

# ALL SAINTS CHURCH

## Leading a Ministry or Committee

### **Training Materials**

Prepared by the Leadership Support & Development Committee

January 3, 2020



All Saints Church | 132 N. Euclid Avenue | Pasadena CA 91106 | 626.796.1172 | [allsaints-pas.org](http://allsaints-pas.org)

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## Letter from Mike Kinman

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Dear Ones,

If you are reading this, it means you are offering yourself for leadership on a committee, ministry or group at All Saints Church. Above everything, let me say – THANK YOU.

Leadership is crucial for a healthy, well-functioning body. Central to leadership is love. We are called to love the people we lead (Rabbi Jonathan Sacks once said: “You cannot lead a people you hold in disdain.” – how true), to speak truth to them in love ... and to listen for the truths they have to share and gifts they have to give that will make the ministry we share sing!

The training you will receive is all about practical ways we put this love into action. It might not seem like things like goal setting and what we do when people grumble have to do with love ... but it sure does!

Finally, remember that you are never in any of this alone. You have amazing partners in your ministry and amazing partners in leadership. When things go wonderfully, remember to celebrate and lift everyone up together. When things hit rough spots, remember we are all in it together. And ... most important ... God is with us ... always.

Mike

Grateful for you.  
Con el amor de Cristo,

## **Core Values at All Saints Church and Mission Statement**

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All Saints Church is committed to excellence in its many ministries, building on these foundational values:

### **Radical Inclusion**

We believe that all beings on earth are equally loved and valued by God, and are all irrevocably interdependent with each other. Enriching ourselves by embracing the diverse identities of others, we actively invite all to share God's love within the All Saints community, whoever you are and wherever you find yourself on the journey of faith.

### **Courageous Justice**

We believe no person or group has an inherent right to hold power over another or to distort the fundamental balance of nature. We are committed to audacious examination and challenging of power and privilege in the world and in our church; to pursue truth relentlessly, not for retribution but toward trust and reconciliation. We choose love over fear to overcome prejudice and promote healing, to redress oppression and to restore environmental equilibrium.

### **Joyful Spirituality**

We believe God is love. Our trust in God's love makes us whole, worthy just as we are, and able to experience the deepest joy in life from loving each other as God loves us. We continually strive to develop a personal understanding of the nature of God within us and our unique path of fellowship and faith. Through God's grace we discover the silent essence of communion and the exuberant joy of being.

### **Ethical Stewardship**

We believe that with God's gift of freedom to make choices comes the responsibility to make them wisely. We are committed to thoughtfully and rigorously nurturing the healthy, sustainable development of our financial resources, our people, and our planet.

### **Mission Statement**

We are an Episcopal Church, walking with a revolutionary Jesus,  
Loving without judgement  
Doing justice courageously  
Embracing life joyfully  
Reverently inviting all faiths and peoples into relationship  
For the healing and transformation of ourselves, our community, and the world.

## The Foundations

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A primary resource for leaders at All Saints Church is the document titled “Guidelines for Recognizing and Valuing Differences,” which you can find in the Appendix of this handout.

As the leader of a ministry or committee at All Saints, you should endeavor to internalize these techniques and model them to members of your group. If you embrace them, the tools will serve you well and help to make your term as a committee leader smooth and successful.

In addition to this training on **Leading a Committee or Ministry**, you may also want to attend the Leadership Committee’s session on **Facilitating Small Groups**. This course is useful for leaders of book study groups and for others who frequently facilitate discussions.

All Saints leaders will increase their leadership effectiveness by using the communication tools available through the My All Saints web portal.

My All Saints provides all members of the community with both information and communication tools - including the ability to update profile information, interact with groups, and sign up for classes and volunteering opportunities. As leaders, you can use these tools to communicate easily with your ministry or committee teams. Furthermore, the portal includes the ability to store document files for access by team members.

The web address link and login process information for My All Saints are included in the Appendix.

In addition, a new Ministry Leader Newsletter has been created just for ministry leaders, to provide leadership tips and news of upcoming trainings and events.

## The Basics of Planning and Conducting a Meeting

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Planning is essential and *always* a good use of your time. The time you spend planning for your meetings will pay benefits in time saved for you and in successful, productive meetings for your committee or ministry. Typically, the **Staff Liaison** and administrative support person will assist you with planning your meetings. The actual level of involvement and input from these individuals will vary, depending upon unique factors related to your group’s mission, but make the effort to reach out to both and get together in advance of your meeting.

### ***In Advance***

- Schedule a meeting time that considers the needs of all participants and accommodate as many as possible.

- Confirm a meeting location. If using facilities at All Saints Church, confirm that the room is available. Ask the admin support person to help with requesting needed equipment.
- Create an agenda.
  - Consult the meeting notes or minutes of the last several meetings to capture all items ripe for discussion.
  - Allow time for all working groups or sub-committees that have on-going responsibilities to report on their progress.
  - Consider estimating the duration of each agenda item to enable the attendees to manage the time.
  - Consider the order of the items on the agenda. If a special guest will attend to provide a report or participate in a discussion, consider putting that individual at the top of the agenda so they won't have to sit through conversations that concern only the committee.
  - Put important items at the top of the agenda because there is usually more energy and engagement at the beginning of a meeting.
  - A sample agenda is included in the appendix of resources
- Remind members of the upcoming meeting or event by email, phone call or web-based collaboration tool. Enclose or attach a copy of the proposed agenda. Also include the minutes of the prior meeting if they haven't already been circulated to the group.

### ***Roles and Responsibilities***

- Confirm what the All Saints **Staff Liaison** will do and what is to be done by the members of the committee or the ministry. Communicate at least monthly with your Staff Liaison about your progress.
- For each meeting, appoint a **Note Taker** to prepare a written summary following the meeting. While the notes may not amount to a formal set of minutes, they should capture all decisions, action items, and the names of people responsible for the actions and the deadlines or timelines for activities. Generally, it is a good idea for the meeting notes to follow the outline provided by the agenda.
- Appoint a **Process Observer** for each meeting. This person will assist the chair in including all participants in the conversation, remind participants of the agreed guidelines, including the Cooperative Communications Guidelines and generally observe whether there are issues that need to be addressed, concerns that are not being considered, points that are not concluded, etc. The Process Observer also can assist with timekeeping, or a separate **Timekeeper** may be appointed to watch the clock and keep

the meeting on schedule. The Process Observer will report observations at the end of the meeting.

- **Chair:** The Chair's role is to keep the meeting moving forward and the group focused. If a discussion takes longer than estimated, "renegotiate" the time. Either defer the discussion—or parts of it—until a later meeting, or defer other items on the agenda to permit the longer discussion to continue and conclude. The Chair will seek input from everyone present and engage others to make reports and presentations. The Chair will be careful not to "shut down" discussion by expressing opinion as if it is the conclusion of the group. By listening carefully, the Chair can better facilitate genuine consensus.
- **Working Groups or Sub-committees:** Much of the work of some committees and ministries is conducted by a sub-group such as a working group appointed for a discrete purpose or a sub-committee that has on-going responsibility for a sub-part of the work.
  - If the efforts of a sub-group are about a particular issue, consider a Working Group of a size appropriate to the task.
  - If the efforts of the sub-group are on-going, consider a sub-committee that may function in the same way as the committee or ministry with periodic meetings at predetermined times, notes of meetings, etc.
  - Avoid sub-groups so small that diverse views and skills aren't adequately represented.
  - Try to have adequate participation in order to spread the work and increase efficiency of the ministry or committee.

### ***Conducting the Meeting***

As the leader of the committee or ministry, you will chair the meetings. Being the Chair carries responsibility – the Chair is the person *most* responsible for ensuring that the committee or ministry achieves its mission.

- Out of respect for those attending, begin and end on time.
- Confirm that a Note Taker and Process Observer are in attendance and ready.
- If there are absences due to significant events that can be shared publically, note them. If there are unexpected absences, note them for possible follow up after the meeting.
- Begin with a prayer or meditation.
- Next, Check In – this is a brief statement of one's emotional state – joyful, peaceful, sad, angry, sacred or powerful. Encourage everyone to participate. It should not be an extended sharing of life stories or personal

histories. If someone needs to engage in a lengthy story, take note and suggest discussing it at the end of the business meeting.

- Remember to use the Guidelines for Recognizing and Valuing Differences, encourage all to participate, manage those who may tend to monopolize the discussion and make a safe space for the work of the ministry or committee. Allow room for disagreement – the members of the group can agree to disagree – while working toward consensus.
- Ask the Process Observer for a report.
- End with a discussion of “+/-deltas” – what aspects of the meeting went well, what could be improved. Ensure that Loose Ends have follow-up and let everyone express their Appreciations and Regrets.
- Close with a prayer and/or reflection.

### ***Creating a Sense of Mission and Shared Purpose***

- Have a mission statement or description of what the committee or ministry does. At some point during the year, structure a discussion about it to invite newcomers into the conversation and to see if the mission has changed. Provide an updated mission statement to your Staff Liaison.
- Establish group behavioral norms in addition to the Guidelines for Recognizing and Valuing Differences, confidentiality, etc.
- Create a committee or ministry notebook (or online resource in your group’s section of My All Saints) with information relevant to the work of the group. Include a membership roster with appropriate contact information, minutes, training materials, and any other resources.
- Provide a copy of the relevant materials to new members, and hand these resources over to the next Chairperson

## **Leadership for the “Long Run”**

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Leading a committee or ministry is more than keeping order and facilitating meetings. Leaders will want to consider some “big picture” matters – and be open to feedback about their own performance as a leader.

### ***Setting the BIG Agenda***

- Consider the role of your committee or ministry.
- Consult with your ASC Staff Liaison about how your group can better serve its mission. The ASC Staff Liaison is a great source for history and guidance. If you’re not sure who your Staff Liaison is, check with us.



- Ask other leaders of other committees or ministries about their perceptions of your group and its successes, strengths or weaknesses. Take advantage of structured opportunities to meet other leaders.
- Identify your long-term goal and get your group's buy-in.
- Working with your membership, set S.M.A.R.T. goals – which should be Specific, Measurable, Achievable, Realistic and Timely.

### ***Developing the Next Leader***

- Have a clear schedule for leadership succession; most committees and ministries rotate leaders in May or June.
- Typically, two years as the leader of a committee or ministry is sufficient. The appropriate length of service will vary from one committee to another, with some requiring longer service. As a rule, however, a committee's leadership should change at least every four years.
- Start developing replacement candidates IMMEDIATELY!
- Developing your leadership replacement is one of the most important contributions that you will make as a leader!
- Consider having a co-chair of your committee.
  - This can be especially helpful in light of the fact that everyone is busy with other commitments.
  - The co-chair successor can learn by doing as you share some of the workload; and the co-chair can fill in as needed, in the chair's absence.
  - The "leader-in-waiting" can develop confidence and familiarity with relevant personnel, issues and challenges.
  - The new leader will be ready to hit the ground running, which will ensure smooth transitions from year to year.
- Working groups or subcommittee leaders may be good candidates for your successor as chair.
- Consult with ASC Staff Liaison regarding good candidates.
- Ask your group: "Who is interested in leadership of this committee next year?"
- Take an active role in developing new leaders (and your successor) by:
  - Rotating members as note takers and process observers at meetings.
  - Assigning potential leaders to lead projects, working groups, subcommittees or events.
  - Delegating responsibility to other committee members.

## ***Leadership Performance Input – How am I Doing?***

- Use this leadership position to learn about *yourself* and as an opportunity for *growth*. This is one of the many benefits of being a leader.
- Be open and honest with your group – ask for feedback periodically.
  - It is a sign of maturity to ask for input on how you could improve.
  - Talk to your Process Observers after every meeting.
  - Consider providing a confidential method for your group to comment.
- Ask a confidant in your group or ask your ASC Staff Liaison for feedback.
- Talk to other group leaders about their experience.
  - What is working well for them?
  - What “lessons learned the hard way” can they share with you?

## **Dealing with Difficulty**

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### ***When the Group Can't Agree***

Committee Chairs are group *facilitators*. The skills used and goals of a facilitator are different from those employed to keep a meeting running smoothly, and this requires balancing skills on the part of the leader.

- As facilitator, work hard to be sure all sides feel heard and understood as you lead to a consensus. Being heard is the universal salve for hurt feelings. Remember the Guidelines for Recognizing and Valuing Differences and underlying assumption that we are not in a zero-sum game; there is enough for everyone's needs to be met in our community, even if the resulting decision doesn't satisfy everyone 100%. We should want to be influenced and changed by others.
- When the committee is stuck, try one or more of these:
  - Ask the group to identify the points of agreement. Then have them identify the areas where they appear to be in disagreement. Chart these differences.
  - Is there a way to make space for other ideas?
  - Ask two people who are not invested in the different positions of discussion to frame the different proposals for the group.
  - Ask each "side" to clearly identify what they need from the solution to this issue.
  - Ask what it would take for them to be able to support the other proposal.

- Ask what they get out of resolving it their way as opposed to another way.
- When one person cannot support or live with the proposal:
  - Ask again what would have to be different for him/her to be able to support the proposal the others are supporting. If useful, work with that answer.
  - Ask again if the individual could "live with" the agreement.
  - You may have to create a "separate peace." The group will be able to move forward, "agreeing to disagree" and there will be opportunities to revisit the issue later. When the idea is presented to others, it is noted that the group did not have full agreement.
  - The point is to be sure the person who cannot agree with the group has been heard.
  - Be careful not to move to the "separate peace" approach too quickly. Sometimes the holdouts have important ideas that need to be considered and will lead to a richer agreement.

### ***Handling Difficult People***

- "Difficult" comes in many flavors. Here are some specific situations and issues that may be detrimental if they arise:
  - The naysayer – who shoots down every proposal or suggestion.
  - The "know it all" type.
  - The one who talks too much.
  - The one who fails to honor confidentiality.
  - The "loud voice" or "interrupter" – who shuts down other inputs.
  - The sideline/secret conversationalist, who talks behind others' backs – or conducts "parking lot conversations."
  - The chronically late arriver, or one who lacks follow-through on assignments.
  - Sometimes pastoral care is the answer; talk to your Staff Liaison if the issues seem serious.
- Remember the Guidelines for Recognizing and Valuing Differences.
- In a private setting, use a "compliment sandwich" – begin and end with a positive stroke and place the issue of concern in the middle.
- During a meeting, remind the group and the individual of the ground rules:
  - Give everyone a chance to talk.
  - Thank the person for their input, and suggest that "we hear from others who have not had the opportunity to speak yet."

- Look to your process observer – check in after meeting to make sure your perception is validated.

### ***Leader Overload and Burnout***

- Share your frustrations with your ASC Staff Liaison, co-chair, or other confidant.
- Delegate and share responsibility.
- If others will not help to do the work, then it may be that “it” will not happen.

## **Membership**

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### ***Getting the “Right Size” for Your Committee***

- Finding the correct size for the committee or ministry requires an examination of the mission, events and activities; evaluate your workload.
- The ideal size will be enough members to share the burden of the work, and small enough to provide all members with meaningful opportunities for participation.

### ***Recruitment and Diversity***

- Pay attention to all elements of diversity.
  - Race and ethnicity
  - Gender
  - Sexual identity
  - Generational
  - New members and long-term members
- Use the Staff Liaison to identify candidate members.
- New Members Class is a good source for new recruits.
- Avoid stagnating membership by going back to the same individuals repeatedly.

### ***Thanking and Acknowledging Volunteers***

- Members whose efforts are appreciated are more engaged and help recruit new members. Thank your volunteers often!
- Consider why an individual volunteered in the first place. Consider that they have many other options for using their time if this experience is not engaging.
- Periodically ask each volunteer how the experience is going and solicit any suggestions for improving the experience.

### ***Members Who Drift Away***

- Consider pursuing an exit interview with a member who has left your group to discuss why.
  - Why are you leaving?
  - Did you feel equipped and supported to do your job effectively?
  - Do you have any feedback to improve our committee?
- Reach out personally by email or phone.
- Engage another member to reach out.
- Consider offering a formal hiatus if there is a discrete time commitment issue.
- Consider a modified role for someone inclined to drift away if that person isn't comfortable with all group activities.

## Resources and Appendix

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### *Sample Agenda*

#### **Leadership Support and Development Committee**

Tuesday, May 7, 2019

#### **Agenda**

<b>Opening Prayer</b>	<b>2 min</b>
<b>Check in and Welcome:</b> Appoint process observer; appoint a note taker	<b>5 min</b>
<b>Review of Minutes</b>	<b>2 min</b>
<b>Training on Facilitating a Small Group</b>	<b>10 min</b>
<ul style="list-style-type: none"><li>• Training cancelled April 28</li><li>• Gave Amanda dates for training sessions:<ul style="list-style-type: none"><li>○ October 20, 2019, 2:30 – 4:00 with snacks;</li><li>○ February 9, 2020, 2:30 – 4:00 with snacks</li></ul></li></ul>	
<b>Training on Leading a Ministry or Committee:</b>	<b>15 min</b>
<ul style="list-style-type: none"><li>• Gave Amanda dates:<ul style="list-style-type: none"><li>○ August 25, 2019, 2:30 – 4:00 to prepare for program year;</li><li>○ April 20, 2020, 2:30 – 4:00 with snacks</li></ul></li></ul>	
<b>Listening</b>	<b>20 min</b>
<ul style="list-style-type: none"><li>• Could be a multi-part presentation; integrate positive with negative</li><li>• Conversation with Jeremy; dates set for summer for between services:<ul style="list-style-type: none"><li>○ July 14</li><li>○ July 21</li><li>○ July 28</li></ul></li></ul>	
<b>Calendar</b>	<b>5 min</b>
<ul style="list-style-type: none"><li>• Our next LSD meeting is June 4</li></ul>	
<b>Newsletter for Ministries</b>	<b>5 min</b>
<ul style="list-style-type: none"><li>• Will send in dates after confirmation from committee</li></ul>	
<b>Closing Prayer or Reflection</b>	<b>2 min</b>
<b>Loose ends, appreciations, and regrets</b>	<b>5 min</b>

## ***Guidelines for Recognizing & Valuing Differences Handout***

### **1. “Try on.”**

Try on each other’s ideas, feelings & ways of doing things for the purpose of greater understanding. Keep what you like & let go of the rest at the end of the work session. “Try on” is like trying on clothes without necessarily buying them.

### **2. It’s OK to disagree.**

Let go of the idea that we need to be, think & act the same. Disagreements about ideas offer a chance to see an issue through the eyes of someone looking at it from a different angle. Diverse ideas enrich our thinking

### **3. Practice “both/and” thinking; watch the use of “but.”**

Look for ways to fit ideas together & not set up an “either/or” process or a competition between ideas. This is a different world-view where people claim multiple truths. The Western mind is comfortable with claiming an either/or truth. Look for the existence of many truths from the perspective of the many cultural backgrounds involved.

### **4. Notice both process & content.**

Content is what we say, while process is how & why we say or do something & how the group reacts. Notice who’s active & who’s not, who’s comfortable & who’s not, who’s interested & who’s not. Ask about it.

### **5. Maintain confidentiality.**

Confidentiality with regard to personal sharing is important. You can convey the work of the group, your own stories & perspectives, your own learning, & the public work from the group. Allow others to tell their own stories. It is ok to share your personal stuff outside the group—but not someone else’s personal stuff.

### **6. Assume 100% responsibility to take care of yourself.**

Ask yourself: If I am uncomfortable or feeling unease, what do I need to do to take care of that? And what assumptions are keeping me from doing it?

### **7. Practice self-focus (“I” statements & specific references.**

Talk about your own experience. Use “I” statements when speaking about yourself & your experience. Avoid the vague “you,” “we,” or “one.” When referring to others, be specific about who those others are—by name or group. This allows discovery of our own internal processes & comfort with our self & how we think & feel. We own it.

### **8. It’s not OK to blame, shame or attack anyone else or myself.**

Practice self-awareness. Be aware when you are tempted to blame, shame or attack anyone, including yourself. Shake it off; let it go. Move back to problem solving.

### **9. As questions of self & others.**

“What does this (what is happening) mean for me? Am I in a place of discomfort? It is ok to be in a place of discomfort. The invitation is not to move to an unsafe place. Check this out with yourself & others. Discomfort allows you to look at other options; feeling unsafe can shut down learning & consideration of other options.

### **10. Be aware of intent & impact.**

Watch for where intent & impact are not the same. Look for nonverbal signs that do not match the intention you wanted. People tend to be well intended. The issue is impact. We cannot control of the impact, maybe 50%. When intent is not matched to impact, work to bring impact in line with intent.

## ***Resources for Leaders***

Training manual for **Facilitating Small Groups**, link pending

### **Using Survey Monkey and Doodle**

Both of these web applications can be used to take a quick survey of your group and are especially handy for picking a meeting date or helping members to sign up to work at an event, for example. Both are easy to use and the main page has straight-forward instructions that walk users through signup and implementation. These are examples and are endorsed due to familiarity and the availability of free versions.

[SurveyMonkey](#)

[Doodle](#)

### **Creating S.M.A.R.T. Goals**

**Specific**

**Measurable**

**Attainable**

**Realistic**

**Timely (or time-bound)**

There are a multitude of resources on the web for setting goals. You may want to start at [Wikipedia](#) or this brief summary at the [MIT Human Resources page](#).

### **My All Saints**

You can access [My All Saints](#) using the Login ID and Password that was sent to you. If you do not remember your password, follow the online instructions to generate a new password. If you need a reminder of your Login ID, please email [ArenaHelp@allsaints-pas.org](mailto:ArenaHelp@allsaints-pas.org). That also is the address to send any other questions, concerns or feedback.

[Click here](#) to access a YouTube video that walks you through the My All Saints login process.

[Click here](#) to access a committee leader step-by-step walk through on emailing, taking attendance and uploading documents for your committee in My All Saints.

### **Services Available from Your Staff Liaison**

- Help to maintain your committee roster in My All Saints
- Book your meeting room
- Help you get your events publicized in This Week at All Saints and Saints Alive



- Send your flyers to the Communications Department for approval before distributing

### ***All Saints Church Leadership Support and Development Committee***

The Leadership Development and Training Committee of All Saints Church is a sub-committee of Congregational Development that provides training and resources to support committee and ministry leaders as well as the entire All Saints community. The Committee offers specialized training in facilitating small group discussions and in Listening. Offerings are published in *This Week at All Saints* and can be scheduled for specific groups when there is sufficient demand. This Committee also contributes to the newsletter for All Saints ministry leaders and hosts a recognition event for ministry leaders.

### **Contacting the Leadership Support and Development Team**

The Leadership Committee doesn't intend for this training session to be the end of its support for your success as a leader of a committee or ministry. The Leadership Support and Development Team have experience acting as chairpersons or leaders of committees and other groups, and they are available to talk with you about specific issues you may face, to offer suggestions and to consult or to commiserate. We are available to "mentor" you and your group whenever needed.

If you have a question or would like to talk with one of our committee members, send an email to [leadership@allsaints-pas.org](mailto:leadership@allsaints-pas.org) and someone from the Leadership Support and Development Team will contact you.