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INTERVIEW: DR. BENJAMIN RIGNEY

INUMC
LEADERSHIP DEVELOPMENT



OUTLINE OF MATERIALS (1 OF 2)

- ▶ Biographical Introduction
- ▶ Workplace Skills
 - ▶ Conflict Resolution
 - ▶ Budgeting
 - ▶ Fundraising
 - ▶ Team Leadership
- ▶ Transformational Leadership Development
 - ▶ Recruiting Transformational Leaders (Lay & Clergy)
 - ▶ Training Transformational Leaders (Lay & Clergy)
 - ▶ Motivating Transformational Leaders (Lay & Clergy)

OUTLINE OF MATERIALS (2 OF 2)

- ▶ Leadership Challenges & Lessons
 - ▶ Generational Challenges
 - ▶ Apathy & Internal Focus
 - ▶ Leading & Keeping Volunteers
 - ▶ Gaining Buy-In From Groups/Members
- ▶ Getting Onboard
 - ▶ First Weeks
 - ▶ First Months
 - ▶ First Year
 - ▶ Greatest Pause
 - ▶ How the INUMC Can Equip for Success

BIOGRAPHICAL DATA

Christian conversion - July 1997

Bachelors degree - Biblical Studies ('10)

Masters degree - Theological Studies ('11)

Doctor of Philosophy degree - Leadership Studies ('17)

WORKPLACE SKILLS

Conflict Resolution

Budgeting

Fundraising

Team Leadership

WORKPLACE SKILLS: CONFLICT RESOLUTION

**“SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD”**

DR. STEVEN COVEY

Author of “The 7 Habits of Highly Effective People”

WORKPLACE SKILLS: CONFLICT RESOLUTION

- ▶ Example:
 - ▶ A story of family, worship leaders, and angry deacons
- ▶ Philosophy:
 - ▶ Hear the issue from all sides before interjecting
 - ▶ The goal is open communication and cooperation between all parties



WORKPLACE SKILLS: BUDGETING

**“DON'T TELL ME WHAT YOU VALUE,
SHOW ME YOUR BUDGET, AND I'LL
TELL YOU WHAT YOU VALUE.”**

JOE BIDEN

Former Vice President, United States of America

WORKPLACE SKILLS: BUDGETING

- ▶ Example:
 - ▶ Short term frugality in churches for longterm infrastructure upgrades
- ▶ Philosophy:
 - ▶ Invest according to the mission statement. Monetary investment shows organizational priorities
 - ▶ Budgeting with the long term health of the organization in mind
 - ▶ Invest in infrastructure and technology to insure against catastrophe derailing organizational productivity

WORKPLACE SKILLS: FUNDRAISING

THE BEST WAY TO STAY A VIABLE, GROWING ORGANIZATION IS TO HAVE DONORS WHO DEEPLY CARE ABOUT AND ARE COMMITTED TO YOUR NON-PROFIT. THE BEST WAY TO FIND DONORS LIKE THAT IS BY STAYING MISSION-FOCUSED.

JOE GARECHT

www.TheFundraisingAuthority.com

WORKPLACE SKILLS: FUNDRAISING

▶ Example:

- ▶ Annie Armstrong, Lottie Moon, and a Poor Country Church

▶ Philosophy:

- ▶ Any fundraising effort should begin with an understanding of “why”

- ▶ Fundraising efforts (especially for Gen X and Millennials) need to be mission focused and inspire people to give

- ▶ Fundraising efforts must be coupled with financial integrity and transparency so people can see where their money was spent

WORKPLACE SKILLS: TEAM LEADERSHIP

**“NONE OF US IS AS
SMART AS ALL OF US”**

KEN BLANCHARD

Author of “The One Minute Manager”

WORKPLACE SKILLS: TEAM LEADERSHIP

▶ Example:

- ▶ Riverside Church Leadership Team: Reducing blindspots through diversity of contributing voices

▶ Philosophy:

- ▶ A variety of backgrounds and specialities creates an environment where cultural idiosyncrasies and personal biases are held in check

▶ Practical application:

- ▶ Personal strengths: creativity in problem solving and vision casting
- ▶ Personal weaknesses: financial and legal knowledge, work-life balance

TRANSFORMATIONAL LEADERSHIP DEVELOPMENT

Recruiting Transformational Leaders

Training Transformational Leaders

Motivating Transformational Leaders

RECRUITING TRANSFORMATIONAL LEADERS

- ▶ Inspire people to pursue leadership development
- ▶ Provide clear pathways toward leadership development:
 - ▶ See the quote on the following slide
- ▶ Advertise programs (Facebook, Instagram, mailers, at events, etc)
- ▶ Reduce costs for basic leadership development
- ▶ Decentralize recruiting:
 - ▶ Pastors identify potential lay leaders for development
 - ▶ District leaders identify pastors for development

“The coaches in this study had many good ideas about leadership development, but no linear, structured, and formal leadership development programs were being used in any of the programs . . . Intercollegiate athletic coaches and academic administrations need to establish a formal leadership program in order to effectively develop student-athletes as leaders.”

DR. BENJAMIN RIGNEY

“The Leadership Development Practices of Intercollegiate Athletic Coaches at Christian Universities” (2017)

TRAINING TRANSFORMATIONAL LEADERS

- ▶ Provide clear pathways towards progressive and linear leadership development
- ▶ Digital curriculum (interactive webpages, videos, audio)
- ▶ Traditional curriculum (books, seminars, retreats):
 - ▶ “The Leadership Challenge” by Kouzes and Posner
 - ▶ “Designed to Lead” by Geiger and Peck
 - ▶ “Primal Leadership” by Goleman, Boyatzis, & McKee

MOTIVATING TRANSFORMATIONAL LEADERS

- ▶ *Clear* path towards leadership development
- ▶ Social media reminders about leadership
- ▶ Provide resources showing the importance of leadership:
 - ▶ In big picture applications
 - ▶ In practical measures
- ▶ Digital and personal communities of developing leaders

LEADERSHIP LESSONS

(Examples, successes, and lessons learned)

Generational Challenges

Apathy and Internal Focus

Leading and Keeping Volunteers

Gaining Buy-In from Groups/Members

OVERCOMING GENERATIONAL CHALLENGES APATHY AND INTERNAL FOCUS

**“HE WHO HAS A WHY TO LIVE
CAN BEAR ALMOST ANY HOW”**

FRIEDRICH NIETZSCHE
German Philosopher and Scholar

GENERATIONAL CHALLENGES

- ▶ Example: Riverside Church leadership team (age range: 26, 50-85). Listen, learn, then speak.
- ▶ Lesson Learned: Communication is key!
 - ▶ Explain your "*why*" to your audience according to *how they hear*
 - ▶ Communicate according to generational motivations while remembering that people can't be reduced to stereotypes

APATHY AND INTERNAL FOCUS

- ▶ Example: “Who Will Keep the Lights On?” vs. Mission Focus
- ▶ Lesson Learned: Know your why and focus on it!
 - ▶ In Leadership Development you have to know why you are on the journey before you can focus on it
 - ▶ Keep the final goal in mind to help people take their eyes off of themselves

LEADING AND KEEPING VOLUNTEERS & GAINING BUY-IN FROM GROUPS

**“PEOPLE DON’T CARE HOW
MUCH YOU KNOW UNTIL THEY
KNOW HOW MUCH YOU CARE”**

DR. RICK WARREN
Author of “The Purpose Driven Life”

LEADING AND KEEPING VOLUNTEERS

- ▶ Example: Volunteer Teams @ *Citylight Church & Solomon's Mission*
- ▶ Lesson Learned: People will step up when asked, trusted, valued, and equipped
 - ▶ Volunteers need to know why their work matters
 - ▶ Volunteers need the tools/training to be successful to fight off frustration and burn out
 - ▶ People need to know "what" and "why" but they also need to know that leaders know "who" is volunteering and values their contributions

GAINING BUY-IN FROM GROUPS/MEMBERS

- ▶ Example: Changes at Riverside Church vs SRUMC
- ▶ Lesson Learned: People will buy in when they are informed of the motivation for decisions and trusted as partners in the implementation process
- ▶ Consult with key stakeholders before announcing change
- ▶ Explain your “why” to all parties involved in the process

LEADERSHIP LESSONS CONCLUSION

- ▶ MACC as a tool for leadership growth
 - ▶ Missional - know your "why"
 - ▶ Accountable - know your "who"
 - ▶ Call - Know your "how"
 - ▶ Connectional - do it together in community

MACC Source: <http://www.inumc.org/forward>

GETTING ONBOARD

Getting started at the Indiana Conference of United Methodist Churches

The first weeks

The first months

The first year

Long-term goals

Greatest pause

How the INUMC can equip for success

THE FIRST 100 DAYS PYRAMID FROM "YOU'RE IN CHARGE: NOW WHAT?" BY NEFF & CITRIN



THE FIRST WEEKS @ INUMC

- ▶ Build a foundation
 - ▶ Learn about INUMC culture
- ▶ Align & shape expectations
 - ▶ Meet with stakeholders/influencers/workers @ INUMC HQ
 - ▶ Learn their "why" and work to align their "why" with the organizational/departmental goals
- ▶ Begin to craft strategic agenda

THE FIRST MONTHS @ INUMC

- ▶ Personal: go through INUMC ordination process to better understand it and identify with UMC culture
- ▶ Align & shape expectations
 - ▶ Meet with stakeholders/influencers/workers outside of INUMC HQ (district leaders, superintendents, influential pastors, influential volunteers) to give them "ownership" of INUMC LD initiatives
- ▶ Continue to clarify long term strategic goals and begin implementation of long term initiatives

THE FIRST YEAR @ INUMC

- ▶ Personal: Hold meetings in at least 6/10 INUMC districts
 - ▶ Hear local church concerns
 - ▶ Provide support to local churches
 - ▶ Bridge gap between LD at HQ and local church leaders
- ▶ Create digital content to help produce missional leaders
- ▶ Create avenues for leaders to encourage each other in leadership development communities (Proverbs 27:17)

LONG TERM GOALS FOR LD @ INUMC

- ▶ Create avenues for the decentralization of leadership development (LD)
 - ▶ Equip local churches to develop leaders inside their church
- ▶ Maintain centralized resources to strengthen LD efforts
 - ▶ Provide space for pastors to develop as leaders in community with other pastors
 - ▶ Provide excellent and practical LD materials for pastors and lay leaders

GREATEST PAUSE/CONCERNS

- ▶ Being a cultural outsider both in Indiana and the United Methodist Church
- ▶ Entering into an apathetic organizational culture
 - ▶ Not sensed from the INUMC but always a concern when joining a new team

HOW THE INUMC CAN EQUIP FOR SUCCESS

- ▶ Feedback in real time
- ▶ Organizational culture coaching
 - ▶ Example: Rev. Stan Wright at SRUMC mentoring on culture issues inside the United Methodist Church
- ▶ Connect with other Leadership Development offices in other state conferences

