

The Description of a Special Review

The purpose of a special review is to allow the District Superintendent and church board to deal with issues raised by a desire to submit to the church the question of continuance of the pastoral relationship.

1. A special review should be considered a last resort and a necessary procedure when all other efforts to bring about reconciliation and or changes for an effective ministry have not been effective.
2. A special review should be considered only when a crisis has developed that has gone far beyond the boundary of searching for alternatives.
3. A special review should be used to identify the problem (problems) in the relationship, not personalities or persons involved.

The request for a special review can take place by the following:

- The Board by a majority vote of the church board asks the Superintendent to become involved
- The District superintendent observes the necessity of a review.

Following the request for a special review of the pastor, the District Superintendent has the authority to schedule the actual meeting with the board within a 90 day period following notification. This may be used for a "cooling off" period, to allow the pastor to consider options, or to comply with the schedule of the Superintendent. (Manual 208.10)

208.10. To schedule a special church/pastoral review (123), within 90 days of the request of a church board for such review, on the continuance of the church/pastoral relationship.

The actual meeting of special review begins with a vote of the present board members (including the district superintendent). A majority vote must be achieved for this to be considered officially a special review.

123. Special Church/Pastoral Review. In the interim of regular reviews, a local church board meeting shall become officially a special review only by a majority vote of the entire elected church board with the district superintendent present or an elder appointed by the district superintendent serving as chairperson. If the district superintendent and the church board shall be of the opinion that the question of the continuance of the church/pastoral relationship should be submitted to the church, the district superintendent and the church board by a majority vote of all its members present, except where civil law of a given country requires otherwise, may order the question submitted for vote at a special church meeting. The question shall be submitted in the following form: "Shall the present church/pastoral relationship be continued?" This special church/pastoral review meeting shall be conducted in executive session. (113.14)

If by a two-thirds vote by ballot of the church members of voting age present and voting, except where civil law of a given country requires otherwise, the church decides to continue its present church/pastoral relationship, the term of office of the pastor shall continue as though such vote had not been taken. If, however, the church fails to decide by such vote to continue the present church/pastoral relationship, the term of office of the pastor shall terminate on a date, set by the district superintendent, not more than 180 days following the vote. (122-22.1)

The action by the church board to present the question of continuing the pastoral relationship to the congregation requires a majority of the church board members present (and superintendent) to pass.

Procedural Issues in Conducting the Special Review Board Meeting:

- The District Superintendent should speak with many members of the congregation, both board and non board members to assess the situation.
- The District Superintendent should separate the people from the problems. i.e. identify the problem, not the personalities involved.
- The District Superintendent should ask what alternatives have been attempted to date.
- The District Superintendent should ask what is the real goal of meeting in this way.
- The District Superintendent should ask if Manual 121.1 has been followed.

121.1. Pastors and congregations shall seek a clear understanding of each others' expectations and sincerely follow biblical principles to resolve differences in a spirit of reconciliation within the church. Biblical principles for resolving differences in Matthew 18:15-20 and Galatians 6:1-5 include:

- 1. Seek to resolve differences by discussing them face to face.*
- 2. If face-to-face discussion fails to bring resolution, seek the assistance of one or two others in resolving the differences.*
- 3. Bring the differences to the church board only after face-to-face discussion and small-group efforts fail.*
- 4. Christians are obligated to work at resolving differences in a spirit of love, acceptance, and forgiveness.*

- The District Superintendent should ask what the fallout of such a vote would mean for the congregation and community.
- The District Superintendent should clearly define with the board the serious nature of such a vote and its ramifications for the church; it's reputation, it's membership, it's historic perspective, and the ramifications for the pastor; their record, their ability to find another ministry, their family, and their future.

For the special review, the district superintendent may approve or disapprove the action of the church board. If he or she approves, the question will be presented to the congregation.

Procedural Issues in Conducting the Congregational Vote:

- Should the District Superintendent approve of a church vote, at the church meeting the question presented shall be, "Shall the present pastoral relationship be continued?" It requires a two thirds majority for the pastoral relationship to continue.
- Announcement of a congregational vote concerning pastoral relationship should be given in two services beginning 7 days prior to the actual vote.
- If the question presented receives less than a two thirds majority support, the pastoral relationship will end on the day set by the District Superintendent, not more than 180 days following the vote.

The Description of a Church in Crisis

The purpose of declaring a church in crisis is to allow the District Superintendent and church board to deal with major issues raised.

Procedural Issues:

- The District Superintendent should

The Five Dysfunctions of a Team

The First Dysfunction is an Absence of Trust.

- This stems from an unwillingness to become vulnerable within the group.
- Often marked by hidden agendas
- Unwillingness to become open about personal weaknesses.
- Unwillingness to forgive other's weaknesses
- Impossible to build trust.

The Absence of Trust leads to:

- ☹ Concealed weaknesses
- ☹ Hesitation to ask for help or provide constructive feedback.
- ☹ Hesitation to offer help even within the member's abilities.
- ☹ Jumping to conclusions about other's motives.
- ☹ Failure to recognize and tap into other's abilities.
- ☹ Wasting of time and energy on managing other's behavior
- ☹ Holding of grudges.
- ☹ Dreading of any activity that places you in relationship with other team members.

Members wishing to establish Trust must:

- ☹ Admit personal weaknesses
- ☹ Take ownership of personal mistakes.
- ☹ Initiate change
- ☹ Ask for help.
- ☹ Accept questions concerning there area of mission without it being a personal affront.
- ☹ Risk offering feedback even to those with whom you disagree normally.
- ☹ Appreciate and tap into the skills and experience of others.
- ☹ Focus time and energy on your "entrusted responsibility"
- ☹ Offer and accept apology without hesitation.
- ☹ Let past mistakes die.
- ☹ Look forward to the mission of the group.
- ☹ Keep the Mission objectives foremost on your mind.
- ☹ Care more about others than self.



The Second Dysfunction the Fear of Conflict.

- Lack of trust damages the open dynamic of relationships leading to contained conflict.
- Team lacks the ability to trust during the conflict of ideas. Possibly due to prior outbursts of improper conflict over necessary conflict.
- Lack of passionate debate in a trusting environment.
- Results in guarded discussions and veiled decision making.
- Leads to back room / after meeting decisions and calls.

The Fear of Conflict leads to:

- ☞ Useless meetings
- ☞ Creating environments where back-channel politics and personal attacks can thrive.
- ☞ Failure to tap into opinions and perspectives of others
- ☞ Wasting of time focused on posturing and interpersonal risk management.
- ☞ Avoiding responsibilities to address real problems.

Members wishing to overcome Fear of Conflict must:

- ☞ Have an attitude of excitement concerning upcoming events.
- ☞ Extract and use the ideas of every team member
- ☞ Solve problems quickly and decisively
- ☞ Minimize the political games we are tempted to play.
- ☞ Put critical topics on the agenda for discussion.

The Third Dysfunction is a Lack of Commitment.

- Without discussion and debate, decisions are made that no one is truly committed to fulfill.
- Group does not "buy into" a plan or decision.
- Feigned agreements lack power.

The Lack of Commitment leads to:

- ☞ Creation of ambiguity among the team concerning direction and priorities.
- ☞ Missed opportunities due to excessive analysis of realities.
- ☞ Breeding of fear of failure and dark outlook on potential.
- ☞ Revisiting discussions and actions take earlier.
- ☞ Second guessing among team members

Members wishing to establish Commitment:

- ☞ Create a clarity around expected goals and priorities
- ☞ Develop the ability to learn from the group mistakes.
- ☞ Take advantage of obvious opportunities
- ☞ Change direction without guilt (let go of programs without guilt)
- ☞ Align the entire team around a single common goal (early step)
- ☞ Align the entire team around multiple goals as group health permits.

The Fourth Dysfunction is an Avoidance of Accountability.

- Without commitment to a clear plan of action, focus driven people hesitate to call on peers.
- Lack of trust breaks down the relationship of trusting accountability.
- Any criticism is considered personal attack over personal development.
- Actions of team members become counter productive to the good of the team.

The Avoidance of Accountability leads to:

- ☞ Resentment among team members who have different views and standards of ability.
- ☞ Encouraged mediocrity.
- ☞ Missed deadlines
- ☞ An undue burden on the team leader to become a source of discipline.

Members wishing to establish Accountability:

- ☞ Ensure poor performers feel the pressure to become involved at their skill level.
- ☞ Identify potential problems quickly and address them quickly.
- ☞ Question one another in a positive group enhancing way.
- ☞ Respect team members views.
- ☞ Establish relationship that holds one another to an agreed set of standards for accountability.
- ☞ Avoid excessive bureaucracy around performance.
- ☞ Embrace regular and constant discussion.

The Fifth Dysfunction is an Inattention to Mission / Results.

- Team members become individuals looking for their own best interest and result.
- Personal egos take priority over the unified mission of the group.
- Collective goals are not as important as personal agendas.

The Inattention to Mission / Results leads to:

- ☞ Stagnation and failure.
- ☞ Rarely accomplishing any objective.
- ☞ Losing organization members to other organizations.
- ☞ Individuals developing personal missions
- ☞ Distraction from what the purpose of our lives should be.

Members wishing to establish Attention to Mission:

- ☞ Retain achievement oriented members
- ☞ Minimize individual agenda behavior
- ☞ Enjoy success or suffer failure together
- ☞ Benefit from and recognize those who subject their own agendas for the team mission.
- ☞ Avoid / ignore distraction (from sources outside the organization.)
- ☞ Tie rewards to the outcome.