

**Trinity Lutheran Church**  
**Waupaca, WI**  
**Summary of the Work to be Done**

Trinity is a wonderful congregation with dedicated, faithful members engaged in doing ministry as part of the Body of Christ. Clearly there are also areas where the congregation and leadership struggle; an overview of some of these areas are noted in my report. There are five basic leadership systems in congregations that collectively manage the complexity of the organization. These five systems are highly interdependent: change in any one of these tends to produce change in the others. Much of the work I suggest focuses on attending to these systems in ways that will be more effective for Trinity.

**Clergy Leadership Roles**

- Work with the clergy, Council, and Personnel Committee to explore and clarify expectations for the Lead Pastor (or the possibility of a co-pastor leadership model), particularly as it relates to administration, staff supervision, oversight, vision, and leadership development.
- If the present model of clergy leadership continues, explore the role of the Associate Pastor and whether that role, going forward in a two-pastor model, should be as a generalist or specialized in a particular ministry.
- Work with Council and the Personnel Committee to design and implement a process for regular mutual ministry review as a means of tending to the critical relationship of clergy and congregation, strengthening the work of each, and offering a means to collaboratively identify and address concerns early on.

**Staff Design and Function**

- Team building within the staff to develop measurable norms for how they work together and ways to improve their communication and coordination.
- Work with staff and the Personnel Committee to update job descriptions and establish a process for regular and ongoing supervision that empowers those directly overseeing the work of various staff.
- Better align the relationship and functions of the Lead Pastor, the Personnel Committee, and the Council.
- Assist Council in decisions regarding future staff configuration.

**Governance and Council Function**

- Partner with the leadership in the establishment and practice of new structures and processes for Council, strengthening its function in areas of fiduciary and strategic leadership.
- Clarify the relationships and roles of Council, the Executive Committee, the Personnel Committee, and staff.
- Seek to strengthen processes around communication and decision making.

**Engagement of Laity/Ministry of the Laity**

- Work with a small team to analyze the current volunteer management process and help connect them and the membership committee to resources and best practices in other large congregations to help improve efficiency and begin to enhance the programmatic aspect of this role.
- Build on the work of leadership development with Council to include leadership development at the committee level.

**Forming and Executing Strategy/Vision, Planning, and Strategy**

- Coordinate timing and process with pastor call process.
- Equip clergy, lay leaders, and staff in the implementation, monitoring, and evaluation of strategic plans.