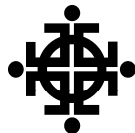


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# Roles and Responsibilities of Board/Council/Leadership Team and Committee Members

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*Designed as One Two-hour Workshop/Retreat  
or Two One-hour Discussion Sessions*





Developed by the Department of Christian Formation  
The Evangelical Covenant Church  
Revised 2011


This interactive experience has been revised to reflect current practice and help church leaders explore their roles and responsibilities.


*“Roles and Responsibilities of Board/Council/Leadership Team and Committee Members”* includes a leader’s guide with handouts for participants, a supporting PowerPoint presentation, and *Job Descriptions for Covenant Church Leaders*. Copy and adapt these documents as appropriate for your congregation. Download all of these materials free of charge at the Covenant Church website, [www.covchurch.org/resources](http://www.covchurch.org/resources).

*The Leader’s Guide* • provides plans for two sessions that can be used in a leader retreat or in two regular meetings of your church leadership. In an effort to make the leader’s guide as user-friendly as possible, we have included icons to help guide your presentation. For example:

 information that is to be shared in a presentation

 a slide reference for the PowerPoint presentation

 directions for a discussion or learning activity

 notation for when a handout should be used

*The PowerPoint presentation* • complements the leader’s guide material and serves as an important visual aid for the participants.

*Job Descriptions for Covenant Church Leaders* • includes job descriptions for many of the leadership/governance positions in a church. These can be adapted and edited during these sessions to make them appropriate to your church.

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## **Introduction**

There are many different ways of structuring for ministry in churches. Every church needs leadership and leaders need clear job descriptions. In fact, one of the best ways to increase ministry effectiveness and ensure satisfaction in the ministry of volunteer leaders is to provide clear expectations. Clarity needs to exist regarding:

- the primary task of the leader
- the specific responsibilities
- the lines of accountability and resources available
- the time commitment involved
- how this position fits into the mission and ministry of the church

## **How will this resource help our church?**

In a leadership meeting or retreat setting, leaders:

- explore the mission and vision of their church as a whole for the coming year
- discuss how their particular role and vision fits into the larger picture
- prayerfully identify their own ideas for carrying out their mission

This kind of prayerful, visionary planning brings encouragement to the entire leadership team.

## **How do we use this resource?**

Plan to use this resource as a two-hour segment of a leadership retreat or divide it into two one-hour segments incorporated into two regular meetings.

Your pastor, the pastoral team, church chairperson or other local leader can lead these sessions.

## **Who should attend these sessions?**

- Church officers
- Members of the Leadership Team, Church Council or Executive Board

Note: You may find it helpful to include all of your ministry team, committee or individual board members in this discussion. If so, add 30 minutes to the second session as noted in the design to give these groups time to discuss their insights related to their common vision and first steps.

We pray that this resource will encourage and refresh your leaders as they take time to clarify their roles, responsibilities and vision for your church.

## OBJECTIVES

During these sessions, participants will:

### **Session 1**

1. Identify their current needs to fulfill their church leadership roles
2. Review and revise job descriptions for their personal leadership roles
3. Articulate their vision related to their specific leadership responsibilities

### **Session 2**

1. Review their vision related to their specific leadership responsibilities
2. Outline “first steps” of a plan to support their vision
3. Map connections within and between the church’s ministry areas and governance structure
4. Identify connections between their personal leadership roles and conference and denominational ministries

## SCHEDULE

### **Session One: Reflection and Vision**

- 15 min. Welcome and Introduction: Scripture/Prayer/Introduction and Review Objectives and Schedule
- 10 min. Identify Current Needs as Leaders
- 10 min. Consider Our Unique Roles
- 15 min. Update Job Descriptions
- 10 min. Prayer for Vision

### **Session Two: Vision and Action**

- 20 min. Sharing the Vision
- 10 min. Develop First Steps of our Personal Plans
- 10 min. Map Communication and Responsibility Connections within our Church
- 10 min. Identify Ministry Resources from our Conference and Denomination
- 10 min. Closing Worship

## PREPARATION





1. Arrange tables and chairs to assure that participants can easily form groups of two and three for small group discussion.
2. Set up video projector, computer and screen or prepared flipchart pages.
3. Download the PowerPoint presentation, ([www.covchurch.org/resources](http://www.covchurch.org/resources)) and update the following slides:

- Slide 4 • Type your church vision/ mission/ purpose statement here
- Slide 19 • Update this slide with information from the Covenant Yearbook related to your conference

As an alternative, copy the PowerPoint presentation onto flipchart pages for use during the session.

4. Place nametags, markers and instruction sign on a table near the entrance. Write the following on the instruction sign: "Welcome. Write your first and last name plus current church leadership role on a nametag."
5. Make a copy of handout, "I Need" cards, for each participant. Separate cards and put each set in an envelope.
6. Make copies of the following handouts for each participant: (Session 1) "Maslow's Hierarchy of Needs," "Data Sheet," "Opportunities for Our Church," (Session 2) "The Covenant Church at Large," "Closing Thoughts – Responsive Reading," and "Evaluation Form."
7. Select job descriptions that are appropriate for your church from *Job Descriptions for Covenant Church Leaders*. (Or, select job descriptions currently used in your church.) Make enough copies of these to ensure a sufficient number of the appropriate type for each person present. Participants are to receive only the job description(s) related to their area. Make a few of the general job descriptions available for use by those for whom job descriptions are not provided. Some participants may receive more than one job description due to fulfilling more than one role.
8. Prepare flip chart pages with the following information:
  - (Session 1) Copy of Maslow's Hierarchy of Needs handout
  - (Session 2) Diagram of your church's organizational structure

## Summary Checklist of Materials and Equipment Needed

	Tables and chairs for all participants
	Video projector, computer and screen or prepared flipchart pages
	Download PowerPoint presentation and update slides or prepare flipchart for presentation (see page 5, number 3)
	Nametags, markers and nametag instruction sign (see page 5, number 4)
	Set of "I Need" cards for each participant (cut and placed in envelopes)
	Copies of handouts for each participant, including: (Session 1) "Maslow's Hierarchy of Needs," "Data Sheet," "Opportunities for Our Church" (Session 2) "The Covenant Church at Large," "Closing Thoughts - Responsive Reading," and "Evaluation Form"
	Copies of each person's job description
	Flip chart page with: (Session 1) Copy of Maslow's Hierarchy of Needs handout (Session 2) Diagram of your church's organizational structure

# 1 Session One

## Reflection and Vision

### *Session Overview*

#### **PURPOSE OF THIS SESSION**

To help participants understand and value the commitment they are making to serve in their respective roles by identifying their needs and unique responsibilities.

#### **OBJECTIVES FOR THIS SESSION**

During this session, participants will:

1. Identify their current needs to fulfill their church leadership roles
2. Review and revise job descriptions for their personal leadership roles
3. Articulate their vision related to their specific leadership responsibilities

#### **SESSION OUTLINE**

1. Welcome and Introduction <ol style="list-style-type: none"><li>a) Scripture and Prayer</li><li>b) Church Vision/Mission/Purpose</li><li>c) Workshop Objectives &amp; Schedule</li></ol>	15 min
2. Identify Current Needs as Leaders <ol style="list-style-type: none"><li>a) Explore needs of Leaders</li><li>b) Maslow's Hierarchy of Needs</li></ol>	10 min
3. Consider Our Unique Roles <ol style="list-style-type: none"><li>a) Value of Clear Instructions</li><li>b) Summary</li></ol>	10 min
4. Update Job Descriptions <ol style="list-style-type: none"><li>a) Review and Revise Job Descriptions</li><li>b) Discussion</li></ol>	15 min
5. Prayer for Vision <ol style="list-style-type: none"><li>a) Introduction</li><li>b) Opportunities for Our Church</li></ol>	10 min

#### **MATERIALS FOR THIS SESSION**

- PowerPoint presentation or flipchart
- "I Need" cards
- Handouts: "Maslow's Hierarchy of Needs," "Data Sheet," "Opportunities for Our Church"
- Appropriate Position Descriptions for each participant

## 1. Welcome and Introduction (⌚ 15 minutes) 📖 1

- Welcome participants. Call attention to nametags and take a moment to get acquainted.

### SCRIPTURE AND PRAYER 📖 2

- Read Ephesians 4:7, 11-13 to open the session. Invite participants to identify insights from this scripture related to their role as leaders of the church.
- Emphasize the variety of gifts represented by the individuals gathered for this session and the unity all share as the Body of Christ.
- Lead in an opening prayer.

### CHURCH VISION/MISSION/ PURPOSE 📖 3

🗨️ Explain: During the service of installation for lay workers in The Evangelical Covenant Church, the pastor states, “Dear sisters and brothers in Christ, it is both a great honor and a high responsibility to serve in the Church of Jesus Christ. I charge you, therefore, to be faithful in your ministry and devoted in fulfilling your tasks and responsibilities, that God may be glorified, that the work of his Church may prosper, and that you and those whose lives you touch may grow in the grace and knowledge of the Lord Jesus Christ.” (*The Covenant Book of Worship*, Covenant Publications, 2003, p. 369.)

The implications of this statement are many.

- God, through his people, has placed a claim on your life. Coupled with this is the honor of serving God.
- You have been deemed worthy of this high responsibility. Words like faithful and devoted suggest the high level of commitment that is being requested of you. As you fulfill your roles and responsibilities, you bring glory to God and help the church to prosper.
- Lastly, the ultimate purpose for your effort is that you and those whose lives you touch may “grow in the grace and knowledge of the Lord Jesus Christ...” This is not a task to be taken lightly. Your best is expected!

🗨️ Explain: This workshop/retreat/discussion is designed to help you strive for that “best” and it begins with understanding the vision for this church and your role and responsibility in making that vision a reality.



## OUR VISION/MISSION/PURPOSE 📖 4

- Read your church's vision/mission/purpose statement that you added to the PowerPoint.

Ask: How does this statement affect us as church leaders? (The point: It is the responsibility of the church leaders to guide the church toward fulfilling the statement through our various ministries.)

## OBJECTIVES AND SCHEDULE

- Summarize the objectives and schedule for these sessions.

## OBJECTIVES 📖 5

During the first session, participants will:

1. Identify current needs to fulfill their church leadership roles
2. Review and revise job description for their personal leadership roles
3. Articulate their vision related to specific leadership responsibilities

And later in the next session, participants will:

1. Review their vision related to their specific leadership responsibilities
2. Outline "first steps" of a plan to support their vision
3. Map connections within and between the church's ministry areas and governance structure
4. Identify connections between their personal leadership roles and conference and denominational ministries

## SCHEDULE 📖 6


### Session 1: Revision and Vision

- |         |                                   |
|---------|-----------------------------------|
| 15 min. | Welcome and Introduction          |
| 10 min. | Identify Current Needs as Leaders |
| 10 min. | Consider Our Unique Roles         |
| 15 min. | Update Job Descriptions           |
| 10 min. | Prayer for Vision                 |



### Session 2: Vision and Action

- |         |  |
|---------|--|
| 20 min. | Share the Vision   |
| 10 min. | Develop First Steps of our Personal Plans                          |
| 10 min. | Map Communication and Responsibility Connections within our Church |
| 10 min. | Identify Ministry Resources from our Conference and Denomination   |
| 10 min. | Closing Worship  |

## 2. Identify Current Needs as Leaders (🕒 10 minutes)


 Explain: Each person present was elected or appointed to a particular leadership position and has come to this session with a variety of needs. For the next few minutes, we will explore those needs.

### EXPLORE NEEDS ✖ 7

-  Distribute a set of “I Need” cards to each participant.
  - Read the “I Need” instructions. *During the next 3 minutes, sort the “I Need” cards into three piles: 1) the things I currently have, 2) the things I currently need, and 3) the things I don’t need. These needs are to relate to your current role as leaders.*
  - After 3 minutes or all have completed the exercise, invite participants to talk with another person for 5 minutes sharing their listings and noting their “greatest need.”
-  Distribute copies of the handout, “Maslow’s Hierarchy of Needs” and post the flipchart page with the handout copied on it.

### MASLOW’S HIERARCHY OF NEEDS ✖ 8


- After 5 minutes, invite participants to share their greatest need with the larger group. When someone identifies a need, place a checkmark on the Hierarchy of Needs flipchart copy.
- Summarize the information recorded on the chart and suggest some observations about the response.

 Explain: Maslow’s model as seen here has been adapted for church leaders. Note that we need to fulfill basic needs before other needs emerge.

- These sessions primarily address the basic needs (clear task, resources, and policies and procedures) to allow people to move to a higher level with greater fulfillment and satisfaction as a leader.
- For those who have these basic needs fulfilled, the session will provide an opportunity for reflection on other needs from the hierarchy.
- Some needs will not be addressed during this session but we will be able to address them privately or in a future session.

### 3. Consider Our Unique Roles (🕒 10 minutes)

#### VALUE OF CLEAR INSTRUCTIONS ✖ 9

 Explain: Each of us has specific tasks to fulfill in our roles. Yet, clarity as to what those tasks are is often lacking.


- Our involvement as church leaders is often like the case of Bill who was asked to straighten 10 cartons in the company's supply room. His direction was simply to "straighten the cartons so we can have access to them – and be neat about it."



Distribute the "Data Sheet" to each participant.

- Invite everyone to individually rate each of the arrangements based on how well it fulfills the supervisor's directions. Allow a few minutes for completing the assignment.
- After each participant completes the exercise, invite the group to identify the best arrangement. Encourage disagreement and allow people to justify their choice by sharing the assumptions and criteria that influenced their decision.
- Note the difference in the assumptions, the variations in perceptions of the task, the criteria used in performance evaluation, and the relationship between the given instructions and end result, etc.

#### SUMMARY

 Explain: All of us probably have stories that are similar to Bill's experience. It is difficult to complete or fulfill a role or responsibility when we try to do it without clear instructions or understanding of the desired outcome.

- During this session, we are talking about Board/Church Council/Leadership Team positions but this insight also applies to the volunteers that we enlist and oversee. Clear instructions related to roles and responsibilities are imperative.

#### 4. Update Job Descriptions (🕒 15 minutes)



Distribute appropriate job descriptions to those present. Participants receive only the job description(s) related to their position. If there are positions represented for which you do not have a job description, provide a blank job description for the person to work with in the next exercise.

- Some participants will receive more than one job description because their role may involve them with more than one board/committee/team or responsibility.

#### REVIEW AND REVISE JOB DESCRIPTIONS



Explain: Take 5 minutes to review your primary task and specific responsibilities as given on the job description. It may be necessary to edit some of the statements to make them fit our church or your understanding of your role.

- Also, be sure to fill in the blanks related to Specific Responsibilities and Board/Committee/Team Organization.
- After 5 minutes we will have you review your changes in small groups to be sure that they add clarity and reflect our church.


#### DISCUSSION

- After 5 minutes, invite participants to gather in groups of three for 8 to 10 minutes to share their revisions. This time will provide an opportunity for additional adjustments to the statements in accordance with the understanding of other persons.

**NOTE:** You may want to collect these edited job description pages at the end of the second session in order to update the master copy for future use and reference. It may be helpful to have two or three people evaluate the suggested adaptations prior to incorporating them into the master copy. These revised job descriptions could be presented to your executive board, council or leadership team and adopted as the official job descriptions for your church.

## 5. Prayer for Vision (⌚ 10 minutes)

### INTRODUCTION ✕ 10

 Explain: As we begin the final activity of this first session let us keep in mind the primary task for each ministry as well as the congregation. As a church, we want to “help individuals grow in the grace and knowledge of the Lord Jesus Christ.” (You may want to substitute other wording for your church based on your vision statement.) This final activity will provide time for you to focus on how your vision for your ministry position will help our church achieve its mission and vision.

### OPPORTUNITIES FOR OUR CHURCH ✕ 11



Distribute copies of the “Opportunities for Our Church” handout.

- The handout “Opportunities for Our Church” can be used as it is (option 1) or it can be incorporated into a time of prayer and journaling (option 2). Review both options and decide, before starting the session, which option you will use.

#### OPTION 1: DIRECTIONS

- After a time of prayer for God’s vision, encourage participants to work alone and respond to the questions on the handout. (You will complete number 5 on the handout during the next session.)

#### OPTION 2: DIRECTIONS

- Invite participants to join you in a time of prayer related to their job description and vision for the year. The prayer time incorporates seeking God’s insight and journaling. Suggest that all sit quietly with eyes closed allowing them to realize the presence of God. Encourage oral prayers of adoration to God and thanksgiving for your church, pastors, and leaders.
- Next, encourage participants to picture themselves engaged in ministry. What are you doing? What are you feeling? Now look into the eyes of those with whom you minister. What do you see? What needs become evident? Journal your thoughts in the space provided for question 1.
- Continue in a spirit of prayer and think about your ministry. What in this ministry is working effectively? Journal your thoughts at question 2. (pause)

- What improvements are needed in this ministry? Journal your thoughts at question 3. (pause)
- Finally, think about your ministry for this coming year and ask in prayer for God's vision for your ministry. Again, journal related to the ministry vision at question 4. (You will complete number 5 during the next session.)
- Conclude the prayer time with oral prayers or a group "amen."



Explain: This is the end of the first session. After the break (or at the next meeting) these vision statements will be considered and next steps identified that will help our church move toward our vision of what God desires us to be.

**NOTE:** If you are incorporating this experience into two of your regular meetings, stop at this point. Encourage those participants who work with others on boards/committees/teams to take the work that has been done so far and review it with the others on their board/committee/team. How do these others respond? What ideas would they add to the evaluation and vision? Take note of their response.

# 2 Session Two

## Vision and Action

### *Session Overview*

#### **PURPOSE OF THIS SESSION**

To help participants identify a vision for their ministry and create a plan to move into that vision. To discover how each person belongs in the greater picture of the church.

#### **OBJECTIVES FOR THIS SESSION**

During this session, participants will:

1. Review their vision related to their specific leadership responsibilities
2. Outline “first steps” of a plan to support their vision
3. Map connections within and between the church’s ministry areas and governance structure
4. Identify connections between their personal leadership roles and conference and denominational ministries

1. Sharing the Vision <ol style="list-style-type: none"><li>a) Objectives and Schedule</li><li>b) Small and Large Group Sharing</li></ol>	20 min
2. Developing “First Steps” <ol style="list-style-type: none"><li>a) Identify Possibilities – List Steps</li><li>b) Conclude</li></ol>	10 min
3. Mapping Local Connections <ol style="list-style-type: none"><li>a) Our Church Organizational Plan</li><li>b) Activity Summary</li></ol>	10 min
4. Connecting with the Covenant Church <ol style="list-style-type: none"><li>a) Theme Verse: Companions</li><li>b) Covenant at Large</li></ol>	10 min
5. Closing Worship <ol style="list-style-type: none"><li>a) Reflect and Responsive Reading</li><li>b) Evaluate</li></ol>	10 min

#### **MATERIALS FOR THIS SESSION**

- PowerPoint presentation
- Prepared chart of church’s organizational plan on flipchart page
- Handouts: “The Covenant Church at Large,” “Closing thoughts-Responsive Reading,” “Evaluation ”

## 1. Sharing the Vision (🕒 20 minutes) 📖 12

- Welcome the group back for Session 2.
- Pray for guidance and wisdom as the group continues to work together related to the vision and ministry for your church.

### OBJECTIVES AND SCHEDULE

- Summarize the objectives for the previous session and the objectives and schedule for this session.

### OBJECTIVES 📖 13

#### **During the first session, participants:**

1. Identified their current needs to fulfill their church leadership roles
2. Reviewed and revised the job description for their personal leadership roles
3. Articulated their vision related to their specific leadership responsibilities

#### **During this session, participants will:**

1. Review their vision related to their specific leadership responsibilities
2. Outline “first steps” of a plan to support their vision
3. Map connections within and between the church’s ministry areas and governance structure
4. Identify connections between their personal leadership roles and conference and denominational ministries

### SCHEDULE 📖 14

#### **Session 2: Vision and Action**

20 min.	Sharing the Vision
10 min.	Developing First Steps of our Personal Plans
10 min.	Mapping Local Connections
10 min.	Connecting with the Covenant Church
10 min.	Closing Worship



### SMALL GROUP SHARING

- During the first session, participants explored their vision for their ministry by using the handout, "Opportunities for Our Church." Invite participants to gather in groups of three and spend 15 minutes sharing their visions with each other.
- Encourage groups to help clarify statements, identify potential duplication or conflicts and elements that appear to be missing.

### LARGE GROUP SHARING

- After all persons have shared in the group of three, invite several volunteers to share their vision with the entire group.
- Remind everyone that the visions for individual ministries all combine to help your church achieve its vision and mission.


**NOTE:** If **ministry team, committee or individual board members are present**, use the following assignment instead of the group of three sharing. Encourage the teams/committees/boards to gather and compare notes. How do their evaluations compare? How do their vision statements compare? How can these statements be brought together to represent a unified statement for the ministry team, committee or individual board? This activity **may take 30-40 minutes to complete**. It will also be helpful to have these groups summarize their discussion for the entire group.

## 2. Developing "First Steps" (⌚ 10 minutes)

### IDENTIFY POSSIBILITIES - LIST STEPS

- Invite participants to review the ideas and the vision that they wrote during Session One on the handout, "Opportunities for Our Church." Is there anything that needs to be added or deleted?
- Next, have participants address question 5 by listing some action steps that they will personally take to help move their ministry toward their vision.
- Encourage them also to think about their personal schedule and consider the time that will be needed to accomplish these steps.
- Allow 5 to 8 minutes for this activity.


## CONCLUDE

 Explain: You have begun to plan your work. The hardest part is yet to come – finding the time to carry out these tasks and keeping the commitment to “work your plan.”

- It's at this point that a church leader needs to keep in mind that “no person is an island.”
- A church leader joins with others who are part of the Body of Christ. We are part of God's “winning team.” Collaboration is a must. It will play an important role as we seek to fulfill our overall mission.
- The needs of our communities and local churches are broad in scope and overlap one another. One leader or one board/committee/team cannot meet all these needs. We must work together and share resources in order to find workable plans.

## 3. Mapping Local Connections (🕒 10 minutes)


### INTRODUCTION

 Explain: One of the greatest motivating factors for team members is understanding where and how each member fits into the total picture or map of the organization. Without that understanding, it is easy to feel that one's role or the roles of others on the team are weighted differently in importance. Yet, each member of the team has an important contribution to make to the total effectiveness of an organization.

### OUR CHURCH ORGANIZATIONAL PLAN

- Post the basic organizational plan of your church. (Information to prepare this chart can be drawn from your church's constitution.)
- As a group, identify where participants connect within the structure of your congregation. You may want to write names in the appropriate places. Invite the group to add missing elements and informal connections to the chart.

### ACTIVITY SUMMARY ✖ 15

 Explain: Each person and ministry has “a unique place” in the life of our church. The sum of the parts is the whole! All of the efforts of the ministry teams in our church combine to help our church move toward our church vision.

- Together, church leaders must:
  1. Share common vision
  2. Identify target audiences
  3. Create common ministry objectives, goals and plans
  4. Establish appropriate “check-points”
  5. Evaluate and celebrate together
- If you have time, consider together the above list.
- Share common vision – We emphasized this idea frequently during these sessions.
- Identify target audiences – List together on the flipchart the target audiences for your church. Next, encourage each person to quickly identify and state the target audiences for his or her ministry. List these on the Organizational Chart. Quickly identify any target audience not mentioned or mentioned infrequently and suggest that here is an area where work is needed.
- Create common ministry objectives, goals and plans – this too has been a part of this session as you have worked on “first steps” but it may need some more work.
- Establish appropriate “check points” – Ask: Where are the “check points” in our church? What do you think “check points” means? How can we be intentional about establishing appropriate “check points”?
- Evaluate and celebrate together – How do we do this in our church? How could we do this more effectively?

#### 4. Connecting with the Covenant Church (🕒 10 minutes)


THEME VERSE: COMPANIONS ✖ 16

 Explain: The Evangelical Covenant Church in its beginnings affirmed the importance of “connections.”

- The theme verse at the founding meeting was Psalm 119:63, “I am a companion of all who fear thee!”
- The Evangelical Covenant Church connects people from congregations large, small, ethnic minority, cultural majority, urban and rural, in a common mission as part of the Body of Christ. As part of the community of believers, Covenanters share in Christ’s ministry of outreaching love on a worldwide scale.

- Gary Walter, the current president of the Evangelical Covenant Church, has adapted this idea into the following summary of our ministry; “We are in it together to see ...
  - More Disciples...
  - Among More Populations...
  - In a More Caring and Just World”

#### FOR EXAMPLE: COVENANT WORLD RELIEF ✕ 17

 Explain: To “be a companion” means to link together, to support, to participate, to advise, to share. The regional conference and denominational boards and departments minister in ways a single congregation cannot.

- For example, Covenant World Relief is a service supported by many congregations. Because of this “team effort,” CWR provides emergency relief, as well as resources for long-term development to nations and persons around the world.
- Denominational departments provide structure for sharing resources and exchanging ideas and possibilities for ministry. Working with regional conferences, the various departments provide training, consultation, and resources for all types of congregations. This workshop/retreat/discussion is one such resource.
- The regional conference and denominational ministries are extensions of your church and exist to assist your ministry. Get to know what they offer and who to contact. You should not hesitate to call on these people for materials and assistance.
- Finally, an online visit to the Covenant website [www.covchurch.org](http://www.covchurch.org) or a phone call to the Covenant Resource Center, 1.800.338.IDEA (4332) can provide a beginning point for help or answers to your questions.

#### COVENANT AT LARGE ✕ 18-19



Distribute “The Covenant Church at Large” handout. There are two versions of this handout for you to consider. Version 1 is a fill-in-the-blank activity sheet and version 2 provides most of the information. Consider using version 1 and have groups of 3 compete to see which team can complete the most information in 5 minutes.

- Ask participants to complete the handout for future reference as you review the information together.

## 5. Closing Worship (⌚ 10 minutes)

### REFLECT

- Refer participants again to the needs identified at the beginning of the first session. Invite each person to silently reflect on the list of “current needs” and note any changes that occurred during these sessions together.
- Next, join in the following responsive reading. Encourage participants to invite the Holy Spirit to guide them to the images and ideas that will encourage them as leaders. (Note: this responsive reading is included in the PowerPoint presentation as well as on a handout. Use the format that will work the best in your setting.)

### RESPONSIVE READING



Distribute the “Closing thoughts-Responsive Reading” handout or use the PowerPoint presentation. ✖ 20–25

- Read aloud together with the leader reading the italicized words and the participants reading the bold sections.

*O God of Abraham and Sarah,  
You have led your people in the past; lead us now.*

**Grant us the courage of Ruth to leave behind the old and familiar,  
The courage of Noah to risk laughter and scorn,  
The hope of Jeremiah to invest in the future,  
And the unselfishness of Esther to take risks on behalf of others.**

*O God of Moses and Miriam,  
You delivered your people and led them through the wilderness,  
Giving them food, protection, and guidance.*

**In the words of Miriam, we praise you:  
“I will sing to the Lord, who has triumphed gloriously!”**

*O God of Deborah and Gideon,  
You have given us leaders to bring us back when we wander from you,  
And deliverers to lead us against oppression.*

**Give us leaders and deliverers,  
And grant us the wisdom to follow them.**

*From the words of your prophets we have learned justice and mercy.*

**Help us to say, with Isaiah, “Here am I. Send me.”**

*O God of James and John and Mary Magdalene,  
You have called us to follow Jesus.*

**Teach us how to work together in mutual responsibility, side by side,  
Neither lagging behind nor shoving to the front.**

*O God of Paul and Priscilla and Aquila,  
Who risked their lives for the sake of spreading your church,  
Fill us with enthusiasm for your church.*

**Use us in the spreading of the church, in the building up of its parts,  
In the joining together of its various congregations,  
And in ministry to the whole world.**

*O God of our Lord Jesus Christ,  
Who gave himself in love for the whole world, teach us so to love.*

**Grant us the spirit of Christ, who came not to be served but to serve. Amen.**

*The Covenant Hymnal: A Worshipbook, Covenant Publications, 1996, #961, used by permission.*

- Ask the group to review the reading and list some of the words and phrases that affirm and reinforce the ideas that you have been considering in your sessions.
- After listing several of these words and phrases close the gathering with prayer.

## EVALUATE 26



Distribute evaluation forms. Tell people that they are free to leave after completing the Evaluation Form.

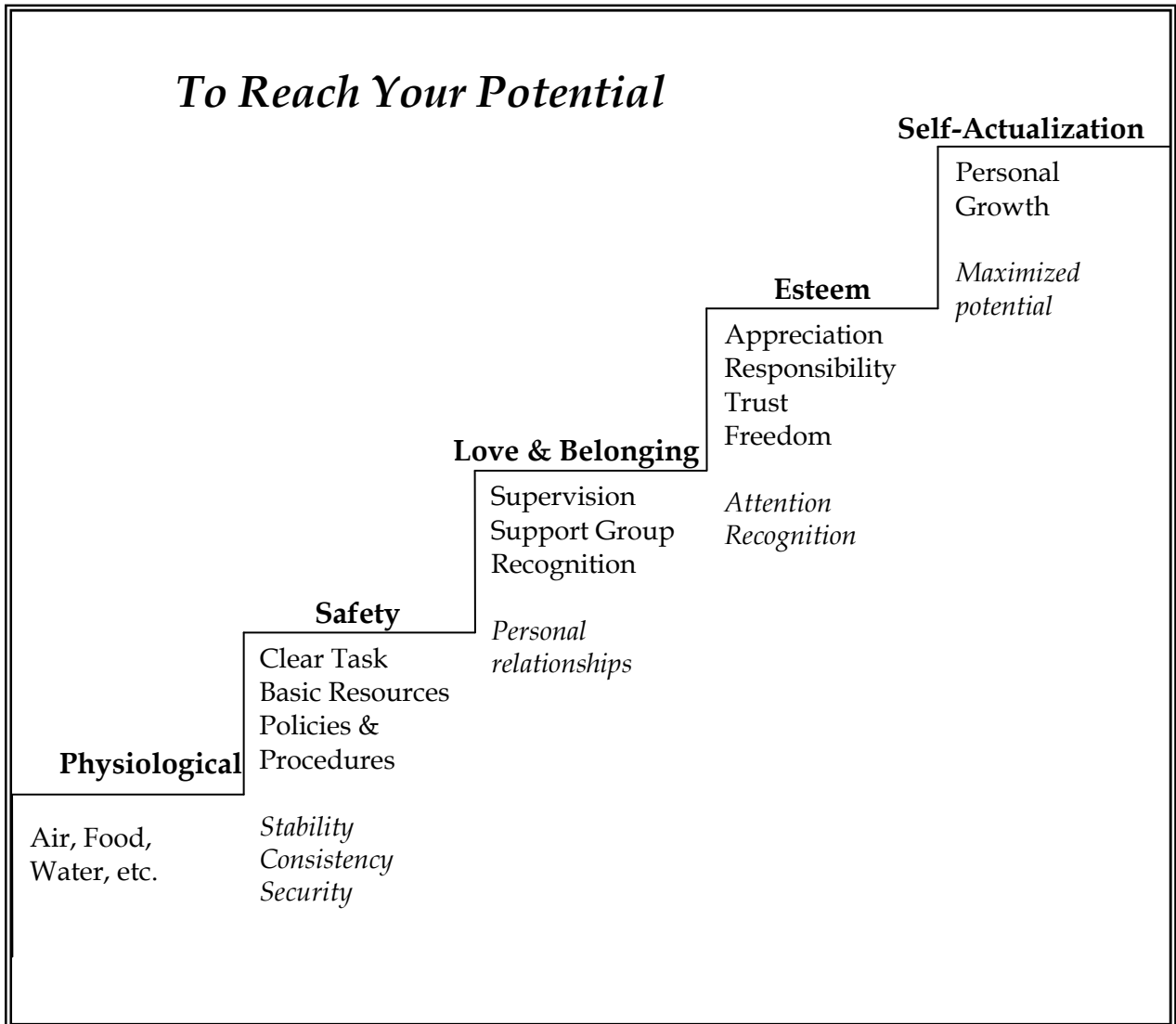
**NOTE:** Collect the job description pages now if you want to use them to update the master copy of these documents for your church. Consider having two or three people evaluate the suggested adaptations prior to incorporating them into the master copy.

## “I Need” Cards

Directions: Cut along the lines and place in an envelope for each person.

<p style="text-align: center;">BASIC RESOURCES</p> <p>I have adequate materials, equipment, money, facilities, and resources to do my task or know I can get them.</p>	<p style="text-align: center;">SUPPORT GROUP</p> <p>We share goals, tasks, concerns, ideas, and encouragement for one another. We're really in this together. We support one another in prayer.</p>
<p style="text-align: center;">CLEAR TASK</p> <p>I know what is expected of me and what I can expect of others. There is agreement throughout the church as to the nature of my task and a definite term of service.</p>	<p style="text-align: center;">RECOGNITION</p> <p>My church takes this work seriously, recognizes it as important, and has honest goals and demands for the task. I know that I am important in this work.</p>
<p style="text-align: center;">POLICIES AND PROCEDURES</p> <p>I know how to go about my task, how to get help, secure equipment and materials, coordinate efforts, and secure approval of plans.</p>	<p style="text-align: center;">RESPONSIBILITY</p> <p>I am given increased responsibility as I am ready. I am respected for my contributions and abilities.</p>
<p style="text-align: center;">TRUST AND FREEDOM</p> <p>Others express interest in my task, but allow me freedom to use my own ideas and initiatives. No one is trying to do my job for me.</p>	<p style="text-align: center;">PERSONAL GROWTH</p> <p>I have a growing sense of self-worth and confidence. I am gaining new skills and understanding. I have a sense of achievement.</p>

# Maslow's Hierarchy of Needs

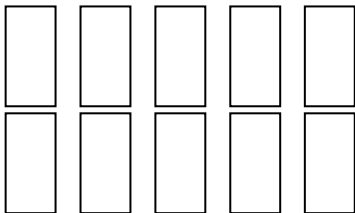
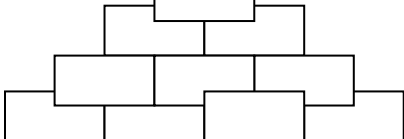
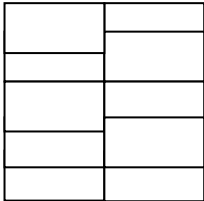
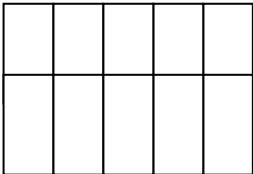
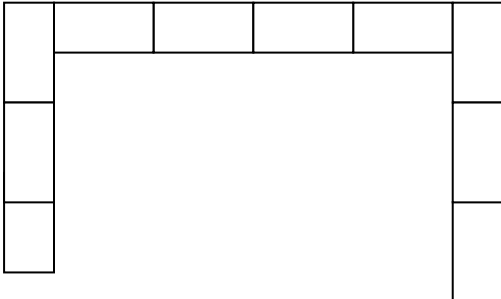




## Getting the Job Done

Bill has been given the responsibility of arranging or rearranging 10 cartons in the company's supply room. His supervisor tells him to "straighten them so we can have access to the cartons – and be neat about it."

Following are examples of the ways in which Bill could arrange the cartons. Considering your interpretation of the instructions Bill received, rate each of the arrangements on its fulfillment of the supervisor's directions (1 indicating poor arrangement, and 5 indicating very effective arrangement).

(top view)		_____
(side view)		_____
(side view)		_____
(side view)		_____
(top view)		_____

# Opportunities for Our Church

## Worksheet or Guided Prayer Experience

As you begin to think about the focus of your ministry, reflect for a moment on these questions. Your responses will help you think about the people you serve through this ministry role and create a vision for the coming year.

1. Who are the people you serve through this ministry role and what are their needs?

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2. What in this ministry is currently working effectively?

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3. What improvements are needed in this ministry?

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4. What is your vision or hope for this ministry?

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5. What “first steps” do you need to take in order to make this vision a reality?

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# The Covenant Church at Large

Your regional conference: \_\_\_\_\_

Office Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Website: \_\_\_\_\_

Your regional conference superintendent: \_\_\_\_\_

Your regional conference staff persons and ministries:

\_\_\_\_\_  
\_\_\_\_\_

## Your denomination: The Evangelical Covenant Church

The Denomination's President: G\_\_ \_\_y B. W\_\_l \_\_er

Office Address: 8\_\_ \_\_3 W. Hi \_\_gg\_\_s R\_\_, \_\_hic\_\_ \_\_o, IL 60631

Phone: 773.784.3000 Website: [www.covchurch.org](http://www.covchurch.org)

Ministry Departments:

\_\_\_\_\_ Formation; Church \_\_\_\_\_ and Evangelism;

Commun\_\_\_\_\_; Compassion, \_\_\_\_\_ and Justice; Covenant

\_\_\_\_\_ Company; Covenant \_\_\_\_\_ of Benevolence;

National \_\_\_\_\_ Properties; North Park University; Ordered

\_\_\_\_\_; Women \_\_\_\_\_; and World \_\_\_\_\_

Resources and Information:

The Covenant Resource Center

Office Address: 8303 W. Higgins Rd., Chicago, IL 60631

Phone: 1.800.338.IDEA (4332) Email: [resource.center@covchurch.org](mailto:resource.center@covchurch.org)

# The Covenant Church at Large

Your regional conference: \_\_\_\_\_

Office Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Website: \_\_\_\_\_

Your regional conference superintendent: \_\_\_\_\_

Your regional conference staff persons and ministries:

\_\_\_\_\_  
\_\_\_\_\_

## Your denomination: The Evangelical Covenant Church

The Denomination's President: Gary B. Walter

Office Address: 8303 W. Higgins Rd., Chicago, IL 60631

Phone: 773.784.3000 Website: [www.covchurch.org](http://www.covchurch.org)

Ministry Departments:

Christian Formation; Church Growth and Evangelism; Communication;  
Compassion, Mercy and Justice; Covenant Trust Company; Covenant Ministries  
of Benevolence; National Covenant Properties; North Park University; Ordered  
Ministry; Women Ministries; and World Mission

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Phone: 1.800.338.IDEA (4332) Email: [resource.center@covchurch.org](mailto:resource.center@covchurch.org)

## Closing Thoughts – Responsive Reading

O God of Abraham and Sarah,  
You have led your people in the past; lead us now.

Grant us the courage of Ruth to leave behind the old and familiar,  
The courage of Noah to risk laughter and scorn,  
The hope of Jeremiah to invest in the future,  
And the unselfishness of Esther to take risks on behalf of others.

O God of Moses and Miriam,  
You delivered your people and led them through the wilderness,  
Giving them food, protection, and guidance.

In the words of Miriam, we praise you:  
“I will sing to the Lord, who has triumphed gloriously!”

O God of Deborah and Gideon,  
You have given us leaders to bring us back when we wander from you,  
And deliverers to lead us against oppression.

Give us leaders and deliverers,  
And grant us the wisdom to follow them.

From the words of your prophets we have learned justice and mercy.

Help us to say, with Isaiah, “Here am I. Send me.”

O God of James and John and Mary Magdalene,  
You have called us to follow Jesus.

Teach us how to work together in mutual responsibility, side by side,  
Neither lagging behind nor shoving to the front.

O God of Paul and Priscilla and Aquila,  
Who risked their lives for the sake of spreading your church,  
Fill us with enthusiasm for your church.

Use us in the spreading of the church, in the building up of its parts,  
In the joining together of its various congregations,  
And in ministry to the whole world.

O God of our Lord Jesus Christ,  
Who gave himself in love for the whole world, teach us so to love.

Grant us the spirit of Christ, who came not to be served but to serve.  
Amen.

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permission.

# EVALUATION

Of the topics covered in this workshop/retreat/discussion, which would you regard as being of the most value to you?

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Which topics, if any, should be added?

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Which topics, if any, should be covered in greater depth?

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How would you rate this workshop/retreat/discussion?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

Other comments:

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