

**The Board of Ordained Ministry
Illinois Great Rivers Conference
The United Methodist Church**



Presented to the Annual Conference
June 2006

The Book of Discipline of The United Methodist Church 2004

“In cooperation with the cabinet, the board shall develop standards of effectiveness for clergy serving as pastors of congregations in that annual conference.” ¶634.2q

Using Reflection Questions

Consider using the questions for reflection:

- 1 As a part of your personal discipline
- 2 With a partner or spiritual director
- 3 In a covenant (small) group

One technique for small group use:

Group focuses upon one quality for its meeting. The individual selects a characteristic within that quality for personal reflection. Other group members select one question under that characteristic for the individual to answer. Monitor your use of time to allow full participation. End with "How may we pray for you?" for each participant and close in prayer.

ILLINOIS GREAT RIVERS CONFERENCE

Effective Clergy Leadership

Version One

Spring 2006

The mission of our Illinois Great Rivers Conference is "To make disciples of Jesus Christ, to raise up spiritual leaders, and to transform the world." Within our mission and within the biblical and Wesleyan traditions of the United Methodist Church, our Conference strategy includes "forming spiritual leaders (clergy and lay) to live in Christian community together." In consultation with the clergy of the Illinois Great Rivers Conference, the Committee on Effective Clergy Leadership is offering this document as a tool to assist in the growth and formation of the leaders needed for effective ministry.

We know that the development of effective clergy leadership is a continuing process. At any given time we may not possess all of these characteristics or qualities, but as healthy leaders we possess the capacity for continual growth and development.

Michael Cavanagh in his book *The Effective Minister*, has written, "A violin is a musical instrument that is both sensitive and strong. It is sensitive in that it is affected by the slightest touch, and is strong because its strings can withstand a good deal of pressure. A violin must be continually and properly tuned to be played well, for if it is not, even the finest violinist cannot call forth beautiful music from it...When ministers are in tune with themselves, they can touch people in beautiful ways, but when they are out of tune with themselves, not even the Lord can make music with them."

The following pages are offered as a covenant into which we practice together the behaviors and attitudes which keep us finely tuned to the call of God upon our lives as clergy leaders in the Illinois Great Rivers Conference of the United Methodist Church.

Using the context of the General Rules laid out by John Wesley for the growth and formation of Christian disciples, we have named the place where we begin our pastoral journey, the Do No Harm standard; and the place to which we travel, the DO ALL THE GOOD YOU CAN standard. Our goal as we journey together is to be perfected in love.

Together, we have identified five qualities of effectiveness: Spiritual, Relational, Leadership, Connectional, and Wellness. The characteristics of the qualities are explored within a continuum of growth as we move from doing no harm and live into the fullness of doing all the good we can. As a tool to assist our growth individually and in covenant groups there are reflection questions. We have also listed behaviors and attitudes that are outside the clergy covenant as a tool for personal and covenantal guidance.

Eugene Peterson in his book, *Living the Resurrection: The Risen Christ In Everyday Life*, writes, "My conviction is that the church is the community that God has set at the center of the world to keep the world centered. One essential aspect of this centering is commonly called spiritual formation – the life long formation of the life of Christ in us.

"The enormous interest in *spirituality* these days is not accompanied by much, if any, interest in the long and intricate and daily business of formation in Christ – that is, the practice of the dispositions and habits of the heart that changes our word *spirituality* from a wish or a desire or a fantasy or a diversion into an actual life lived to the glory of God."

Let us grow together as clergy with lives lived to the glory of God and in covenant together.

SPIRITUAL CHARACTERISTICS OF EFFECTIVE CLERGY

CHARACTERISTIC	DO NO HARM	
RELATIONSHIP WITH GOD THROUGH JESUS CHRIST	<ul style="list-style-type: none"> ◆Have a personal relationship with God through Jesus Christ 	<ul style="list-style-type: none"> ◆Grow in personal relationship with God through Jesus Christ
PRACTICING THE PRESENCE OF CHRIST SPIRITUAL MATURITY FILLED WITH GRACE AND LOVE	<ul style="list-style-type: none"> ◆Daily devotional life ◆Balance – inhale & exhale – be used by God ◆Inner spiritual confidence 	<ul style="list-style-type: none"> ◆Balance of all life
PRAYER LIFE	<ul style="list-style-type: none"> ◆Personal prayer life ◆Talk/listen to God ◆Pray when you promise someone ◆Encourage congregation to pray ◆Pray spontaneously as pastor ◆Daily prayer 	<ul style="list-style-type: none"> ◆Intercessory prayer
OPENNESS, VULNERABILITY, GENUINENESS	<ul style="list-style-type: none"> ◆Recognize and acknowledge boundaries in various contexts 	<ul style="list-style-type: none"> ◆Speak openly and honestly about a life issue, within appropriate boundaries and contexts
SABBATH TIME	<ul style="list-style-type: none"> ◆Reflection & recognition of what is “Sabbath” for you. ◆A non-Sabbath day off each week for relaxation, recreation 	<ul style="list-style-type: none"> ◆Prioritizing time
BUILDING RELATIONSHIPS	<ul style="list-style-type: none"> ◆Know the congregation and be sensitive to where they are 	<ul style="list-style-type: none"> ◆Know the community and be sensitive to where they are
LEARNER	<ul style="list-style-type: none"> ◆Personal: recognize own need to learn & grow ◆Congregational: study for sermons, studies, etc. 	<ul style="list-style-type: none"> ◆Personal: study for enlightenment ◆Congregational: encourage others to study for enlightenment
INTEGRITY	<ul style="list-style-type: none"> ◆Not lying to self or God ◆Resist temptation to use pulpit for Pastor’s agenda 	<ul style="list-style-type: none"> ◆Be professional, not arrogant, superior, exclusive, lazy
RELATIONAL MATURITY	<ul style="list-style-type: none"> ◆Tolerance beyond the basics 	<ul style="list-style-type: none"> ◆Non-judgmental
WORSHIP	<ul style="list-style-type: none"> ◆Attend worship regularly 	<ul style="list-style-type: none"> ◆Grow into opportunities to participate in worship
SENSE OF GOD’S PRESENCE IN THE MOVEMENT OF LIFE	<ul style="list-style-type: none"> ◆Being able to identify and name ways God’s Spirit is moving 	<ul style="list-style-type: none"> ◆Cooperating with God’s Spirit at work in the world
STEWARDSHIP	<ul style="list-style-type: none"> ◆Understanding that everything we have belongs to God 	<ul style="list-style-type: none"> ◆Tithing money & time

NOTES:

	DO ALL THE GOOD YOU CAN	CHARACTERISTIC
◆Moment by moment, seeking to discern God's will	◆Living in imitation of Christ	RELATIONSHIP WITH GOD THROUGH JESUS CHRIST
◆Discern what's needed next, to enable yourself to grow deeper in love of God and neighbor	◆Established discipline ◆Model disciplines inward and outward and communicate it to others	PRACTICING THE PRESENCE OF CHRIST SPIRITUAL MATURITY FILLED WITH GRACE AND LOVE
◆Pray for discernment ◆Resting daily in God's presence without words	◆Teaching others ◆Leading and inspiring ◆Cooperating with the Spirit ◆Dedicated blocks of time set aside for intentional prayer ◆Praying without ceasing ◆Life that is transformed by prayer	PRAYER LIFE
◆Stay true to behavior that's inspired by the Holy Spirit	◆Sharing where God is working in your life ◆Share personal journey	OPENNESS, VULNERABILITY, GENUINENESS
◆Attend worship in other places when on vacation	◆Large block of retreat time, at least quarterly ◆Spiritual renewal ◆Regular time set apart for praise and worship	SABBATH TIME
◆Know congregation well enough to affirm the positive & to confront ◆Accountability at all levels Equip others for ministry	◆With congregation, build relationships in community for transformation, building God's kingdom	BUILDING RELATIONSHIPS
◆Personal: study for self transformation ◆Congregational: study to lead congregational transformation	◆Personal: life-long learning brings wisdom to spiritual leader ◆Congregational: open environment of mutual learning for transformation	LEARNER
◆Acknowledge our mistakes as pastors, apologize when necessary	◆Openness, transparency, honesty, real in relationship with God	INTEGRITY
◆Acceptance of diversity	◆Wise and timely ◆Listen and discuss all views ◆Dialogue of diverse views	RELATIONAL MATURITY
◆Appreciate and respect different styles	◆Worship as a lifestyle	WORSHIP
◆Participating with God's Spirit at work in the world	◆Openness even to spiritual restlessness which risks following God into the unknown	SENSE OF GOD'S PRESENCE IN THE MOVEMENT OF LIFE
◆Sacrificial giving	◆Outreach to the poor and marginalized	STEWARDSHIP

Examples of Doing Harm

- Refusing to study or practice spiritual disciplines; neglecting the means of grace
- Secrecy
- Not developing trust with other clergy
- Dishonesty
- Jealousy/competition among clergy; killjoy of comparison
- Isolation from God or community of faith, withdrawal, non-participation with other clergy, lone ranger
- Passion for excluding/not reaching out
- Compulsive behaviors – gambling, drinking, indebtedness
- Preoccupation with success; me, me, me – it’s all about me!
- Individualism/personal perception of one’s ministry to detriment of faith community to which appointed
- Addictions getting in the way (alcohol, smoking) of God
- Difficulty in accepting authority of church; overly developed mistrust of the connectional system
- Rebellious attitude toward Disciplinary requirements of pastoral responsibilities
- Not participating in a covenant group
- Overworking/under working, burn out
- Unwilling to exert energy and time to empower people and make disciples of Jesus Christ
- Not practicing the Sabbath, not reading the Bible
- Neglect of family
- Seeking selfish gain; considering self to be indispensable
- Compromising the gospel to gain the favor of the people
- Cynicism
- Intolerance for other views or approaches; arrogance – I know the best way, I have all the answers
- Living in a parsonage without consideration of the next clergy family who will be living there
- Being openly or overly critical of the UMC
- Having an anxious presence
- Living in constant judgment of others – hoping others might fail
- Surfing the web and visiting inappropriate sites
- Unethical use of one’s own and others' time, money, and other resources
- Irresponsible stewardship in all areas of our lives
- Violent behavior to self and/or others (on a continuum from negative self talk to violent acting out)
- Insubordination – refusing to honor the covenant relationship we have with God and others
- Don’t want to be challenged or held accountable
- Entitlement attitude, demanding respect
- Low self esteem
- Legalism
- Playing the blame game
- Short tempered
- Poor attitude

Spiritual Reflection Questions

How is it with your soul?

Relationship with God

- Where was I most able to give or receive God’s love today?
- Where was I least able to give or receive God’s love today?
- Where did I refuse Christ this week?
- Where are you running toward/away from God?
- What causes your soul to scream with joy? What gives you peace?
- What steals your joy? About what do you cry? How do you deal with this?

Practicing the presence of Christ

- Have you observed consistent devotional life (spiritual disciplines) since we last met?
- Are you reading scripture at times other than at sermon preparation?
- How thoroughly “under the influence” are you?

How has the peace of Christ been disrupted in your heart?

What persistent concerns remain/keep recurring as opportunities to be profitably employed by God, or are remaining/recurring problems detrimental without being profitably employed by God?

How have I quenched the spirit?

Prayer life

Is my quiet time with God always filled with words, requests, etc. so that I am unable to hear God's voice nudging, leading?

What temptations are you struggling with? How are you coping?

Is my identity solid before God?

How has Christ been disappointed in your life? How, or where, have you failed this week?

How is the Spirit leading you to address the growing edges of your life?

Openness

Who do you share spiritual struggles with? To whom do you confess your sins, showing transparency?

Can I receive instruction and admonishment? Can I give instruction and admonishment in love?

What secrets are you hiding?

Do I have a clear idea of my own spiritual health?

What feeds you? What drains you?

What do you need, and from whom?

Sabbath

How have you observed and protected Sabbath?

Have you received Communion at every opportunity offered?

Am I taking time for rest and refreshment of my soul?

Spiritual leadership

How have the fruits of the Spirit evidenced themselves in you this week?

Who are you discipling for Christ?

How are you equipping the saints?

How were you Christ to others this week? How have others seen Christ in you this week?

Building relationships

What risks did you choose not to take to preventing you from growing closer to Christ?

What risks did you choose in order to grow closer to Christ?

How do you experience pain or suffering? Who in your circle of relationships causes you pain?

Learner

Who do you know in your circle of relationships that most models the life of Jesus Christ?

How has your faith been stretched or grown this week?

In what specific means of grace am I growing?

Integrity

What acts of mercy have you done?

Am I willing to submit to God's will for my life?

Can I love? Can I love the lost? Can I receive love?

What opportunities have you encountered for being employed by God/what determines?

Sense of God's presence

In what area of your life can you sense God working?

What have you specifically done or experienced that has enabled you to be reminded you are a child of God?

How am I feeling, hearing, experiencing God's leading this week?

Stewardship

Does your appointment give you adequate opportunity to express gifts?

Is your identity able to be expressed in your current appointment?

How have you served Christ this week?

How have you played?

How may we pray for you?

A space to list other spiritual reflection questions for individual or group use.

RELATIONAL CHARACTERISTICS OF EFFECTIVE CLERGY

CHARACTERISTIC	DO NO HARM	
CLERGY COVENANT	<ul style="list-style-type: none"> ◆Don't be envious of other pastors. ◆There are consequences that impact others, not just self. 	<ul style="list-style-type: none"> ◆Take time to see positives in own appointment.
IDENTITY IN CHRIST	<ul style="list-style-type: none"> ◆Don't rely on own perception of self-worth. ◆Don't rely on own strength, wisdom, and abilities. 	<ul style="list-style-type: none"> ◆Practice the Means of Grace.
ACCOUNTABLE	<ul style="list-style-type: none"> ◆Live a moral lifestyle. Live with faithfulness in marriage and celibacy in singleness. ◆Follow Ten Commandments. 	<ul style="list-style-type: none"> ◆Find someone who will always hold you accountable.
HUMILITY	<ul style="list-style-type: none"> ◆Admit we don't know everything. 	<ul style="list-style-type: none"> ◆Focus on others instead of self.
FIDELITY	<ul style="list-style-type: none"> ◆Never gossip. ◆Never attack someone else. ◆Know boundaries and keep them. 	<ul style="list-style-type: none"> ◆Fidelity in every relationship. ◆Build healthy relationships with spouse and others, with appropriate intimacy.
TRUST	<ul style="list-style-type: none"> ◆Demonstrate & embrace trustworthiness. ◆Do not question the integrity of others without examining your own motives to do so. 	<ul style="list-style-type: none"> ◆Trust is two-way.
SUPPORT/COMPASSION	<ul style="list-style-type: none"> ◆Understanding your own needs and the needs of others. 	<ul style="list-style-type: none"> ◆Support others and allow others to support you.
CONFLICT RESOLUTION	<ul style="list-style-type: none"> ◆Knowing when and how to intervene. 	<ul style="list-style-type: none"> ◆Recognize and avoid triangulating.
LOVE	<ul style="list-style-type: none"> ◆Love one another. 	<ul style="list-style-type: none"> ◆Grow into the love of Christ.
PASTORAL ETHICS	<ul style="list-style-type: none"> ◆Keep confidences. Even after leaving a parish, we are still responsible to keep matters confidential. 	<ul style="list-style-type: none"> ◆Refer people when counseling is beyond your own abilities/training
HONESTY	<ul style="list-style-type: none"> ◆Don't react unfairly or with vengeance when someone resists our teachings or hurts us. 	<ul style="list-style-type: none"> ◆Truth telling in all things.

NOTES:

DO ALL THE GOOD YOU CAN		CHARACTERISTIC
◆Take vacations, days off, etc., setting a precedent for those who follow. Reflect on how your actions will impact future clergy.	◆See you life as part of larger community: encourage others; build friendships with colleagues; speak the truth in love and kindness; use opposition and differences of opinion as teaching moments.	CLERGY COVENANT
◆Trust God's leading.	◆Know what God thinks we're worth – who we are in Christ, God's power through us.	IDENTITY IN CHRIST
◆Honest disclosure that communicates transparency, humility and grace.	◆Perfection in love.	ACCOUNTABLE
◆Live a life of generosity and in mission.	◆Equip, encourage, and enable others.	HUMILITY
◆Build relationships based on the commandments of Jesus.	◆Relationships perfected in love.	FIDELITY
◆Be honest, keep confidences. ◆Live out your convictions. ◆Follow through on commitments.	◆Build open relationships of confidence and transparency ◆Ministry with a clear relationship & direction from God through the Holy Spirit.	TRUST
◆Acknowledge others' vulnerability and respond with appropriate vulnerability.	◆Accept care from others. ◆Know when to give care. ◆Respond in appropriate ways.	SUPPORT/COMPASSION
◆Having the insights of Jesus to see into the hearts of others (Matthew 18).	◆Allowing all to be in a win/win situation. ◆Seek reconciliation.	CONFLICT RESOLUTION
◆Learning to disagree within the love of Christ.	◆Encourage others to grow toward perfection in love.	LOVE
◆Maintain your integrity even in difficult times.	◆Live a blameless life.	PASTORAL ETHICS
◆Be transparent in how God is working in your life.	◆Demonstrate appropriate transparency in all areas of life.	HONESTY

Examples of Doing Harm

Living outside the covenant impacts the growth of a local congregation, and stops trust in a local ministry.

- Preoccupation with details
- Taking career attitude vs. vocational/called
- Reckless behavior
- Not trusting other clergy, Undermining the ministry of another clergy
- Forgetting that God's call can be something greater than the congregation; not working ecumenically
- Building relationships with clergy only as it relates to their congregations and ministry
- Lack of small group prayer
- Hurt by transient nature of appointments
- Adultery, infidelity of any kind, ignoring boundaries
- Not attending meetings; isolationism; turning inward and avoiding relationships
- Jealousy, pride
- Overt and covert hostility
- Laziness
- Deterioration of our relationship with God; not attending to spiritual disciplines
- Lack of respect of property/finances
- Overweight/not exercising
- Returning to previous charges and interfering with current pastoral leadership and current vision. The congregation is not in the same place as when the pastor left. Be a friend, and not their pastor, and just love them as part of their spiritual walk.
- Plagiarizing.
- Low boundaries – abuse of power, lack of peace.
- Placing covenant with clergy above relationship with God. Politicizing clergy covenant.

Relational Reflection Questions
How is it with your soul?

Identity in Christ

- Where are you struggling with fulfilling God's vision for you?
- Where are the new beginnings in your life?
- How has God used your best efforts?
- How are you laying yourself aside for God in light of the current system of ministry?

Accountable

- Do you participate in a covenant group? With clergy (United Methodist or other denominations)?
- How are others holding you accountable to the ministry?
- Where is your focus? On your job? On your marriage?
- How have you reflected on the week or on particular situations?

Humility

- Do you respond as a reflex action, or do you reflect before you respond?

Trust

- Are you working toward being secure in your soul?
- Do you trust God enough to know that everything will work for the good?

Support/Compassion

- Do you know your unspoken needs? Do others?
- How are your stress levels?

Conflict resolution

- Are you exhausted from congregational conflict?

Love

- Where is it difficult for you to separate "How is it with your soul?" from "How is it with your church?"
- Are you seeing personal growth through the study of Scripture and life experience?

Pastoral ethics

- Have you taken time apart to revitalize your own spirit?
- How are you taking times for personal spiritual growth?

How may we pray for you?

A space to list other relational reflection questions for individual or group use.

LEADERSHIP CHARACTERISTICS OF EFFECTIVE CLERGY

CHARACTERISTIC	DO NO HARM	
FAITHFUL PRACTICE OF THE MEANS OF GRACE	Know what the means of grace are <i>Know</i>	Practicing acts of piety and mercy <i>Personalize</i>
HUMILITY	<ul style="list-style-type: none"> ◆Listening to God and others. ◆Willing to be under authority and supervision ◆Don't be false 	<ul style="list-style-type: none"> ◆Realizing it's not about me ◆Seeking the best for others ◆Knowing God, yourself and others in relationship ◆Reaffirmation of one's call to ministry ◆Servant of Christ by serving the mission
VISIONARY	<ul style="list-style-type: none"> ◆Avoid short term focus ("We've never done it that way before") 	<ul style="list-style-type: none"> ◆Focus on Vision and Mission ◆Explore the questions: "Who are we?" and "What are we about?" ◆Articulate the vision and mission of the church and the conference and denomination
INTEGRITY/TRUST	<ul style="list-style-type: none"> ◆Avoid speaking in half truths ◆Avoid secret agendas and being manipulative ◆Avoid poor communication ◆No victimization 	<ul style="list-style-type: none"> ◆Learning to let go and deal with our issues of control. ◆Seek information in order to understand why things are as they are ◆Talk/communicate with church leaders & members ◆Speak the truth in love ◆Compassion
LIFE LONG LEARNER/ EQUIPPER/MENTOR/COACH	<ul style="list-style-type: none"> ◆Do not micromanage. ◆Allow others to investigate and question, realizing I don't know it all 	<ul style="list-style-type: none"> ◆Encourage questions and seek answers together ◆Openness: listening to the spirit
GOD FOCUSED/ GOD CENTERED	<ul style="list-style-type: none"> ◆No "holier than thou" attitude or arrogance ◆Do not be competitive with clergy peers ◆Being biblically grounded and prayerful 	<ul style="list-style-type: none"> ◆Being biblical ◆Recognize and continually affirm God's calling ◆Clergy covenant group
INCLUSIVE	<ul style="list-style-type: none"> ◆Acknowledge diversity. 	<ul style="list-style-type: none"> ◆Encourage believers to discover and use their gifts.
CONFIDENTIAL	<ul style="list-style-type: none"> ◆Know your limitations ◆Listen and keep confidentiality 	<ul style="list-style-type: none"> ◆Do not make unsubstantiated assumptions
SENSITIVITY	<ul style="list-style-type: none"> ◆Do not blame others ◆Do not punish failure 	<ul style="list-style-type: none"> ◆Be attentive ◆Allow/expect failure that comes with risk taking
WORKER	<ul style="list-style-type: none"> ◆Do not be triflingly employed ◆No workaholism ◆Keeping Sabbath 	<ul style="list-style-type: none"> ◆Spiritual discipline ◆Follow through
ACCOUNTABILITY TO THE DOCTRINE/POLITY OF THE UNITED METHODIST CHURCH	<ul style="list-style-type: none"> ◆Submit to the doctrine and polity of the United Methodist Church 	<ul style="list-style-type: none"> ◆Participate in covenant groups

	DO ALL THE GOOD YOU CAN	CHARACTERISTIC
Leading others into acts of piety and mercy <i>Lead</i>	Embody the means of grace <i>Embody</i>	FAITHFUL PRACTICE OF THE MEANS OF GRACE
<ul style="list-style-type: none"> ◆To be servant of all ◆Equip others to lead ◆Shared leadership 	<ul style="list-style-type: none"> ◆Exercising discernment ◆Position ourselves under God, which will empower us to communicate God's truth in every form ◆Celebrate and praise when others grow and succeed 	HUMILITY
<ul style="list-style-type: none"> ◆Discover Vision together (clergy and church) ◆Make the vision and mission real for the local church ◆Encourage a culture/environment that allows risk taking and new ideas 	<ul style="list-style-type: none"> ◆Live the vision 	VISIONARY
<ul style="list-style-type: none"> ◆Embrace conflict as opportunity ◆Talk/communicate with church leaders and members ◆Consistency 	<ul style="list-style-type: none"> ◆Transparency ◆Unconditional love and God centeredness 	INTEGRITY/TRUST
<ul style="list-style-type: none"> ◆ Guide ◆Engage in a clergy covenant group ◆Being a colleague engaged in covenant community 	<ul style="list-style-type: none"> ◆Actively engage in the process of mentoring and being mentored and apply and engage the discoveries that have been encountered ◆Adaptability ◆Continually learning ◆Model an idea, share, then empower 	LIFE LONG LEARNER/ EQUIPPER/ MENTOR/COACH
<ul style="list-style-type: none"> ◆Practice of spiritual disciplines ◆Being balanced in all things ◆Sharing leadership 	<ul style="list-style-type: none"> ◆Discipling ◆Transformed into the image of Christ (John 17) 	GOD FOCUSED/ GOD CENTERED
<ul style="list-style-type: none"> ◆Spiritual discipleship and accountability 	<ul style="list-style-type: none"> ◆Embracing diversity of gifts (I Cor. 12) ◆Radical Hospitality 	INCLUSIVE
<ul style="list-style-type: none"> ◆Open minded 	<ul style="list-style-type: none"> ◆Honor and respect others ◆Hold each other accountable for keeping confidences 	CONFIDENTIAL
<ul style="list-style-type: none"> ◆Value Christlikeness in other persons 	<ul style="list-style-type: none"> ◆Fully engaged, available, fully focused on others 	SENSITIVITY
<ul style="list-style-type: none"> ◆Accountability 	<ul style="list-style-type: none"> ◆Passionately involved in God's work ◆Displaying fruit of the Spirit 	WORKER
<ul style="list-style-type: none"> ◆Clearly understand and live into the core beliefs of the United Methodist Church 	<ul style="list-style-type: none"> ◆Teach, live, and share—make it incarnational to those we encounter 	ACCOUNTABILITY TO THE DOCTRINE/POLITY OF THE UM CHURCH

Examples of Doing Harm

- Inability/unwillingness to teach/preach the doctrines of the UMC
- Speaking ill of other clergy or the connectional clergy covenant
- Dependency or addiction, such as to drugs or alcohol, that interferes with pastoral duties
- Abusive leadership style such as manipulation and harassment
- Bigotry, racism, ageism,... “isms”
- Breaking confidences
- Isolationism at the personal and connectional levels
- Refusal of an appointment
- Refusal to itinerate for Probationary members, Associate members, or Elders
- Unwillingness to submit to covenant authority
- Moral/Ethical misconduct
- Habitual creation of destructive conflict requiring outside intervention
- Not keeping appropriate professional/clergy boundaries with former parishioners
- Lack of personal stewardship
- Plagiarism
- Failure to live in covenant and pray for each other

Leadership Reflection Questions
How is it with your soul?

Faithful Practice of the Means of Grace

How is my practice of spiritual disciplines?
When are things with my soul going well? What am I doing in those times?
Have I danced lately?
Is my life balanced?

Humility

Where have “I” gotten in the way?
What new areas have recently come under God’s control/victory?
What new aspects of my life has the Holy Spirit revealed for growth?
Do I practice servant leadership?

Visionary

How has vision shaped my life?
How is vision shaping my ministry?

Integrity/Trust

Where am I speaking the truth in love?
Are there times when I have to conceal the truth?
Where am I in conflict with what I believe and how I live?
What relationships rejuvenate my soul? What relationships in my life need healing?
Am I loving unconditionally?

Life Long Learner (Equipper/Mentor/Coach)

Who’s following me? Who is not following me?
Where have I failed to follow good leadership?
Am I reading widely and deeply?
How am I equipping others and delegating ministry?

God Focused/God Centered

How am I being an example of Christ to others?
Where am I allowing the Spirit to work through me?

Inclusive

What are my prejudices and when do they evidence themselves?
What are my fears?

Confidential

How have I acted or spoken in ways that have not honored or respected the confidence of others?

Sensitivity

How have I valued Christlikeness in other people?
Where am I settling in, or becoming comfortable?
Where am I taking risks? Where do I need to be taking risks? How am encouraging others to take risks?
Who do I need to ask forgiveness of? Who do I need to forgive?

Worker

Have I produced disciples for Jesus Christ?
What am I to put in place and support a disciple making process?
Where am I experiencing God’s presence in my pastoral work?

Accountability to the Doctrine/Polity of The United Methodist Church

How do I express/live the beliefs of The United Methodist Church in order to nurture and grow others?
What areas of my life do I need to submit to the doctrine and polity of The United Methodist Church?
Whom do I ask for feedback?

How may we pray for you?

A space to list other leadership reflection questions for individual or group use.

CONNECTIONAL CHARACTERISTICS OF EFFECTIVE CLERGY

CHARACTERISTIC	DO NO HARM	
ITINERANCY	<ul style="list-style-type: none"> ◆Ability to transition for the success of the next pastor 	<ul style="list-style-type: none"> ◆Leaving adequate records, including computer files ◆Willingness to trust the hand of God in each appointment
COVENANT COMMUNITY	<ul style="list-style-type: none"> ◆Knowing the congregational mission ◆Integrity within the itinerant system 	<ul style="list-style-type: none"> ◆Teaching the mission of the congregation and conference ◆All clergy revisit the Lifestyle questions regularly
OPENNESS	<ul style="list-style-type: none"> ◆Develop relationship of trust with clergy colleagues 	<ul style="list-style-type: none"> ◆Intentionally investing time in collegial relationships
CALL	<ul style="list-style-type: none"> ◆Seek confirmation of call to ministry beyond home church 	<ul style="list-style-type: none"> ◆Recognizing the uniqueness of each person's call
ENCOURAGEMENT	<ul style="list-style-type: none"> ◆Not accepting the role of messiah or martyr 	<ul style="list-style-type: none"> ◆Building the priesthood of all believers ◆Be realistic about own limitations
COLLEGIALITY	<ul style="list-style-type: none"> ◆Not engaging in territorial or turf disputes 	<ul style="list-style-type: none"> ◆Stay focused on making disciples
FAITH	<ul style="list-style-type: none"> ◆Not raising barriers to change inspired by the Holy Spirit 	<ul style="list-style-type: none"> ◆Maintain future orientation
CLERGY COVENANT GROUPS	<ul style="list-style-type: none"> ◆Be fully present in Clergy Covenant Group 	<ul style="list-style-type: none"> ◆Participate in Clergy Covenant Group
RESPECT	<ul style="list-style-type: none"> ◆Not gossiping, insulting or degrading ourselves, circumstances, congregations, colleagues or connectional leadership 	<ul style="list-style-type: none"> ◆Speaking graciously of our selves, circumstances, congregations, colleagues, or connectional leadership

NOTES:

DO ALL THE GOOD YOU CAN		CHARACTERISTIC
<ul style="list-style-type: none"> ◆Care of the parsonage ◆Being cautious about providing negative info about church members in new appointment 	<ul style="list-style-type: none"> ◆Faithfully do the work of the church in the local church/setting where appointed 	ITINERANCY
<ul style="list-style-type: none"> ◆Engaging the local church to connect the congregation, conference, and denominational mission 	<ul style="list-style-type: none"> ◆The world is our Parish ◆Living into our biblical mission 	COVENANT COMMUNITY
<ul style="list-style-type: none"> ◆Supporting colleagues in mission and ministry 	<ul style="list-style-type: none"> ◆Transparency, honesty and trusting relationships with God and others 	OPENNESS
<ul style="list-style-type: none"> ◆Reflect on ongoing evolution of call in your life 	<ul style="list-style-type: none"> ◆Affirm God's will in your life 	CALL
<ul style="list-style-type: none"> ◆Help each person develop gifts and graces fully 	<ul style="list-style-type: none"> ◆Identify and mentor persons' called to ministry 	ENCOURAGEMENT
<ul style="list-style-type: none"> ◆Building cooperation with other local United Methodist Churches for mission and ministry 	<ul style="list-style-type: none"> ◆Enhancing cooperation with Christians beyond one's own local church boundaries 	COLLEGIALITY
<ul style="list-style-type: none"> ◆Risk taking for vision/mission 	<ul style="list-style-type: none"> ◆Visionary rather than nostalgic 	FAITH
<ul style="list-style-type: none"> ◆Support nurturing and accountability within the group 	<ul style="list-style-type: none"> ◆Challenge and celebrate each others growing edges 	CLERGY COVENANT GROUPS
<ul style="list-style-type: none"> ◆Actively celebrating the gifts and graces of ourselves, circumstances, congregations and connectional leadership 	<ul style="list-style-type: none"> ◆Living the connection-living as a representation of the whole and not one of the pieces 	RESPECT

Examples of Doing Harm

- Not being honest with congregation about transitions to new appointments
- Full-time pastor also employed in another way.
- Jealousy and resentment of other's success, competition and turf wars.
- Discouraging another pastor
- Disparaging another member of my covenant group.
- Violating confidentiality.
- Apathy.
- Cynicism.
- Isolation.
- Gossiping.
- Undermining or sabotaging another's ministry.
- Theologically choosing sides.
- Inappropriate touching.
- Enabling dysfunctional behaviors by our co-dependency.
- Doing ministry on autopilot.
- Controlling instead of releasing people.
- Saying harmful things about members we have pastored to in-coming pastors.
- When we say/imply that the Cabinet hurt us or the church in this new appointment.
- Undermining the mission of the conference by diminishing the need for paying apportionments
- Hostility toward the conference
- Withdrawal from conference/district committees/events.
- Refusal to grow or change, stagnation
- Not taking time for yourself and/or family.
- All kinds of addictions.

Connectional Reflection Questions
How is it with your soul?

ITINERANCY

How have I made it difficult for someone else to transition in?
How have I preconditioned my successor with regard to members of the church to which she/he is coming?
(Are you preaching your successor in?)

COVENANT COMMUNITY

Do I maintain confidences?
Is my lifestyle blameless before God?
Am I a Lone Ranger?

OPENNESS

Am I open to new insights, information and ideas?
Am I open to share joys and sorrows with my colleagues?
Do I trust my colleagues?

CALL

Am I growing in grace?
Am I developing spiritually?
Am I developing physically?
Am I developing personally and professionally?

ENCOURAGING

Do I encourage colleagues in ministry?
Do I help to equip other colleagues in ministry?

COLLEGIALITY

How do you establish enduring friendships with people outside of your local church?
How do your friendships support your ability to carry out your ministry?
Am I a good example of collegiality?

FAITH

How are you being sustained?
Are you listening to others and the Holy Spirit?
What is your regular/typical devotional habit?

CLERGY COVENANT GROUPS

Are you in a Clergy Covenant Group?
With what clergy have you had fellowship?
Am I willing to listen to other's joys and sorrows?
How do I deal with the success of other colleagues?

RESPECT

Do I celebrate the gifts of other clergy?
Do I celebrate the success of others?
Do I respect parish boundaries?

How may we pray for you?

A space to list other connectional reflection questions for individual or group use.

WELLNESS CHARACTERISTICS OF EFFECTIVE CLERGY

CHARACTERISTIC	DO NO HARM	
PHYSICAL HEALTH	♦ Awareness of impact of your lifestyle on your body	♦ Become less sedentary, increase physical activities
	♦ Reasonable diet -- avoid harmful food and substances	♦ Take a good multi-vitamin
	♦ Proper and regular medical care	♦ Claim responsibility for current health condition
	♦ Avoid harmful activities and habits	♦ Avoid overindulgence in all things
	♦ Rest from daily activity	♦ Get adequate sleep
SABBATH REST	♦ Set aside regular Sabbath time and educate congregation about it	♦ Be watchful of unfocused rest
SPIRITUAL HEALTH	♦ Daily prayer and Bible study	♦ Have a discipleship group/accountability partner
	♦ Sense of God's purpose for oneself	♦ Daily life reflects God's purpose
	♦ Trust God	♦ Trust self
EMOTIONAL HEALTH	♦ Ability to look inward	♦ Self awareness of growing edges
	♦ Meet regularly with a group	♦ Be a part of a group that regularly asks "How is it with your soul?"
	♦ Manage emotions	♦ Face what holds you back from working through problem(s)
FINANCIAL HEALTH	♦ Live within your means for current reality	♦ Develop financial plan for future
COVENANTAL HEALTH	♦ Don't screw up another pastor's ministry	♦ Respect other ministers and their ministries
SOCIAL HEALTH	♦ Engage in activities beyond ministry setting	♦ Develop personal friendships beyond ministry setting
RELATIONAL HEALTH	♦ Recognize not everything is about me	♦ Cultivate compassionate listening skills
	♦ Ability to distinguish needs from wants	♦ Act upon the needs
MENTAL HEALTH	♦ Ability to work out own issues separately from the pulpit and professional life.	♦ Recognition of need to seek assistance be it for own issues or impact of congregational issues

NOTES:

	DO ALL THE GOOD YOU CAN	CHARACTERISTIC
◆ Live active lifestyle	◆ A regular and specialized exercise routine	PHYSICAL HEALTH
◆ Make healthier choices	◆ Eat healthily and in moderation	
◆ Work out specific plan with health professional	◆ Encourage others to do the same	
◆ Work towards balance in activities	◆ Transparency and accountability	
◆ Participate in activities that bring joy outside of profession	◆ Plan and take all your vacation	
	◆ Take regular sabbatical	SABBATH REST
◆ Annual spiritual retreat	◆ Lead others to increased spiritual health	SPIRITUAL HEALTH
◆ Practice means of grace/spiritual disciplines	◆ Assist others to find God's purpose for themselves	
◆ Trust others (laity and clergy)	◆ Be trustworthy	
◆ Addressing growing edges	◆ Self differentiation	EMOTIONAL HEALTH
◆ Name that for which you want to to be accountable	◆ Hold each other accountable	
◆ Work through problem(s)	◆ Reflection on process for own growth	
◆ Become debt free	◆ Make all you can, save all you can, give all you can	FINANCIAL HEALTH
◆ Support and encourage others in ministry	◆ Engage in strong covenant and clergy fellowship	COVENANTAL HEALTH
◆ Cultivate close friendships beyond ministry setting	◆ Engage in ongoing intimate and deep friendships beyond ministry setting	SOCIAL HEALTH
◆ Allow people to tell their story	◆ Empower people to own their story	RELATIONAL HEALTH
◆ Articulate choices	◆ Balance demands of self, family, church	
◆ Willingness to seek appropriate care	◆ Working through and with own issues appropriately	MENTAL HEALTH

Examples of Doing Harm

- Isolation/lone-ranger
- Financial irresponsibility
- Untreated addiction
- Chronic untreated health problems
- Refusing forgiveness or to forgive others
- No laughter or tears
- Predatory behavior
- Spending more time making excuses than tackling the problem
- Boundary violations, failure to even recognize that there are boundaries
- Lack of care for parsonage or take an attitude of selfish consumption rather than improvement
- Interfering in other parishes
- Overly busy on things outside the church
- Unresponsive to needs of others
- Not moving forward after being hurt
- Needing to always be in charge
- Ignoring spiritual disciplines

Wellness Reflection Questions

How is it with your soul?

General discernment

- How is it with your soul?
- Do you have personal disciplines?
- Where have you been challenged this week?
- Are there issues in your life effecting your ministry or personal life?
- Are the issues physical? Spiritual? Emotional? Financial? Relational? Mental?

Physical health

- Have you had a physical exam lately?
- Do you exercise daily or on a weekly routine?
- Are you eating properly and do you have a balanced diet?
- How are you practicing a healthy lifestyle?
- Do you have the energy and health you need to answer God's call for your life?

Spiritual health

- Do you faithfully attend your accountability group? If not, what prevents you?
- Outside of sermon preparation, have you spent time in prayer? Scripture reading?
- Are you spending time with the Lord in a personal way?
- Do you attend to the means of grace: communion, Bible study, meditation, prayer, fasting, Sabbath? How often?
- What is your faith walk?
- In what areas are you growing spiritually?
- What feeds your soul?
- Where/when have you seen the hand of God moving?
- Is there anything on your hard drive that you wouldn't want anyone else to see?
- Where have you felt the life-transforming presence of God?

Emotional health

- What are your outlets for stress?
- How did you spend your Sabbath? Your day off?
- How do you balance your emotional needs with those of your family, your church?
- When is the last time you laughed? Felt like singing?
- What are you finding rewarding in your life? Personally? Professionally?
- What is frustrating you? Personally? Professionally?
- When are you experiencing fear? Joy?

Financial health

- Are you tithing? Giving above and beyond? How are you spending the other 90%?
- Are you saving and investing in the future?
- Are you embarrassed to tell how much debt you have?
- What steps are you taking to get out of debt?
- What expenditures are you considering? What are your wants versus needs?

Relational health

- How are your family ties growing daily?
- If you had an emergency at 3 AM what 3 people would you call?
- What ways are you ministered to and by whom?
- Where have you brought peace?
- Where are you experiencing conflict in your ministry? Is this conflict related to your purpose of making disciples?
- Do you have a support group?

Mental health

- What reading has challenged your thinking lately?
- When do you say no? When do you ask for help?

How may we pray for you?

A space to list other wellness reflection questions for individual or group use.