

Simplified Accountable Structure



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Acts 6:1-6
(page 89)



UNITED METHODISTS OF Arkansas



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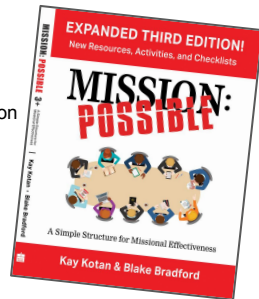
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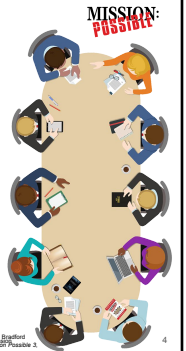
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Simplified, Accountable Structure

Core Purpose is to understand how the Simplified, Accountable Structure functions in the local church.

Objectives:

- Biblical Lens on Sharing Leadership
- Introduction to the Three Phases of SAS
- Introductions of Each Congregation
- Review church structure
- Define SAS - Key Concepts
- Focus on Accountable Leadership for Healthy Boards
- Curate best practices and practical resources for SAS



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GROUP TIME

What do you hope to leave with today?



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Biblical Lens on Leadership



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Acts 6:1-6
(page 89)




Biblical Lens on Leadership:
Acts 6:1-7 Table Talk


1. Complaints in the church and complaints about the allocation of resources are “biblical.” How does the Apostle’s response inform our own response to complaints or criticism?
2. This passage of scripture reminds us that when more people are unleashed for ministry, and more are living out their spiritual gifts, there will be a kingdom impact. How could this principle change your congregation?

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The 3 Phases of Simplified Accountable Structure




Usual Path: Three Phases to SAS
Turn to the Table of Contents


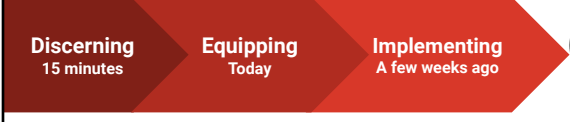

Usual Path - Three Phases to SAS over 2 years




- Discerning**
 - DS ¶247.2 Consultation
 - Conversation in the local church
 - Coaching Begins
 - Formal DS ¶247.2 Request
 - Discernment of the DS, congregation, and its leaders if this is the right model in the right season for the church
 - Church Conference
- Equipping**
 - Coaching continues in an training capacity
 - Training Nominations Committee
 - Charge Conference for Nominations
 - Training the new Leadership Board to begin service January 1
 - Annual equipping is crucial
- Implementing**
 - Coaching as resourcing, accountability, and reflection
 - Use a new style of Agenda and distribute a Leadership Packet
 - Creating the initial guiding principles, leadership covenant, policies and procedures
 - First strategic ministry planning retreat
 - Living into both the technical and adaptive leadership changes in this model
 - Training Nominations to continue the model



YOU ARE OVERACHIEVERS!

MISSION: POSSIBLE THE NEW METHODS OF **Arkansas**



Introductions of Each Congregation

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Discern Equip Implement

GROUP TIME

Introduce by Tables:

Where are you on your “governance journey”?

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Review Church Structure

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What is “Structure”

The design and arrangement of tangible factors in time and space.

Calendar Budget Facilities Decision Making


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In the Typical Church Structure...

different committees are “siloeed” and their approaches to opportunities and challenges are segmented instead of holistic.



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Problem with most Structures:

Page 11, 20-22

Our inherited Structure of Administrative Committees (or worse, the dualistic Council on Ministries & Ad Board) are perfectly designed to make sure nothing new happens.



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Problem with most Structures:
 Our inherited Structure of Administrative Committees are perfectly designed to make sure nothing new happens.

The Egg Hunt Idea
 Page 8




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Problem with most Structures

- ◆ Promotes disunity and enables dysfunction
- ◆ Clear lines of authority...but no clear lines of accountability
- ◆ All responsibility on the pastor, but little or no authority
- ◆ Nearly impossible to make difficult and timely decisions
- ◆ Does not take into account how rising generations prefer to work together and lead



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In the Typical Church Structure

structure is driving the mission
versus
 the mission driving the structure!



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GROUP TIME

In congregations that you have been a part of, how many leaders were elected?

- Under 25
- 26-50
- 51-100
- over 100




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There is another way. . .

Simplified, Accountable Structure




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Arkansas UNLEASH THE POTENTIAL OF

Define Simplified Accountable Structure

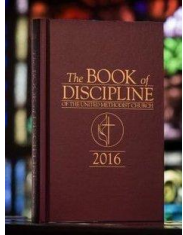


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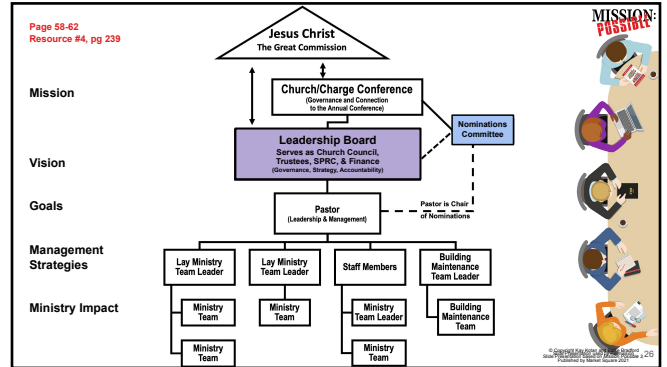
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¶ 247.2 “modify the organizational plans”



Page 11, 58

The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶ 243 are observed.



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Page 29-31

Why Simplified Accountable Structure?

Common Motivators:

- Desire or need for fewer nominated leaders
- Desire for fewer meetings
- **Quickly create a legal governance!**

The Real Potential:

- Technical AND Adaptive Changes
- Accountability
- Missionally Focus & Alignment
- Nimble Adaptability and Possibility for Revitalization

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What is Involved? One Board, Several Hats

Leadership Board

Leadership Board = Ad Council + SPRC + Finance + Trustees

One Leadership Board is responsible for leadership and governance.

All administrative committee responsibilities and functions are vested in the Leadership Board.

Existing ministry teams continue.

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Leadership Board

Leadership Board = Ad Council + SPRC + Finance + Trustees

The one, unified Leadership Board should operate as a cohesive unit. Therefore, **DO NOT** fall to the temptation of using “representatives” or “specialists.”

For example, there is not just a “Trustee” on the board, because the whole group serves as the Board of Trustees.

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Page 58-62

While the SAS Leadership Board “wears all the hats” of the Church Council, SPRC, Finance, and Trustees, these Book of Discipline functions are now approached in a **holistic** way, with the SAS Board able to claim opportunities and face challenges with all the resources and authority of the congregation.

is really a holistic leadership lens

Leadership Board

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Recommended Simplified Structure

Nine members elected by the Charge Conference

- All of the nine members (plus pastor) serve simultaneously as a unified PPRC, Trustees, Finance, & Church Council
- Must also include in the total:
 - Board Chair #
 - Lay member to Annual Conference #
 - Lay Leader #
 - Optional UWF
 - Optional UMM
 - Optional Youth
- Trustees must be 18+ years of age
- Chair, Lay Member of AC, and Lay Leader can be combined positions.
- Note that a separate and independent Nominating Committee is still required.
- Six to nine board members (+Pastor) in smaller congregations



A Holistic Leadership Lens



- While the administrative functions may occasionally feel distinct, the members of the Leadership Board actually wear all the "hats" simultaneously.
- The multi-colored "propeller hat" also reminds us of the generative and strategic work of the Leadership Board, what Ronald Heifetz called "getting a balcony view" in his book on adaptive leadership.
- Perhaps a metaphorical little propeller is the fastest way for the Leadership Board to leave the ground level management role and get a more strategic balcony view of the new ministry landscape before us.

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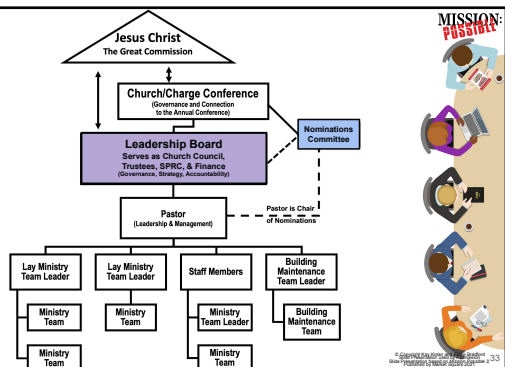
Mission

Vision

Goals

Management Strategies

Ministry Impact



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TABLE TIME

If your church is *already using* this model, what shifts (if any) would be helpful in how the Leadership Board is aligning and using their time?

If your church is *considering* this model, what shifts would be needed by the leaders and congregation to fully embrace the model?



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Questions & Thoughts

A Simple Structure for Missional Effectiveness

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Focus on Accountable Leadership for Healthy Boards



Typical Church Leadership Styles Page 119 **MISSION: POSSIBLE**



Bureaucratic
Committee-Based or Consensus-Driven

- Pastor is expected to accomplish the mission, but has no real power to do so.
- Consensus is often not achieved; instead, compromise is the rule.
- It becomes better to maintain the relationships than fulfill the mission
- Decisions, if they happen, are slow



Autocratic
Pastor-Centered or Personality-Driven

- Pastor is expected to accomplish the mission and has the power to do so...but there are no consequences for not producing fruit.
- Everything revolves around and is dependent upon the pastor resulting in pastor-dependent congregations
- Decisions are made quickly – sometimes impulsive or unrealistically
- Dissent is not tolerated



Accountable Leadership
Mission-Driven

- Those responsible are accountable
- The mission of the church comes first
- Must have the right people in place to accomplish the mission
- Small number of decision makers unleashes large number of people in ministry
- Shepherding is done by the laity, not the pastor
- Pastor evaluates the staff
- Everyone is held accountable for the mission
- Alignment to the mission and vision is critical – not consensus

Accountable Leadership **MISSION: POSSIBLE**

Responsibility: A duty or obligation to satisfactorily perform or complete a task by one person

+

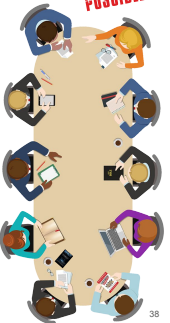
Authority: The power to give direction and/or make decisions

+

Accountability: An obligation or willingness to accept responsibility or to account for one's actions

=

Safe AND Effective



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Typical Church Leadership Styles **MISSION: POSSIBLE**



Bureaucratic
Large group Driven

Committee-Based or Consensus-Driven

Responsibility
= Authority
= Safe but not Effective



Autocratic
Driven by One Person

Pastor-Centered or Personality-Driven

Responsibility
+ Authority
= Accountability
= Effective but not Safe



Accountable Leadership
Mission-Driven


Responsibility
+ Authority
+ Accountability
= Safe and Effective

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TABLE TIME

What type of leadership model is your church currently using?

Is your current leadership model intentional or by default?



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Accountable Leadership **MISSION: POSSIBLE**

Setting a culture of well-aligned, impact-focused ministry



Leadership Board Accountable to Christ for leading the church in its mission & vision



Board Holds Lead Pastor Accountable/ Pastor Holds Staff & Ministry Team Leaders Accountable



Utilize a Leadership Covenant & Guiding Principles



Listen to the community & respond to changing context. Share the story through ongoing communications

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Page 123-124

Purpose Mission & Vision for IMPACT → **DISCERN + Research**

REFLECT: Leading and Learning → **PLAN + Set Goals**

EVALUATE: Fruitful Impact → **IMPLEMENT: Ministry Impact**

Impact-Focused Accountable Leadership Cycle

What are your systems for holding ministries & leaders accountable to the church's mission?

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EXPANDED THIRD EDITION!
New Resources, Activities, and Checklists

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A Simple Structure for Missional Effectiveness

Kay Kotan & Blake Bradford

“ The Focus Changes
Changing to a simplified, accountable leadership structure is more than reducing the number of people at the table; it is about changing the work and conversation at the table. ”

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Page 65-66

Governance (Boards & Committees) Vs. Ministry (Teams)



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Four Responsibilities of Governance **MISSION: POSSIBLE**

<p>Stewardship Tending to the fiduciary responsibilities and alignment of God's people and resources</p>	<p>Generative Discerning God's dream and working to set the congregation's next steps</p>
<p>Strategic Leveraging the resources to be aligned with congregational priorities</p>	<p>Accountable Leadership Setting a culture of well-aligned, impact-focused ministry</p>

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Page 126-129

Stewardship **MISSION: POSSIBLE**

Tending to the fiduciary responsibilities and alignment of God's people and resources



Policies Resources Facilities Fiduciary

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Page 111-117
Resource #12, pg 262-266

Leadership Board sets the Guiding Principles, but DOES NOT manage the day-to-day operations or ministries of the church!



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TABLE TIME

Guiding Principles:

- What intrigued you?
- What would you want to add?
- How might a leadership board create a new guiding principle or creation of a policy when faced with a decision?

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Questions & Thoughts

A Simple Structure for Missional Effectiveness

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Stay in Your Lane

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Position	Players	Functions	Metaphors
Ministry	Members	Serve in impactful ministry, disciples nurturing and developing disciples, reaching new people for Christ	Teammates, champions, athletes
Management	Staff/ Team Leaders	Identify, recruit, equip, and deploy disciples for ministry. Coordinate resources, disciples and ministries.	Assistant coaches and specialists
Leadership	Pastor	Spiritual leader and shepherd. Supervise and evaluate staff. Align ministries, staffing, and resources to the vision and goals.	Head coach, or quarterback, captain
Governance	Board	Stewardship, Generative work, Strategy Hold Lead Pastor (and ministries) accountable to the vision and goals.	Commissioner, umpire, scorekeeper & cheerleader

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Page 108-109

Pastor's Role in Accountable Leadership



- Spiritual Leader / Shepherd
- Keeper of Mission
- Caster of Congregationally Discerned Vision
- Example of Evangelist
- Chief Fundraiser
- Main Recruiter
- Monitor accomplishment of goals and make necessary strategy and staff adjustments
- Supervise Staff & Hold them Accountable
- Develop Leaders
 - Board
 - New Leaders

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Page 108-109

Staff/Ministry Team Leaders Role in Accountable Leadership



- In coordination with the pastor, create objectives to fulfill the annual church goals
- Connect congregation to the church's discipleship pathway through all ministries and help them take their next faithful step
- Identify, recruit, equip, and deploy ministry team members
- Coordinate ministry
- Create & update ministry team members job descriptions
- Follow Guiding Principles
- Hold ministry team members accountable
- Help ministry team members connect their ministry to the objectives, goals, vision, mission, and core values
- Evaluate all ministries (purpose, outcome, missional effectiveness & alignment, resource consumption)

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Leadership Covenant: Rules for the Road




- Decisions are Made by the Board Members Who Show Up
- Leadership Board Members are Disciples of Jesus and Fiduciary Officers
- We Will Speak the Truth in Love (Ephesians 4:15)
- We Will Balance Transparency and Confidentiality
- We Are a Leadership Board with a Unified Voice

Mission Possible for the Small Church
 pgs 94-98; 179-181

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Leadership Covenant: Rules for the Road

Decisions are Made by the Board Members Who Show Up



- Election by the Charge Conference
- Quorum
- Attendance expectations
- Teleconference/ Zoom Meetings
- Executive Session rules
- Prepare by reading meeting pocket
- Don't delay meetings b/c someone is missing

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Leadership Covenant: Rules for the Road

Leadership Board Members are Disciples of Jesus and Fiduciary Officers



- Carry, support and promote the mission & vision
- Role models for the congregation (membership vow expectations)
- Encourage, support, & pray for pastor and board
- Offer and receive accountability
- Conflicts of interest
- No unique personal authority
- Fiduciary expectations: good faith, loyalty, obedience to the BOD

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Leadership Covenant: Rules for the Road

We Will Speak the Truth in Love (Ephesians 4:15)




- Communication will be respectful, open, and honest. No "parking lot" conversations.
- Expect conflict and use Matthew 18 for conflict transformation. No secret meetings
- Always represent the Leadership Board
- Hold one another on the board accountable as disciples and church members
- Hold the pastor accountable in collaboration with the Bishop and DS

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Leadership Covenant: Rules for the Road

We Will Balance Transparency and Confidentiality



- Open Meetings within certain limits (¶ 722)
- Confidentiality in PPRC/SPRC role
- Mindfulness about personnel conversations outside the Collective Board / DS
- Keeping executive session minutes
- Pastor present for all PPRC/SPRC business

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Leadership Covenant: Rules for the Road

We Are a Leadership Board with a Unified Voice



- Invest in board discussions with vigor and passion
- Don't undermine decisions once made.

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MISSION: POSSIBLE: TABLE TIME

Leadership Covenant:



- What intrigued you?
- What would you want to add?
- What difference could a leadership covenant make in a congregation's life when practiced by the governing board?

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Questions & Thoughts

A Simple Structure for Missional Effectiveness

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Arkansas

Curate best practices and practical resources for SAS

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Page 151-158

"Gardening" Healthy Board Meetings

New Seeds
Using a new agenda and a question-based approach to the meeting that moves the board from reporting to leading.

Weeding
Staying healthy, respecting boundaries, and practicing intentionality in the use of time.

Tending the Soil
Investing in becoming a praying, learning, spiritually growing team.

Sunlight
Practicing transparency, communication, and disclosure while also respecting appropriate confidentiality.

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Page 158-161

The "Packet"

Send out this information packet a week ahead of the meeting, and make available to members everything in the packet that is not covered by confidentiality.

- ◆ Agenda
- ◆ Vital Signs and Statistics
- ◆ Guest Information for Evangelism
- ◆ Minutes from previous meeting
- ◆ Financials
- ◆ Progress of Goals
- ◆ Action items such as bids, required forms, drafts of policies, etc.

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Page 162-168
Resource #13

Agenda

Simplified Structure with Accountable Leadership

Use a **Functional Agenda** template to stay on track and help everyone stay in their lane

- ◆ Opening Prayer
- ◆ Spiritual Formation
- ◆ Leadership Development
- ◆ Consent Calendar Work
- ◆ Fiduciary Work
- ◆ Missional Accountability Work
- ◆ Strategic, Generative, & Accountability Work
- ◆ Pressing Issues and Problem Solving Work
- ◆ Executive Session (if needed for PPRC or legal work)
- ◆ Communication Planning and Assignments
- ◆ Closing Prayer

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Using Team Reports to Build the Agenda

Simplified Structure with Accountable Leadership

B-04. Online Report/Request for Action Form for Leadership Board

Annual Report/Request for Action Form for Leadership Board

Please submit this form to the church office 10 days prior to Leadership Board Meeting, or to the chair of the agenda.

For Information Only Request Action from Leadership Board

Committee or Facilities Team Discipleship Planning Team

Ministry Team Ministry Team (Self-Organized) Other _____

Other (Specify development and/or mission-related activities)

Committee Chair/Team Leader Contact: _____

Name: _____ Title: _____

ISSUE / PROPOSAL:

Use this section to describe the activity, key strategies, and/or challenges with which the committee or team is faced. Include program objectives or strategic plans.

FINDINGS / RATIONALE:

Explain how the proposed action helps the congregation fulfill its mission and support the support plan.

FUNDING IMPLICATIONS: None Request Budgeted Amount Yes. See below for costs and funding plan.

Annual Operating Budget: A complete budget includes operating, network, and donor-based activities. Funding beyond the Annual Fund can be indicated here.

Please include the source for funding (including the amount) and funding plan if the proposed funds or additional support is required.

ACTIONS TAKEN BY COMMITTEE / TEAM:

Our congregation needs to address committee and activity items in its regular and special sessions within the guiding principles, strategic goals, and administrative policies of the congregation. Use this section to describe the action proposed or already taken by the Committee/Team under its own authority.

ACTIONS REQUIRING Leadership Board APPROVAL:


This includes: Present changes in Policy or Activity Procedures, actions requiring Policy or Standard Policy, actions requiring changes in the Budget and personnel that require strategic or congregational change plan.

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Resource 14, page 268

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TABLE TIME



- How is the use of the packet integral to the recommended agenda?
- What do you find the most challenging in the approach of a prepared packet and the recommended agenda? What element would be the most difficult to implement in your context?
- What benefit do you see in the recommended agenda and packet?

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Annual Rhythm Reference Chart for the Leadership Board

Month	Focus
January	Elect "trustee" chair, covenant, roles/responsibilities, commissioning service for out-going and in-coming leadership board members during worship
February	Easter plans, statistical trends, facility improvement plans
March	Town hall meetings with feedback
April	Deep financial dive, stewardship campaign planning, serve together
May	Ensure policies, procedures, and guiding principles are up to date
June	Deep dive into goals to identify any needed shifts
July	Possible new pastor arrival, Town Hall
August	Final retreat preparations, staff evaluations completed by pastor, feedback from cottage meetings if a new pastor has been appointed
September	Strategic ministry planning retreat conducted, nominations working on discerning new leadership for upcoming year
October	Clergy evaluation, staff retreat, staff budget requests, clergy appreciation
November	Finalize budget, charge conference, new leader training
December	State of the church town hall, clergy consultation

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LEADERSHIP BOARD
Pages 169-182
Chart pg. 181

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Communication Matters

Church members often say that their churches “don’t communicate enough.” Simplifying the structure could exacerbate the situation if the leadership is not intentional about communications. Examples of communications include:

- Leadership Board reporting following every meeting
- Congregational conversations and feedback sessions
- Newsletter articles & digital communications
- Annual commissioning of leadership
- Individual conversations

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LEADERSHIP BOARD
Pages 183-188

Using WORK TEAMS



Examples:
Budgets
Personnel Policies
Guiding Principles

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Trustees: Toolbox or Briefcase?



Launch a Building Maintenance Ministry Team!

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Inviting Leaders to Serve, not Fill a Slot

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TABLE TIME

What shifts (technical/practical and adaptive) would need to occur to live fully into the simplified, accountable structure?

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Common SAS Challenges

Best Practices to Eliminate SAS Gaps

Accountability

- Communication
- Developing and enforcing the Leadership Covenant
- Holding one another accountable at all levels
- Preparation or use of the "Packet"
- Unified voice
- Confidentiality
- Governance Mode
- Shift from congregant to leader
- Coaching investment

Adaptive Change

- Communication
- Agenda
- Compatible Room Set Up
- Strategic Ministry Planning followed by Staff/Ministry Team Leaders Retreat
- Move from reporting & maintenance and into generative & strategic priorities
- Using Work Teams

Leadership

- Communication
- Hard conversations
- Eliminate pastor over or under leading
- Regular Town Hall Meetings
- Developing and enforcing Guiding Principles
- Leadership Selection
- BOD Issues: term limits, relatives, separate nominations
- Establish forward thinking rhythms
- On-going SAS training

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Leadership Accountability Video

KayKotan.com/sas

YouTube

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What might be my FIRST steps which I could begin today?

- ✓ Begin practicing the principles of Adaptive and **Accountable Leadership**
- ✓ Start and begin using a **Building Maintenance Ministry Team** to create a new culture for your church & Trustees
- ✓ Use the **Packet** and new **Agenda** in board meetings

K & B2

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MISSION: POSSIBLE

UNITED METHODISTS OF **Arkansas**

Questions & Thoughts

A Simple Structure for Missional Effectiveness

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Small Church Advantage Seven simple ways to practice the mission of the church in a small church. Teresa J. Stewart

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Recent SAS Shifts

- No more “representatives” - instead work teams
- No more “single board” or “alternative structure”
It’s called Simplified Accountable Structure
- Nine members (not 9 -13)
- Emphasis and Need for the Three Phases
- Chair as Lay Leader, DS Liaison, & Trustee Chair
- Shift from secular experience to mature disciples
- Nominations Committee Role: equipping, application/interview, leadership development
- Communication is key
- More tools created and shared



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