

Index of Subjects

- Alienated activity 306
- All faculties based action 326-327
- Allogenic 302
- Analysing and designing 73-83, 86, 279
 - a craft 26
 - and science 70, 390
- Apologetics 276-277
- Appraisal/assessment 366-367
- Attention 37-40, 131-132
- Autogenic 302
- Avec 6, 51, 87, 151, 152, 357, 362, 373-390, 397
 - approach, 316, 387, Appendix II
 - archives, 378
 - consultancy subjects 361, 377-386
 - consultations with T. R. Batten 388-390
 - consultors of 373-375
 - consultor's feelings and needs 375-377
 - courses 87-88, 357-360, Appendix III
 - things valued 386-388
- Avec approach 316, Appendix II
- Avec consultancy subject matter 361, 377-386
 - being a practitioner 384
 - cases 379-380
 - conflict and faction 380
 - current work 378-384
 - decision making/taking 382
 - designing projects 379
 - ethical issues 382
 - evaluation of work 385
 - event management 382
 - event preparation 381-382
 - feelings 383-384
 - further studies 364, 365, 385
 - non-directive approach 385-386
 - problems 379-380
 - projects 379
 - promoting participation 380
 - reviewing and analysing situations 378-379
 - research 385
 - vocations 384-385
 - work transitions 382-383
 - working with people who differ 380
- Batten consultations 4-6, 388-390
- Batten courses 316, 388
- Book, this 6-7, 10
 - emphases and key themes 10-12
 - evolution 7-10
 - nature, status and function 12-14
 - potential users 12
 - using it 12
- Brain patterning 186, 333
 - brainstorming 186
 - Buzan's method 333, 336, 349, cf 186
 - loop analysis 333, 335
- Burn-out 109, 151, 345, 352
- Case study 67, 79-80, 185-186
- Charting 208, 333
- Church
 - communal 266-267
 - congregations 273, 302, 337, 349
 - creating/designing 277-278, 279
 - emphasis on local 269-271, 272-275
 - functions 271-280
 - grapevines 268-269
 - intermediate institution 277
 - mediating structure 277
 - models of 278-279, 303-304
 - organization 267-268
 - sub-political 277
 - ubiquitous 271
- Church-community work 273
- Church related community work 274
- Church work (cf church work, nature of) 7, 10, 271-275
 - administration 279-280
 - analysing it 26, 73-83,
 - apologetics 276-277
 - aspects of local 271-280
 - church-community 273
 - community, as 266-267
 - contextual map of 75, 251-297

- creating/maintaining churches 277-280
- culture 1-2
- cutting work diamond 295-296
- definition of 296-297
- designing it 26, 73-83
- doing theology 278-279
- downsides 294-295
- evangelism 253, 298
- evangelizing 253, 274-275, 298
- forms of 271-280, 281
- intermediate action 277
- key subject matter 275-277
- managing 268, 277-278, 382
- mental mapping 7-8, 246-249
- networking 275
- open systems process 271-272, 341
- participation 380
- promoting it 275
- proselytizing 274-275
- research 280
- training 280
- with poor and rich 260-262, 299
- Church work, nature of 251-295
 - all faculties action 326-327
 - approach based attributes 285-293
 - collaborative 255, 287, 288, 290-293
 - collective 290-291
 - comprehensive and inclusive 260-262
 - contextual 271-272
 - divine/human enterprise 254-257
 - ecclesiastical and contextual 271-280
 - engagement with freedom 285-287
 - language based 280-283, 304
 - life-long engagement 271
 - local 269-275
 - local, regional and national 275-280, 281
 - missiological 252-254
 - missio deo* 253
 - multi-disciplinary 287-290
 - open system 271-272
 - operational 290-293, 297
 - operational attributes 262-293, 297
 - personal, communal, organizational 266-269
 - poor and rich 260-262
 - promoting it 275
 - reflective 2-3, 290-293
 - relational 262-266 (cf relationships)
 - representational 275
 - sub-political 277
 - theological attributes 252-262, 293
 - 294, 297
 - ubiquitous 271
 - values 293-294
 - vocational 257-260, 285 (cf vocation)
 - voluntary 283-285
 - work situation attributes 262-285
- Church workers (lay and ordained)
 - abilities 309-310, 313, 320-346
 - able to analyse and design 71, 77, 78-83, 331, 341-342
 - access bodies of knowledge 327
 - accountability 1, 254-257, 292 cf 317-320
 - allied disciplines 289
 - attributes 309-320
 - bodies of knowledge 309-310, 313, 320, 321
 - bonding 342
 - collaborative 2-3, 291, 315-316
 - commitments 318-320
 - competencies 312, 346
 - com pools 346
 - contextually engaged 316-317
 - co-workers 255-256
 - deployment 280
 - disciples 317-320
 - discuss life/faith 339-340
 - disengagement 346
 - engagement 342
 - failure 129-131
 - feelings 340-344
 - handling feedback 342-344
 - in flow 109, 344
 - incompetence 344-345
 - instruments of analysis 341-342
 - instruments of research 77
 - instruments/subjects of development 316
 - interprofessional 287-290
 - knowing 328-330
 - knowing self 341-342, 351
 - leader-enablers 312, 314
 - local to national 269-271
 - love God and people 311
 - love work 311-312
 - mental mapping 7-8, 246-249, 327-339
 - missiologists 253

- non-directive 315 *et al*
- participant observers 337-339, 350
- personal attributes 309-310, 311-320
- professionalism 305-306, 317-318, 288
- promote vocational involvement 325-326
- psycho-spiritual ups and downs 340-344
- reflection-in-action 330
- reflective practitioners 2-3, 291-293, 313, 314-315, 317, 319, 330-331
- relate to God 322-325
- research 339 cf 76-77
- relational skills 262-266
- reverential approach to knowing 328-330
- roles 305
- servants/slaves 255-256
- situational 316-317
- spiritual 317-320
- support systems 345-346
- team players 312, 314, 324
- teamwork 324
- thinking 331-334, 341-342
- training 280
- trust 341-342
- use all faculties 326-327
- using other ideas 339
- vocational, promotion of 325-326
- voluntary 325-326, cf 285-287
- well-being 109, 344
- workforce persons 312, 314-315
- work situation portrayal 327-328
- work with people 322-325
- working relationships 262-266
- Circularity 65-66, 333
- Cliff College 17, 270, 304, 399, 401
- Coalitions and Alliances 118-120, 205, 211, 229
- Codes of Consultancy Practice 143-145
 - consultant 144-145
 - consultor 143-144
 - forming yours 181-187
- Collaborative practitioners 2-3, 291, 315-316
- Colloquy 87, 128, 283, 368
- Common good 283, 305
- Communities
 - Christian 267
 - definition 266-267
 - grapevines 268-269
 - of faith 267, 283
 - living spheres 302
- Communities of faith 267, 283
- Communities of scholarship 319
- Community development 268, 270, 301, 334
- Community studies 334
- Community work 273-275
- Com pools 346
- Concentration 37-40, 108
- Conference of Religious /CMRS 391, 400
- Confidentiality 37
- Congregations, 273, 302, 337, 349
- Consensus 162-167, 178, 180, 381, 392
- Consultancy
 - abilities required 23-27, 135-143
 - abuse of 37, 43, 203-205
 - agenda finding 364
 - alliance of minds 72, 125-126
 - annexe, as a 22
 - assessing potential 47-49, 67-69, 102-104, 116-120, 149, 167-169, 197-198, 200-202, 390
 - beliefs 133-135
 - boundaries 47-49
 - co-consultancies 356
 - codes of practice 143-145
 - combined with training 362-363
 - conferences 362
 - contracts 112-121, 151
 - a craft 26
 - and counselling 36, 68, 147, 202-203, 368
 - courses 357-360, 401, Appendix III
 - defensiveness 68, 222, 224-225, 226, 240-241, 242-243
 - definitions 1, 23, 133, 182
 - difficulties 185-187
 - drawing 87-91
 - discovery of 4-6
 - economic sharing 25, 91, 96, 106-107
 - elements of practice theory (see consultancy practice theory)

examples 4, 155-179, 193, 370
 explaining it 23 cf 125, 177
 feelings 84-86
 forming your definition/model 13, 35, 181-187
 forms and modes 355-365
 freedom 21-23, 42-45, 121-122, 229, 285-287
 groups 355-356
 individuals 355-356
 information sharing 25, 96, 106-107
 interpersonal behaviour 36-46, 175
 Jesus as mediator 127, 152
 limitations and dangers 67-69, 390
 logistics 101-122
 modes 105, 355-363
 nature 4-6, 21-23, 84, 133, 178-179
 need for 1-4, 373-390
 non-directive 4-6, 27-29, 30, 43-44, 120, 125, 138
 not a science 390
 notes 87-89
 parties to 102-104, 117-120
 pastoral 128-129
 position papers 87-88, Appendix I
 private work 22, 23
 problems 189-244
 processes Chapters 1 and 2, 101-102, 158-160, 177-178
 projects 155-179, 360-362
 promotion of 355-370
 provision of 393-400
 relationships 21-23, 36-37, 47-49, 115-120
 reluctant consultants 224
 roles 35-36, 174-175
 self-consultancy 356-357, 396
 sentient activity 84
 services 373-390, 397
 settings 5-6, 355-363
 spirituality 145-146
 standard solutions 184-185
 strategy for 393-400
 subjects 361, 377-386, 388-390
 sub-systems as 102-104
 synthesizing 81, 178
 systemics 101-122, 145-146, 173, 177, 178
 theology of 27, 122-135, 178-179
 thinking 71-101, 176-177

and training 3-4, 76, 362-363
 training for 3-4, Appendix III
 troubleshooting charts 207-243
 usage 155-179, 373-390,
 values 122-145
 vocational development 363-365, 384-385
 work annexe 22
 working relationships 46-51
 working to one side 55, 65-66
 working to work-views 46-71, 176, 246
 writing 87-91

Consultancy associated activities 363-370
 enabling and facilitating 366, 368-369
 mentoring 367
 pastoral counselling 68-69, 147, 202-203, 368
 spiritual direction 128, 367-368
 spiritual exercises 368-369
 work reviews/assessments 366-367

Consultancy, forms of 47-49, 105, 355-370

Consultancy models 27-31
 Bible Society 31-32
 client centred 30
 collaborative enquiry 30
 co-consultancy 356
 colloquy 87, 128, 368
 consultant expert 29, 30-31
 consultor expert 29, 30
 detective 31
 development consultation 30
 doctor-patient 31
 forming your own 13, 35, 181-187
 non-directive 4-6, 27-29, 30, 43-44
 organizational 30
 process consultation 30
 purchase of expertise 30-31
 soft systems methodology 30
 systemic 30
 troubleshooter 31
 working with energy 30

Consultancy practice theory 33-146
 accountability 1-2, 46
 attention 37-40, 131-132
 beliefs, values and ethics 122-146, 177-178
 bodies of knowledge 33-34, cf 309-310
 circularity 65-66

concentration 37-40
 confidentiality 37
 consensual 178
 diagnostic reading 74-75, 335
 elements 33-146, 173-178
 emotional involvement 40-41, 175
 empathic relating 40, 59
 exemplified 173-179
 forming your own 181-187
 holistic 145-146, 178
 human relation skills 33-34, cf 309-310
 interpersonal behaviour 36-46, 175
 listening 38-39
 non-directive (see non-directive approach and consultancy)
 personal attributes 33-34, cf 309-310
 role confusion 36
 roles 35-36, 174-175
 systemic model 33-36, 145-146, 178
 systemics and logistics 101-122, 177
 task centred 36
 technical skills 33
 thinking together 71-101, 176-177
 trust 45, 46
 working relationships 46-51, 175-176
 work-views 51-71, 176

Consultancy problems 184-207,
 cf Trouble-shooting charts
 abuse of consultancies 203-205, 211, 220
 approach to 79-80, 184-187
 beliefs and value differences 197-198
 consultancies appear redundant 205-207
 consultancies unrewarding 214-215, 232-233
 consultants defensive 226-227, 242-243
 consultants not communicating 212-213
 consultants not keeping up 217, 235
 consultants taking over 220-21, 238
 consultants defensive 224-225, 240-241
 consultants losing freedom 211, 229
 consultants not communicating 230-231
 consultants not keeping up 218-219, 236-237
 consultants taking over 222-223, 238
 discerning potential 67-68, 102-104, 116-117, 149

drift to counselling 202-203
 information disregarded
 by consultor 212-213
 by consultant 230-231
 lack of progress 212-215, 224-227, 230-233, 240-243
 power failure 216, 234
 regret not involved earlier 189-191
 relevant experience 52, 191-192
 self-deception 67-68
 standard solutions 184-185
 straying beyond competence 194, 196-197
 surreal encounters 68-69, 200-202
 taking sides 40-41, 198-200, 211
 visiting consultors *in situ* 28, 35, 54-55, 192-196

Consultancy resources development 393-400
 apprenticeships 399
 comprehensive provision 393-397
 DIY provision 395-396
 emerging strategy 393-397
 generative elements 397-400
 mentoring 399
 Oxford Diocese 400
 promotion and education 398
 specialists 395
 training consultants 399, 401, cf 357-360, 362 and Appendix III
 training consultors 398-399 cf 357-360, 362 and Appendix III

Consultancy systems and sessions
 appear redundant 205-207
 contracts 112-121
 discerning potential 67-69, 102-104, 116-120, 149
 energy and energising 107-112
 example of 155-179
 forms 117-118, 355-363
 forming/structuring them 102-104, 158-160
 information sharing 106-107
 interplay of perceptions 22, 60-65
 modes 355
 note making 87-89
 phases and sequences 104-106, 150
 processes Chapters 1 and 2, 178-179
 rhythms 103-104
 sculpting sessions 105-112, 158-160

- systemics and logistics 101-122
- systemic elements of 33-35, 145-146
- time and timing 105-106
- Consultant
 - abilities 23-27, 135-143, 191, 194-197
 - abusing 205
 - acceptance 124
 - altruism 136, 139-140
 - attention 37-40, 131-132
 - capacity to love 138-139
 - code of practice 144-145
 - concluding sessions 121-122, cf 42-45
 - confidentiality 37
 - defensive 226-227, 242-243
 - discerning lack of potential 67-69, 102-104, 116-120, 149
 - disregarding information 230
 - emotional indulgence 41
 - emotional involvement 40-41, 85
 - emotional nature 41
 - empathic relating 40, 59-60, 85, 201
 - envy 138
 - failure 129-131
 - feelings 83-86
 - forming own models 13, 181-187
 - functions 49-50
 - genuine interest 37-40
 - humble 45-46
 - integrity 137, 142
 - intimidated 93, 214, 217, 222
 - introducing new material 76
 - knowing themselves 41
 - limits 67-69, 142, 197-198
 - love 138-139
 - mandating consultants 121-122, cf 42-45
 - maturity 136
 - non-anxious presence 46
 - non-directive 35, 43-44, 45, 48, 120, 138
 - not keeping up 93-94, 217, 235
 - perceptions 60-65
 - public recognition 139-140
 - qualities, gifts, graces 135-143
 - recognition 139-140
 - reflective engagement 45-46
 - relevant experience 28, 52, 191-192
 - respectful 45-46
 - responsibilities 49-50, 94
 - role 35
 - role-taking 59
 - self-giving 138-139
 - servant 125
 - stance 200
 - summarizing 92-93, 165
 - supervision 50-51, 148
 - systemic position 35-36
 - taking over 41, 204, 220-221, 238
 - taking sides 40-41, 198-200, 211
 - tension 140-141
 - technical expert 29, 30-31
 - and theology 133-136, 138, 141-143
 - training for 3-4, 357-360, Appendix III
 - trusting consultants 45
 - true to self 43-45
 - understanding 137
 - using research 76-77
 - virtual consultant 59-60
 - virtual insidership 59-60
 - virtual reality 59-60
 - visiting consultant's situation 28, 35, 54-55, 192-196
 - withdraw and wait 45, 122
 - work-views 51-71, 246
 - working relationships 46-51
 - working to one-side 55, 65
 - working to competence 194-197
 - your praxis 181-187
- Consultants and consultants see Consultants and consultants
- Consultants and Facilitators see Facilitators and consultants
- Consultor 1, 24
 - abilities 23-27, cf 135-143
 - abusing 37, 205,
 - accessing their work 25, 51-71, 106-107, Appendix I *et al*
 - autonomy 21, 22-23, 42-45, 121-122, 229
 - being own person 42-45
 - confidence 391
 - cannot keep up 72, 93, 218-219, 236-237
 - and counselling 68, 202-203, 368
 - code of practice 143-144
 - defensive 68, 213, 222, 224, 240-241
 - dependency 42
 - discussing others 41-42
 - disregarding information 212-213

- failure 129-131
- feedback 342-344
- feelings 86
- freedom of 42-45, 121-122, 129
- guilt feelings 41-42
- information sharing 25, 96, 106-107
- instrument and subject of development 316, 341-342
- instrument of analysis 71, 341-342
- instrument of research 77
- intimidated 221, 224
- new material 76
- not keeping up 93-94, 218-219, 236-237
- perceptions 60-65
- praxis, own 181-187
- privacy 41-42
- profile 144
- responsibilities 49-50, 94
- reference points 82-83
- role 36, 59
- role sets 36, 59
- self-deception 67-69
- surreal presentations 68-69, 200-202
- taking over 222-223, 239
- and theology 134-135
- training 24
- true to self 43-45
- understanding self 51-71, 341-342, 351, Appendix I
- work-views 51-71, 246
- working relationship 46-51
- working to competence 121-122, 143-144
- Consultors and consultants 23-24
 - alliance of minds 72, 125-126
 - bonding 21-22, 129
 - code of practice 143-144
 - complementarity 22, 44
 - differences 142, 197-198
 - forming own models 181-187
 - interactive thinking 91-96
 - interplay of perceptions 22, 60-65
 - interplay of work-views 60-65
 - learning together 98-101
 - rates of thinking 92-94
 - relationships 21-23, 36, 47-49, 125-129, 147
 - responsibilities 49-50
 - thinking differently 99-100
- thinking together 71-101
- working relationships 46-51
- Contextual engagement 75-76, 178
- Contracts and contracting 112-121, 151
 - check lists 120-121
 - coalitions and alliances 118-120
 - concluding 121-122
 - discerning potential 116-118
 - evaluation 121
 - expectational 113, 118
 - explicit and implicit 115, 151
 - fees and costs 113-115
 - forming and testing 115-120
 - mandating consultants 121-122
 - practical 113
 - praxis 113
 - psychological & spiritual 112-113
 - responsibility 113
 - reviewing and renewing 120
 - sub-contracts 112-113
 - types 112-113
- Controlled emotional involvement 40-41
- Cracknell's missiological circle 254, 255
- Conversion 253
- Cutting the work diamond 295-296, 387
- Deductive/inductive 78
- Defensiveness 68, 222, 224-225, 226, 240-241, 242-243
- Denied coalitions, see coalitions
- Dependency 42, 324
- Designing 26, 31, 83
- Development agendas 83
- Diagnostic reading 74-75, 335
- Diagnostic tools 51-101, 208
- Diagrams 88-91, 296, 333, 337
- Dialogue with situation 75, 334-337
- Directive approach 315-316
- Disclosure 90-91, 131-132, 333
- Disciplines, others 288-290, 339
- Double loop learning 77-78, 213, 350
- Doulos* 255-256
- Drawing 87-91
- Economic communication 25, 91, 96, 106-107

- Empathic relating 40, 59-60, 85, 201
- Enabling of facilitators
- Energy in consultancy 107-112
 - auditing and profiling 109-111
 - generating it 111-112
 - loss of 109
 - sources 109
 - testing 111
 - use of 111
- Ethnography 337, 338
- Evangelism 253, 298
 - action research into 280, 304
- Evangelization 253, 298
- Eye movement 94-95
- Facilitators & consultants (cf consultants and facilitators) 22, 108, 158-159, 171, 172-173, 362, 366, 381 cf 76, 371
- Feedback 342-344
- Formatting 73-74
- Freedom 285-287
 - fear of 286
 - non-directive approach 286-287
 - reverence for 286-287
- Gemeinschaft* 301
- Gesellschaft* 301
- Grapevines 269, 301
- Group think 212, 317, 323-324
- Grubb Institute 332
- Gulbenkian Foundation 301
- Hope 130-131
- "I-Thou" 336, 368
- Ignatian exercises 128, 368
- Images & metaphors 74-75, 333
- Incompetence 344-345
- Inductive/deductive 78
- Interdependence: pooled, reciprocal, sequentia 324-325
- Introducing new material 76
- Intuitive cognition 40
- Intuitive sensibility 40, 348
- Jesus Christ as mediator 127, 152
- Johari window 212, 230, 300, 328
- Journalling 336 cf 87-88
- Justification by faith 124, 127, 132
- Knowing 131, 264, 300, 328-330, 342,
 - empathic knowing 40
 - knowing -in-action 330
 - middle way 329
 - and not knowing 58
 - religious 131
 - reverential approach to 328-330
- Koinonia* 255, 268, 298, 318, 322
- Language based work 280-283
- Lateral thinking 333
- Liberation theology 270
- Learning 77, 86, 98-101, 350
- Listening 38-39, 334-337
- Loop analysis 333, 335
- Maintenance and mission 277-279
- Making of Ministry* 306, 312-313
- Management 268, 381-382
- MARC Europe 14, 87, 373, 376, 377, 391
- Mediator, Christ as 127, 152
- Meditation 86
- Mental pictures/maps 7-10, 246-249
 - attributes of workers 7-10
 - church and community work, 7-10
 - consultancy practice theory 7-10
 - importance 249
 - nature of church work 7-10
- Mentoring 367
- Methodist Diaconal Order consultancy project 155-179, 259, 286, 319
- Milan Group 30
- Missiology 252-254, 320-321
- Missiological circle 255
- Mission 248, 298
- Mission Alongside the Poor 299
- Mission statement
 - as a consensus tool 163
 - criteria for 179
 - example 166
 - making one 162-169
- Models 90
 - disclosure 90-91
 - of church 278-279, 303-304
 - rich pictures 333

- MODEM 268, 301, 400
- Myers Briggs Indicators 347, 351
- Networks, see grapevines
- Non-alienated activity 306
- Non directive approach 4-6, 27-29, 30, 43, 44, 120, 125, 138, 169, 177, 178, 179, 200, 315-316, Appendix II
 - and coalitions 120
 - and consultants 35, 43-44, 45, 48, 138
 - explaining 125, cf 23 & 177
 - and freedom 45, 286-287
 - and mentoring 367
 - and spiritual direction 367-368
 - with/for/leave/wait formula 44, 315-316
- Non-directive consultancy model 4-6, 21-23, 27-29, 30, 35, 43-45, 120, 124, 125, 132-133, 138, 178
- Non-verbal communications 92-95
- Note-making 87-89
- Noxiants 83
- Open system process 271-272
- Openness (and privacy) 41-42
- Operating styles 99-100
- Operational and reflective 290-293, 297
- Original blessing 266
- Original sin 266
- Parallel thinking 333-334
- Parchmore Methodist Church 4-6, 147, 299
- Participant observers 59, 71, 337-339, 350, 351
- Participation 165, 178, 380
- Pastoral care/counselling 68-69, 84, 154
- Perceptions, interplay of 60-65
- Perverse triangles 118-120, 205, 211, 229
- Plousios* 261
- Poor, the
 - alongside poor and rich 260-262
 - and the church 260-262
 - mission alongside 260
 - non-poor 260-262
 - preferential option for 260
- Postmodern 276
- Position papers 66, 87, 336, 339,
 - Appendix I
- Practice theory (see consultancy practice theory)
- Practitioners see Church workers
- Prayer 86
- Preaching 326, 369
- Privacy (and openness) 41-42
- Private and public domains of work 22
- Problem solving 79-80, 185-186,
- Process consultation model 30
- Psychological profiles 341, 351
- Ptochos* 261
- Purposes 82-83
- Reality 148
 - self deceptions 67
 - surreal views of 68-69, 200-202
 - work views 51-71
 - virtual reality 59-60
- Records and recording 88
- Reference points 82
- Reflection
 - collaborative organizations 290-293
 - in action 293, 330
 - ladder of 330
- Reflective
 - churches and communities 2-3
 - and collaborative 2-3, 290-293
 - practitioners 2-3, 86, 290, 291, 314-315, 317, 319, 330-331
 - workforce 291
- Reflective engagement 45-46, 290-293, 330-331, 340-344
- Relationships 36-46, 147, 262-266, 300
 - collegial 265
 - developing them 264-265
 - ecclesiastical 265
 - extended 265
 - liturgical 265
 - pastoral 265
 - personal 265
 - triheral of 263-264
 - with God, people and world 263-264
- Research
 - action research 304, 306-307

- church 280
- collaborative research 293, 306-307
- contextual locating 307
- dialogue research 293, 306-307
- ethnography 337-338
- experiential research 293, 306-307
- "hard" information 329, 347-348
- participant observers 337-339
- practitioners as instruments of 71, 77, cf 341-342
- reluctance to use 338-339
- using findings 76-77, 339
- using methods 76-77
- Role sets 59
- Role-taking 59
- Saint Beunos 128
- Self-deception 67-69
- Semiotics 337, 349
- Servants 255-256
- Single loop learning 77-78, 350
- Situational analysis 339 and Appendix I, cf 51-71, 73-83, 86, 90-97, 279, 331-339
- Soft systems methodology 30
- Speech 92-96
- Spheres of social living 302
- Spiritual direction 128, 367-368
- Spiritual exercises 368-369
- Stress 109, 151, 391
- Sub-political 277
- Summarising 92-93, 165
- Sunergeo* 255
- Supervision 50-51, 148
- Support systems 345-346
- Symbolic boundaries 337
- Systemic 33-36, 145-146, 345
- Systemic family therapy 30, 65-66
- Systemic hypotheses 75, 333
- Systems thinking
 - ability to 331-334
 - aids to 332-334
 - definition 332
 - hard and soft systems thinking 332
 - open and closed 271-272, 341
 - systemic hypotheses 75
- Talking cures 368
- Talking work 88, 304
- Tavistock Institute 30, 332
- Ten-day co-consultancy courses 357-360 Appendix III
- Tension 140-141
- Theology in consulting 122-145, 178-179
 - consultancy as creational 132
 - consultancy as incarnational 129
 - consultancy as revelatory 131-132
 - consultancy as resurrectional 132
 - consultancy as sacramental 132-133
 - consultancy as salvatory 129-131, 190
 - dynamic 123
 - head 141
 - inclusive 143
 - justification 124-127, 132
 - mediator 127, 152
 - orientation and stance 123-124
 - outcomes 133-135
 - pastoral 141, 153, 178
 - pluralism 142
 - public 141
 - qualities of consultants 135-143
 - self-giving 125-126
 - subject matter 124-125
 - theological model 143
 - theological outcomes 133-135
 - unacceptable differences 197-198
 - visceral 141
 - working relationships 125-129
- Thinking 71-101,
 - ability to 97, 331-334
 - accompanying consultant 72-73
 - affective considerations 83-86
 - aids to 332-334
 - alliance of minds 72, 125-126
 - approaches to 72-73, 98
 - aside 86
 - collaborative 72, 73, 91-96
 - communications 92-96
 - conceptualising 73-74
 - consultant not keeping up 93-94, 217, 235
 - consultant taking over 220-221, 238
 - consultants being defensive 226-227, 242-243

- consultor not keeping up 93, 218-219, 236-237
- consultor taking over 222-223, 239
- consultor being defensive 224-225, 240-241
- contextualizing 75-76
- critical factors 92-96
- deductive 78
- defensiveness 68, 222,, 224-225, 226, 240-241, 242-243
- different ways 99-101
- double loop learning 77-78, 213, 350
- drawing 87-91
- emotional states 83-86
- empathic relating 40
- facilitating structures 78-83
- feelings, about 326-327
- for consultants 72, 93, 204
- formatting 73-74
- guidelines 96
- hindrances to 96-98
- inductive 78
- information sharing 25, 96, 106-107
- interpersonal aids to 91-96
- interpersonal engagement 92-96
- introducing material 76
- learning about 98-101
- left and right sides of brain 88, 150
- moods and modes 86-87, 91
- open 91-92
- parallel 333-334
- rates of 92-94
- reflective 290-293
- schema for 81
- stages of 79-83
- stimulating 73
- summarizing 92-93, 165
- systematically 331-334
- systemically 331-334
- technical aids 73-91
- tempo and speed 92-94
- theologically 142
- tools 78-83
- under pressure 342
- using research 76-77
- with consultants 73
- writing 87-88
- Training, study and research proposals 363-364
- Transition 169-170, 382-383
- Triangulations 118
- Trihedral of relationships 263-264
- Trinity 288
- Troubleshooting (cf consultancy problems)
 - charts 210-243
 - diagnostic tool 208
 - introduction 184-187
 - list of 209
 - nature 207-208
 - symptoms and causes 208
- Trust 45
- Turnbull report 268, 301
- Urban Priority areas 260, 299
- Urban Theology Unit 399, 401
- Verbal interaction 92-96
- Virtual insidership 59-60, 149
- Visual accessing 94
- Vocation 125-126, 257-260, 267, 285, 376
 - collections of 160-162, 258, 259
 - collective 162-166, 258-259, 280
 - confusion 248
 - flow 376
 - maintenance and development 363-365, 384-385
 - personal 257-260
 - promoting them 325-326
 - testing 384-385
 - unease 376
- Voluntary 283-285
 - organizations 283-284, 304-305
 - work/workers 286, 325-326, 380
- Wesley Deaconess Order 155, 156
- West London Mission 273
- Westminster College 398, 399-401
- William Temple Foundation 299
- Work (see Church work) 10
- Work flow and well being 109, 344, 376, 388, 391
- Work of Christ 10
- Work of Christians Chapter Six
- "Work papers" 87 (see position papers)
- Work reviews/assessments 366-367
- Work situations see situational analysis

Work-views 51-71, 148, cf 28

- aids to use 55-69
- content 52-53
- correcting them 56, 70-71, 327-339
- critical approach to 57-58
- data, hard and soft 69
- definition 52
- entering 58-60, 65-66
- forming and re-forming 52-54, 57, 60-61, 63, 69-71
- interplay 60-65
- limitations 67-69
- nature 51-55
- rationale 69-71

realistic approach 55-57

respectful approach 57-58

revising them 56, 70-71, 327-330

self-deception 67-69

and self-development 69

understanding consultants 58-60

virtual insidership 59-60

virtual reality 59-60

use 69-71, 249

working to them 55

Workers (cf church workers)

Writing 87-91

Yerkes-Dodson Law 151