaluating the project's resources or testing out its methodology would be warmly welcomed*. If you wish to know more about the project or help in its evaluation or implementation, please contact **Deacon Dr David Clark** at david@clark58.eclipse.co.uk or on **01629 810172**. David has been a member of MODEM since it was founded.

In view of our bumper collection of items in this issue, we have held over the **What's New?** section on new books and resources to the next issue.

Growing Leaders

One of the 2013 conference delegates, James Lawrence, Leadership Principal at CPAS, offers his reflections on a decade of leadership development. You can contact him at jlawrence@cpas.org.

Over the last ten years CPAS has been committed to developing leaders at every level in the local church. We run leadership development processes for clergy in many of the Anglican dioceses, but a particular concern has been to try and resource leadership development of congregation members through our *Growing Leaders* suite of materials. These began with the *Growing Leaders* book and course aimed at The adults. We then developed a *Growing Leaders - Youth Edition* aimed at 14-18 year olds, and a range of resource addressing some issues around women in leadership. We estimate around 10,000 people have been through the courses.

What have we learnt? Many things, but here a few:

- It is crucial to focus on not just developing people to lead in church gathered roles, but to resource them for Christian leadership in their Monday to Saturday lives.
- The role of mentoring in personal development (each person on a course is assigned a mentor) is perhaps the most significant contributor to life change taking place.
- Those leading courses really do need to be leaders themselves. Leadership is caught as much as it is taught.
- Leaders are best developed when there is a culture of leadership development, not just through the running of a course.
- Leadership in Christian circles is not an end in itself, but a means to a greater end, service of kingdom priorities.

Our aim is to keep equipping leaders who will be led more by Jesus, lead more like Jesus and lead more to Jesus, and to continue to learn how to do this just a little better year on year.

Questions Business Schools Don't Ask



The role of business schools has come under the spotlight in recent years.

Modem's 2012 conference saw the launch of an initiative by Professor Chris Mabey, which has developed substantially since. A conference at Sarum College in June attracted sixteen people, who shared their early contributions. Some 20 chapters for a book are at various stages of completion. These cover:

- The role of business schools in their frequent failure to prepare students for leadership
- A critique of the moribund models and amoral assumptions of many business school programmes
- The consequences arising from the lack of a spiritual emphasis
- An exploration of alternative pedagogies.

The book, edited by Chris Mabey and Wolfgang Mayrhofer, is due to be published by SAGE in late 2014.

Lay Christian Leadership and Ministry

A conversation at Modem's 2012 conference led Modem member Peter Bunker to float this idea.

The Congregational Church in England and Wales, because of its Churchmanship, always entrusted lay people with major positions of responsibility, even when the person concerned had a critical approach. There is a recognition that the Church needs to use all its human resources, with the distinctive contribution in terms of experience, personality and attitude that each can bring. I was one of those so used.

Out of that experience, I am convinced that I was called to be a lay person in as full a sense as those called to the Ministry of Word and Sacrament. While Chairman of Churches Together in Chichester, I was encouraged to put that conviction on paper. I did not know whether the result justified publication, and if so how. Colleagues were encouraging, so I mentioned this at Modem's Conference last autumn, 'flying a kite'. Modem's Leadership Committee has subsequently asked me to explore further, hence this article now.

I am aware of significant developments in the Roman Catholic Church in this country, on this theme. David Cornick, General Secretary of Churches Together in England, would be prepared to share in a one-off meeting to explore how to develop the situation.

I was made aware at the London Conference, that there were questions as to whether there would be another Modem Book, and if so on what theme. Should this whole idea be buried now, or is this a good time for Modem to pick it up and pursue it in whatever way seems appropriate? I would welcome responses from conference delegates, Modem members, and their wider community of supporters.

Peter Bunker

You can contact Peter on 01243 773667, email aebpjb@gmail.com.

RESOURCES: Courses

St John's College, Nottingham and the UK Church Administrator Network (UCAN) present:

The Work of a Church Administrator

A ten-unit distance learning module leading to an award from St John's College and giving 20 credits towards their Certificate in Christian Studies.

Due for launch in February 2014

This new module has been prepared by UCAN and St John's College to offer a rigorous but highly practical foundation in the subject of local church administration in the UK.

Students who complete the module will have a qualification that shows their church, and any future churches they move to, that they understand and can apply principles of organisational management within a theological understanding of a local church context.

This module, written by John Truscott at NVQ Level 3, may be taken on its own or as part of the Certificate in Christian Studies. For full details contact tess@stjohns-nottm.ac.uk.

It has been prepared for local Church Administrators, most of whom will work in a church office, or those who wish to take up a post of this kind. Many will be employed by their church part-time though some will be in full time employment.

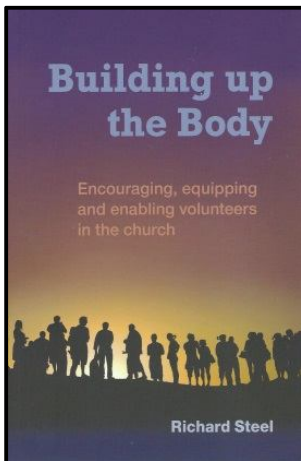
Each unit consists of a study section, recommendations for background reading in both secular and church-based spheres, and a range of personal applications: Bible study, meditations, practical exercises, visits, working with a mentor.

The ten units cover the possible roles of a Church Administrator, building people-skills, running a church office, being well organised, working with others, communicating well, designing systems, handling files and personal development. One unit focuses on relevant biblical material.

St John's College Extension Studies, Chilwell Lane, Bramcote, NOTTINGHAM NG9 3DS
0115 968 3203 admissions@stjohns-nottm.ac.uk
www.stjohns-nottm.ac.uk See 'Distance learning' then 'Certificate in Christian Studies'.

The UK Church Administrator Network (UCAN), 69 Sandridge Road, ST ALBANS AL1 4AG
01727 832176 john@john-truscott.co.uk
www.church-administrator.net

RESOURCES: Book Reviews



Building up the Body, by **Richard Steel**. BRF, 2013, 174pp, ISBN 978-0-85746-175-9, £7.99.

Reviewed by Mike Butterworth

The **Introduction** briefly and usefully alerts readers to the different spheres in which volunteers operate, their varied motivations and the need to treat them well.

Why people volunteer: and what it offers them in return. The opening chapter gives some statistics, some examples, and what's different about today's volunteers. The last point is taken up in Ch. 2, which gives a general description of the characteristics of people born in different periods (from the 1920s; 1945; early 1960s; mid 1980s). This is necessarily brief and simplified but could be useful in providing ideas to test against one's experience of certain age groups.

Then comes a more theological section: **Building up the Body of Christ**. This is, in a way, the heart of the book as is reflected in the book's title. There follows a brief, pertinent section on what the Bible says about volunteering. Those who have studied theology in any depth will be familiar with this material, but it will serve as a reminder, and it remains focused on the practical application of the biblical teaching for today. The book then moves on to a series of more 'how to' chapters.

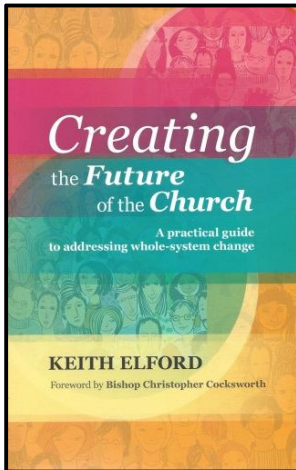
Wider ways of volunteering offers a handy list and ideas for involving more people; **Recruiting** is a practical chapter with suggestions for getting the right number of the right kind of volunteers; **Teams, training, trust – and taking risks** faces up to some of the challenges of working in a team and developing those skills which are necessary – but missing. It sketches in some basic information about different personality types and group dynamics and refers to other works for more detail. My experience suggests that these matters are much more important than is usually realized: living out Christian humility, forbearance, forgiveness and co-operation (especially with those from whom we differ) provides a vitally important witness. Neglect can lead to disaster. This point is underlined in Ch. 7: **A [very pertinent] word to leaders**. The emphasis is on modelling: essentially modelling selfless service (cf. Mark 10:42-45).

Further chapters deal with **The professional problem, Practicalities** (including legal or quasi-legal issues such as safeguarding and expenses), and **Saying 'thank you'** (I can't estimate the number of times I have heard people express their pleasure at being appreciated or sorrow at not being). **Problems, conflict and ending well** starts with a brief and appropriate exposition of Matthew 18:15-17 as a basis for settling disputes and personal clashes, with application to people like Private Fraser and Harry Potter's Dementors.

At the end of the book there is an invitation to continue the conversation by visiting the blog <http://churchvolunteer.wordpress.com>. At the time of writing there is very little there, but it seems like a Good Idea that I hope will take off. Two appendices give web resources and sample policies.

The book is *not* and could not be a handbook or training manual. It does bring to the reader some vitally important material and should be extremely useful to those who want to develop a shared church ministry and are keen to reflect on and apply its ideas. I warmly commend it.

Mike Butterworth has spent many years in ministerial training in India and Britain. His specialist area is Old Testament. He has always been involved in pastoral ministry and is now, after retiring, an associate member of a Ministry Team in Bucks.



***Creating the Future of the Church: A Practical Guide to Addressing Whole-System Change*, by Keith Elford. SPCK, 2013, 128pp, ISBN 978-0-281-07077-0, £10.99.**

Reviewed by John Carlisle and Norman Speirs

The author is both a successful priest and successful businessman. Now this is no doubt a somewhat controversial description, i.e. a successful priest?? That must be anathema to some of the clergy. His book is a handbook for parish priests of all denominations and a challenge to their leaders, explains what it takes to be successful in meeting the critical challenge of articulating “what it means to be the Church in a society like ours”.

What we like about his approach is that, despite the strong warnings he gives, the framework he proposes and the pragmatic implementation strategy, Keith never departs from the God-willed and God-filled mission of the Church. It is a sacred task. He does not dilute its purpose in favour of a business model that would then make it easier to apply his consulting knowledge.

What we like about the content is that it is in two parts: the first to help us to see the Church as an organisation (to quote Ruskin: “The greatest thing a human soul ever does in this world is to see something, and tell what it saw in a plain way”.) and, secondly, having done this, to then apply the best organisational principles to transform it. The device he uses is system thinking, in particular, a deceptively simple Viable Systems Model that allows the right conversations to take place about the identity and effectiveness of the ministering organisation. This is profoundly important, as too often change processes are ungrounded by good theory and provide much action but little improvement.

The implementation advice is what we would expect from any good, thoughtful, organisation development consultant. This includes the leadership role, the importance of teamworking, defining and agreeing the identity, and involving the constituents. But, at the same time, it is also the weaker part of the book. The resistance to change is considerable, and while there may be acceptance of the change of perspective needed, this is a long way from changed behaviour and practice. The old adage of leading a horse to water but being unable to make it drink comes into play here. The only horse that will drink is a thirsty one. The key question is: how to make it thirsty?

We are not sure this is answered, although the book itself goes part way to addressing it. It will be essential for the top leadership team to build trust in each other, the organisational model and the method. Here we come up against the time issue, particularly as, Elford says, for bishops. The need for the change must be so intense that the time is found, and the organisational issues are given their due weight, as opposed to “church” issues. We think the seriousness of the situation needs to be re-emphasized at the end of the book. A bit of Jeremiah might help.

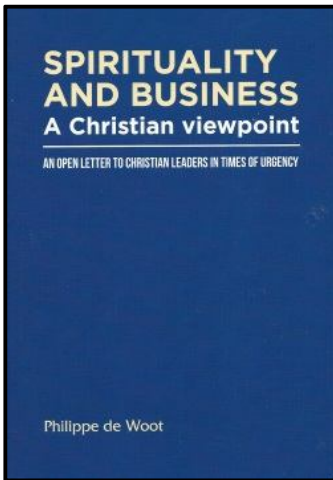
Overall, though, this book is a real contribution to the Church on its journey, and also to any other company of people who may have overlooked that *profound knowledge* of the organisations they serve in is fundamental to their sustainability.

John Carlisle is a senior adviser on organisational effectiveness in the public and private sectors. He was a Visiting Professor at Sheffield Business School and member of the Cabinet Office Construction Strategy Group, and runs his own company. **Norman Speirs** is Course Director at Management Wisdom (Europe), dedicated to spreading the knowledge of W. Edwards Deming’s System of Profound Knowledge. Both are committed Christians.

Keith Elford is presenting a case study from his book at the 2013 conference



We regularly tweet links to book reviews.
Follow @MODEMLeadersHub.



Spirituality and Business: A Christian Viewpoint. An Open Letter to Christian Leaders in Times of Urgency, by Philippe de Woot. GSE Research, 2013, 102pp, ISBN 978-1-909201-09-5, £9.99. [French orig. 2009]

Reviewed by David Beech

Philippe de Woot draws deep on the wellsprings of western humanism and Christianity to offer a profound reflection on the Promethean power, genius, and potentially catastrophic consequences of business activity. In an open letter to Christians with business leadership responsibilities, de Woot, Emeritus Professor at Louvain Catholic University, sounds alarm bells about the darkness in capitalism and in humanity and outlines possible ways forward.

The organising argument of the book – set out in the Introduction – is a requirement to coordinate economic and technical creativity and progress with ethical values and political debate for the common good. Managerial leaders in business, de Woot writes, have three primary responsibilities. First, they have an obligation to found the purpose of the company on its creativity and its ability to ensure sustainable economic and technical progress at a profit. Second, business leaders must place ethics at the heart of strategic decisions and behaviour. And, third, Christian leaders with business responsibilities have the civic obligation to engage in political debate about the ethical implications and consequences of their actions in producing and distributing goods and services at a profit. In particular business leaders can contribute to a debate on the kind of world we want to create, a world in which there is a ‘set of social conditions that allow all people and all groups that make up society to achieve their own accomplishments in the most positive manner’.

According to de Woot the dominant model of economic development in the world today is not sustainable. He argues that it is not sustainable because the model of economic and technical progress has no purpose other than its own effectiveness and dynamism. In Chapter One de Woot describes the consequences of disconnecting economic activity from ethical values and public debate. In particular finance dominates the economy and there is a materialist and instrumental focus on understanding means to ends and a neglect of ethical meaning and purpose. This unidimensional model of economic development entrains barbarity and rampant dehumanisation. Examples of barbarity, according to de Woot, are climate change and resource depletion and unfair trade arrangements between developed economies and developing economies. Such barbarity, in turn, dehumanises us, with a ‘growing danger of inequality, exclusion, unemployment and social breakdown’. The implications are clear: earth, its ecosystems and species, may not survive the creative destruction of capitalism. Christian leaders and executives must wake up and denounce the growing deviations of our economic model and its drift into an abyss.

Chapter Two – just over half the book – is organised into three sections on the primary responsibilities of business leaders: for entrepreneurship, for ethics, and for statesmanship in the sense of contributing to the political debate about the kind of world we want to create. In each section de Woot develops his critique of a dominant and unidimensional model of economic development and its adverse effects and outlines proposals for an ethical way forward. Here de Woot summarises a lifetime of engagement with these issues and ways of addressing them for the common good. De Woot offers a positive road map for creating economic and societal progress in a sustainable and wholly responsible way.

In Chapter Three de Woot grapples with the agonising problem of evil. And he writes, ‘At the heart of evil there are people who fight it and whose bright smile speaks of life, love and probably eternity’. His insights and his selection of quotations from other testaments – Old, New, humanist, and related texts – are inspirational. I would have liked attention to other faith traditions. Thus, this testament from a Christian to fellow Christians may have limited appeal beyond Christian and related western humanist faith traditions. However, in combination with testaments from other faith traditions, it offers a powerful resource to guide and inform careful reflection and generative action for the common good by individuals and communities everywhere.

David Beech – dbeech@camlead.com – is director of learning and development at Cambridge Leadership Development. He is a Chartered Psychologist with a DPhil in Social Psychology.