Bothell UMC Leader's Guide

2016 Version

A resource for leaders of ministry, program areas, and small groups at Bothell UMC

2016 Leadership Development Team

1/15/2016

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1. Introduction

This document is a resource for leaders of ministry, program areas, and small groups at Bothell United Methodist Church (UMC). The guidelines and other information in this document cover a wide variety of topics which include what it means to lead a ministry or small group at Bothell UMC, the logistics of leading (sometimes referred to as "nuts and bolts"), guidelines on how to run a meeting, recruiting members to the group, dealing with challenges of leadership, and other helpful resources.

There are numerous types of groups at Bothell UMC such as CORE groups, ministry and program teams (e.g., children's ministries, communications team, missions team, reconciling ministry, United Methodist Men (UMM), United Methodist Women (UMW), worship, and youth ministries), as well as administrative teams and committees (e.g., Church Council, Finance, Staff Parish Relations, and Trustees). This guide is for leaders of every group; although, not all of the material will be pertinent to all groups and group leaders. For instance, CORE, UMM, and UMW may have additional leadership guidelines that are not a part of this document; references to these additional materials may be found in the Resources section (Section 7) of this guide.

Please contact the Leadership Development team chair or any of the team members if you have suggestions for this guide, whether improvements or needed additions.

2. Management & Leadership at Bothell UMC

In his book *Journey in the Wilderness,* Gil Rendle states that leaders need to understand the differences between management and leadership roles. Management asks "are we doing things right?" while leadership asks "are we doing the right things?" Both are important for leaders at Bothell UMC. Leaders are expected to guide their groups in both management and leadership. The leadership role at Bothell UMC is detailed in Section 3 (Leadership at Bothell UMC); much of the management role is discussed in Section 4 (Nuts and Bolts for Leaders).

In general, leading a team means first answering the question "what should the group be doing?" This entails understanding what the group is responsible for doing and what activities the group should be involved in carrying out. These activities should be identified in terms of desired outcomes. Once the group's responsibilities and outcomes are established, the next step is to determine how the group should carry out the tasks to achieve the desired outcomes. This entails granting authority to the team to meet the responsibilities and desired outcomes of the group. It involves defining the resources and plans that the group needs to fulfill its responsibilities. In addition to planning and resources, management also entails administrative tasks such as setting meeting agendas, facilitating discussion at meetings, keeping track of tasks, etc. The Nuts and Bolts section of this guide describes these tasks in more detail.

Lastly, the leader ensures that the group is held accountable to the congregation through the Church Council in meeting its responsibilities and desired outcomes. Therefore, groups and leaders have the Responsibility, Authority, and Accountability for fulfilling their part in Becoming Christ in the Community at Bothell UMC.

3. Leadership at Bothell UMC

Leading a group in doing the right things at Bothell UMC means the following.

A Leader should:

Align the outcomes of the group with the purpose of Bothell UMC – Becoming Christ in the Community. Each group should have a Group/Team/Ministry Description document that defines the purpose of the group (responsibilities, scope, and boundaries) as well as how the group fulfills the purpose of Bothell UMC. In other words, the description document identifies how each group helps Bothell UMC carry out its purpose of Becoming Christ in the Community. See the Committee and Ministry Descriptions section under Nuts and Bolts in this guide for additional information on descriptions.

Facilitate the vision of the group. What outcomes does the group expect to see in the next year, and in the next 3 – 5 years? Leaders should also ask how the vision of the group supports the vision of Bothell UMC. This step requires communication with other leaders through the Church Council as well as with the pastors and staff ministers of the congregation. Visioning and setting outcomes may be one of the more difficult aspects of leadership; the pastors, staff ministers, and the Leadership Development team can provide additional help and guidance.

Empower the team members to carry out their tasks. Empowering means ensuring the group has the appropriate resources to carry out the tasks. It also means that members are held accountable for carrying out their tasks just as the group is held accountable for carrying out its responsibilities.

Ensure that the group operates within a safe and nurturing environment. Groups at Bothell UMC are God and Christ centered; they are Spirit-led. How something is accomplished is just as important as what is accomplished. All group members should feel included in a safe environment. Consider creating a group covenant to establish expectations for individual and group interactions. See Appendix A for example group covenants. A safe and nurturing environment acknowledges that people have different personal styles. Various training materials are available from the Leadership Development team for anyone wishing to understand personal styles and how to accommodate them in a positive manner.

Appreciate team members. The majority of leaders and group members in our congregation are volunteers. Showing appreciation either through words, written notes / cards, or other actions is important.

A list of responsibilities for leaders at Bothell UMC is in Appendix B. This list is a condensation of a number of the sections found in this leader's guide.

4. Nuts and Bolts

4.1 Church Office Contacts

The staff in the church office can handle most of your requests and questions so you are encouraged to call the church office in most cases. The number is: 425-486-7132. If for some reason you need to contact one of the staff directly, their e-mail address can be found below as well as on the church website.

Bothell UMC Staff

Pastor DJ del Rosario Lead Pastor	pastordj@bothellumc.org

Pastor Joseph (Joe) D. Kim Associate Pastor	pastorjoe@bothellumc.org
Celeste Deveney Program Minister	celeste@bothellumc.org
Barb Donovan Administrative Assistant	barb@bothellumc.org
Jemmy Godwin-Smith Children's Minister	jemmie@bothellumc.org
Jeremy Matheis Director of Music Ministries	jdmatheis@hotmail.com
Nola Nelson Church Organist Extraordinaire	bnnelson1@frontier.com
Curtiss Gibbs Youth and Young Adult Minister	curtiss@bothellumc.org

4.2 Meetings

4.2.1 Scheduling Meetings

Meetings are scheduled at the convenience of the majority of committee members. Some committees decide at the beginning of the year to meet at a standing time and date every month. Others meet as needed. This is up to the committee to decide. The United Methodist Book of Discipline states that the Church Council must meet at least quarterly and the Board of Trustees must meet at least annually. Of course these groups can meet more often as needed.

Once a meeting date has been decided upon, please contact the Administrative Assistant in the church office to check on room availability. She (or he) will reserve the room for you and put the meeting on the church calendar. Should you need a special room set up, please arrive early to arrange things in the most optimal way. If you need AV equipment, it is your responsibility to arrange for this in advance. Again, please contact the Administrative Assistant to borrow a projector or screen.

4.2.2 How to Run an Effective Meeting

Please refer to Appendix D for additional information and tips on how to run an effective meeting. Included in that appendix are also a sample agenda and meeting minutes.

4.2.3 Consensus Decision Making

Consensus decision making is the process used to generate widespread agreement within a group. It does not strive for a unanimous decision but rather that everyone can live with the decision and feels like their voice has been heard and understood. Please refer to Appendix E for additional information on consensus decision making and how it is implemented.

4.3 Communications

The Bothell UMC Communications Team has prepared Communication Guidelines to clarify the ways you may communicate news of your committee's events or projects. Copies of the Guidelines are available on the church website.

4.4. Committee, Team, and Ministry Descriptions

Each committee or ministry team should have a description on file. The Group/Team/Ministry Description should be reviewed annually by the team. The description sets scope and boundaries for the teams and facilitates dissemination of each team to the congregation. This document is especially useful when recruiting new members to a team. Appendix C contains a template for these descriptions as well as a few examples. Each description should contain her following information:

1) Purpose Statement of the committee or ministry
2) Statement of how the committee or ministry aligns with the Bothell UMC purpose of Becoming Christ in the Community
3) Outcomes expected from this team including work and activities of the area
4) Operation and structure of the committee or ministry. For example, how many members and meetings times (if any).
5) Expectations of members of the team

4.5 Finance: Stewardship, Money and Budgeting

4.5.1 Stewardship and Money

"Stewardship" is the care of church resources so those resources can be used to help "make disciples for Christ." While stewardship means so much more than money, this section deals with the financial aspects of stewardship. The mission of our finance committee, financial secretaries and bookkeepers is to keep track of all the finances of the church so we can become Christ in our Community. Thank God for the detailed labors of these volunteers! The following sections detail how you can help them to make their work quicker and easier, and how you can get reimbursed for any money you spend.

4.5.2 General Financial Information

4.5.2.1 **Vouchers**

Vouchers tell the bookkeeper that money was (or needs to be) spent for church business and that reimbursement is required. Vouchers are green forms with the title "Request for Payment" and are found in the church office on top of the file cabinet near the office administrator's desk.

After filling out a voucher, have it signed by the committee /team leader or staff member. If you are the appropriate leader or staff member, you may sign the voucher you filled out.

NOTE: <u>Vouchers will not be paid without an appropriate authorization signature</u>. DO NOT sign vouchers requesting checks written to yourself even if you are a leader or staff member.

Place completed vouchers, with appropriate invoices or receipts attached, in the "voucher" box in the office workroom on top of the mailboxes.

Checks are usually dispersed on the same day or evening each week and then put in the mail the following day (or kept in the church office for pick-up the next time you are at church). If you have an emergency and need a check dispersed at a different time, please talk to a staff member.

Financial statements containing updated account budget information and fund balances are usually printed on or before the second Tuesday of the month. A current copy is kept on the bulletin board in the church office workroom. Contact the bookkeeper if you need updated numbers.

If you are confused or have a question, please ask! It's easier to get things right in advance rather than to go back and fix mistakes. Ask a staff member or e-mail to bookkeeper@bothellumc.org.

4.5.2.2 **Endowment Grants and Fundraising**
The Endowment committee awards grants each fall for use in the following year. If your group receives a grant, please check to make sure the Endowment funds are available before making your purchase.

Fundraisers may supplement your budget in order to raise money for specific events or activities. All fundraising activity should be consistent with the United Methodist Social Principles as found in the Book of Discipline. Always check with staff before you begin planning a fundraiser to verify the date(s) are available for your event.

Prior to the fundraiser, the bookkeeping staff must be notified of your upcoming event and whether the money goes into an existing fund/account or a new one. To turn in money, write the following information on an envelope:

1) The name of your organization
2) The name of the event / fundraiser or where the money came from
3) Whom in your organization to contact if there are questions
4) Phone number and email of contact person
5) Which fund(s) the money should go into
6) The total amount of money in the envelope.

Then put the envelope in the drop box by the door to the Finance office.

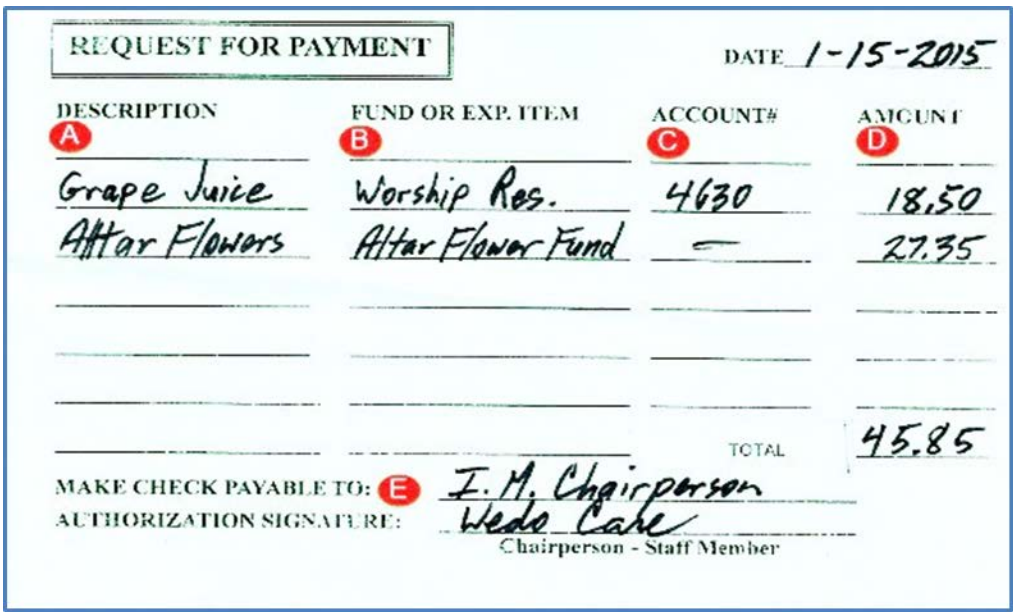
4.5.2.3 **Budgets**
Budgets are completed and submitted to the Finance Committee in September each year. Committee / Team leaders will be contacted with the appropriate forms and instructions when the process starts in August. See section 4.5.5 below for guidance on creating budgets.

4.5.3 The Fine Art of Completing Vouchers

A. Description: Include one description for each account/fund from which you want payment.
B. Fund or Exp. Item: write the name of the account line item or fund from which you are seeking payment.

C. Account #: write the number for the specific account line from which you are seeking payment. Funds do not have account numbers, so if you are seeking payment from a fund, leave this column blank.
D. Amount: The amount you are seeking payment for from each line item or fund. Place the total at the bottom of the column.
E. Make Check Payable to: Indicate to whom the check should be made out, and sign where indicated (or have the appropriate committee/team leader or a staff member sign).
F. Attach your receipts to the <u>back</u> of the voucher along with any other documentation and place the whole packet in the "Vouchers" box on top of the mailboxes in the church office workroom.

Example of the front of a completed voucher


REQUEST FOR PAYMENT

DATE 1-15-2015

DESCRIPTION (A)	FUND OR EXP. ITEM (B)	ACCOUNT# (C)	AMOUNT (D)
Grape Juice	Worship Res.	4630	18.50
Altar Flowers	Altar Flower Fund	–	27.35
		TOTAL	45.85

MAKE CHECK PAYABLE TO: (E) I. M. Chairperson

AUTHORIZATION SIGNATURE: Wedo Care

Chairperson - Staff Member

Voucher Rules:

1) You may NOT sign a voucher to authorize a check that is to be paid to you. Have the leader of your committee/team or someone on staff sign the voucher for your expenses.
2) When you buy things for the church at a store, it is often tempting to get things for personal use at the same time. When you do this, please mark the church related items clearly and write a total for all church purchases (including applicable sales tax, if any) on the receipt.
3) The person who authorizes the payment by signing the voucher is also verifying the amount and the receipts. Please look at the receipts to verify that the expenses appear appropriate for the budget line or fund.

Add up the lines on the voucher to make sure the total is accurate. If you aren't sure about something, please ask a staff member.

4) All vouchers for the Pastor Discretionary Fund (PDF) must be signed by a pastor.
5) Please attach some kind of documentation to all vouchers except PDF vouchers. This can be an email, copies of registration forms, or actual receipts. Copies of receipts are acceptable. You may attach a program if paying a speaker or musician, etc. Any person who is paid hourly must correctly fill out an IRS Form W-9.
6) Please be specific and differentiate between account line items and funds on the voucher. Account line items have numbers, funds do not. Please use the exact name such as "Youth Missions" (the specific name of a fund) not just "Youth," which could mean any one of several funds or accounts.
7) The office account has a limited amount of money. Please let the bookkeeper know if it is running low.

Please ask the bookkeeper if you are unsure how to do something. Bookkeeper@bothellumc.org.

4.5.4 Reading Financial Statements

As the leader or member of a committee or team at Bothell UMC, reading and interpreting a full set of our church's financial statements isn't necessary. What you need to know is how much has been spent in your account(s) and how much is left to spend. Getting that information is quite easy.

The monthly financial statements are posted on the large bulletin board in the church office work room (where the copier is). You need to pay attention to only one or two sections of the report. The first section is the "Budget vs. Actual" section containing budget accounts. Budget accounts have both a number and a name. In budget accounts the budget amount given to you at the beginning of the year is only good for that year. If you don't spend the entire budget amount, any remaining dollars go away at year-end. You will need to apply for more money for the following year through the budgeting process. A small part from this three-page section is shown below. The notes in the red balloons show some of the key points you can find in this report.

First 11 months of 2014

	Jan - Nov 14	Budget	$ Over Budget	% of Budget
4600 · Nurt Trans				
4610 · Upper Room	466.70	500.00	-33.30	93.34%
4620 · Nurturing Our Faith	143.37	400.00	-256.63	35.84%
4625 · Lay Caring Ministry	158.20	250.00	-91.80	63.28%
4627 · Stephen Ministry	0.00	2,500.00	-2,500.00	0.0%
4630 · Worship Resources	2,281.19	1,500.00	781.19	152.08%
4640 · Music	6,570.09	7,000.00	-429.91	93.86%
4650 · Ambience	376.92	500.00	-123.08	[illegible]
4660 · Cont. Music Education	0.00	100.00	-100.00	0.0%
4670 · Library	192.16	860.00	-667.84	22.34%
Total 4600 · Nurt Trans	10,188.63	13,610.00	-3,421.37	74.86%

Account #4620 budget = $400
Spent $143.37 year-to-date or 35.84% of budget
$256.63 available to spend

Account #4630 is $781.19 OVER budget
Note: positive number is overbudget

No money has been
spent from #4660

Total of all accounts starting with "46"
Overall 3,421.37 remains in budget for group

The second section of the church's financial report you may need to look at is called the "Fund Balance Report" which shows the amount of each Fund at the beginning of the year, any contributions added to the Fund during the year, any expenses spent from the Fund, and the balance remaining as of the date of the report. Think of a Fund as a savings account that lasts from year to year. The year-end "Ending Balance" for your Fund becomes the "Beginning Balance" next year. Fund lines don't have numbers but each has a unique name. Below is a small part from this three-page section.

	Beginning Balance	Contributions	Expenditures	Ending Balance
Trustees				
Elevator fund	0.00	310.00	0.00	310.00
Emergency Prep	64.06	0.00	0.00	64.06
Facility Improvement	3,513.11	12,017.93	-7,143.27	8,387.77
Kitchen Remodel Fund	50.00	100.00	0.00	150.00
Sign Improvements	82.16	0.00	0.00	82.16
Total Trustees	3,709.33	12,427.93	-7,143.27	8,993.99

Facility Improvement Fund
Began year with $3,513.11 $12,017.93 was
added and $7,143.27 was spent year to date
$8,387.77 remains available to spend

Kitchen Remodel Fund had $100
donated so far this year

If you need additional detail, such as a report showing each of the individual transactions spent on your account last month, please contact the bookkeepers at bookkeeper@bothellumc.org

4.5.5 Budgeting

The people who attend our church give gifts and offerings of time, labor, money, etc., all to further God's work here on earth. The monetary gifts we receive at Bothell UMC add up to several hundred-thousand dollars each year, so deciding how to share that substantial resource is no small task. Think of budgeting as being the way we share this monetary resource all to impact the people both here in our church as well as in our communities. Please note that the church's Treasurer and/or the leader of the Finance Committee will do their best to help you and your committee with any financial issues (expense, shortage, etc.) you may encounter including dealings your committee may have.

The first section of the budget report, as shown in Appendix F, is a great place to show the exciting things your group is doing in the life of the church and/or our greater community. Don't be afraid to toot your own horn a bit.

Show us how valuable your group is to the people your group touches, no matter how big or how small your committee or team

The budget dollar figure you ask for in the second section of the budget report is best determined by how much you spent in prior years. If you need information for prior years, please ask your fellow team members for reports they've saved from before. If you don't have such documentation, please contact the bookkeepers to get reports of your team or committee's financial activity from the prior two or three years. A detailed explanation for any large financial change, up or down, (i.e., anything that is big for your committee or team) will be most helpful. The Finance committee will use your report in deciding how to allocate money for the next year. If they have additional questions, they will contact your committee or team leaders.

When the budget is approved, your committee or team's leadership will be notified as to what your budget amount will be for the following year.

5. Dealing with Challenges

5.1 Managing Discussion and Gate Keeping

1) Set an agenda, share the agenda, have a timekeeper, watch the clock, aim to stop early. Frequently, a discussion can bog down with side conversations, tangents, or meaningful disagreements about the best course of action. When this happens, the leader needs to step in, get the discussion back on track, or get the group to agree to change the subject of the conversation. It needs to be addressed head-on.

2) Techniques: call a timeout, say you're doing a process check and explain objectively what's happening (e.g., we are on the second item on the agenda, we've been talking for 40 minutes, and we agreed to stop the meeting in 20 minutes). Ask if this is the most important item on the agenda, or if we can move ahead and try and get through the rest.

3) Be open to surprises but don't be distracted by everything shiny. Generally, the agenda is your best road map because you've thought it through and possibly solicited input from others. But...sometimes it's best to take a detour. If your group is sidetracked by a meaningful topic that you did not foresee, then perhaps it is best to table the rest of the agenda. Doing so guarantees yourself another meeting, though!

4) Honor and acknowledge people (even when you're telling them to stop talking). Be cautious to get the group to agree that the best thing is to move on. If someone is having a hard time moving on, honor that and acknowledge it, then promise to continue the conversation offline.

5) Take time to ensure that all voices are heard; some folks need quiet time to formulate thoughts.

6) Where a small number of folks start to dominate a meeting, a rule of two is a technique you can employ – allow two other people to speak before the same person speaks again.

5.2 Navigating Conflict and Difficult Discussions

1) Differentiate between issues and interests

Issues are items that tend to divide people and make it difficult to have constructive disagreements. Imagine a couple where one wants the window open at night and the other wants the window closed at night. That's the issue: "window open, versus window closed". By focusing on the issue, it is hard to reach a good solution. However, if one focuses on the interests of both people, a creative solution that accommodates both may be found. The various interests of each of the couple might be: I like fresh air at night, I like quiet at night, I don't like traffic noise at night, I don't like light in the early morning, I like the sound of birds at night and in the morning, I feel cold with the window open, I'm hot at night. By focusing on these interests, more creative solutions can be found, instead of just window open or window closed.

- Focusing on Issues can leave little room for creativity: "win/lose".
- Focusing on Interests can offer great opportunity for creativity: "expand the pie".

2) Know your personal default conflict style and be aware that all styles have strengths and weaknesses. Knowing your own style will help you adapt your style to the situation and recognize others' styles. (see Appendix G)

- If you tend to avoid, then meetings can become awkward quickly.
- If you're a natural driver, then you risk losing the team.
- If you're a natural collaborator, then your meetings will probably last too long.

- If you’re a natural accommodator, then you risk losing control of the meeting to the drivers in the group.
- If you’re a natural compromiser, then you may miss opportunities for creative solutions.

3) Differentiate between a “conflict" and a "difference in style”.

There are different communication and dealing with conflict styles. Understand the difference between personal styles and don’t let these style differences become actual conflicts.

6. Recruiting Members

At Bothell UMC, selecting and nominating leaders is the responsibility of the Nominations / Leadership Development team. Each year, leaders are nominated and elected to their positions. Recruitment and solicitation of new members is the responsibility of each group and group leader. The group and leader know which needs and talents are desired or required for each group. Therefore, the group and leader are in the best position to recruit new members. The Nominations / Leadership Development team can assist in identifying potential candidates.

Once a potential member is identified, consider the following suggestions:

1) Make initial contact with the person either face-to-face or via telephone. Note that a voicemail or email message does NOT constitute initial contact. Voicemail and email are helpful to set-up the initial contact but some form of direct interaction is necessary.
2) During the initial contact, tell the person what the purpose of the group is and why you think that the person would be a good member to the group. Allow the person to ask any questions and then offer to send the Group Description document to them. Let them know what the expectations for becoming a group member are including expected length of service. Ask them to prayerfully consider the request; don’t try to get a decision from them during the initial contact. Agree to a follow-up time to discuss any additional questions or concerns the person may have. The person should also be told that while the group is hoping that the person will become a member of the group because of their gifts and talents, a perfectly acceptable answer is also ”no”.
3) Follow-up with the person either face-to-face or by phone at the agreed upon timeframe to ascertain how the discerning is going and if they

have made a decision yet. If the answer is no, tactfully ask the reason and if there are other areas in the church where they would rather participate. If they do not yet have an answer, ask if they have any additional questions or how you can help them reach a decision. Then set another time frame for follow-up. If the answer is yes, thank them and see #4 below.

4) If the answer is yes, follow-up with a written note or email thanking them for agreeing to serve and restating the expectations for group members.

Please remember to introduce new members at the first meeting they attend.

7. Resources

- Communications Guidelines – can be found on the church website under the About Us tab and then the Church Resources link
- United Methodist Church Book of Discipline – available in the church library
- United Methodist Church Social Principles – available in the church library
- 2016 Leadership Development Team:
    - Leader: Alan Jacobsen (ajacobsen47@msn.com 425-286-2962)
    - Members: Pastor DJ del Rosario, Celeste Deveney, Ron Johansson, Candace Larson, Lynne Pearson

Appendix A – Example Group Covenants

Covenant Example 1 – Team Members

- I will make every effort to attend all meetings and agreed upon activities. If I can't make it for any reason, I will let the chairperson know ahead of time.
- I will be on time for meetings and activities. If I have any special needs, like childcare, I will let the chairperson know ahead of time so that these can be accommodated.
- I will come prepared to strive to do God's work and be aware of God's presence among us.
- I will come with ideas, enthusiasm, commitment, and creativity for this work.
- I will come with a listening ear by practicing active listening so that all voices can be heard.
- I will come with an understanding that we all have different gifts, talents, and skills as well as different personality styles and traits. This just gives us greater wholeness when this diversity is understood and respected.
- I will take responsibility for ensuring that the committee's or program area's work helps fulfill our church's mission and purpose as defined by our Purpose and Mission Statements.
- I will try to feel free to attempt new and different ideas in fulfilling this mission.
- I will encourage, nurture, and empower others in this work.
- I will remember and remind others what we are about - doing God's work in the world, and that in all cases we should endeavor to be spirit-led.

Covenant Example 2 – General Group Covenant

- We will begin and end on time.
- We will include time for prayer.
- We will participate in all sessions.
- We will share discussion time equally, so that one or two people do not dominate the discussion time.
- We will respect our different experiences and perspectives, trying to understand rather than judge or change each other.
- We will observe confidentiality, as appropriate.
- We will evaluate the effectiveness of each meeting or event (e.g., what went well and what needs improvement).
- We will notify the leader of our absence prior to the session so that the group does not worry about our absence or delay the beginning of the meeting.

Appendix B – Responsibilities of Leaders

Your main responsibility as a leader at Bothell UMC is to facilitate, encourage, and empower your team members to carry out their respective missions. This responsibility has many facets and some important ones are listed below.

- Meeting Logistics:
    - Make sure you have a defined and visible agenda for every meeting. Keep the committee on track with respect to the agenda and the tasks of the committee.
    - Ensure that all members have been contacted ahead of every meeting as to time, day, and agenda of the meeting.
    - Start each meeting with a time of centering – remember, we are about doing God's work.
    - Start and end meetings on time.
    - Consider a process check at the end of each meeting to ask people how the meeting went.
    - Make sure someone is recording minutes and that the minutes are distributed.
    - The chairperson (or their delegate) is responsible for sending notices and distributing minutes.
- Communication:
    - Please ensure that meeting schedules are on the scheduling calendar in the church office.
    - Check the church office calendar before setting dates for upcoming events.
    - Let the office secretary know of any changes or significant events or activities.
    - Let the pastors know if you change the time or date of a meeting. Also, please let the pastors know of the time and date of infrequent or special meetings.
    - Make sure that information for the Witness, E-news or Bulletin is submitted on time.
- People Issues:
    - Just as we all have different gifts, skills, and talents, we also have different personality styles and traits. The leader should understand this diversity. Some people are drivers, others are

analytical, others are very amiable, while still others are very expressive. Usually we are some combination of all of these.
    - Chairpersons need to set an example of understanding and respect for these different styles. They also need to serve as gatekeepers to ensure that all voices are heard, especially the quiet and reticent ones.
    - It is a good idea to allow a certain amount of socializing or settling at the front-end of a meeting.
- Miscellaneous Responsibilities:
    - Help the team focus on how their work fulfills our church's purpose and mission.
    - Make sure that the team members know what is expected of them.
    - Ensure that some amount of time throughout the year is reserved for long-range planning. Long range planning typically looks at two to five years into the future.
    - Work to help everyone understand how important their voices and efforts are in ensuring that we are a vital and healthily functioning church family.
    - Remind all members what we are about - doing God's work in the world; in all cases we should endeavor to be spirit-led.
    - Guide the team in recruiting new members.

Appendix C – Team Description Template and Examples

Bothell UMC Team Description Template

Name of Ministry Area:
(Program or Administrative group)

Purpose of Ministry:
(Why does this ministry exist?)

Alignment to Bothell UMC's purpose of Becoming Christ in the Community:
(How does this ministry help Bothell UMC carry out its purpose of Becoming Christ in the Community?)

Work and outcomes expected from this ministry:
(What does this ministry area do in terms of fulfilling its purpose and how does it expect to accomplish this?)

Operation and/or structure of this ministry:
(When and where do members meet or carry out the tasks of the ministry?)

Expectations of members of this ministry:
(Include time commitments as well as who should consider joining this ministry. For example what are gifts, talents, skills and passions that would be helpful and/or welcomed in this ministry?)

Leadership Development Team Description Example

Purpose:

The purpose of the Leadership Development Team is to develop, equip, nurture, support, and sustain existing, new, and prospective leaders at Bothell UMC. Additionally, the leadership development team will collaborate with neighboring Methodist churches in sharing knowledge and experience about leadership.

Alignment to Bothell UMC purpose of becoming Christ in the community:

In order to fulfill our mission of becoming Christ in the community, Bothell UMC needs well-equipped people to lead the ministry and program areas. Leaders must be supported and sustained throughout their service. Effective leaders can encourage their group to reach its full potential, align the group's vision with that of Bothell UMC, and direct the group toward achieving the shared vision.

Work and outcomes expected from this ministry:

1. Continuously evaluate the needs of our leaders and propose solutions for unmet needs.
2. Nurture church leaders by providing appreciation events.
3. Equip and support our leaders through ongoing training opportunities, develop and maintain area-specific templates, and guide/counsel any leader in need.
4. Develop and conduct a leadership symposium at Bothell UMC that would complement district led leadership training. The goal of the symposium would be to share best practices and common challenges as well as develop a network of laity leaders with other Methodist churches in the area who will be invited to attend the leadership symposium workshop.
5. Determine other required roles that will fulfill the purpose of the leadership development team.

Operation and structure of this ministry:

The team consists of the senior pastor, staff and volunteers. We expect a minimum of six team members and would welcome up to a dozen. The team will meet approximately monthly throughout the year. Meetings will run about 1 to 1 1/2 hours. A meeting agenda will be distributed prior to each meeting.

Expectations of members of this ministry:

Each member is expected to participate in meetings and take on tasks as appropriate that allow us to fulfill our ministry. Team members will also be asked to consider and generate ideas on how we can better develop, equip, nurture, support, and sustain existing, new, and prospective leaders at BUMC.

While there are no defined term limits or term commitments, it is hoped that members will stay on the team for two to three years.

All are welcome on the leadership development team; however, those with skills, gift, talents and/or passion for the leadership development team's purpose will find this ministry fulfilling.

Appendix D – How to Run an Effective Meeting

a) Make every meeting matter - or don't meet at all. Decide if a meeting is needed and invite only the necessary people. Massive amounts of valuable time are wasted simply because managers think that face-time is important, or because they've become accustomed to a particular routine. Emails are usually sufficient to give your team an update or a status report. But if you need instant feedback from all participants, then email will not be as efficient as a face-to-face meeting.

b) Define goals and distribute agenda in advance. Create a structure for your meeting. Just stating the ideal result often inspires participants and makes meetings more productive. At the very least, it underscores a feature that every meeting needs: a goal. Before the meeting even begins, make sure everyone understands the objectives by writing an agenda.

c) Own your meeting, take charge and keep your meeting moving forward. Good meetings are products of good leadership. Take charge and make it clear that you intend to keep the discussion timely, useful, and relevant. Show your colleagues that you respect their time by making sure a clock or timer is visible to all. Staying on topic is also key to maintaining a schedule. If the conversation runs off the rails, refocus the group by saying something like: "Interesting, but I don't think we're advancing our goals here. If I could, I'd like to return to the agenda." Honor people's time by sticking to meeting start times and end times.

d) Get the constructive input you need from everyone present. Since the point of a meeting is two-way communication, it's crucial to get honest input from everyone. It's the meeting leader's responsibility to make sure everyone is heard. To build consensus or come to a group decision, avoid wearing your opinion on your sleeve; it's easy for a leader to stifle a discussion if everyone assumes the outcome is already determined. Avoid the temptation to dismiss ideas immediately — even when they're terrible.

e) Close with an Action plan, try to make sure that everyone leaves knowing the next step. Also end the meeting by asking everyone whether they thought the meeting was useful and, if not, what could be done better next time. Do a follow up debriefing on your own to improve your meeting techniques.

f) Keep track of progress of things decided during the meeting. Also keep the group updated about the developments. This will help you in organizing the next meeting more effectively.
g) Make sure that your meeting didn't happen in isolation by letting the right people know what was decided and what will happen next. It's easy to walk out of a meeting room, go back to your desk, and immediately forget every change, decision, and new idea that your group came up with. Make sure you have a system to keep track of what was decided and what assignments everyone agreed to take on so you can follow up and keep things moving, even if you don't send out complete meeting minutes.
h) What's unique about Bothell UMC committee and ministry team meetings is that we always want to include space for God and our purpose of becoming Christ in the community in our meetings. Starting and ending each meeting with a prayer is one way to achieve that. Another way we seek to include all in being open is to also start each meeting asking the question "How goes it with your soul or heart today?" This isn't meant as a "joys and concerns" type question but rather as a way for someone to share what may be deeply on their mind that prevents them from being engaged in the work of the team. Sharing that and getting some support from other team members can help that person become more engaged in the work of the team.

Note - much of the above information was obtained at http://www.wikihow.com/Run-an-Effective-Meeting

Sample Agenda

BOTHELL UNITED METHODIST CHURCH

MEETING AGENDA

November 8, 2014

1. Devotions/ Opening Prayer
2. Agenda Building (items to be added)
3. Minutes (what you did last time)
4. Correspondence (requests, communications from other ministry teams)
5. Budget report (how much you started with, how much you currently have)
6. Old Business (what you had been working on, and how it is progressing)
7. New Business (what has come up, and how it should be handled)
8. Upcoming Events
9. Closing Prayer

Sample Meeting Minutes

Bothell United Methodist Women

Executive Board Meeting

October 11, 2014

Attending: Meg Carpenter, Apryl Davis, Kim Rickleton, Lynne Pearson, Noreen Forck, Carol Russell, Sandy Osborn, Joan Appleby, Shelly Ainsworth

The meeting was called to order at 9:30 am by President Lynne Pearson.

Joan led the group in a lovely litany for our opening prayer.

The minutes were approved with the correction that the mugs are being sold for $10 each.

Treasurer's Report: The fall dinner was a wonderful evening and collected $268.02 after expenses. The Building Better Moms has collected $960 in registrations which will be used for their expenses (speakers, childcare, missions, etc.) Our mugs are selling well and will be available at the bazaar.

Communications: There is a new set of guidelines for church communications which will be handed out at the next church council meeting.

REPORTS FROM GROUPS

Susanna Wesley – Noreen Forck presented the program at the last meeting about her trip to The Assembly of United Methodist Women. Their next meeting will be about our UMW Reading Progam.

Northstar – The Sept. meeting featured how to download ebooks from the King County Library and a review of new books in the UMW reading program. The next meeting will be Oct. 22nd and will feature Kendra Smith discussing Mission U. The November meeting will be moved up a week to Nov. 19 due to Thanksgiving. The Northstar group does not meet in December.

UMW Girls – They assisted with the Parents' Night Out and a good time was had by all.

Building Better Moms – The $40 registration fee covers childcare and other expenses. Anyone who needs to may spread the cost over time but no scholarships are offered. They will meet Sunday, Oct. 12, with speaker Vickie Frei. The topic is how our spiritual, mental and physical health are all intertwined. The BBM have taken on the mission project of giving time and items to the Treads & Threads program.

REPORTS FROM SECRETARIES

Nominations – Progress is being made.

OLD BUSINESS

Labels – After discussion at the last meeting and today and due to the unresponsiveness of the Red Bird Mission about the labels we collect and send to them, it was moved by Noreen and seconded that we change the recipient of our labels to the McCurdy Ministries in Espanola, NM. The motion passed.

NEW BUSINESS

Church Meetings – The Church Council is proposing one night a month for most church meetings in order to open up more space for more creative use of our church space and to provide energy, synergy, and an opportunity for greater communication during team ministry team meetings. The night would begin at 5:30 with a simple meal, Ministry Teams would meet from 6 to 7:30 and the Church Council would be from 7:30 to 9:00. The pros and cons of this plan were discussed and Lynne will take our recommendations back to the church council for further review. It has been proposed that the church try this schedule for 5 months starting in January. Core groups and UMW group meetings would not be affected by this schedule. To quote our president "Blessed are the flexible as they won't be bent out of shape." Call or email Lynne with any concerns or questions.

Bulletin Board – The bulletin board ladies are looking for items for the bulletin board for November and December. The group suggested some items including a wrap up of what missions and events we did this year. They are not continuing in the position so if you have any suggestions as to who would be available for this next year, please contact Meg or Lynne.

Atlantic Street Center – We will once again be collecting items for our mitten tree (scarves, hats, gloves) and also toys for the ASC.

Bazaar – Sign-ups for helping and donating will start tomorrow. The Bazaar will include a section in the hallway with More Goods for Good. Some displays and banners are also planned.

2014 DATES

November 1 – Bazaar
November 8 – Next Executive Board meeting
December 7 – Cookie Walk

2015 DATES

February – LITE (Seattle District UMW Leadership Training) date unknown at this time
February 27 – March 1 – Women's Retreat

Submitted by Shelly Ainsworth, substitute secretary

Appendix E – Consensus Decision Making

Consensus decision making is the process used to generate widespread agreement within a group. There are 5 requirements of consensus decision making.

1) Inclusion. As many community members as possible should be involved in the process. Nobody should be excluded or left out (unless they ask to be excluded).
2) Participation. Not only is every person included, but each and every person is also expected to participate by contributing opinions and suggestions. While there are various roles that others may have, each person has an equal share (and stake) in the final decision.
3) Co-operation. All the people involved collaborate and build upon each other's concerns and suggestions to come up with a decision or solution that everyone in the group can live with, rather than just the majority where the minority is ignored. Consensus doesn't mean that the solution must completely satisfy everyone but rather that everyone feels that their voice has been heard and they can accept the decision of the group.
4) Egalitarianism. Nobody's input is weighed more or less than anyone else's. Each has equal opportunity to amend, veto, or block ideas.
5) Solution-mindedness. An effective decision-making body works towards a common solution, despite differences. This comes through collaboratively shaping a proposal until it meets as many of the participants' concerns as possible.

Consensus decision making involves a collaborative discussion, rather than an adversarial debate. Thus a consensus process is more likely to result in all parties reaching common ground. The benefits include:

a) Better decisions- because all perspectives in the group are taken into account. The resulting proposals are therefore able to address all the concerns affecting the decision as much as possible.
b) Better group relationships- through collaborating rather than competing, group members are able to build closer relationships through the process. Resentment and rivalry between winners and losers is minimized.
c) Better implementation of decisions- When widespread agreement is achieved and everyone has participated in the process there is usually

strong levels of cooperation in follow through. There are not likely to be disgruntled losers who might undermine or passively sabotage effective implementation of the group's decision.

A consensus process allows a group to generate as much agreement as possible. Some groups require everyone to consent if a proposal is to be passed. Other groups, however, allow decisions to be finalized without unanimous consent. Often a super-majority is deemed sufficient. Some groups use a simple majority vote or the judgment of a leader. They can still use a consensus process to come up with their proposals, regardless of how they finalize a decision.

Consenting to a proposal does not necessarily mean it is your first choice. Participants are encouraged to think about the good of the whole group. This may mean accepting a popular proposal even if it is not your personal preference. In consensus decision making participants voice their concerns during the discussion so that their ideas can be included. In the end, however, they often decide to accept the best effort of the group rather than create factions or an “us against them” mentality.

Clearly outline what needs to be decided. You may need to add something or take something away. You may need to start something new or amend something current. Whatever it is, make sure that the entire issue is clearly stated for everyone to understand. It's always a good idea to address why the issue is being raised in the first place (i.e. what is the problem that needs to be solved?). Briefly review the options that are available

List all the concerns participants want their proposal to address. This sets the groundwork for collaboratively developing a proposal that most people will support.

Test the waters. Before attempting a lengthy discussion, take a straw poll to see how much support a proposal idea has. If everyone agrees on a position, move on to finalizing and implementing the decision. If there is disagreement, discuss the concerns that are not yet met by the proposal. Then adapt the proposal, if possible, to make it more broadly agreeable. Sometimes a solution is reached by finding a middle ground between all parties. Even better, however, is when a proposal is shaped to meet as many needs as possible (win-win) rather than through compromise. Remember to listen to each and every dissenter in the effort to get full agreement.

After a strong attempt has been made to get full agreement, poll the group to find out if the support in the group is sufficient to pass the proposal. The threshold of support necessary depends on the group's choice of decision rule. The decision rule used by your group should be decided well in advance of any contentious proposal being brought before it for consensus-building. There are several options:

1) Required Unanimity
2) One Dissenter (also called U-1, or Unanimity minus one) means that all participants support the decision except for one. The individual dissenter usually can't block the decision, but may be able to prolong debate (like the infamous filibuster). Due to their skepticism of the decision, the lone dissenter makes a very good evaluator of the outcome of the decision because they can view it with a critical eye and spot negative consequences before others would.
3) Two Dissenters (U-2 or Unanimity minus two) also can't block a decision, but they are more effective at prolonging debate and obtaining a third dissenter (in which case a decision usually can be blocked) if they agree on what is wrong with the proposal.
4) Three Dissenters (U-3 or Unanimity minus three), is recognized by most groups as enough to constitute non-consensus, but this can vary between decision-making bodies (especially if it is a small group).
5) Rough Consensus doesn't specifically define "how much is enough". The working group leader or even the group itself must decide when a consensus has been reached (although this can create additional disagreement when consensus cannot be reached about coming to a consensus). This places increased responsibility on the leader and can stir further debate if the leader's judgment is questioned.
6) Super-majority (can range from 55% to 90%)
7) Simple Majority
8) Referred to a committee or leader for final ruling.

Finally, it is up to the group to implement the decision.

Notre – Most of the above information was obtained from http://www.wikihow.com/Reach-a-Consensus

Appendix F – Example of a Budget Report

The document below is a copy of a budgeting document submitted for the 2016 budgeting process at Bothell UMC. Each committee will receive their own report for that year with a copy of what was submitted during the prior year. Feel free to copy from older budget reports if the information is still relevant. Each committee will find that they use this report in a slightly different way and not all questions apply to each committee. If your committee is responsible for multiple accounts, you will be able to make comments on each account, each in its own section.

Bothell United Methodist Church

2016 Ministry Description and Budget Planning

Committee / Team: Adult Faith Formation

Please answer the **Ministry Area** questions based on your activities and results from the last 12 month period, including parts of both 2014 and 2015, as well as your expectations for the next 12 month period, including parts of 2015 and 2016. *(add additional pages if necessary)*

Ministry Area Description:

1) What is the purpose of your ministry area and how does it help Bothell UMC carry out its purpose of Becoming Christ in the Community?

   The purpose of this ministry area is to develop disciples at Bothell UMC for the transformation of the world. Adult Faith Formation offers opportunities for adults to engage their faiths in deep and meaningful ways. These include Sunday School classes, CORE groups, weekly Bible Studies, and other opportunities that might arise throughout the year.

2) Describe the things your team is currently doing to fulfill its mission.
   - What are the expected outcomes of your ministry area? Please include an estimate of how many people were/will be served, resources provided, etc.

     Adult Faith Formation hopes to develop servant-leaders in their respective ministry areas. It appears that there are three Adult Sunday School classes currently running and nine CORE groups that are regularly meeting. The hope is to continue to grow both of these regular ministry areas by developing more Sunday

School classes and increasing the number of CORE groups. Special attention will be on the leaders of these groups, specifically with trainings, intentional study, and fellowship. There will also be the potential for other educational formation opportunities, by issue or by season, as they arise, such as affinity groups and classes.

- What worked well this year? What things is your group particularly proud of? N/A

- (optional) What didn't go so well and how do you plan to mitigate such issues in the future?
- (optional) What are the long term goals for your team over the next 3 – 5 years?

3) Operation and/or structure of this ministry: (When and where do members meet or carry out the tasks of the ministry? How many members are needed?)

   Current structures will remain in place; new opportunities will be built on top of existing structures. These new opportunities will include affinity groups and issue/subject-specific “classes” to be held throughout the year.

4) What should a member of this ministry expect to do in the coming year? Include time commitments such as number of meetings per year, length of membership term (if any), as well as who should consider joining this ministry. For example what are gifts, talents, skills and passions that would be helpful and/or welcomed in this ministry? Which activities might a member be involved in?

   The goal is for the whole of adult congregation to be involved in some sort of Adult Faith Formation – Sunday School, CORE Group, leadership training, etc. All are welcome and encouraged.

5) How are you ensuring that you maintain a vibrant participation in your program area? For example how do you recruit new people and/or let others know of your program areas' accomplishments?

   We are continuing to listen to what our congregation wants. There is a yearning to connect – with one another, with God and with our minds intellectually. We hope to address these wants and needs by providing opportunities for connection and for growth. Adult Sunday School and CORE groups will continue to provide space for people to connect with God and with each other; there will also be other opportunities to connect, in affinity groups that might meet less often and not go as deep and in "classes" that allow for growth in knowledge. We will advertise and recruit through E-News, Witness, and Bulletins and especially through word of mouth.

Please answer the **Financial Needs** (Budgeting) questions considering your group's needs for the calendar year 2016. *(add additional pages if necessary)*

Financial Needs and Considerations:

6) Describe those necessary services from 2) above, that your Committee/Team plans to provide in 2016 and provide an estimate of how much it will cost in the coming year (this is your 2016 **Budget** request). Include any new projects or programs you plan to begin in 2016. If your ministry is responsible for multiple **Budget** lines, describe your plans and funding request for each **Budget** line separately. A brief note about how you plan to use any **Fund** amounts your group controls will be helpful.

Account Number: **4620** Account Name: **Nurture Our Faith**
Requested Budget Amount: **1000.00**
Description of Committee activities for 2016 (feel free to copy last year's notes if they continue to be an accurate description):

- Maintain the CORE Groups that we currently have, and have at least one more consistent group;
- Gather CORE Group leaders quarterly to provide a space for them to share, connect and be fed (literally and figuratively);
- Maintain the 4 Sunday morning adult education opportunities;
- Offer at least two "classes", one in the winter/spring and one in the fall, that are designed to grow in knowledge (possibly an additional class in the summer);
- Develop at least one Small Group based on similar interests that will meet monthly;
- Maintain weekly Bible Study, and include meetings during the summer.

(rough) Budget breakdown:

- $600: resources and curriculum
- $250: meetings, meals, gatherings

- $150: gifts to all leaders of CORE, Classes, Small Groups, thanking them for their service and leadership

7) (optional) Some groups may feel their team is doing all the things that should be done in their area of responsibility, in which case there would be no need for additional funding above last year's budget amount. Other groups may feel there are things that could be done and they would like to have additional funding to do those additional things.

   Describe those additional things your group could do if you had more money available in 2016, above and beyond the necessary things listed above, i.e., what is your “dream big” budget. Include a rough cost estimate and the number of people potentially served. If funds are available, Finance will ask for a more detailed budget.

Submitted by:

Name of Committee Member

Appendix G – Conflict Styles

Conflict styles are the way that people tend to act when under stress or in conflict. One way of representing conflict styles is through the use of five categories that vary along the axis of assertiveness and cooperativeness (see Figure F1 below)

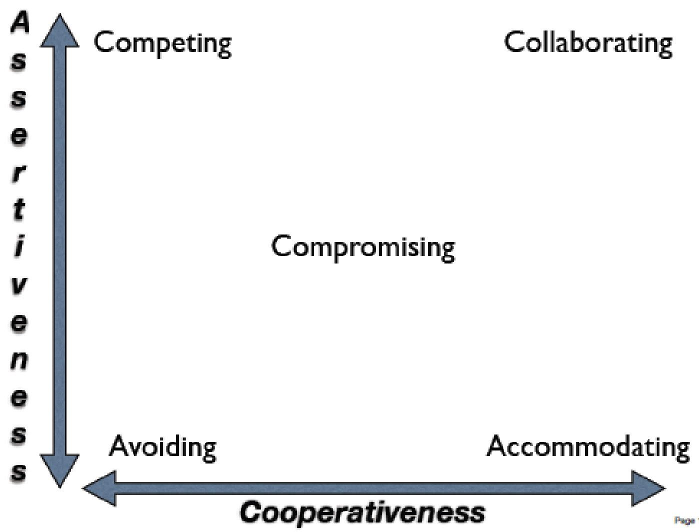


Figure F1. Five conflict styles along axis of assertiveness & cooperation

For each of the five styles there are both Benefits and Limits.

1) Competing:
> Benefits: goal oriented, assertive, and quick & decisive
> Limits: closed off to input, winning can be vital to identity, and relationships can break down

2) Avoiding:
> Benefits: other issues are a higher priority, response to power imbalance, and time to cool down.
> Limits: needs not addressed, decision making by default, and corked volcanoes can explode

3) Compromising
> Benefits: partially satisfies both parties, saves time and energy, and limited resources

Limits: needs not fully met (only superficially), can be cynical, and lose sight of bigger picture

4) Accommodating

Benefits: helps maintain relationships, shows self to be reasonable, and keeps the peace

Limits: own needs not addressed, loss of personal potential, and resentment can build

5) Collaborating

Benefits: allows for learning, solutions work for everyone, and mutual gain

Limits: difficult, can take a long time, and can increase defensiveness

Adapted from widely used Thomas-Killman Instrument