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FEATURE ARTICLE..... 1



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Leadership

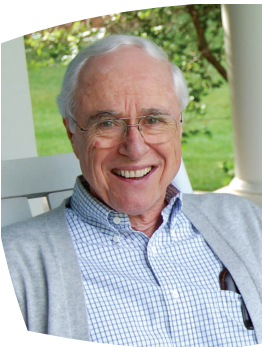
in Ministry

LOST RIVER, WV

BOSTON, MA

COLORADO SPRINGS, CO

LIM founder and former Coordinator Larry Matthews is this issue's feature writer



Some Questions You May Have Had About Leadership in Ministry Workshops But Were Hesitant to Ask

How did Leadership in Ministry workshops (LIM) begin?

First, a few words of background before fully answering this question. Rabbi Edwin "Ed" Friedman settled in the Washington, DC, area in the 1960's to serve a synagogue congregation and train to become a therapist. He received his training from psychiatrist, Dr. Murray Bowen, a pioneer in "family therapy." Bowen had named his attempt to construct a scientific basis for psychiatry

the Bowen Family Systems Theory (BFST), or simply the Bowen Theory. Friedman's first book, *Generation To Generation: Family Process in Church and Synagogue*, was published in 1985. This pioneering application of the Bowen Family Systems Theory to the emotional life of congregations and their leaders received an immediate positive response from leaders in the religious community which widened as Ed accepted invitations to speak before religious



Some Questions, cont'd

gatherings. A recurring question he heard from participants was, "How can we better understand and learn to apply these ideas to our ministry?" For some time Ed had been leading small coaching groups for Washington, DC, area therapists and clergy. Now he began to offer a structured training program in Bethesda, Maryland, that he named "Post Graduate Ministers' Seminars in Family Emotional Process."

Teaching With Ed Friedman:

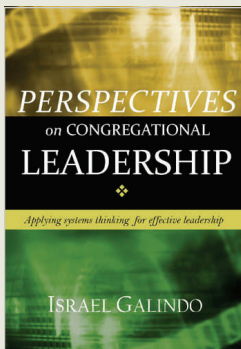
I read Ed's book in 1986 and, like many others, decided that I needed help in understanding and applying these important concepts to my life and ministry. I joined one of his local coaching group's for ministers. We brought case studies from our ministries to our monthly sessions and Ed taught us how to view them through the BFST lens. He recommended that we read Bowen's and Kerr's books and view the videos of Bowen's lectures available at the Bowen Center in nearby Georgetown. I also began to attend the monthly "Theory Days" he led for the clergy and therapists in his coaching groups.

Ed was my coach as I embarked on my family of origin work, a commitment that has become a life-long journey. In 1991 he added an advanced level to the Ministers' Seminars and invited me to join his faculty as a coach for one of the small groups focused upon participants' family of origin work.

During my first year as a faculty coach in the Ministers' Seminars, although I was impressed by the variety of congregational and denominational leaders attending, I observed that there were few participants from smaller congregations outside the immediate Washington, DC, area. The basic tuition was not inexpensive and non-resident participants also had to provide for their travel costs, lodging and meals for the two three-day sessions. I began to ask myself: would it be possible to create a quality training program similar to the Seminars that would be more affordable?

Leadership In Ministry Workshops (LIM)

I knew colleagues who were either Seminar faculty members or who had studied with Ed. So I made some inquiries and shared what was a still-in-the-rough-draft-stage idea with a few of them. The congregation I served in Vienna, VA, owned a retreat center in West Virginia. In spite of not receiving any encouragement *(continued, next page)*



*Perspectives on
Congregational
Leadership: Applying
systems thinking for
effective leadership*

by Israel Galindo

\$25.94

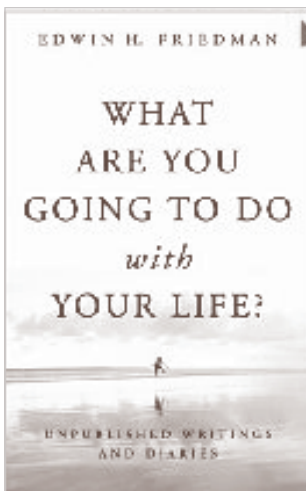
ISBN 9780971576575

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from Educational
Consultants at:

igalindo@aol.com

Some Questions, cont'd



Edwin H. Friedman

What Are You Going To Do With Your Life? Unpublished Writings and Diaries.

New York: Seabury Books, 2009.

185 pages

\$28.00

ISBN 978-1-59627-114-2

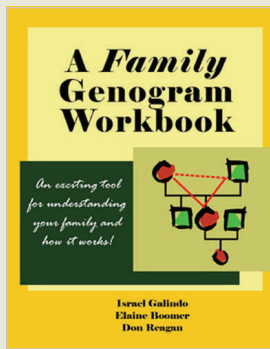
when I shared my idea with Ed (I could always count on him for an honest response!), in the spring of 1991 I contacted all of the clergy I knew who might be interested in participating in a low cost (\$125) Leadership In Ministry Conference at Lost River Retreat Center in Lost River, West Virginia, September 21-23. The invitation noted that “It would be a conference on ministering to the church as a family system — with special emphasis upon leadership as understood by Bowen Theory. The overall focus will be upon the practical integration of theory and practice.” My minimum number for a “go” was twelve, although I noted that the group would be “limited to 25, or 30 at the max.” I received five registrations plus four “interested” responses. So I wrote my “not this time” notes to the few who had responded.

The following spring I drafted a second invitation letter announcing a workshop for September 20-22, 1992. Fourteen male clergy and two female lay leaders registered and Leadership In Ministry Workshops was born. One of my colleagues from Ed’s Seminar faculty, Myrna Carpenter, and a pastoral counselor friend, Mahan Siler, worked with me as the first faculty coaches. Two of those first registrants, Israel Galindo and James Lamkin, are still in the workshops and have served for years as faculty coaches.

For the most part the LIM workshop format has retained the general pattern of the Friedman seminars. One-third of the time is spent in large group presentations where faculty coaches, workshop participants and guest presenters focus on teaching Bowen Theory and its relevance for leadership. Guest presenters have included psychiatrist and former Bowen Center Director, Michael Kerr, M.D., psychiatrist Roberta Gilbert, M.D., and other Bowen trained professionals as well as Angelo Bolea, Ph.D, teacher of neurophysiology and neurofeedback.

A major change in the LIM format was the decision to assign a central role to small peer groups of no more than four persons, led by faculty coaches. Two-thirds of every workshop is spent in these groups where the focus is upon both the participants’ case studies and their family of origin work. A second major change was the decision that all three-day LIM workshops would take place in residential retreat centers. This meant that the teaching/ learning setting itself would offer individual and group relationship building opportunities as clergy and lay leaders from different places in the USA and other countries lived and learned together. Although the workshops began in the West Virginia retreat location, new sites were added in Atlanta, Georgia, the Boston area in Massachusetts, and Colorado Springs, Colorado.

(continued, next page)



A Family Genogram Workbook

by Israel Galindo,
Elaine Boomer, and
Don Reagan

\$16.00

ISBN 0-9715765-3-X

An effective way to teach family systems theory through the use of the genogram. A FREE group study guide is available on the Educational Consultants website.

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Some Questions, cont'd

What is the goal of the LIM workshops?

The goal of LIM has remained the same from its beginning: teaching and practicing a different understanding of “leadership.” Bowen wrote that in his early research he was “always looking for the family leader” and maintained that in “differentiating change” in the family emotional process, probably the most important principle was the movement of one family member towards more differentiation of self. He also observed the crucial importance of his own functioning as the “leader” in the groups of psychiatrists he was training in this new understanding of psychiatry.

Friedman coined the phrase, “leadership through self-differentiation,” as his way of succinctly expressing this insight of Bowen. “Through” was the word he emphasized. In his writing and teaching, he focused upon this radical understanding of the importance of persons in the leadership (L) position. He emphasized that, for better or for worse, the functioning of those in the “L” position profoundly affects the emotional process of the systems they lead. He taught that leaders who are working on their own process of differentiation have four characteristics:

- (1) Self-regulation — the awareness and management of one’s own anxiety and reactivity. Ed initially used the term “non-anxious” to describe this characteristic; however, “self-regulation” became his preferred way of more clearly describing what he intended to communicate.
- (2) Self-definition — the ability to express one’s thinking and to take stands in ways that are neither reactive nor manipulative.
- (3) Staying connected — the refusal to cut off emotionally from those being led.
- (4) Dealing with the reactivity and sabotage resulting from the leader’s more differentiated functioning.

He applied this understanding of leadership not only to religious institutions (see Chapter 9 in *Generation To Generation*), but also to all human institutions (see *A Failure of Nerve: Leadership in the Age of the Quick Fix*, a book he considered the summation of all his ideas).

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Some Questions, cont'd

The LIM focus is upon this process of differentiating a self in one's own life first, then in relating this understanding of leadership to one's family and the larger communities and institutions in which one lives and works.

What kind of background and training do the faculty coaches have?

Since the small peer groups of four persons occupy a central place in the format of the workshops, the need for a faculty coach for each group has always been a major challenge. The goal is to select persons who are not only committed to their own life-long process of differentiating a self, but also skilled in leading group learning experiences. During LIM's almost twenty years, the workshop faculty has included a total of 22 small group coaches. Many have backgrounds in educational or pastoral ministry. Others are therapists or counselors and some are from other professional or business backgrounds. All have the skills needed for coaching in small groups and many of them have been, or still are, participants in workshops where they are not coaching. Faculty coaches have written a number of the books included on our web site reading list. Faculty commitments are renewed each year depending upon the person's availability and the number of small groups in that year's workshops. In 2010, some of the twelve who were active served in more than one workshop.

Are the workshops about leadership in general or only clergy leadership?

We think the unique understanding of leadership that is taught and experienced in the workshops is applicable to all of the systems in which we live and work. As Friedman was fond of saying, "This is for everyone from parents to presidents." Non-clergy men and women have always participated in the LIM workshops. Beginning in 2006, this participation was further encouraged by the addition of a second registration brochure at our web site, "Leadership in Organizations" (LIO), which clarifies the availability of this training for everyone.

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"Leaders endure two different kinds of crises. One has little to do with their own functioning. . . . The second type of crisis, however, is precipitated by the leader's own Leadership—it is not due to failure or incompetence but to his or her success at self-differentiation. It is simply not possible to succeed at the effort of leadership through self-differentiation without triggering reactivity . . . The capacity of a leader to be prepared for, to be aware of, and to learn how to skillfully deal with this type of crisis (sabotage) may be the most important aspect of leadership. It is literally the key to the kingdom." (Edwin Friedman, A Failure of Nerve, pp. 246, 247)

Some Questions, cont'd

Are the workshops for therapy?

No, they are not. One of Ed Friedman's sayings about his training program was, "Although the seminars are not therapy, they are often therapeutic." This also has been the experience of workshop participants who use the workshops to continue work on their life-long process of differentiating a self.

Are the workshops open to persons from all religious backgrounds?

Yes! The title "Leadership in Ministry" expresses the original intent to provide this training for clergy and lay religious leaders. However, the process of differentiating a self has significant dimensions for many people who are not religious leaders. As subjects regarding the interface between scientific theory, therapy, and spirituality surface in either the large group presentations or in the small groups, they are dealt with in a manner that respects differences in individual commitments and thinking. Just as the workshops are not about doing therapy, they are not about doing theology or religion. But neither are the religious dimensions of life avoided or dealt with in a manipulative or coercive way when they arise.

How many years of participation are required before one finishes the program or "graduates?"

This understanding of leadership is an invitation to a life-long process of growing "self." Participants are welcome to return for as many years as they desire. Each year there are returning registrants who were in the earliest workshops, for whom this has become a major continuing education commitment. ♦

Larry Matthews is founder and past coordinator of the LIM workshops. He was a congregational minister for 42 years before his retirement, and served as faculty on Edwin Friedman's post graduate program for clergy. After twenty years with LIM, he now enjoys his "second retirement."

"I want to thank you for the LIM workshops. They have been extremely helpful to me. I am still learning so much. This is an important ministry that you are providing and what a bargain."

A note accompanying the registration of a returning 'veteran'

LIM Faculty Blogs

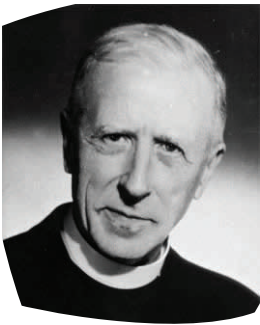
Leadership In Ministry faculty members **Margaret Marcuson** and **Israel Galindo** contribute regularly to blogs that deal with leadership and Bowen Family Systems Theory. Check out their blogs at the links below:

Marcuson Leadership Circle blog: www.margaretmarcuson.com/blog

GRACE Writes blog: www.GRACE-ed.org/blog ♦

Patient Trust

Pierre Teilhard de Chardin



Pierre Teilhard de Chardin

(May 1, 1881 – April 10, 1955) was a French philosopher and Jesuit priest who trained as a paleontologist and geologist.

This meditation is offered as an expression of the developmental nature—over time—of God’s grace and the life-long work of BFST.

Above all, trust in the slow work of God.
We are quite naturally impatient in everything
To reach the end without delay.
We should like to skip the intermediate stages.
We are impatient of being on the way to something
Unknown, something new.

And yet it is the law of all progress
that it is made by passing through
some stages of instability —
and that it may take a very long time.

And so I think it is with you.
your ideas mature gradually — let them grow,
let them shape themselves, without undue haste.

Don’t try to force them on,
as though you could be today what time
(that is to say grace and circumstances
acting on your own good will)
will make of you tomorrow.

Only God can say what this new spirit
gradually forming within you will be.
Give our Lord the benefit of believing
that his hand is leading you,
and accept the anxiety of feeling yourself
in suspense and incomplete.





2012 Workshops:

MID-ATLANTIC Lost River, WV

Workshop A Sessions

March 26-28
October 22-24

Workshop B Sessions

April 16-18
September 10-12

NORTHEAST, Newton, MA

May 14-16
October 8-10

WESTERN Colorado Springs, CO

April 30-May 2
September 24-26

See our newly updated web site for registration information and updates. Call for current space availability at these workshops.

2011 Workshop Presentations

Presentations by LIM Faculty:

The Death of a Significant Person in a Family System, Elaine Boomer

Creativity and Leadership, Elaine Boomer

Systems-Jujitsu, Israel Galindo

O Family, Where Art Thou: Bridging Emotional Cutoff, Carla Toenniessen

Secession, Slavery, Shame, and Self-differentiation, Mike Winters

If You Can't Hide Your Skeletons, Make Them Dance, Robert Dibble

Bowen Family Systems Theory: The Eight Concepts, Robert Dibble

The Locavore Movement as a Response to Societal Anxiety, Katharine Baker

Conversations with Anxiety, Abigail Stockman

A Whale of a Triangle: Multi-Generational Transmission, Differentiation of Self, and the Environment (A Reprise), James Lamkin

What You Really Wanted to Know about BFST But Were Afraid to Ask, Panel Presentation: Israel Galindo, Carla Toenniessen, Elaine Boomer & Bill Pyle. LIM Coordinator Robert Dibble served as Moderator

DVD Presentations:

Getting Unstuck, Edwin Friedman

The Ministry Years: Predicable Ministry Patterns, Israel Galindo

Systems Misunderstandings, Israel Galindo

Spirituality, Prayer and the Brain, Angelo Bolea

Systems Theory and Money, Margaret Marcuson

Systems Theory and Prayer, Margaret Marcuson



A Word of Appreciation from the LIM Coordinator

LIM Coordinator Robert Dibble reflects on the 2011 LIM Workshops.

2011 marked the first year of major transition for the Leadership In Ministry Workshops. In 1991 these workshops began under the vision and excellent leadership of its founder, Larry Matthews. The leadership "baton" was passed this year to me and thanks to all the faculty coaches and participants, it has been an extraordinarily good year. All three locations: WV, Boston, and Colorado Springs, held

workshops marked with enthusiasm and energy.

In no small measure, I think, the smooth transition is due to the simple fact that our workshop format continues to follow a model not offered anywhere else; namely, a peer group model that involves a deepening process of learning the theory and putting it into practice. This peer group model is at the heart of our workshops.

So, I have made it a point to continue a tradition not unlike the "faith once delivered to the saints." Larry would always say to the participants at the close of a workshop session:

"Thanks for being here. We could not have done this without you." As we end the year 2011, that saying is still true! And it adds to my anticipation for next year of your continued participation! ♦

VISIT OUR WEBSITE:

www.leadershipinministry.com



Feel free to share this newsletter with friends. Back issues are available on our website

Editor: Robert Dibble

Leadership In Ministry Scholarship Fund

It is no surprise that the present recession has increased requests for scholarship help. We continue to have lower total registrations for all the workshops, mostly due to budget cuts of continuing education funds and, in some cases, to job loss. We are grateful that the registration of new persons enabled us to offer viable workshops in all three locations. However, we may very well face a similar situation in 2012.

Although we do not have an official LIM Scholarship Fund, we will gladly receive contributions for this purpose. A few such gifts through the years have enabled us to provide some partial scholarships.

We welcome gifts from individuals as well as congregations. Make checks payable to "Robert L. Dibble" and note on the check or in an accompanying letter: "LIM Scholarship Fund." Thank you in advance for helping us to continue to offer LIM workshops. ♦

Leadership in Ministry Workshops

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