



# **The Shepherd's Pathway for Pastors Serving in Parish Ministry in CALC**

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## 1.0 INTRODUCTION

### 1.1 *Origins of the Shepherd's Pathway*

The origins of the Shepherd's Pathway approach to preparing pastors for parish ministry has evolved partly out of my own experience, partly through communication with pastors within the Canadian Association of Lutheran Congregations (CALC), from discussions with numerous lay people, from people who are presently feeling called to enter into ministry but do not know how to proceed under the present Masters of Divinity model, from pastors who have quit the ministry and gone on to other careers, and, finally, through my involvement with the Institute of Lutheran Theology (ILT). It was important to discover the barriers and challenges within the present pastoral training models in order to evaluate, pray, and ask God through his Holy Spirit for a new and exciting direction in preparing pastors for parish ministry. Based on considerable feedback, I, along with many others, believe we are on the right track!

As I reflect back upon my own training, and my subsequent entrance into parish ministry, I am keenly aware that theologically speaking, I was prepared for my role as pastor, but there were other components that were lacking and yet so necessary. As a 26-year old with a wife and family on the way, how was I to function as a pastor, relate to my congregation, care for my family, take care of my body and nourish my relationship with Jesus Christ, the source of my life, preaching and ministry, all at the same time? The level of responsibility was almost overwhelming and would not be expected in any other career of someone at such a young age. It seemed expected that following our seminary education we would have all the necessary skills to succeed as a pastor. However, I quickly learned that many necessary skills were not taught at seminary.

The seminary did not prepare me for those parts of my ministry, that is, the real meat and potatoes of every day life and living out my ministry. Thankfully, I was able to find a wonderful mature pastor 30 miles up the road, who took me by the hand, listened to my challenges, and encouraged me as a pastor to persevere. And yet, even then, following 10 years of active parish ministry, I quit. I was burned out and frustrated with my role as a shepherd and yet still believed so strongly in my calling. Many of my colleagues have experienced the same frustrations and it continues to this day with others who have completed seminary training and desired something more.

I soon realized in the subsequent nine years by working in a business environment as a marketing director, vice-president, sales manager and business owner that many of the skills I required to be an effective leader and pastor were ones I learned and acquired in the secular business world. Many seminaries do not place high priority on teaching leadership skills. Further, as most of the education is theological in scope, important self-examination including a careful and realistic look at oneself as well as considering an in-depth examination of both one's gifts and limitations is rarely a priority let alone considering the dynamics that occur within a family and a marriage as you serve as a pastor.

This situation raises numerous questions for me such as:

- Where would I be now if someone from the seminary would have taken the necessary time to teach me how to love God with not only my mind, but also my heart, body and soul?
- What if I could understand better those challenging parts of my life, that is, how I relate or not relate to people, and what things get in the way of effective ministry?
- What if I could have put into place and understood the balance required to take care of my body, my family, and my life outside the church?
- What if I could have put into place or been encouraged during my theological training, (mind) to discover a disciplined life that included Jesus at the center of my life and ministry at all times?
- What if I could have learned conflict management skills and been taught how to lead a Board meeting or to create a vision for implementation?
- What if I could have been trained as a leader for Jesus Christ and to be healthy in both my professional and personal life?

### ***1.2 Solving the Problem***

Can we solve this problem? Yes we can, IF we are willing to be honest with what is missing and what could be helpful in creating effective pastors for the future of the church.

By looking at three important factors, that is, the maturity and experiential level of people entering into pastoral training, the missing learning components outside of traditional seminary training, and a proper ongoing support, accountability and mentorship relationship, we can indeed begin to address some of the possible challenges existing in the present model of training pastors.

Speaking with other pastors who have quit the ministry, I soon discovered I was not alone. Indeed, common patterns soon emerged that often focused upon lack of specific training, maturity in one's life experience prior to entering into parish ministry, and support, accountability and ongoing mentorship during ministry serving.

There should be more to our preparation as pastors than focusing upon the theology of our church. Jesus challenged the people to love God with heart, mind, body and soul. Indeed, we need to be theologically trained to high standards; however, this preparation is only one part of who we are in relationship with God and with one another. We need to be healthy in all four areas of our life: heart, mind, body and soul in order to be effective leaders in our congregations...a holistic approach to preparation.

And so, the holistic approach is based upon Jesus' commandment to love God with heart, mind, body and soul and to love neighbor as self. It is that simple.

Can we help pastors examine all these important areas of their life prior to entering into parish ministry? Should the church be involved in this sort of preparation? Can we continue to provide the necessary future components to help our pastors once serving in a congregation to be healthy and effective leaders?

I want to remind you that daily I struggle with all of the above. Do you not think that Satan is working every day to take us away from Scripture and Prayer, wanting us pastors to focus in upon the “busyness” of the church rather than God’s business for the church? And do you not think that Satan is plotting against us, hoping that we do not spend sufficient quantity and quality time with our spouses and families? Do you think that a sick and unhealthy body is capable of being effective in ministry? I believe that none of us wants to fail in any of these areas, but unfortunately, we often feel overwhelmed by everything that comes at us. We need a new paradigm and this is where the Shepherd’s Pathway comes in.

### ***1.3 What is a Leader?***

If we are to love God with all of our hearts, minds, bodies and souls, we as pastors (i.e. God’s earthly representatives) must set the example. In other words “We must walk the walk, not talk the talk”. How do we do this? Well, by becoming leaders. But, by this, I do not mean simply showing up at church and giving sermons, marrying and burying etc. Let us explore this. When you look at Paul’s explanation of a leader to Timothy, you can begin to recognize the importance of a Holistic approach in preparing people for parish ministry that goes beyond teaching sound theology and church history. It starts with leadership.

Here are a few Scriptural truisms you can trust:

- 1) If anyone wants to be a leader in the church, he/she wants to do a good work for God and people.
- 2) A leader must be free from blame. In anything he does, he must not go too far. He must control himself. He must be worthy of respect. He must welcome people into his home. He must be able to teach.
- 3) He must not get drunk. He must not push people around. He must be gentle. He must not be a person who likes to argue. He must not love money.
- 4) He must manage his own family well. He must be faithful to his wife. He must strive to have his children obey him and show him proper respect. If someone does not know how to manage his own family, then how can he take care of God's church?
- 5) The leader must not be a new believer. If he is, he might become proud. Then he would be judged just like Satan.
- 6) The leader must also be respected by those who are outside the church. Then he will not be put to shame. He will not fall into the Satan’s trap.

Indeed, Jesus is our most wonderful example and the title he gave to leadership was “Shepherd”.

If, as some have suggested that the word “pastor” comes from the Latin for which our word pasture also comes, and if it means “to feed” as was usually applied to one who took care of animals, particularly sheep, then the view of a pastor being a “shepherd leader” is quite

appropriate. Based on this analogy, I believe we can develop a better way on how we should call, equip and commission pastors.

In Matthew 9:35-38, we get a description of Jesus as a Shepherd and what He does in the most practical sense. “Jesus went through all the towns and villages, teaching in their synagogues, preaching the good news of the kingdom and healing every disease and sickness. When he saw the crowds, he had compassion on them, because they were harassed and helpless like sheep without a Shepherd. Then he said to his disciples, “The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field.” Note here that Jesus also attached responsibility and accountability to this charge.

#### ***1.4 The Struggle within Christian Congregations***

As we reflect on the last few sentences above, it is clear that the number of pastoral workers is still few and the situation is not getting any better. The truth is that there is a struggle within many Christian denominations, not just in Lutheran circles, to find pastors to serve vacant congregations. However, re-cycling of the pool of existing pastors is not the answer. This has led many denominations to look at alternative methods of training in order to fill these vacancies.

With the mounting daily challenges being faced within congregations, lay people are praying and searching for a specific kind of pastor - one perhaps described in the book of Timothy, one who has a shepherd’s heart for serving and leading, one who indeed is dependent on God and His Holy Spirit as the source of his/her ministry. However, they most often cannot find a person available or trained in a sufficient manner to meet the needs of a struggling church. This is not surprising since overall, the seminary pipeline is broken in many ways and finding well-balanced, effective leaders has proven difficult at best. It is with this in mind that CALC intends to develop and implement a new pastoral training program to help address the growing gap in effective leadership.

#### ***1.5 The Shepherd’s Pathway for Pastors Serving in Parish Ministry: A Primer***

We recognize one of the most significant challenges to the future of the Lutheran church is the provision of a steady supply of strong conservative, orthodox, confessional Lutheran leaders whom we refer to as “shepherds”. Given that the traditional routes of training pastors make it very difficult for a mature individual to enter into parish ministry, we intend to provide a solution to this problem with our Shepherd’s Pathway approach to preparing people for parish ministry.

Much of the Shepherd’s Pathway (SP) model is based upon targeting people in mid-life who have some worldly experience, and feel nudged by the Holy Spirit to enter into God’s ministry but are not certain of the next steps. The SP Program will help these individuals discern and pray about a potential calling into parish ministry, while at the same time, allow a fair and reasonable time frame to complete the necessary training according to prescribed high educational standards.

It is noteworthy that prior to acceptance into the Shepherd’s Pathway program a crucial and necessary step will need to take place for each candidate. We believe that this step has been missing in the more traditional seminary training programs. This step is called a “period of discernment” in which each candidate will spend a specific period of time in prayer and listening

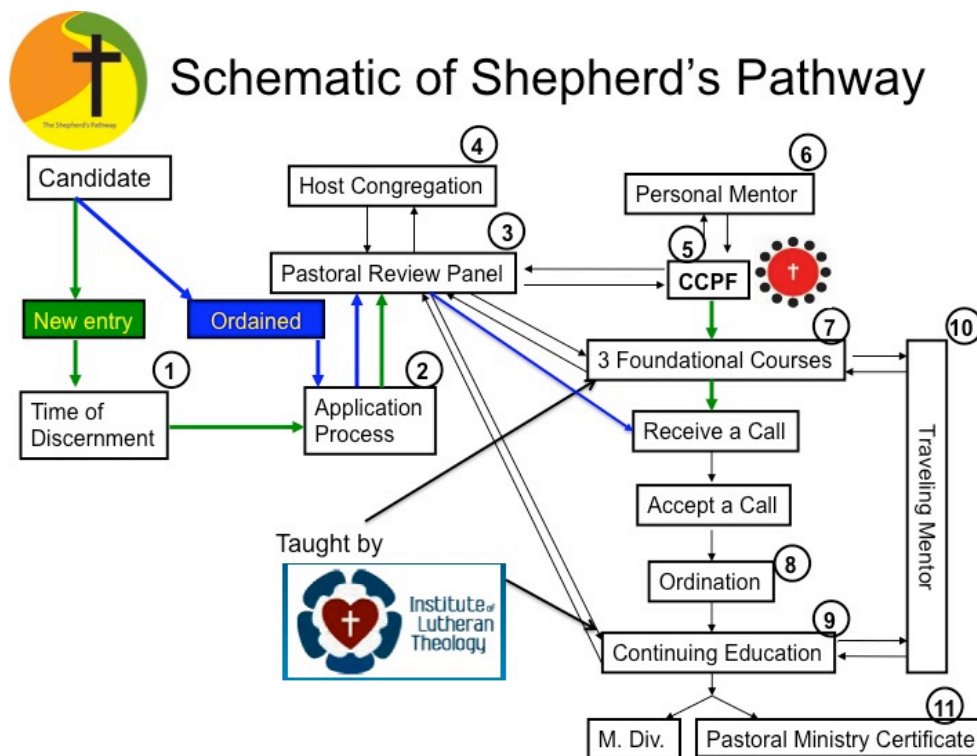
to the voice of God as she/he seeks to hear clearly the Holy Spirit’s intention for their lives. This is only the first step of discovering God’s call as the candidate will then enter the Christ Centered Pastoral Formation (CCPF) component looking further and deeper into the understanding of whether or not God is “setting me apart” for ministry of Word and Sacrament.

We realize that each candidate will vary in their world and working experience. As a first step, the Pastoral Review Panel, along with the candidate, will develop a customized preparation route that will allow them to fulfill the necessary components required to be an effective leader in parish ministry.

We also recognize that Shepherd ministry is a unique profession insofar as once you are in a parish setting, you are there all alone without support and encouragement. And so, even though maturity and skills may be part of one’s life experiences, it is still necessary for a mature, seasoned pastor to partner with each SP pastor as they enter into their first parish. In this regard, a traveling mentor is placed with each of our pastors during their training period from the point at which they go into parish ministry until they complete their theological requirements. As well, CALC plans to find a mature, seasoned pastor to give support and accountability to their role as a shepherd in ministry.

## 2.0 THE SHEPHERD’S PATHWAY MODEL FOR PASTORAL LEADERSHIP

The following schematic provides an overview of the Shepherd’s Pathway.



**Figure 1.** Schematic of the Shepherd’s Pathway for pastoral ministry in CALC. See below for explanation of each step.

## **1. The Discernment Process – Identifying a Shepherd**

The first point of contact shall be the Pastoral Personnel Director. This person will provide initial information about CALC's understanding of pastor, ordination and training. The key is to indicate what kind of Shepherd CALC is committed to training and providing for its member congregations. The Pastoral Personnel Director meets with the host congregation to explain the 40 days of discernment and CALC's understanding of a host congregation's responsibility to this potential candidate.

This time period is intended to help persons without any previous pastoral experience to discern their call, understand the importance of the "Heart of a Shepherd" (qualities of a pastor) and review the constitution and main foundational principles of CALC: 1) the authority of Scripture (as the divinely inspired, revealed and inerrant Word of God), 2) Law and Gospel, 3) theology of the Cross and 4) relevance of the historic Lutheran Confessions. In the case of a person having previous pastoral experience at a non-CALC congregation (designated as "Ordained" in Figure 1 above), who a CALC congregation is considering to call, this stage will consist primarily of an interview with the candidate to determine agreement with the CALC's constitution, in particular, Article 3, CALC's Confession of Faith.

We need to encourage and help people to explore or verify a calling into parish ministry as a pastor shepherd. Is this a calling directed by God and initiated by the Holy Spirit? Is it real according to what was recorded in Ephesians 4:11-13, that is, *"It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works in his service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God - become mature, attaining to the whole measure of the fullness of Christ."*

Is it God through His Holy Spirit who has spoken to this person's heart? Can we as a congregation and as individuals help this person through the process of self-examination, prayerful consideration and further commitment to study God's Word discern their call into parish ministry?

Following the expression of initial interest and meeting of the potential pastoral candidate with CALC's Pastoral Personnel Director, the latter will meet with the congregation and instruct them on their responsibility to pray and fast for the specific individual. CALC's 40 days of prayer and fasting discernment program includes the congregation, family and the candidate making a commitment to draw close to God in discernment of his or her call.

During the 40 days of fasting and prayer, the candidate will examine through a series of devotional readings the important qualities of a shepherd by first looking at what it means to have the 'heart of a pastor'. At this point we are not asking the candidate to explore his or her academic or professional credentials or their lived out experiences. We are not looking at a person and asking, "Do you have the right stuff to be a shepherd?", that is, are you a good speaker, teacher, counselor or leader?" We are, however, asking them to consider their calling in terms of the 'heart of a shepherd'? Each candidate will identify through God's Word, through the people of God, family and friends what in fact the "heart attributes" of a servant leader are and more precisely, how this will guide his/her role as a shepherd.

Following the 40 days of discernment, the candidate will meet with the congregation and CALC's Pastoral Personnel Director to speak openly about the possibility of the next step. A candidate feeling called to continue will proceed with the application process.

## **2. Application Process**

The candidates complete the relevant application forms in which a clear understanding of CALC's constitution and distinctiveness are answered and agreed upon by the potential candidate – one form for pastors-in-training (Schedule 9) and another form for experienced pastors seeking or being considered for a call by a CALC congregation (Scheduled 3). The application forms will also provide information on academic, professional and lived out experience.

## **3. Pastoral Review Panel (PRP)**

The next step is for the candidate to meet with the Pastoral Review Panel (PRP) and discuss a specific training route for a candidate wanting to enter parish ministry and, where requested, to assist a congregation with its call process in the case of a pastor being considered for a call. In the case of the latter, additional educational needs may be identified through the interview with the PRP. Information gathered through the time of discernment and application process will be provided to the PRP.

### **Function**

Unlike a traditional colloquy body which is commonly understood to be involved in examining and certifying a candidate, the Pastoral Review Panel looks at each specific candidate and puts into place a specific pathway for an ordained pastor wanting to join CALC or a candidate wanting to enter into pastoral ministry – a pathway which is tailored to and takes into account past experiences, academic credentials and perceived needs. During the times that the PRP meets with the candidates, a conversation will take place in an open, honest and caring atmosphere. For a pastor-in-training, information gathered during the application process and time of discernment will be the starting point for discussion. If the pastor-in-training is meeting with the PRP at the end of his/her training, education transcripts, host congregation interview forms and traveling mentors' insights are expected to be provided as final submissions

In the case of an ordained pastor who a CALC congregation is considering to call, it is unlikely that the CCPF (#5 in the schematic) and three foundational theological courses (#7 in the schematic) will be a requirement. However, if for example, such a person has received his/her education from a non-Lutheran school or seminary, it is likely that the candidate after accepting a call by a congregation would be expected to take courses on Lutheran beliefs and teaching (most likely the three foundational courses). For a pastor being considered for a call by a CALC congregation, the PRP's primary function is to assist that congregation, where requested, in making a well-informed decision concerning the call of a Scripturally-grounded, solidly Lutheran pastor who will meet the congregation's pastoral needs.

CALC's Pastoral Personnel Director will meet with the candidates following the PRP session, and will recommend and initiate a specific training, further education route.

A confidential file will be secured at the head office to which CALC's Pastoral Personnel Director and Chair of the Board of Elders will have access to when necessary.

### **Membership**

The Pastoral Review Panel shall consist of seven individuals appointed by CALC's Board of Elders with each person represented on the panel having a specific role in the discussion based upon his/her defined job descriptions:

#### *Theological*

This person will pay particular interest to the doctrine and theology that guides this church body as expressed and taught in our constitution and through our theological training center.

#### *Independent*

This person will have expertise in the area of personal psychological and internal growth development including a keen interest in family and marriage

#### *CALC's Pastoral Personnel Director*

The first point of contact for a new candidate for ministry or a pastor being considered for call by a CALC congregation. This person provides input from both the host congregation and through interaction with the candidate during the application, discernment process (new candidate) and through yearly evaluations with the congregation and pastor during the training period (new candidate). This person shall chair the individual meetings.

#### *Laity*

A lay member of CALC, not a member of the National Council or the host congregation, who has an interest in CALC's pastoral needs.

#### *National Council*

The National Council member must take particular interest in a candidate's view of CALC's constitution, position papers and vision within the context that he/she will serve as a pastor.

#### *Host Congregation*

One or two representatives of each congregation who has either called or is in support of a candidate must be present to support and encourage each candidate and to act as a liaison with the local congregation. In the case of a congregation supporting a candidate who is interested in entering ministry, the congregation's representative is most likely to be the chairperson of the church council. For a candidate being considered for a call, the representative is most likely to be the chair of the congregation's Call Committee.

#### *Traveling Mentor*

The traveling mentor represents the wider church in so far as this person becomes that one person who offers continued support, challenge and accountability to the candidate during the initial stages of his/her training and keeps them true to their commitments coming out of the CCPF portion of their training.

### **4. Host Congregation**

Corresponds to either a congregation that is sponsoring an individual within their congregation who feels that the Holy Spirit is calling him or her to ministry or a congregation which is open to a call and is considering a specific pastoral candidate. Host congregations are expected to help in identifying and supporting potential pastoral candidates in their midst.

## **5. Christ-Centered Pastoral Formation (CCPF)**

An intensive program, somewhat similar to the established Clinical Pastoral Education (CPE) program. Unlike CPE, which is a multi-faith program, CCPF is Christ-centered. During the CCPF program a candidate has time and an opportunity for internal self-examination with respect to Heart, Soul, Body and Mind aspects of the Shepherd's Pathway.

### a) Heart

This facet of the CCPF program takes place in hospitals and care facilities. A supervisor leads candidates through written verbatim and individual and group discussions on how to effectively relate to people under sometimes stressful and difficult situations. The purpose is to recognize and correct any weakness that potential pastors may have in dealing with relationships.

### b) Soul

This facet of the CCPF program helps the pastoral candidate to put into place a structured discipline process of staying connected to the source of our life, Jesus, by learning and staying close to the Word, praying, meditating, contemplating, and journaling. Each candidate will meet with a spiritual director who will help them to lay a solid foundation of keeping connected to Christ and to help them also to examine their relationship and ministry in light of God's view of them as a called pastor.

### c) Body

This facet of the CCPF program examines how pastors take care of their physical bodies as well as their families, and marriages in order to create balance in their lives and living. Each candidate meets with a parish nurse to look specifically at self-care and family care, and tries to implement some disciplines in this regard.

### d) Mind

This facet of the CCPF program examines the leadership, organizational and administrative skills. Different from theology, this component helps to develop practical, useable skills for parish ministry.

## **6. Personal Mentor**

A Personal Mentor is placed with a candidate immediately following the first PRP meeting. This person is a mature pastor who walks alongside this person in prayer, support and encouragement during the challenging CCPF program.

## **7. Three Foundational Courses**

Upon completing the CCPF program and where prescribed by the PRP, the pastor-in-training will take three foundational theological courses offered by the Institute of Lutheran Theology (ILT), thus entering into the academic growth (nurturing of the mind) portion of the candidate's Shepherd's Pathway for ministry:

- 1) Principles of Biblical Interpretation
- 2) Luther and His Catechisms
- 3) Proclaiming God's Word

ILT ([www.ilt.org](http://www.ilt.org)) is an autonomous, multi-location and web-based institute working to offer Scripturally-grounded, solidly Lutheran theological education for both clergy and lay persons. Classes offered by the Institute can be taken from anywhere in the world. All you need is a computer and high-speed internet connection, and you'll be set up for real time interactive theological education.

As indicated in Figure 1, for those wanting to receive a call to be a pastor to a CALC congregation, the recommended minimum requirement will be the Christ-Centered Pastoral Formation (CCPF) program followed by three foundational theological courses, both of which shall be completed prior to entering into a parish.

## **8. Ordination**

According to *The Book of Concord* (Kolb & Wengert Edition, page 341), “it is necessary for the church to retain the right to call, choose and ordain ministers. This is a gift bestowed exclusively on the church, and no human authority can take it away from the church”. Accordingly an ordination is nothing more than a rite or ceremony confirming a pastor’s call by a CALC congregation. The ceremony includes a public declaration by the called pastor to approve and subscribe to CALC’s constitution and Confession of Faith. In the case of a previously ordained pastor or a congregation joining CALC along with their current pastor, while not going through an ordination service, the pastor, nonetheless, would be expected to participate in a Rite of Installation service (Schedule 6) where such vows are affirmed.

## **9. Traveling Mentor**

When a candidate begins to serve in a congregation, CALC’s Traveling Mentor will visit the pastor in his/her congregation to give support, helping the pastor to cope with the academic rigor, holding the pastor accountable to all components of the program and providing a good listening ear to deal with any congregational challenges during the continuing education process.

## **10. Continuing Education**

While serving as a shepherd to a congregation, the remaining educational components are expected to be completed in a timely fashion in consultation with the candidate, the host congregation and the Pastoral Review Panel. A traveling Mentor will be available to support and assist the candidate during the process.

The candidate will be expected to pursue a continuing education program toward a Pastoral Ministry Certificate by completing the following nine courses offered by the Institute of Lutheran Theology:

- 1) Lutheran Reformers and The Book of Concord
- 2) Old Testament Theology and History
- 3) New Testament Theology and History
- 4) The History of the Christian Church to 1500
- 5) The History of the Christian Church 1500 to Present
- 6) Systematic Theology
- 7) Defending and Spreading the Faith
- 8) Lutheran Worship
- 9) Pastoral Theology and Counseling

However, upon completing the three foundational theological courses, the candidate may instead opt to pursue a Masters of Divinity (M.Div.) program, receiving credit from the first three courses.

### **11. PMC Certification or M.Div.**

In recognition of the need for a supply of well-trained, confessional Lutheran pastors, which is not being met by traditional M.Div. programs, particularly for smaller rural congregations, the Institute of Lutheran Theology is offering a 12-course Pastoral Ministry Certification (PMC) program. Fortunately, the PMC program was being developed as an ILT initiative around the same time that the design of the Shepherd's Pathway for pastoral preparation was being conceived. With some generous accommodation by ILT, particularly with respect to the timing and content of three of its 12 courses, the needs of the PMC program and the needs of the SP program were both met. Upon successfully completing all 12 courses of the PMC program through the duration of the SP program, the candidate will be accorded a certificate from the Institute of Lutheran Theology in recognition of that achievement following upon a disputation (oral defense). A representative of the host congregation is welcome to participate in the disputation. At an estimated cost of \$US600/course, a CALC student could take all course work for \$US7200, a tuition price less than one semester's tuition at an ELCA college in the United States. The three basic courses in the PMC program can be used to waive 6 credits of the M.Div. program and an additional 18 credits may be academically challenged based on PMC courses. This means that successful completion of the PMC program may be used to satisfy some requirements for the M.Div. degree and thereby shorten the length of that program.

## **3.0 CHRIST-CENTERED PASTORAL FORMATION**



Christ-Centered Pastoral Formation (CCPF) is a key component in our Shepherd's Pathway for preparing people for parish ministry. The program is intended to be:

- Preventative – deal with all those possible scenarios that happen uniquely in a parish setting before they become reality.
- Transparent – enabling the candidate to discover the gift of transparency, authenticity, and humbleness and yet understand the authority given to us as pastors but how to use it appropriately.

and to provide:

- Practical Leadership Skills – learning practical leadership skills that will keep preventative possible problems from occurring as we lead as the 'CEO' of an organization called the church.
- Examples of Leadership Styles – learning 5 incredible leadership styles that can change the life and direction of each congregation. Each student learns these styles as they are lead by teachers who have these specific skills.
- A Prescription to Battle the 'Lone Ranger' Syndrome – getting rid of your ego and develop pastoral support systems that will keep you going in your ministry and your personal life.

- Variety – exploring numerous outreach and evangelism opportunities. Discovering the importance of getting out of the safe environment of your church and learn evangelism skills that will help you outreach to the community in which you serve.

One way that each pastor in training will learn valuable practical leadership skills is through practice being a pastor in a mini-congregation established at St. Peter's, Cochrane. Depending on how many pastors will be trained, each will become responsible for a group of people and in a sense become their pastor for three months. They will provide pastoral care, visitation, hospital care, community fellowship, Bible study, and be involved in worship and the spiritual care of their congregation. Each mini-congregation will be composed of all age groups thus providing a wonderful opportunity to minister to people in a safe and rewarding atmosphere. This community will try to pattern a typical congregation and will include elderly, seniors, shut-ins, widows, families, singles, young adults, etc. The people at St. Peter's also through instruction will be trained on the objectives of these mini-congregations and boundaries; goals and outcomes will be carefully laid out for all involved. This concept allows for a pastor-in-training to be in a manageable congregation of doing ministry. This will be all under the guidance of the local pastor who will oversee the mini-congregation program.

The CCPF is an intensive heart, mind, body and soul “boot camp”, a venue for people to meet at a specific location to discern, question, experience, explore and learn how to do ministry as a potential shepherd. As such, it is a key component in our pastoral training program, exclusively offered through the Canadian Association of Lutheran Congregations (CALC).

A group of 12 (maximum) individuals, who have expressed an interest in becoming pastors, will commit to a time period at a set location where they will live together during the entire experience. This communal living portion of our program puts into place the opportunity for community to be established and maintained in a healthy way. This group, by living together, sharing chores, eating around a table, conversing into the night, praying with one another, asking probing questions and discussing wider personal challenges, will be instrumental in not only building a community, but also in helping each other to learn and grow in their relationship with God, in themselves, and with others as they prepare to enter into service for God as shepherds. Under supervision, pastors in training will learn to communicate and live together in a way that will form life-long friendship of support and accountability. The pastors-in-training will be lined up with an accountability partner whom they will depend upon as a friend to challenge, encourage and support them during the entire period. The CCPF program lays out specifics on how to live as a community – setting out clear boundaries and guidelines.

The CCPF course is designed to assist candidates in examining their personal lives, their relationship with God, their gifts and limitations, their skills and then to place them in ministry situations that will help them to achieve their potential as a pastor. Many of these learning situations are not traditionally taught or learned at a seminary location and yet, they are crucial and necessary for effective leadership in churches where a pastor will eventually serve.

Further, a major objective of the CCPF program is to promote the learning and internalization of many practical skills which, in turn, will help the individual to examine his internal relationship

with self and to humbly submit to God and the Holy Spirit as the true source of preaching, teaching and shepherd ministry.

The menu of teachings will fall under the categories of heart, mind, body and soul. Pastoral candidates will be in a classroom setting instructed by high-quality professionals who will have expertise in specific topics under the heart, mind, body and soul menu.

A crucial aspect of the CCPF program is a set of learning styles that will help reinforce the knowledge and experience gained such that it becomes internalized and eventually used in a practical fashion in parish ministry.

### **3.1 Style of Learning Methods**

The style of learning methods will be faithfully used in sequence and will become the key to applying a teaching or instruction in each candidate's life and ministry.

1. A Teaching - A learning module on a specific topic. Many of the classroom educational opportunities have an interactive and exploration component which allows for deeper sharing, learning and growth opportunity because of the experiential component of learning together in a group setting.
2. An Experience – Many of the skills and learnings from our modules need to be explored and played out in ministry opportunities. A variety of real 'people' experiences will help each candidate reflect, think and use these learnings in ministry. These settings include hospitals, care centers, nursing homes, hospices and specialized ministry settings including prison, widow, street as well as the church. We are about making disciples of all nations. This experiential evangelistic ministry component of the program includes a relationship with Lutheran Institution Ministry of Calgary to do hospital visitation in Calgary. The director is a trained CPE (Clinical Pastoral Education) director and will offer support, training and feedback to our students. We are fortunate to link in with this organization. We are further excited about the relationship we have developed with the Salvation Army who will give us opportunities to do ministry outside the mini-congregations in downtown Calgary, shelter ministry and prison ministry.
3. A Direction - Each candidate will meet with a Christian spiritual director who will help them un-ravel their lives as they bring back both challenges and celebrations in their people ministry experiences. The focus shall always be on our relationship with God in whom we ask for strength, wisdom and guidance in our serving. Because much internal examination will take place in the learnings, it will be important for the candidates to be reminded of the importance of bringing God into their experience at all times and so the spiritual director helps them focus on Jesus in the midst of the CCPF journey.
4. A Group Discussion – Candidates will meet together as they discuss their experiences in ministry but also reflect upon their personal growth as an individual. The supervisor will lead these small groups challenging, supporting and asking probing question to foster further growth in each individual. As trust builds, each individual will become part of one another's growth as they together become authentic to each other and develop a relationship where they can truly be open to one another.
5. A Coaching Supervisor - The supervisor meets one-on-one with the candidate. Reflection papers will be required by each individual. This will be the most difficult portions of the

experience because deeper, probing and gut-wrenching honest looking at oneself will help each person examine their life and become all that God wants them to be as a potential shepherd. The supervisor will help each candidate enter into places where they will need to face themselves, their pains, and their challenges in order to perhaps find a new self. This may be a rediscovery of one's self as they get ready to be a parish pastor.

6. An Accountability Partner – Each candidate will be placed with an accountability partner. This partner will become a friend over time and be willing to share deeply each other's journey during the period. They will pray together, support one another, share deeply and hold each other accountable to the learnings and goals set forth by each student at the beginning of the CCPF program.

One of the most exciting outcomes of our CCPF program will result from the osmotic effect which will occur as students meet and learn from teachers during their time together. These teachers will be modeling certain leadership styles and, as such, teach the candidate how to develop specific skills in each leadership style that will be used in the life of the congregation.

Every pastor knows that there are many workers in the church, but few people to take on leadership responsibilities. By teaching and learning about 5 specific learning styles during the CCPF term, each pastor will have the opportunity to eventually teach, train and incorporate these leadership styles into their congregation.

It is important to note that following the CCPF program, the initial theological course offering and the call into parish ministry, each pastor is encouraged to continue the implementation of the learning styles in his pastoral ministry as offered through CALC.

That is, CALC will continue to provide educational opportunities that incorporate the heart, mind, body and soul menu.

A traveling mentor will begin the journey with our pastors as they continue their theological requirements as well as to help them remember the Shepherd's Pathway promise in order to be an effective leader.

Our pastors will secure a Christ-centered spiritual-director who will meet with them regularly to speak about the questions of their life as a parish pastor.

Each pastor will maintain their accountability partner from their CCPF experience with whom they have developed a real, authentic relationship and who can support and challenge them in the goals coming out of the CCPF experience.

## **3.2 The Four Elements of CCPF**

### **3.2.1 Heart**

#### **1. Story**

Using insights from Dr. Robert Clinton's work, *The Making of a Leader*, this module helps a person understand the general phases of life development, and how God works in the leader through their lifetime. Students are given a tool to help them reflect deeply over their life and chart it onto a one-page diagram for interpretation. Students see the path their life has taken, the lessons they have learned, and the people and experiences that shaped them. Students are helped to see the sovereign hand of God through it all. Following this self-analysis, we use a well-tested

method that encourages people to share their life transparently with one another. This exercise is one of the most powerful bonding experiences for people; it sets the tone for the rest of the entire course.

## 2. Insights Personality Profile

Certified instructors help students understand their God-given personality, appreciate their strengths and weaknesses, and understand others better. Students take an online assessment that is surprisingly accurate in describing who they are. Self-understanding is a critical component of effective leadership; understanding others and knowing how to work with them is fundamental to leadership success.

## 3. Genera's

This module helps leaders become aware of family tree influences, and enables them to analyze their social networks. Using simple and practical genogram tools, leaders draw a diagram of the relationships and influences in their family tree. Spiritual tools are introduced that help a person stop the negative influences, and start a generation of blessing. This module helps students understand their story deeply and the influences on them.

## 4. Johari window

This module helps leaders become aware of their blind spots, and how to minimize them. It also delves into the inner fears and restraints that hinder a leader from being all that God meant them to be. This module enables the leader to become more aware of their inner life, and gives them practical steps to get past the hindrances that hobble their leadership effectiveness.

## 5. Emotional Intelligence (EQ)

More important than IQ is EQ. The most effective leaders are not necessarily those with the highest IQ, but those who have a healthy Emotional Quotient. Leadership is all about people, and people are more impacted by emotional intelligence than intellectual brilliance. This is good news -- because we can do very little to change our intellectual brilliance, but there is much that can be done for our emotional intelligence.

## 6. A Theology of the Heart

"Above all, guard your heart." When leaders lose heart, they lose everything. This module deals with a theology of the heart, that deep inner fountain that must be nourished in order to lead well. Inspiring leaders are those who lead from an overflow of joy from their heart.

## 7. Failure Is Not Final

All leaders must know how to handle failure. Without an adequate perspective and theology on failure, leaders can be derailed by the bumps and jolts in life. A proper perspective on failure can help leaders see that failure, handled correctly, is a stepping-stone to success.

## 8. Purpose and Values

This module helps students gain a clarity of the purpose for which God made them. Values are the beliefs that shape our behavior and choices as we pursue our life purpose. Leaders are taken through an exercise that helps them surface some of their primary values. Understanding values

helps leaders comprehend the message of their emotions that surface in the course of human relationships. This module helps leaders discern the deeper messages of people around them.

### **3.2.2 Mind**

#### **1. Working with Boards**

Leading an organization means working with a board of directors. One of the inevitable responsibilities of leaders is working with the board, either as a staff member reporting to a board, or serving on a board. And yet board meetings are often the place where the worst behaviors come out. There are ways to transform board meetings into productive, inspiring times together. Excellent governance is one of the most important keys for effective organizations, and yet one most often not functioning optimally. Beyond just theory, this module gives leaders practical models and tools to govern well.

#### **2. Conflict Management**

In leadership, conflict is inevitable. This module helps leaders understand what healthy conflict is, and what is destructive. Understanding the levels of conflict and the appropriate strategies to deal with them is crucial to navigate the times when organizations go through conflict. Your leadership goes up or down, depending upon how well you handle conflict. Conflict is the landmine that can destroy your leadership -- you had better know how to navigate through it safely.

#### **3. Personal Organization**

Personal organization is essential for leaders to get things done. Unless one has a system to handle the stream of information, decisions and tasks that come to your desk, you will be overwhelmed and rendered ineffective. Leaders who do not carry through on their commitments are not intentionally doing so, but simply are “too busy.” Leaders must discipline themselves to manage the details of life. This module helps leaders get a grip on this frustrating side of life.

#### **4. Leadership Behaviors**

It is through their visible behaviors that leaders impact people. Kouzes and Posner, in *The Leadership Challenge*, have identified five key behaviors that all effective leaders must exhibit to be truly successful. Knowing these five key behaviors and working on displaying them well increases a leader’s impact significantly. This set of five modules unpacks these key behaviors in practical ways that can be applied immediately back in the workplace.

#### **5. Strategic Planning**

This module helps leaders take a vision and wrap a business plan around it. Mission without practical implementation is frustrating to followers. The best leaders go beyond vision casting to implementation. Understanding how to take a group through a planning process that results in effective steps of action is a key skill set. Processes and tools are given in this module.

#### **6. Jesus Christ-CEO**

In this session we will learn to lead by examining and reflecting upon the life and death of Jesus Christ. Jesus was the greatest leader in human history. He was able to teach, motivate and cast a vision with authority. He captured the hearts of people, changed their minds and followed ‘His

Way” into a new kind of living and interacting with God. In this session we will learn about the character, practicing and promotional qualities of Jesus Christ.

#### 7. Marketing 101

Learn simple marketing and promotional skills that will help you lead your congregation and put into place a communication program and strategy that will help “sell” the message of the Gospel.

#### 8. Evangelism of Hope

Our message of salvation is unique. Paul says we grieve with hope. Discover important evangelistic tools as we promote our message not only from eternal life perspective but how to live, die and grieve well in order to live life to the fullest. This is a timely topic for an aging demographic world.

### **3.2.3 Body**

#### 1. Energy Management

Instructors help leaders manage their energy levels in four domains: physical, emotional, mental and spiritual. Effective leadership performance is much more than time management -- it is *energy* management. Adult leaders must operate at their optimum in order to lead well. Energy management is crucial for adult leaders. Practical tools are given that help leaders improve their energy in these four domains.

#### 2. Personal Finances

Ironically, even though we have to deal with money every day, financial IQ is low in our culture. This series of modules helps leaders get a grip on their personal finances, and transform this practical side of life that must be dealt with. Going beyond simple budgeting, these modules help people become aware of financial strategies that can provide for them and their family in ways they never realized.

#### 3. Marriage

The relationship of a Pastor’s spouse within the church body presents challenges to both a congregation and for his/her husband. Discover and speak openly about some of the possible challenges that make a pastor’s spouse a unique relationship.

#### 4. Diet

Pastor’s need to have a high regard for their body’s health and so should be paying attention to nutrition, rest, exercise and stress levels. Meet with our parish nurse to examine your eating and diet pattern in order to maximize your energy for ministry. Take the personal diet evaluation test and discover how you can improve your health for great physical production...all for Jesus and effective ministry.

#### 5. Taking Care of My Body

The body is a temple of the Holy Spirit. Learn through a personal trainer how to put into place a disciplined physical fitness routine that will energize you and keep you healthy and physically fit ready for your ministry challenges. Get ready to implement this exercise routine during your 3-month formation period and then to take it into your ministry.

## 6. Family

A pastor's family perhaps more than for any other profession is under the telescope of a congregation and community. What are we saying to our children and what should we be saying to help them live a happy life as a P.K. (pastor's kid)

## 7. Life Outside the Church

How important is it to have friendship, activities, and hobbies outside of the church you serve. Discover ways to bring balance and happiness to your life without feeling guilty about life being 'all about' church. Learn time management skills that incorporate and give a sense of balance in life. Take time for family, friends, collegial relationship and the joy of life.

## 8. Retirement

Whether a pastor is 30 or 60, it is important to put into place a plan for a pastor's retirement. While everyone faces questions about retirement, a pastor has some unique issues that need to be addressed. A good plan for the future helps a pastor have peace of mind as they 'finish well' in ministry.

### 3.2.4 Soul

#### 1. Journaling

Students are introduced to practical ways to experience and benefit from the ancient spiritual discipline of journaling. This is one way the ancients found that helps them connect deeply with God's working in their inner life.

#### 2. Caring of Souls

The caring of souls does occur when we preach the word, administer the sacrament, give pastoral care, and administer the community of faith when we teach and *when we give spiritual direction*. Begin to learn the skills of providing spiritual guidance to your sheep.

#### 3. Focusing on Jesus and Prayer

Nothing is more important in our spiritual formation and ministry than our need to focus on Jesus. Discover new ways through the gift of prayer to keep Christ centered in your ministry and life.

#### 6. What did Jesus do?

Discover the patterns of discipline that Jesus chose during his life on earth in order to connect with his Father in heaven. Begin to reflect and put into practice your unique model of placing yourself in the pathway of God's grace.

#### 7. Personal Retreats

In the busyness of ministry, intentional time alone with God benefits you, your family and your congregation. Learn how to put into place personal retreats understanding the benefits for you health and happiness.

## 8. Luther's Way

The small and large catechism of Martin Luther holds a special place in a Lutherans heart. Discover how important it is to include a regular devotional attention to the catechism. Reflections on how Martin Luther used the catechism in his daily devotional and prayer life.