

Table 14.1. Function of JUDICATORY LEADERS in the Maintenance Model and the JUDICATORY Apostolate in the Missionary Model

Judicatory Leader's Function	Maintenance Model	Missionary Model
Primary role	Chief Pastor	Chief missionary; chief teacher, evangelist, and vision communicator; chief pastor responsible for developing a pastoring system
Perspective	The judicatory as a collection of congregations; reductionistic	The judicatory as one church of networked missionary outposts united by a single missionary vision; systems-oriented; holistic
Leadership style	Hierarchical model; loyalty expected	Servant-leadership model; participatory; trust-driven
Communication style	Top-down; dictate; lecture; feedback not sought	Two-way; listen; teach; feedback solicited
Clergy performance standard	Loyalty to the judicatory leader	Clear performance objectives based on the vision; accountability for meeting performance objectives
Ordination of new clergy	Licensing professional clergy	Commissioning missionary leaders
Selecting potential ordinands	Selecting on the basis of spiritual maturity	Select on the basis of spiritual maturity, leadership abilities, and commitment to evangelism
Congregation in conflict	Intervene and settle immediate conflict	Resolve systemic causes rather than symptoms of conflict; provide a larger perspective related to community and mission; use outside consultants, when necessary, to resolve problems
Board appointments	Reward active, visible members with appointments, regardless of their skills or community leadership roles	Seek leaders who support the vision, are entrepreneurial, talented experienced, and capable, and who are leaders in their communities
Pastoral Duties	Primary pastor to the clergy	Use delegation and a comprehensive system to address the pastoral needs of the clergy
Budgeting and finance	Develop a budget based on the previous year's; subsidize weaker congregations without a strategy of making them stronger	Analyze the allocation of financial resources; develop accountability for results; support growing congregations; develop strategies to assist weaker congregations; reallocate resources to support the vision; maximize return in accordance with the vision
Planning	Top-down, with little congregation input; usually programmatic or maintenance planning; no strategic or tactical planning	Solicit input from those to be served; initiate strategic planning; establish goals, strategies, and tactics for the judicatory
Clergy selection for congregations	Provide congregations with clergy names and counsel	Analyze the congregation from a missionary perspective and identify specific needs; gather external data and demographics; provide counsel and the names of clergy who are particularly well suited to congregations and their needs
Judicatory-based programs	Design programs to inform and challenge congregations and serve church members	Analyze all programs in terms of the vision and their effectiveness; design programs to inform but also to empower congregations to achieve the vision; serve church members and the unchurched

Judicatory Leader's Function	Maintenance Model	Missionary Model
Christian education	Goals: Encouragement and knowledge	Goals: Discipleship; teach what evangelism is and how to accomplish it; stress spiritual formation
Youth	Program seen as youth education; youth viewed as church of tomorrow; judicatory youth groups' college chaplaincies primarily serve denominational students and faculty	Program seen as youth ministry; youth viewed as church of today; make disciples; train youth for evangelism; train and use youth ministries; appoint missionary college chaplains to serve all students and faculty
Communications	Judicatory newspaper (usually without a cohesive emphasis)	Judicatory newspaper that supports the vision and focuses on the miraculous; web page; email; brochures and videos; advertising campaigns
Judicatory Staff	Serve as chaplains; serve congregations in the greatest need	Serve as a resource to all the missionary outposts; solicit congregation's input
Outreach	Make outreach grants without a strategic plan	Develop a strategic plan for outreach funding; challenge congregations to achieve the vision; network congregations; highlight good work and achievement
Renewal	Develop programs to refresh the faithful	Develop programs to refresh the faithful and equip them for evangelism
Congregational development	Nonexistent, or only the judicatory leader is involved	Appoint a director of congregational development; analyze congregations according to type and provide resources accordingly; raise funds for congregational development
Financial development	Nonexistent, or only the judicatory leader is involved	Appoint a director of resource development; center fundraising efforts on evangelism in accordance with the vision; develop a system to increase financial resources and maximize their return in building new churches and in providing resources to diocesan institutions and congregations
Judicatory leader's visit to congregations	Minimal required functions (for example, in the Episcopal Church, baptism, confirmation, receptions)	Baptism, confirmation, or reception; consultation with lay and clergy leaders to explore congregational goals, needs, expectations, and questions regarding the vision and other issues.

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