

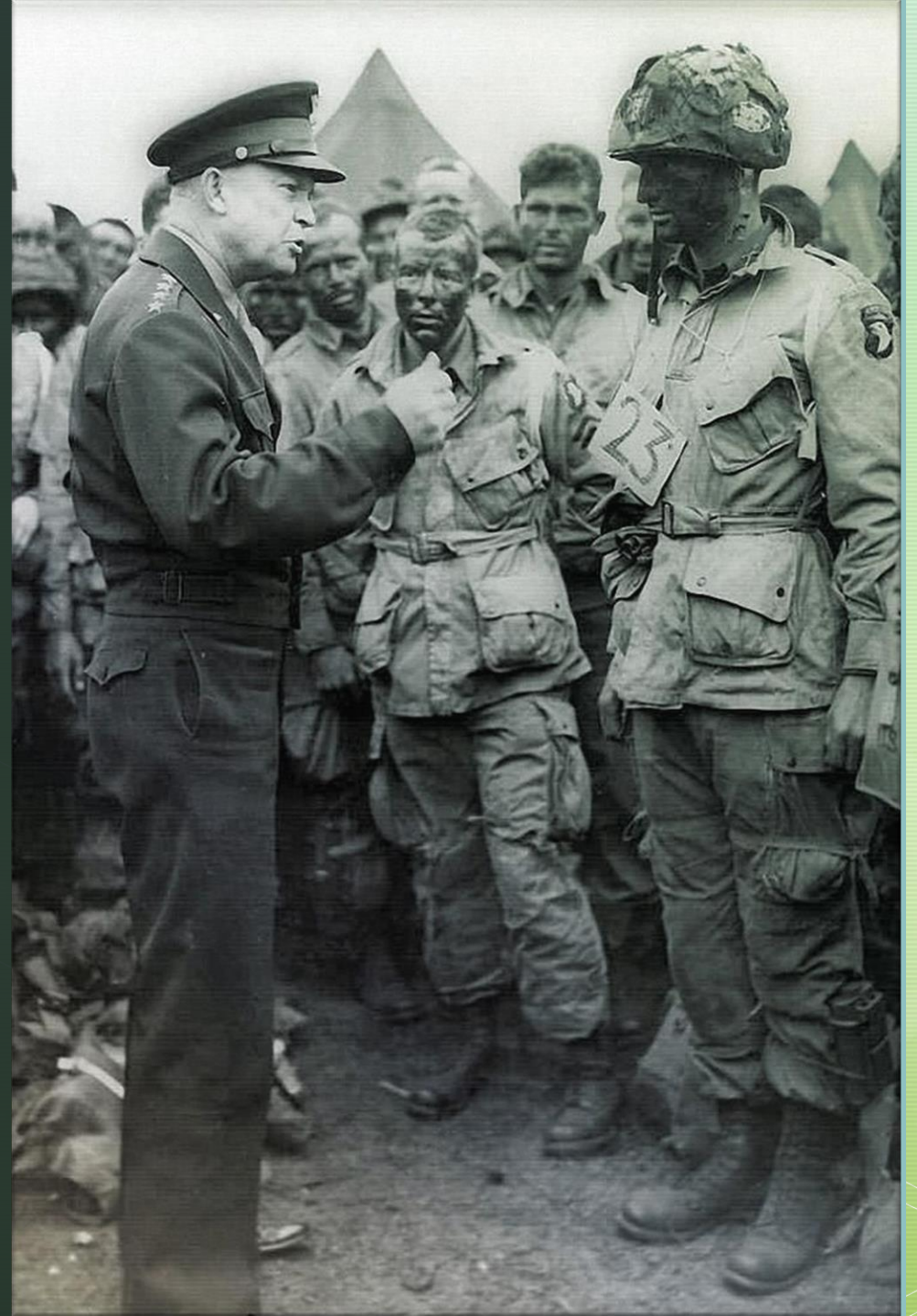
“With an upright heart he shepherded them and guided them with his skillful hand” Psalm 78:72

# Leadership and Management in the Parish

# The Secret of Leadership

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

Dwight D. Eisenhower



# General Colin Powell's Thirteen Leadership Rules

- It ain't as bad as you think! It will look better in the morning.
- Get mad then get over it.
- Avoid having your ego so close to your position that when your position falls, your ego goes with it.
- It can be done.
- Be careful what you choose. You may get it.
- Don't let adverse facts stand in the way of a good decision.
- You can't make someone else's choices. You shouldn't let someone else make yours.
- Check small things.
- Share credit.
- Remain calm. Be kind.
- Have a vision. Be demanding.
- Don't take counsel of your fears or naysayers.
- Perpetual optimism is a force multiplier.

# Leadership AND Management

- **Leadership is to lead people to salvation in the Church (the Five Cs)**
- **Character:** *“Yet it shall not be so among you; but whoever desires to become great among you, let him be your servant. And whoever desires to be first among you, let him be your slave—just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many.” Matthew 20:26-28*
- **Calling:** *“So the last shall be first, and the first last: for many be called, but few chosen.” Matthew 20:16*
- **Competence:** *“Him we preach, warning every man and teaching every man in all wisdom, that we may present every man perfect in Christ Jesus.” Col 1:28*
- **Community:** *“And they continued steadfastly in the apostles’ [n]doctrine and fellowship, in the breaking of bread, and in prayers.” Acts 2:42*
- **Christ :** *“Jesus said to him, “I am the way, the truth, and the life. No one comes to the Father except through Me.” John 14:6*
- **Management is to use all the tools in ourselves and the community to accomplish this task. 1 Corinthians 12, Romans 12, Ephesians 4,**
- Keep Christ’s love and service foremost. Is this not the whole point?
- Maintain emphasis on co-leadership – you cannot do it all yourself especially in a mission. Use the hierarchy. Remember the conciliarity. Use the leaders/council. Assign responsibilities
- Know yourself first; then others. Know your strengths and your weaknesses. It is OK
- Strive everyday for integrity, humility, and courage. It can be hard and there are good days and bad days. That is OK
- Model the ministry: service, sacrifice, and shepherding. The Church has shown us the way and the many Church Fathers give us the examples.
- Never stop learning and sharing. Preach and teach.
- Lead and manage by example. The most important way to gain respect. Respect is earned not given!
- Do the most important things first. Some things can wait. Learn to prioritize. People ALWAYS come first.

# How to Begin

“The first and most efficient preparation is prayer, which alone can open the spring of the highest teaching and bring down a blessing upon every good beginning and work”

St. Innocent's Instruction to Missionaries



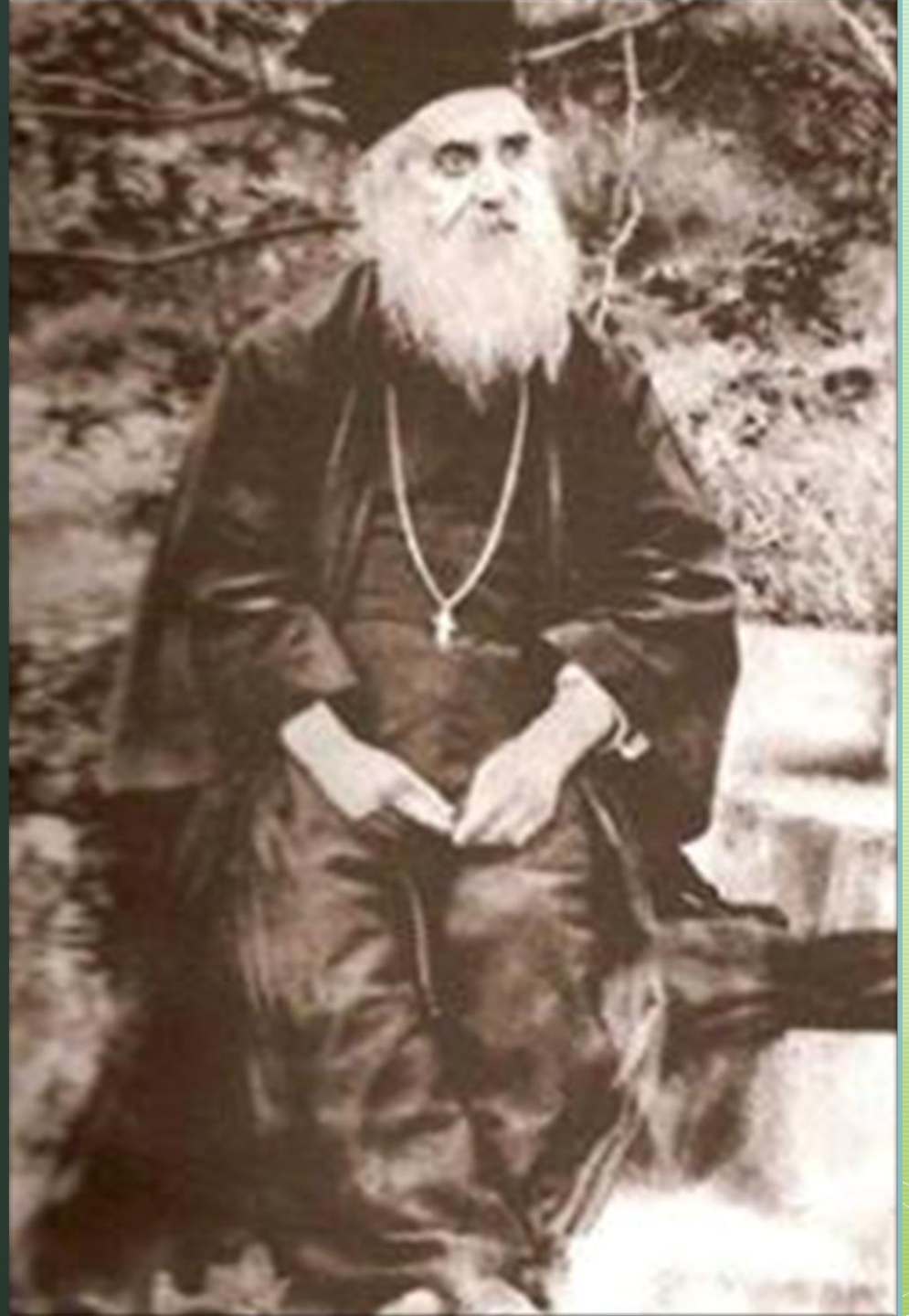
# The Story of the Cross

The responsibility of the priest is to sacrifice himself for the flock entrusted to him.



## Story of the Seminarists

**St. Nektarios of Aegina and the  
servant leader. I will not ask  
anyone to do anything that I  
am not willing to do myself**

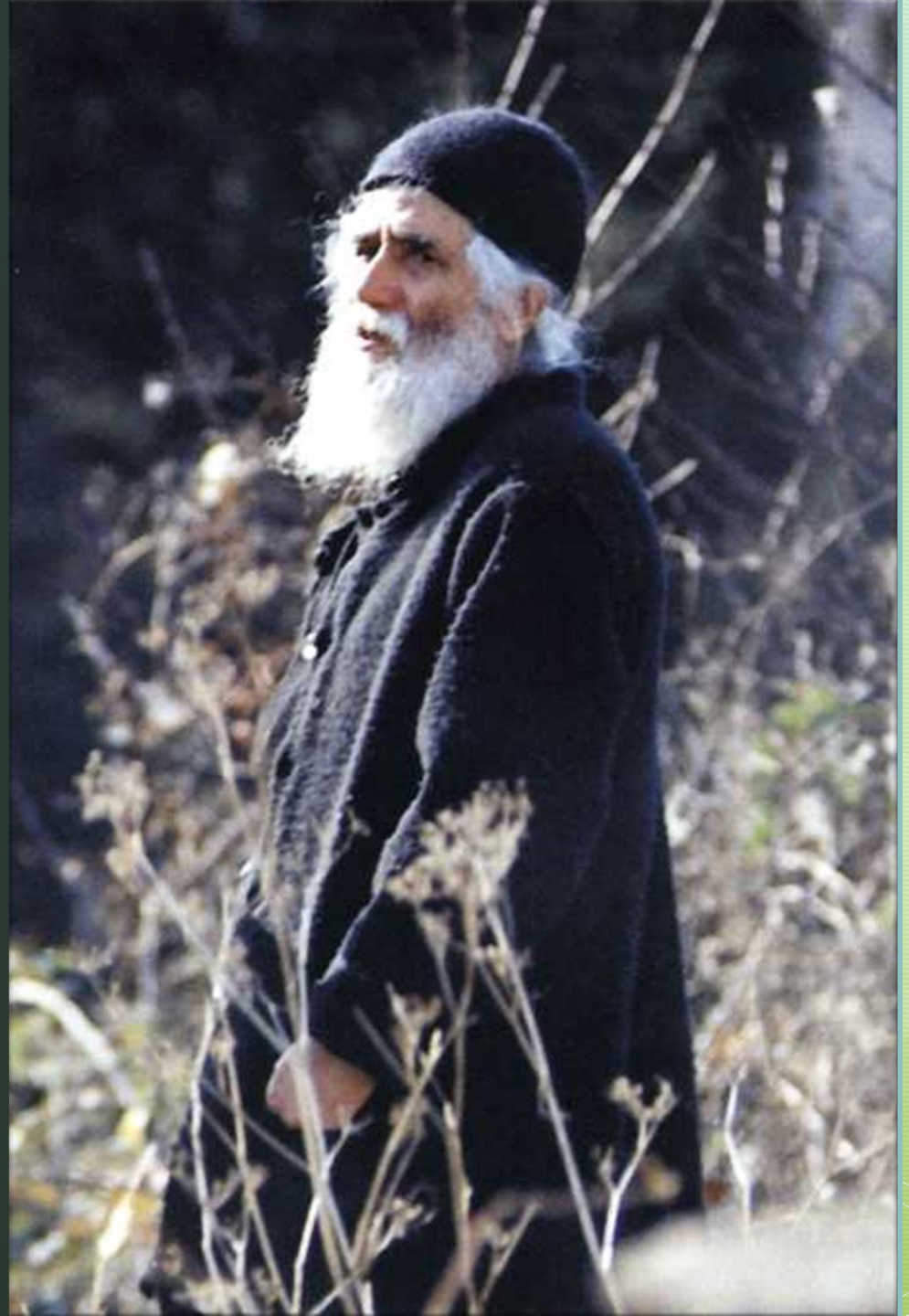


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## A Thought: Be an Example to Others – Do what you say

“Today, there are more words and books and fewer living examples.”

Elder Paisios of Mount Athos



## Another Thought: Look not for rewards or praise.

"... why do the words of men on earth agitate you, who have fixed your heart on heaven?? Paul, a leader of good men, says, 'Let every man prove his own work, and so shall he have glory in himself, and not in another' (Gal. 6:4). For, if we are rejoiced by praises and broken down by detractions, we have set our glory not in ourselves, but in the mouth of others."

St. Gregory the Great



► And Another Thought:  
Model yourself on  
seasoned and  
accomplished clergy  
who **HAVE DONE IT**

" If we cannot accomplish anything ( in the arts and sciences ) by ourselves.... but still need someone who will instruct us well and guide us; how can it be anything but foolish to think that the spiritual art, the most difficult of all arts, has no need of a teacher? "

St. John Cassian





# Some Specifics Issues

(credit to PDN Peter Danilchick's Strategic Leadership, Planning and Management)

- Board/ Council
- Ethics/ Regulatory Compliance
- Meetings
- Reaching Agreement with Disagreeable People
- Program/ Project Management
- Financial Matters
- Fundraising



## Board/Councils

- Bears fiduciary/ trust responsibility (more on this later)
- Oversees, serves, sacrifices
- A team of leaders, embracing humility and openness
- Continuously planning and learning



# Ethics/Regulatory Compliance

- Know requirements of your church and legal jurisdiction
- Establish appropriate policies (e.g., Conflict of Interest)
- Adhere scrupulously to misconduct policies
- Be transparent, honest, and accountable



# Meetings

- Chair constructs the meeting with input from others
- Use Leadership Model
- Chair must draw out all members, “antennas-up”
- Close with desired results, plus “collaborative and enjoyable”



# Dealing with Disagreeable Persons

- The other person is a child of God
- Discover something lovable in the other
- Don't assume that you are always right
- Put yourself in the other's shoes
- Inject humor into the situation

# Some Leadership Tools

Dealing with People (via Fr. David Garretson)

## CREATING COMMUNITY



### 10 Rules for Respect

*A communication covenant to help leaders build trust.  
Proverbs 25:9–15; Ephesians 4:15–16*

*These ten rules have transformed the way one church communicates. The rules form a covenant signed each year by all leaders. Mark how well you live by each rule.*

	not well	very well
1. If I have a problem with another person, I will go to him privately.	1 2 3 4 5	
2. If someone has a problem with me, I want him to come to me privately and will try to be open when he comes.	1 2 3 4 5	
3. If someone has a problem with me, and comes to you, send the person to me. (I'll do the same for you.)	1 2 3 4 5	
4. If someone hesitates to come to me, say, "Let's go together. I'm sure he'll see us about this." (I'll do the same for you.)	1 2 3 4 5	
5. Be careful about how you interpret me—I'd rather do that.	1 2 3 4 5	
6. I will be careful about how I interpret you.	1 2 3 4 5	
7. If it's confidential, I won't tell. (Unless someone is harming himself or someone else.)	1 2 3 4 5	
8. I won't send or pay attention to unsigned letters or notes. Information should always travel with a person's name so it can be cleared up if necessary.	1 2 3 4 5	
9. I will not manipulate; I will not be manipulated.	1 2 3 4 5	
10. When in doubt, I will bring up my concern or question.	1 2 3 4 5	

Recently two people asked a staff member to "tell the pastor" about a problem. She said, "I know the pastor would appreciate your telling him yourself. If he doesn't respond, then we'll go together." That afternoon, the members came to my office, and we worked through their concerns. Our communication rules let that staff member communicate her confidence in me. And I was able to strengthen two relationships.

—CHARLES W. CHRISTIAN

#### Discuss

1. Which of the above rules do we generally live by? Which do we need to observe more closely?
2. What rules would you suggest we add to this list?
3. How can we improve our communication as leaders?



# Program/Project Management

- Check against the strategy
- Take off your rose-colored glasses
- Adopt a phased, gated approach
- Bring in “cold-eyes”
- Once decided, no changes unless absolutely necessary



# Financial Matters

- Learn the rudiments of accounting
- Ensure frequent and clear financial reporting
- Ensure finances consistent with the mission/ plan
- Establish maintenance reserves
- Undergo annual audits

# Fundraising



- Learn the basics of stewardship
- Develop a clear and convincing case statement
- Follow a disciplined process for donor identification
- Involve board/ council
- Identify. Communicate. Cultivate. Ask!



# Fiduciary Duties of a Parish

- Business Corporation Law
- Not-For-Profit Corporation Law
- Religious Corporation Law
- OCA 1972 Act of Incorporation (a/k/a “Charter”)
- OCA By-Laws (a/k/a “The Statute”)
- Diocesan By Laws
- Parish By Laws
- Relevant Case Law

# Who are Fiduciaries?

- Delegates to the All-American Council
- Bishops of the Holy Synod
- Delegates to the Metropolitan Council
- Officers of the OCA
- Diocesan Officers
- Diocesan Council
- Parish Priests
- Parish Council Members and Officers
- **Take Away:** *As a broad matter an individual fiduciary has no personal authority to act on behalf of the corporation but may generally act only collegially unless especially authorized to take individual initiative and action*

# What are Fiduciary Duties?

- The Golden Rule: Good Faith
- Directors and officers shall discharge the duties of their respective positions in good faith and with that degree of diligence, care and skill which ordinarily prudent men [sic] would exercise under similar circumstances in like positions. [New York Not For Profit Law § 717 (a)]
- **Good Faith Take Away:** *Doing a good thing in a bad way is not good faith [e.g., paying the medical bills of a child of a needy priest with funds encumbered for the construction of a parish hall at his church is not good faith]*

# The Duty of Care

- A Director or Officer must exercise diligence and make herself or himself aware of all relevant information available before making a decision and to obtain and use the requisite skills relevant to the actions to be taken by them on behalf of the corporation
- **Duty of Care Take Away:** *Mere error in judgment is probably not culpable; the failure to take reasonable and ordinary measures to inform that judgment probably is.*
- Note: the officer or director may rely on information provided by corporate officers if he or she believes reasonably that the person providing such information is both reliable and competent and acting with professional objectivity. The officer or director may generally rely on professionals who give advice within the scope of their expertise, and a member of a Council may rely on committees of a Council regarding matters pertaining to the authority of such committee.
- Example: wasting corporate assets by overcompensating employees, overpaying for property, approving unnecessarily lavish corporate retreats, and agreeing to loans to the corporation with an unjustifiably above market interest rate would each represent violations of the duty of care.

# Duty of Loyalty

- The duty of loyalty is the obligation of directors and officers to be loyal to the corporation above all others and to its temporal interests above all else
- Note: the officer or director must avoid conflicting interests and duties. The officer or director must not take part in a decision (or in carrying out a decision) or otherwise acting on behalf of the corporation as to a matter as to which he or she would have a personal interest or interest separate and distinct from that of the corporation, such as where the officer or director may have an obligation to another corporation. The conflicting interest may arise from other financial transactions, personal matters, financial issues, reputational considerations, or any other private interest distinct from the interests of the corporation which might impair independent judgment
- Example: an officer or director who refuses to cooperate with a corporate investigation because it might reveal an embarrassing matter regarding that officer or director is in violation of the duty of loyalty
- **TAKE AWAY:** *It is a violation of the duty of loyalty to usurp opportunities of the corporation or to divert corporate assets to personal use under any circumstances*
- Conflict of Interest? Either (1) recuse yourself or (2) resign the position which entails fiduciary duties

# Fr. Eric's 50 Principles of a Parish Priest

A handout



# St. Gregory the Theologian: Don't be overwhelmed!

“He should know no limits in goodness or spiritual progress, and should dwell upon the lose of what is still beyond him, rather than the gain of what he has attained, and consider that which is beneath his feet a step to that which comes next; and not think it a great gain to excel ordinary people, but a loss to fall short of what we ought to be: and to measure his success by the commandment and not by his neighbor.”



And there we have it!

Questions?