



LEADING WELL

LIVING BY CALL

SESSION 4
APRIL 24



WELCOME

It's great to be with you for session 4 of Leading Well. We're exploring two themes today as part of our blend of inner and outer life as leaders: Living by Call and Developing Leaders.

GUIDELINES FOR GOOD ENGAGEMENT

- **Learning together** We are all here to learn from God and one another. **Adopt a learning posture.**
- **Presence** It is easy to be physically present but actually absent. We find it helpful to suggest laying aside phones/devices in public spaces so that we can **be fully present with one another**. Also, let's honour and value one another by not arriving late or skipping off early.
- **Participate** Share your thoughts, insights and questions. Listen carefully to what others say. **Have an enquiring mind.** You'll get the most out of it if you do.
- **Confidentiality** What is said in the room cannot be shared outside the room attributed to anyone in the room. That makes it a safe place for us to be honest and share more deeply. **Choose honesty and openness.**
- **Reality check** It is always easy to become disconnected from reality in a training session, so please keep us connected with reality by taking us back to how things really are in your context. **Keep grounded.**
- **Next step** We will cover a lot of ground, but throughout our time together **be attentive** to what might be your next step following this session. We will give you a chance to identify that at the end.

TIMETABLE

9.45	Welcome and introduction
9.50	Living by Call
11..10	Coffee
11.35	Living by Call
12.15	Prayers
1.00	Lunch
1.45	Developing leaders
2..45	Tea
3.00	Developing leaders
4..00	Close

Timings are for guidance apart from the departure time.

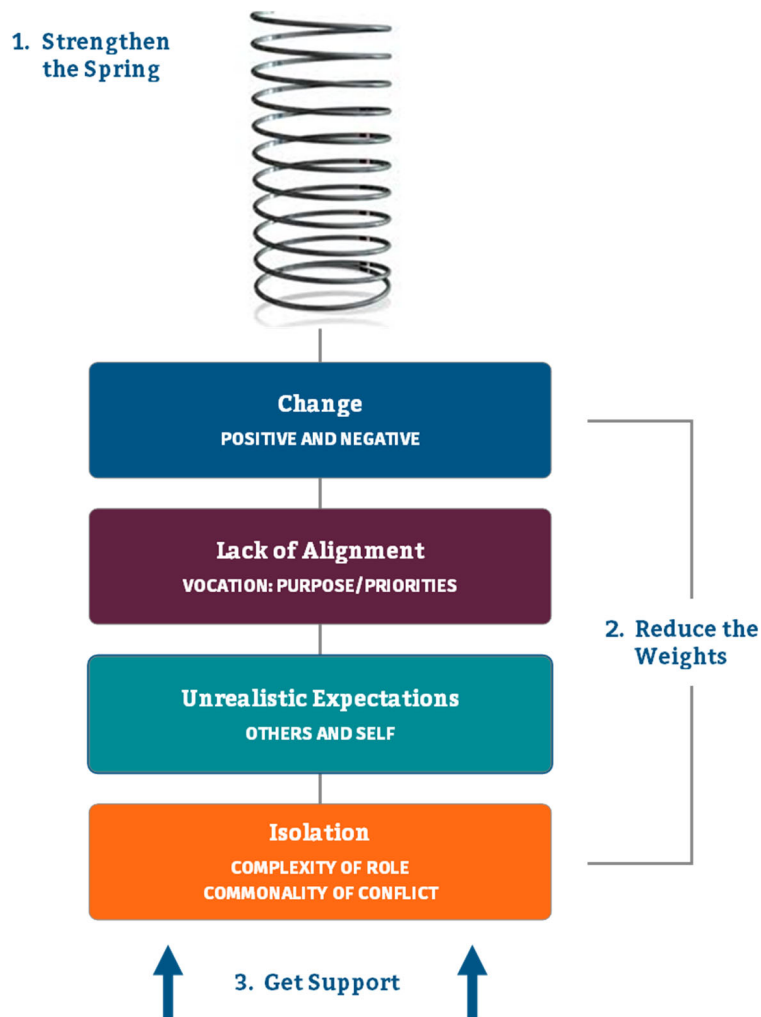
LEAD ON

Sign up today for a free monthly email with articles, resource recommendations and reviews for all interested in developing their leadership. Either scan the QR code below or sign up at www.cpas.org.uk/leadon.

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THE FRAMEWORK



Research shows, one of the things that undermines resilience is lack of connection with purpose, lack of clarity about priorities.

RESEARCH INSIGHTS

Duke Clergy Health Initiative describes it like this: 'Partnering with God's work, flourishing clergy focus on working in alignment with God.'

How Clergy Thrive 'An important factor contributing to vocational fulfilment is a sense that one's gifts, skills and passions are being used, including those acquired before ordination. Where this happens, clergy express deep vocational well being. However, only two thirds of participants are satisfied their current role utilises their training and capabilities.'

'Having a strong and clear calling has been found by both surveys to underpin many positive outcomes, including clergy engagement, vocational fulfilment, well-being and also the reports of growth.' **Experiences of Ministry Survey 2015.**

Tom Rath's work in **Fully Charged** identifies there are three keys to being fully charged each day: doing meaningful work is the first (having positive social interactions and taking care of yourself are the other two).

What makes people 'hardy' / resilient is (a) belief that their situation has inherent meaning that they can commit themselves to (b) that they can manage their life, have some control (c) that their life is basically comprehensible even if challenging or chaotic (two pieces of research summarised by Prof Mark Williams in **Mindfulness** p.53. Suzanne Kobasa City University of New York, and Aaron Antonovsky Israeli medical sociologist in study of those who survived extreme stress ie Holocaust survivors.)

OUR VOCATION

Types of Call

PRIMARY CALL

Called to belong to Jesus Christ...
Romans 1:6

‘Everyone was saying that I was doing really well, but something inside was telling me that my success was putting my own soul in danger.’
Henri Nouwen

PARTICULAR CALL

There are many parts, but one body.
1 Corinthians 12:20

Levels of Call

1. Why am I in ordained ministry?
2. Why am I in this benefice?
3. What are my priorities in this season?

FOR REFLECTION

Come, Holy Ghost, our souls inspire,
and lighten with celestial fire;
thou the anointing Spirit art,
who dost thy sevenfold gifts impart.

Thy blessed unction from above
is comfort, life and fire of love;
enable with perpetual light
the dullness of our blinded sight.

Anoint and cheer our soiled face
with the abundance of thy grace;
keep far our foes, give peace at home;
where thou art guide no ill can come.

Teach us to know the Father, Son,
and thee, of both, to be but one;
that through the ages all along
this may be our endless song:

Praise to thy eternal merit,
Father, Son and Holy Spirit. Amen.

Veni Creator

THE ORDINAL

Priests are called to be servants and shepherds among the people to whom they are sent. With their Bishop and fellow ministers, they are to proclaim the word of the Lord and to watch for the signs of God's new creation. They are to be messengers, sentinels and stewards of the Lord; they are to teach and to admonish, to feed and provide for his family, to search for his children in the wilderness of this world's temptations, and to guide them through its confusions, that they may be saved through Christ for ever. Formed by the Word, they are to call their hearers to repentance and to declare in Christ's name the absolution and forgiveness of their sins.

With all God's people, they are to tell the story of God's love. They are to baptise new disciples in the name of the Father, and of the Son, and of the Holy Spirit, and to walk with them in the way of Christ, nurturing them in the faith. They are to unfold the Scriptures, to preach the word in season and out of season, and to declare the mighty acts of God. They are to preside at the Lord's table and lead his people in worship, offering with them a spiritual sacrifice of praise and thanksgiving. They are to bless the people in God's name. They are to resist evil, support the weak, defend the poor, and intercede for all in need. They are to minister to the sick and prepare the dying for their death. Guided by the Spirit, they are to discern and foster the gifts of all God's people, that the whole Church may be built up in unity and faith.

- What phrase struck you or inspired you?
- What phrase challenged you or irritated you?

For Further Reflection

- How does this match up with your understanding and experience of ordained ministry?
- What do you love most about being a priest?
- What has been the most fulfilling aspect of your ordained ministry so far?
- Why did you become a priest? What were your hopes then and what has become of them?

'For us, planned neglect will mean deliberately choosing which things we will leave undone or postpone, so that instead of being oppressed by a clutter of unfinished jobs, we think out our priorities under God and then accept without guilt or resentment the fact that much we had thought we ought to do we must leave.'

Rule of Life, Companions of Brother Lawrence

CLARIFYING PRIORITIES

They exclaimed: 'Everyone is looking for you!' Jesus replied, 'Let us go somewhere else – to the nearby villages – so I can preach there also. That is why I have come.'

Mark 1:35-38

EXERCISE

CASE STUDY

Jo is vicar of three churches, one small town centre church and two more rural village churches. She has been in post 18 months and there is one LLM in the parishes, and a range of people involved as leaders in a voluntary capacity. She is married with three children aged 8,10, and 13. Her husband has a part time role as a teacher in a secondary school which involves a 35 minute commute each way. She loves music and singing in a choir. Jo has been asked by the Diocese to consider being Area Dean in six months time when the current Area Dean retires. She feels flattered to be asked because the request reflects her awareness that her ministry and leadership has been appreciated by both her Archdeacon and Bishop. She also has various new ideas and initiatives she could bring to the role.

Locally, Jo is excited by the opportunities within the parishes. There is lots happening, and there is a growing sense of the churches shaping their life around the mission and ministry of Christ. The difficulty, and it is proving increasingly problematic, is that Jo spends most of her time reacting to the latest things that come up and is increasingly feeling exhausted. She wants to be a good mother, supportive of her husband in his stressful job in a challenging environment, available to people in the churches, and connecting well with those within the community. Yet she is struggling to know her priorities, find time to do anything well, is often late for meetings, not as prepared as she would like for Sundays and has over 100 unread emails in her inbox.

How would you help Jo discern her priorities?

	Urgent	Not Urgent
Important	I ◆ Crises ◆ Pressing problems ◆ Deadline-driven projects, meetings, preparations	II ◆ Preparation ◆ Prevention ◆ Values clarification ◆ Planning ◆ Relationship building ◆ True re-creation ◆ Empowerment
Not Important	III ◆ Interruptions, some phone calls ◆ Some mail, some reports ◆ Some meetings ◆ Many proximate, pressing matters ◆ Many popular activities	IV ◆ Trivia, busywork ◆ Junk mail ◆ Some phone calls ◆ Time wasters ◆ "Escape" activities

Engaging Your Strengths



Three Tools for Discerning and Clarifying Priorities

1. LONG TERM

A personal vision statement, or a rule of life, giving a sense of God's call on our lives, guiding us over many years. For more on this see chapter 5 of Growing Leaders.

2. MEDIUM TERM

Focus on six things over the next six weeks to move things forward. Here are a couple of questions to help get started:

- What is the greatest contribution I can make to moving things forward in the next six weeks?
- If you could accomplish six important things over the next six weeks, what would they be?

In exploring these questions, consider the decisions, initiatives, or activities for which only you can provide the energy and direction. This is not about doing the standard jobs of the week, but about energising new things, moving things forward. You will likely generate dozens of items on your list that will need to be whittled down to the six that require you to take the lead in order to deliver the most impact. There is nothing magical in having six priorities over six weeks. What's important is having a manageable number of things to accomplish over a relatively short time period that allow you to keep your energy high, and a short enough time period that creates a sense of urgency. Setting big, broad goals for the year is like running a marathon. It's easy to get overwhelmed, distracted, or to lose energy on goals that seem so distant. It's much easier to run a series of sprints by focusing on just a few key priorities for a short amount of time.

3. SHORT TERM

Each day/week spend time in the presence of God (Coram Deo) prayerfully planning what to do. Alongside this, if it helps, use the big three: what three things, if I have done them by the end of the day, will mean it has been a good day? They don't have to be just work related.

EXERCISE, 6X6

What is the greatest contribution I can make to moving things forward in the next six weeks?

MAINTAINING PRIORITIES

1. Put the Stones in First

EXERCISE

HOW TO SAY NO

'Innovation is saying no to 1000 things.'
Steve Jobs



When do you find it hard to say 'no'?

What helps you to say no?

How have you learnt to say no well?

2. Work with Your Natural Rhythms



DAILY

Three levels of attention:

1. **Proactive:** when you have most energy and focus, are at your most creative, able to tackle the most complex tasks.
2. **Active:** medium levels of energy and focus, more easily distracted.
3. **Inactive:** still part of your working day, but not able to tackle complex things, energy is limited.

WEEKLY

MONTHLY

TERMLY

ANNUAL

PROACTIVE ATTENTION	ACTIVE ATTENTION	INACTIVE ATTENTION
Key decisions	Day-to-day decisions	Filing
Project planning and reviews	Scheduling the day's work or keeping on top of action lists	Ordering stationery or other online purchases
Important phone calls	Internet research	Printing stuff out
Critical emails	Most email processing	Deleting emails or throwing away paperwork no longer needed
Chairing meetings	Attending meetings	Attending meetings that we don't care about but can't otherwise avoid
Creative thinking, writing, sermon prep, etc.	Preparing rotas, handouts etc., making sure got everything need	Making coffee!

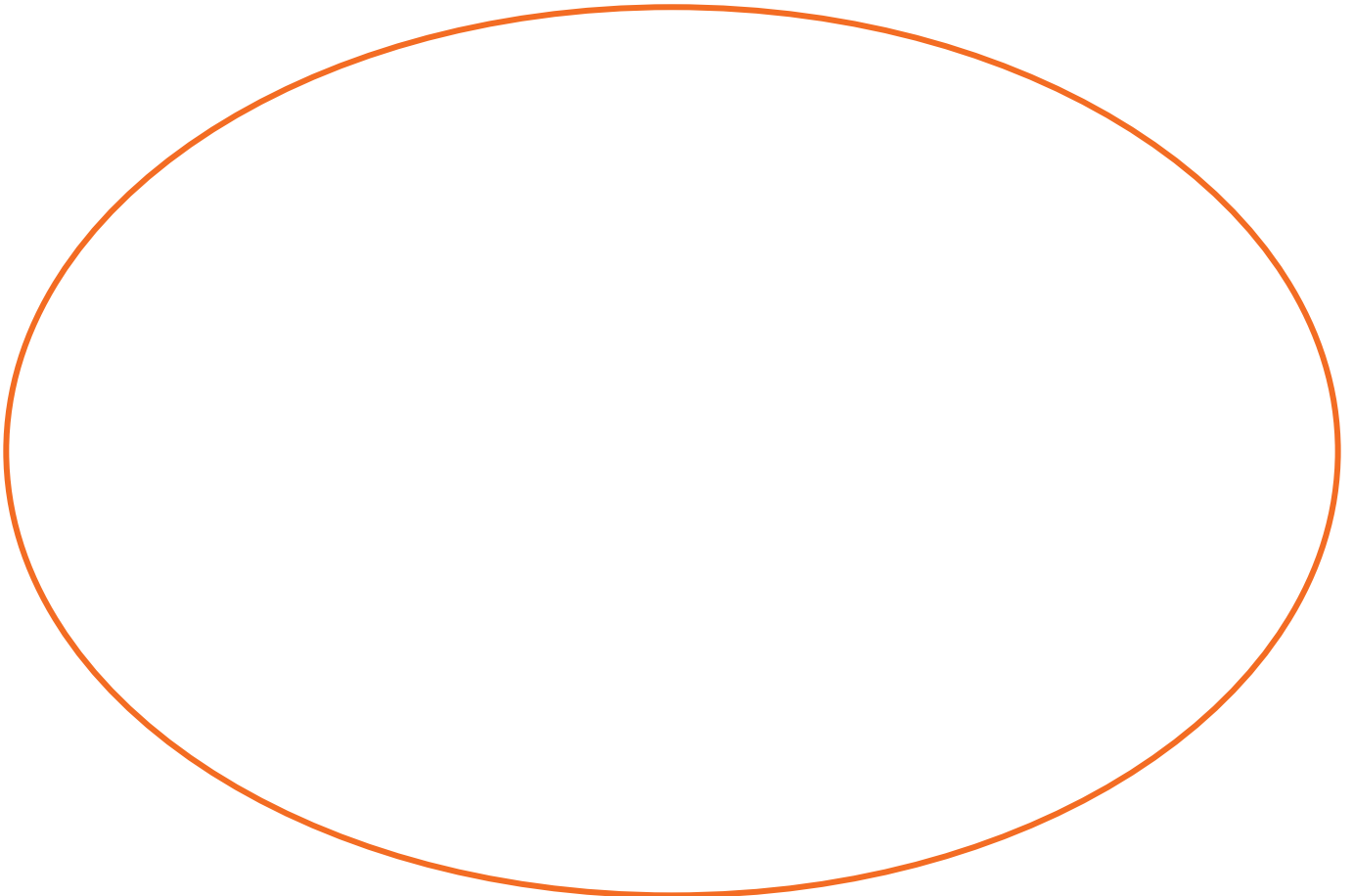
Source: How to be a Productivity Ninja, Graham Allcott (adapted)

3. Aim for a Blended Life

Our goal is to glorify God
and be fruitful in good works,
through a surrendered life,
leading to an abundant life,
lived out in a blended life.

EXERCISE

What might your blend look like?



4. Revisit Your Priorities Regularly

* Priority #1

Priority #2

Priority #3

Priority #4

5. Resist the Victim Mentality

'The word busy is the symptom not of commitment but of betrayal. It is not devotion but defection. The adjective busy set as a modifier to pastor should sound to our ears like adulterous to characterize a wife, or embezzling to describe a banker. It is an outrageous scandal, a blasphemous affront. Hilary of Tours diagnosed our pastoral busyness as "irreligiosa sollicitudo pro Deo," a blasphemous anxiety to do God's work for him.'

Eugene Peterson

'Busyness is a trick of the devil, which he employs to deceive good souls to incite them to do more than they are able, in order that they may no longer be able to do anything.'

St Vincent de Paul (17th century)

'At the heart of our busyness is our heart. We're busy because we're working hard to meet the desires of our heart... and not all those desires are godly.'

Tim Chester

6. Create Systems that Work for You

The key. There is no one way of doing it. Find a system that works for you and master it.

Three tools for capturing stuff:

1. Scheduling tool (diary).
2. Task management tool (lists).
3. Information tool (filing).

We've created a series of guides you can access at <https://www.dropbox.com/sh/4vbshl1myq90m8t/AADIOsOJ3tC0VyYEn588RHXwa?dl=0>. They include:

- Using a dairy well.
- How to store information.
- Planning your week.
- Planning your day.
- Creating great daily to do lists.
- Handling emails.

RESOURCES

FOR DEVELOPING A PERSONAL VISION STATEMENT

- Growing Leaders, James Lawrence (CPAS) chapter 5
- To Be Told, Dan Allender (Water Brook)
- Strengths Based Leadership, Tom Rath and Barry Conchie (Gallup)
- Maximising Your Effectiveness, Aubrey Malphurs (Baker)

FOR REFLECTING ON WHAT DRIVES US

- Driven Beyond the Call of God, Pamela Evans (BRF)
- The Busy Christian's Guide to Busyness, Tim Chester (IVP)

FOR PRIORITISING/ORDERING

- Do More Better, Tim Challies (Cruciform Press)
- Free to Focus, Michael Hyatt (Baker Books)
- Building a Second Brain, Tiago Forte (Profile Books)
- How to be a Productivity Ninja, Graham Allcott (Icon Books)
- What's Best Next, Matt Perman (Zondervan)
- At Your Best, Carey Nieuwhof (Waterbrook Press)
- <https://blog.rescuetime.com/how-to-prioritize/>

ON PROCRASTINATION

- The More You Do, The Better You Feel, David Parker (Darwin Bay)
- www.psychologytoday.com/us/basics/procrastination
- www.mindtools.com/pages/article/newHTE_96.htm
- <https://jamesclear.com/procrastination>

ON SAYING NO

- James Clear has a couple of great articles on the art of saying no <https://jamesclear.com/saying-no> and <https://jamesclear.com/how-to-say-no>.
- Or try this one <https://fullfocus.co/5-reasons-why-you-need-to-get-better-at-saying-no/>

WEBSITES

- www.thinkproductive.co.uk
- www.whatsbestnext.com/resources/productivity, includes an excellent article on getting your inbox to zero.
- www.markforster.squarespace.com
- www.lifehacker.co.uk
- www.bulletjournal.com



Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership.

www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant.

www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 70 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

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