President’s Report
TED YEM, 2017

Vision Beyond Our Resources
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<th>Report Content</th>
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<td>101 b – Departments’ Operational Plan, Sept 2017</td>
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<td>101 c – Strategic Focus Consultation Rep., Feb 2015</td>
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<td>101 d – Strategic Focus Background Info., Feb 2015</td>
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<td>101 e – Statistics Sept 2016 – Aug 2017</td>
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<td>101 f – President’s Report PPT, 15 Nov 2017</td>
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</table>
Appreciation
God at Work

https://ted.adventist.org/
Seventh-day Adventist Church
Trans-European Division

Serving To Reach Europe

CONNECT · INSPIRE · CHANGE
Mack Tennyson
Associate Treasurer
Nikolaus Satelmajer
Discipleship Coach – AUC/SEEUC
Simon Martin

Discipleship Coach - Scandinavia
2018 – Discipleship Coaches

BUC

BAUC & FINUChC

HUC & PUC
<table>
<thead>
<tr>
<th>TRAINING OF TRAINERS</th>
<th>COMMUNICATION</th>
<th>FINANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,864</td>
<td>285,426 viewers-followers-readers</td>
<td>6.8% tithe increase (as of 30\textsuperscript{th} June, GBP based)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£465,264 Projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£310,275 Sponsorship</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£94,558 Scholarship</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£3,333,218 Union/Fields</td>
</tr>
<tr>
<td></td>
<td></td>
<td>£1,700,958 Newbold</td>
</tr>
<tr>
<td>Year</td>
<td>Operating Budget Surplus (Deficit)</td>
<td>Student Numbers Full-Time Equivalent</td>
</tr>
<tr>
<td>------</td>
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<td>--------------------------------------</td>
</tr>
<tr>
<td>2014</td>
<td>£248,718</td>
<td>180</td>
</tr>
<tr>
<td>2015</td>
<td>£278,829</td>
<td>171</td>
</tr>
<tr>
<td>2016</td>
<td>£414,357</td>
<td>146</td>
</tr>
<tr>
<td>2017</td>
<td>£260,546</td>
<td>189</td>
</tr>
</tbody>
</table>
Focus
## TED Office - what we do

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission</strong></td>
<td>Partner on initiatives aligned with the mission of the Church</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Provide training and development of leaders</td>
</tr>
<tr>
<td><strong>Consultancy</strong></td>
<td>Provide consultancy services where needed</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td>Provide financial and administrative assistance</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td>Develop and share relevant resources</td>
</tr>
</tbody>
</table>
Our Priorities

(Reach Up, In, Out)

- Shared Spiritual Identity
- Growing Leaders
- Nurturing Relationships
- Dynamic Structures
- Relevant Mission
- Multi-Dimensional Resourcing
Leadership
Leadership Development

- M.A. in Leadership
- Strategic Focus
- Coaching Administration
- Resource Development
- Engage Connect
  - Align
- Training of Trainers
- Succession Plan
PHASE
“Help make it work”

PHASE
“Did it work?”

Assessment

Purposes
(reasons)

Plans
(resources)

Practices
(realities)

Products
(results)
Governance & Operational Review

- TED Office In-house Review
- Strategic Operational Plan Review
- Executive Committee Review (H)
- Mid-term Review, 8 March 2018 (H)
- Leadership Dialogues 2017 & 2018
Union Leadership Dialogue 2018

17 Jan. and 27 July

19 Mar.
South England Conference, Watford

8–9 May
Adriatic and South East, Zagreb

25–26 Sep.
Baltics and Finland, Helsinki

30 Jan.
Scandinavian Unions, Copenhagen

24 Apr.
Netherlands, St Albans

26–27 June
Poland and Hungary, Warsaw
Authenticity
Impact
Relevance

AIR
(I am an optimist)
an ongoing challenge with a silo culture-mentality
Problem and Solution

Existential Reality

(spiritual and organisational DNA)

John 3: 16 – “For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life.” (solution=problem)

John 15: 4 – “Remain in me, as I also remain in you. No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me.”
DISCONNECT

TOGETHER WE CAN

It is a management issue and potentially one of our biggest distraction from achieving our Mission

“Grant me (us) the serenity (calmness) to accept the things I cannot change,

the courage to change the things I (we) can,

and the wisdom to know the difference.”

Reinhold Niebuhr
Splendid idea!!!

(voted)

Leadership

This too will pass

(ignored)

Front-line
Where did THAT come from?

Leadership

This is GREAT!!!!

Front-line
Disconnect (John 3:15)

Engage

Connect

Align
Silo Culture

WHY

(change what we can)

- Human and organisational DNA – wired to function alone
  - Vertical and horizontal – at all levels

  a) suboptimal performance
  b) occupation with “trivial”
  c) creation of a blame culture
  d) expending large amounts of time on problem solving
  e) wasting resources – time and money
  f) distraction from achieving MISSION (WHY big enough)

abundance of individual brilliance (gifts/resources) + silo mindset = collective stupidity (unthinking robots or processes)
TED PLUS - more intentional leadership to deal with disconnect

- 5000 (excludes immigration)
- 0.01% of population
- Language barriers
- Tribal national identities
- Small congregations
- Geographical isolation
- Small organisational units
- Limited growth & financial resources
- Small institutional units – publishing, AWR, media
Possible Solutions to Disconnect Silo Culture

1. Adoption or fostering for a period (also at church level)
2. Re-alignment of territory
3. Creative partnerships among institutions/entities (i.e. ADRA, ASi)
4. Specialised training of workers
5. Review what success looks like (membership, tithe, healthy communities,…)
6. Partnerships with non-TED entities (i.e. health, Iceland,…)

Diagram:
- Adoption or fostering for a period (also at church level) → Re-alignment of territory → Creative partnerships among institutions/entities (i.e. ADRA, ASi)
- Specialised training of workers → Review what success looks like (membership, tithe, healthy communities,…)
- Partnerships with non-TED entities (i.e. health, Iceland,…)

Possible Solutions to Disconnect Silo Culture
Identify the CORE & clarify organisational roles

Communication

Work Force

Youth

Resources
DISCONNECT

Identify the CORE & clarify organisational roles
Example: Tell the World

---**Core** to the entire Church---

---**Other**-than-core; specific to entity---

Example: Tell the World
Core examples (to list a few)

Well-defined shared responsibilities (not policy related)

Inter-connected accountability (clear on connecting points)

Horizontal and vertical silos (organizational and grass-root)

Local church and disciple in focus – “push down” (Jesus’ mission)

Values and programmes/operational and non-operational

Strengthen units – “lower and higher” organisation responsibility

Focus – community and disciple versus church and member
DISCONNECT

Communication
Communication & Disconnect

Leadership is communication and communication is leadership

4th power – i.e. Arab Spring, Brexit, US Election, 1st/2nd power – fear rather than hope driven

Congregationalism – self-administration, i.e. sessions and good meaning lay disciples

Shapes culture, identity & affiliation – “leaders” (not constituency elected) shaping minds

Erosion of Ecclesiastical influence - discredit leadership, we discredit ourselves

Do you really reach your congregation? i.e. church papers reach 25% of disciples (N model)

Focus should be DOWN – NOT UP! Push your message down!
When I was born I was so surprised
I didn't talk for a year and a half

Gracie Allen (1906-1964)
DISCONNECT

WORKFORCE
“We’ve got 57 team managers, 36 project coordinators, and 63 concept implementors— not bad for a company with only 18 employees!”
“I’m sending you to a seminar to help you work harder and be more productive.”
Work Force

1,633 workers and their families in 1350 communities
<table>
<thead>
<tr>
<th>Work Force</th>
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<tbody>
<tr>
<td>God/we nurture leaders/workers</td>
</tr>
<tr>
<td>God/workers nurture disciples (Jesus’ model)</td>
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</table>
Accountability & transparency BUT ALSO SUPPORT (personal personnel disconnect & unsustainable practice)

Energy and focus should be DOWN – NOT UP - build ecclesiastical influence and credibility at local level

Quality of pastoral & elders training, care and nurture (MA ministerial training, non-SDA institutions, continuous training, SDA DNA, lay informed, societal complexity & priority of functions...)

TED & EUD “membership” - 267,000 – (Newbold 2.5 + Collonges 0 + Friedensau 3 = 5.5)
TED Division-wide intake for 87,000 “members” is 18.5 (Newbold + 4 seminaries) – considering 10-year journey and ageing workforce (critical situation for 6 unions)

Declining Sabbath School attendance – CORE, God’s word, identity, mission-focus, nurture and retention (and then we wonder why...
DISCONNECT
YOUTH
Our movement was started by a group of young people, yet today, it is being championed by older leaders without a serious fresh and innovative input from the youth of today.

The way we do church has become irrelevant to a large portion of young people and as a result, they are voting with their feet and walking away from the church.
The church is haemorrhaging gifted, talented and resourceful young people. We are in the middle of a major crisis but why are not hearing the alarm? (1% & 40%)

We have a duty to make better use of our resources to create a church experience our young people actually want to be a part of and would be proud to call 'home'.
Youth Appeal

(solution must be on the scale of the opportunity)

Give youth a voice within the decision making processes

Create safe spaces to explore and develop their spirituality

Develop quality local youth leaders & start training & recruiting specialists youth pastors (budgetary concern)
DISCONNECT

Resources
## Finances
(total rounded figures for TED, Newbold and Unions)

<table>
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<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Tithe</td>
<td>Total Division wide tithe £45 million</td>
</tr>
<tr>
<td>Operation</td>
<td>Total operations £50 million (excludes conferences &amp; churches)</td>
</tr>
<tr>
<td>Employee</td>
<td>Total employee related expenses £18 million (37%)</td>
</tr>
<tr>
<td>Mission</td>
<td>Total spent on Mission £30 million (63% ambitious estimate)</td>
</tr>
</tbody>
</table>
Resources

Human resource is the most important (time.....money)

Volunteerism – we cannot put a value in monetary terms – how do partner with 99.9% of our disciples

"There is no shortage of money"

Stewardship initiative and Global Mission & Mission Board funding under-spent

Unrestricted funds and balancing of budgets’ challenges
Identify the CORE & clarify organisational roles

Communication

Work Force

Youth

Resources
<table>
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<th>&quot;Grant me (us) the serenity (calmness) to accept the things I cannot change, the courage to change the things I (we) can, and the wisdom to know the difference.”</th>
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we need Each Other to go where GOD wants us to go.
HELP!

80%/20% governing principle
a disconnect challenge
GC/division
union
conference
pastor
disciple
Splendid idea!!!

(voted)

This too will pass

(ignored)

Leadership

Front-line
Points to Ponder

Good Leaders
Recognise the ongoing work of God the Almighty - work with God rather than for God

Have a capacity for non-polarity thinking

Have the ability to increase freedom and ownership among the group (consensus-volunteer environment)

Master the art of possible – achieve good for the largest number for the next generation (constructive growing-mindset)

Know that rules-obedience have limited short-term benefit; it cannot of itself lead you to God, truth, goodness, beauty or healthy relationships
Good Leaders - 2

Know that TOTAL dilemmas hardly exist (we create our own dilemmas because we are internally stuck, attached, fearful, overidentified with our position, needy to win, or unable to entertain even the partial truth of the other)

Are able to compromise without abdicating essential values

Have tolerance for ambiguity (faith)

Have ability to hold creative tensions by encouraging trust (not coercion)

Have ability to care (love) beyond own personal advantage
Galatians 6:9
(NIV)

“Let us not become weary (apathetic) in doing good, for at the proper time we will reap a harvest if we do not give up.”
Vision Beyond Our Resources

where the focus is not on our limited resources but on God’s unlimited provision in the miracles of blessings that He is performing and will continue to perform through His DISCIPLES
Our Pledge

Our mission is urgent. We do not know how long we have. But one day, as we know from His promises, Christ will come again in unimaginable splendour. We are commanded to watch and be ready. Meanwhile, we are commissioned to fill the gap between His first and second comings with missionary euphoria of activities. Until then He has pledged to be with us.

Therefore, we resolve to enter into a pledge with God and with each other to pray, to study, to plan, to prioritise, to work together and to grow together in making God known in Europe.
Create a Christ-centred, Holy Spirit-driven movement of disciple-makers, will be a key factor in our success. We are encouraging every disciple, every church, every administrative entity, every type of public outreach ministry, personal and institutional outreach programmes to make God known in Europe.

Expect great things as God creates something new: “Arise, shine for your light has come, and the glory of the Lord rises upon you”. Isaiah 60:1 (NIV).
Theme Song

O Church Arise
Keith & Kristyn Getty
O Church Arise - 1

“O church, arise, and put your armour on;
Hear the call of Christ our captain.
For now the weak can say that they are strong
In the strength that God has given.
With shield of faith and belt of truth,
We’ll stand against the devil’s lies.
An army bold, whose battle cry is love,
Reaching out to those in darkness.
Our call to war, to love the captive soul,
But to rage against the captor;
And with the sword that makes the wounded whole,
We will fight with faith and valour.
When faced with trials on every side,
We know the outcome is secure.
And Christ will have the prize for which He died:
An inheritance of nations.
O Church Arise - 3

Chorus:
Arise, shine for your light has come
Arise, shine for the Risen Son
Lift your eyes, we are His radiant bride
Arise, o church arise!
O Church Arise - 4

Come, see the cross, where love and mercy meet,
As the Son of God is stricken;
Then see His foes lie crushed beneath His feet,
For the Conqueror has risen!
And as the stone is rolled away,
And Christ emerges from the grave,
This victory march continues till the day
Every eye and heart shall see Him.
O Church Arise - 5

So Spirit, come, put strength in every stride;
Give grace for every hurdle.
That we may run with faith to win the prize
Of a servant good and faithful.
As saints of old, still line the way,
Retelling triumphs of His grace,
We hear their calls, and hunger for the day
When with Christ we stand in Glory.
O Church Arise – 6 (x2)

Chorus:
Arise, shine for your light has come
Arise, shine for the Risen Son
Lift your eyes, we are His radiant bride
Arise, o church arise!