Bringing out the Best in Others: High-Performance Parish Leadership

**Archdiocese of Dubuque
Pastoral Leadership Study Day
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Gateways Pastoral Resources**

Agenda
- ♦ Humility: the Foundation of all leadership
- ♦ Communicating openly: the oxygen or pastoral organizations
- ♦ Connecting: Building your team's trust and relationships
- ♦ Mobilizing: supporting strong job performance
- ♦ Improving: Increasing leadership, ministry, and work effectiveness
- ♦ Unifying: Resolving conflict and moving forward
- ♦ Wrap Up
- ♦ Closing Prayer

It all begins with the leader…

What most affects an organization's capability to perform, focus on the right matters, and model the way?

- It's always the leader.

- Leadership culture starts at the top.

- When your employees don't perform as expected, don't operate at their best, don't get along, don't practice team norms, don't speak up, and don't model appropriate behavior, it's not their problem—it's yours!

Foundational posture of Leaders: Humility

It is impossible to be an effective leader without humility. Nor is it possible to be a successful human being or experience a mature spiritual life without.

Humility is also, most fundamentally, a relationship of truth with ourselves. Humility begins with self-honesty about our actions, attitudes, and speech.

It compels us to accept the fact that we are capable of being wrong, perhaps even when we are convinced we are right. It means that we acknowledge our mistakes, not years from now, but when they are made.

Without it, we can hardly move at all, since the mystical process is based on honesty and humility of heart. Search your experience and examine if humility is at work in you.

Humility helps us temporarily suspend what we think is best for us to consider what is in the best interest of others and the organization.

Humility is a ***dual capacity*** to admit ***at the same time*** that I am:

Humility is an attitude of honesty with God, oneself, and of all reality. It enables us to be at peace in the presence of our powerlessness and to rest in the forgetfulness of self.

Thomas Keating

- ♦ Accomplished *AND* unfinished
- ♦ Talented *AND* average
- ♦ Special *AND* better than no one
- ♦ Extraordinary *AND* ordinary
- ♦ Popular *AND* unknown
- ♦ Deserving of respect *AND* no more deserving than others
- ♦ Knowledgeable AND ignorant
- ♦ Strong *AND* weak
- ♦ Right *AND* wrong
- ♦ *Capable AND incomplete*
- ♦ *Strong AND vulnerable*

Greatness ONLY through humility

Ego is an asset that leaders need to take their organizations to good—***but without humility*** leaders do not move organizations to next levels of achievement.

Acts of Humility	Interior Practices of Humility	Exterior Practices of Humility
	1. Suspend judgment. Always and all ways.	19. Express gratitude; thank others often and genuinely.
	2. Count to three before adding to a conversation to ensure the other person is finished speaking.	20. Use the response, "You're welcome!" when someone thanks you.
	3. Be willing to listen even if you don't get to talk about your views.	21. Use the response "I'd be honored" when someone asks you to help them or do something with them.
	4. Recognize your talents as gifts, not as your self-acquired abilities.	22. Listen more than you talk.
	5. Know how your skills have only been developed by the help of others.	23. Downplay your significance or importance.
	6. Value other people's time as much as your own.	24. Redirect praise and give credit to others when possible.
	7. Never equate time spent with people as wasted.	25. Give credit for others' ideas that you are carrying through on.
	8. Ignore first impressions of people.	26. Pass on thanks when you receive it to those who helped you achieve what was thanked.
	9. Treat everyone with Unconditional Positive Regard (UPR).	27. Invite others to share their opinions.
	10. Be grateful for your successes without boasting about them.	28. Invite others to join conversations and contribute.
	11. Place other people as first; be less significant.	29. Admit when you don't understand or know something.
	12. Forgive those who wrong you and move on without resentment.	30. Be quick and clear to apologize when you do something wrong.
	13. Recognize you know little and you have much more to learn.	31. Share your own knowledge to pass on what you have learned.
	14. Accept new ideas and change; be willing to change your mind.	32. Don't boast about your achievements; let others recognize them instead.
	15. Let go of what you knew before.	33. Accept praise with a simple thank you without elaborating on it or talking more about it.
	16. Be willing to learn from the mistakes of others, rather than punishing them.	34. Admit your mistakes; share lessons learned
	17. Recognize that brilliant, breakthrough, and worthy ideas can and do come from other people.	35. Admit your own imperfections.
	18. Give everyone the benefit of the doubt.	36. Practice at least one humble act each day.

For reflection and discussion

You can have no greater sign of confirmed pride than when you think you are humble enough.

William Law

♦ Who in your life models humility? What do they do?

♦ What thoughts or feelings do you associate with humility?

♦ In what significant ways have you experienced humility?

♦ What interior acts of humility do you practice?

♦ What exterior acts of humility do you value?

♦ What practices help you incorporate humility into your leadership?

♦ What gets in the way of living and leading humbly?

Communicating Openly and Candidly: the oxygen of pastoral organizations

Silence is Expensive

When Silence is Not Golden

Conversations not held about:
- Poor job performance
- Struggling leaders
- Unsolicited brilliant ideas
- Missed work results
- Staff and faculty not working together
- Problems and mistakes
- Talented employees planning to leave

The payoffs of talking openly

- More reliable information
- Problems are resolved in less time and at a lower cost
- Fewer problems reoccur
- Leaders feel more in control and feel less overwhelmed
- Employees are more focused on organizational values
- People take greater interest in and responsibility for resolving future problems and issues
- Leaders gain access to experience, knowledge, ideas, and information far beyond their own

Guiding Principle

*Create an environment where it's safe to speak up, where **any one** at **any level** for **any reason** at **any time** can speak openly and honestly to provide input, propose ideas, give feedback, raise questions, express concerns, including challenge decisions, without adverse consequences.*

Curiosity Matters

If you want to facilitate the greatest accomplishment and development of people with the least effort, invite them to share their ideas, concerns, and dreams.

Curiosity unlocks and opens up conversation to the fullest information, greatest meaning, and strongest relationships.

Leaders and teams must commit to asking for feedback and input in all forms:

Stated	Expected & unexpected
Welcomed	Respected
Continual	Every relationship

Uncertainty Matters

Uncertainty:
- Liberates us from our beliefs that we're right.

- Allows us to know the truth about our organization even if it's bad news.

- Arms us against denial through self-knowledge, openness to criticism, and receptiveness to facts and perspectives that challenge our own.

- Holds the power to make the difference between denial and awareness, between failure and success.

Uncertainty keeps the ego working for us rather than against us by seeking:
- ✓ facts
- ✓ reality
- ✓ accuracy
- ✓ honesty

Beware of your certainty, which can result in the unwillingness to see or admit the truth that ought to be apparent, and is, in fact, apparent to many others.

Go on Record

"Go on record" with a personal, credible, unconditional statement that expresses the guiding principle expressing a commitment to a safe, open operating style throughout the organization, on every team, in every ministry, in every relationship.

Leadership actions for talking openly

1. Keep asking the single-most important guiding question: *"What feedback do you have for me?"* in every 1:1 meeting, team meeting, and faculty meeting.

2. State your strong interest in being accessible, let employees know they can meet with you at any time to discuss any matter.

3. Welcome dissent and openness; interact with and select people who will challenge your thinking.

4. Monitor how you and others react when unexpected information is provided. Do not penalize people who bring bad news.

5. Authorize everyone with permission to challenge the status quo, test assumptions, revisit decisions, and to push back.

6. Discuss how you expect others to challenge your ideas and even disagree with you. Provide examples.

7. Call out examples of feedback, input, challenge, disagreement and robust debate when you see it. Thank challengers and publicly acknowledge how much you value their input.

8. Squelch any behaviors that inhibit straight talk, including manipulative debate, insults, stares, labels, raised voices, ultimatums, threats, sarcasm, inappropriate humor, and retaliation.

9. Assure people that they needn't make an ironclad case for every suggestion. Make room for half-baked ideas and "spit balling."

10. Rotate the responsibility in meetings for a different person to ask "core" questions. Consider asking:

    ✓ Did we tiptoe around any Undiscussables today?

    ✓ What assumptions might we be blindly operating with or buying into?

    ✓ How many people spoke up to present ideas that challenged the status quo today?

    ✓ Does anyone have an uncomfortable gut feeling about the direction we are moving?

    ✓ What opinions, factors, filters, biases, processes, or trends are we using or ignoring?

    ✓ Did anyone actually "rock the boat" today?

Connecting: Building your team's trust and relationships

Members of great teams trust one another on a fundamental, emotional, and relational level. They are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another without filters.

Actions that build trust

1. Give trust first
2. Admit mistakes
3. Acknowledge areas they are challenged
4. Ask for help
5. Acknowledge and tap into one another's skills and expertise
6. Willingly apologize to one another
7. Include others, making them feel they belong
8. Give the benefit of the doubt
9. Invite feedback and express safety
10. Believe there's enough success for everyone—*Abundance Mentality*

Actions that break down trust

1. Gossip
2. Bypassing those with an interest or need to know
3. Exclusion
4. Withholding feedback
5. Not holding others accountable/missed performance
6. Not honoring commitments
7. Taking credit
8. Not acknowledging others' contributions
9. Withholding trust
10. Believe there's not enough success for everyone—*Scarcity Mentality*

Be-Attitudes for Building Credibility and Trust

Be real, for it inspires confidence
Be clear, for it limits confusion
Be accountable, for it demonstrates integrity
Be respectful, for it begets respect in return
Be humble, for it expresses trustworthiness
Be an exceptional listener, for it shows dignity
Be a continuous learner and thoughtful teacher, for it benefits the faithful
Be an example of the Gospel, for it brings others faith, hope, and love

For reflection and discussion

♦ Who in your life operates with high trust? What do they do?

♦ What thoughts or feelings do you associate with trust?

♦ In what significant ways have you experienced trust?

♦ What acts of trust do you value most?

♦ What practices to build trust do you incorporate into your leadership?

♦ What gets in the way of building trust with those you lead?

Mobilizing strong job performance

Why don't employees do what they're supposed to do?

Performance begins with clear expectations!

The job description isn't enough.   A job description is neither a statement of goals or expectations, but the scope of essential functions, skills, experiences, and tasks that describe what is included in the job.

Set Clear Expectations
Don't assume employees "get it." Describe what expected performance looks like, what strong performance looks like.

Vague descriptions

♦ Responsive
♦ Resilient
♦ Team player
♦ Committed

♦ Accountable
♦ Collaborative
♦ Follow through
♦ On time

Avoid Fuzzy Verbs

⊘ Be proactive
⊘ Adjust
⊘ Make sure
⊘ Strive for
⊘ Actively participate
⊘ Work to improve
⊘ Efficiently use
⊘ Continue to
⊘ Demonstrate

⊘ Focus on
⊘ Go the extra mile
⊘ Be versatile
⊘ Pay attention
⊘ Support
⊘ Become familiar with
⊘ Contribute to
⊘ Be consistent
⊘ Fine tune

How to Establish Work Expectations

Setting expectations at work is a step-by-step process.

It's easiest to set expectations **when you first start a job, a new role, a project,** or reporting relationship—when the basics are up in the air.

1. Prioritize your expectations
2. Communicate your boundaries clearly
3. Bring up a boundary or violation right away
4. Focus on concrete rather than personal explanations

Building expectations takes time and practice. Expectations will get missed. Side steps will be taken. Instead of viewing violations as negatives, though, see them as opportunities to gain insight and improve on your expectation setting.

Areas for expectations:

1)	Use of time	21)	Keeping confidentiality
2)	"On time"	22)	Including others
3)	Job performance standards	23)	Accepting others
4)	Assessing performance	24)	Resolving conflict
5)	Addressing missed performance	25)	Listening
6)	Attendance	26)	Recognition of achievement
7)	Managing attendance	27)	Benefit of the doubt
8)	Language--inappropriate	28)	Serving customers
9)	Decision making	29)	Accountability
10)	Informing others	30)	Appreciation
11)	Agreeing	31)	Treatment of each other
12)	Disagreeing	32)	Reporting problems
13)	Apologizing	33)	Admitting when you don't know
14)	Delivering bad news	34)	Asking questions
15)	Meeting practices	35)	Provide unsolicited input
16)	Challenging decisions	36)	Getting along
17)	Policy violations	37)	Team work
18)	Giving feedback	38)	Supporting while not agreeing
19)	Explaining why	39)	Reporting mistakes
20)	Managing change	40)	Receiving feedback

The Power of Feedback

Employees value feedback. Think of your day so far today and how many times you have already looked in a mirror. Why? Because we all want to know how we look. This same concern holds true for how we are doing at work. Employees want to know specifically how they are doing, what others think of their work, and how they can improve. Leaders can be that "mirror," a source to provide influential feedback on how the employee is doing on an ongoing basis.

Even with highly-motivated employees, the type and quality of feedback they are provided makes a decisive difference in their performance. They want to know how they are doing.

Generally, the following scenarios are at play regarding feedback:

1. Employees don't always see their behavior as others do (the blind spot)

2. They know how they're behaving but don't make the connection to outcomes (agreement or alignment)

3. They know the outcomes of their behavior, but don't know how to improve or leverage their behavior

So rather than avoid giving feedback because of fear of hurting someone's feelings or damaging a working relationship, focus on what you can do to help people see their behaviors as others do and increase their performance.

Keys for Giving Feedback

1. Commit to giving regular, on-going feedback. The #1 obstacle to leaders regarding feedback is procrastination. Avoid being an avoider.
2. Feedback is generally provided in the spirit of being helpful and in the interest of development.
3. When feedback is non-judgmental and supportive, it helps to build trust and to establish an open, candid climate for frequent performance discussions.
4. Feedback should be based on observable (or verifiable) work-related behaviors, actions, statements, and results.
5. Even highly-successful achievers need feedback to help them sustain their performance and continued growth.
6. Feedback is directed toward the past or present. Useful feedback uses current examples to give specific details but does not dwell on the past. The feedback should be used to develop action plans for the future.
7. Timely, effective feedback fosters stronger performance results, better working relationships, and more effective communication among co-workers.
8. Feedback "on the fly" is rarely effective. Others can tell instantly when leaders are unprepared and stumbling through the message. Delivering the most useful feedback begins with thorough preparation. Prepare ***as if*** it were as important as a public presentation.
9. Give feedback in a timely manner. Timing is critical. The more timely we provide feedback, the more likely employees will connect the feedback to their behavior.
10. Pick an appropriate time and place to give feedback.
11. Keep emotions in check, remain calm and keep voice even.
12. Provide an appropriate amount of feedback the receiver can use at the time, rather than all there is to give. Focus on one or two key messages.

> ***Those who are ordinary at giving feedback take a few minutes to gather their thoughts.***
>
> ***Those who are <u>the</u> <u>best</u>, plan their messages—thoroughly, thoughtfully, consistently. After all, if your feedback is important enough to provide, it is worth preparing in advance.***

Delivering Feedback

1. State in your opening sentence that you want to talk about a concern
2. Name the concern—communicating about programing, keeping standard work hours, decision making, defensiveness—in a minute or less
3. Give the concern a priority—"high importance," "critical," etc.
4. Plan and rehearse your message, particularly your opening remarks.
5. Consider writing it down to guide you.
6. Begin with, *"I'd like to provide you some feedback about your work on the ABC project. Because this is important, I've taken some time to write some notes for our discussion."*
7. Describe the specific behavior observed. Tell employees what you heard them say, what you saw them do, what behavior others observed (verified).
8. Describe the outcome—help employees understand the impact of their behavior – on clients, on co-workers, on their own performance targets, on profitability, or on team or department goals.
9. Give feedback concisely, succinctly, quickly –then stop talking and invite the other to react and respond.
10. Listen with undivided attention
11. Anticipate the employee's reactions and plan your responses.
12. Don't make it personal
13. Describe how employee's actual performance is in relation to what's expected
14. Give the other person a chance to respond to your statements and ask clarifying questions.
15. Focus on behavior, not motive

Top 10 Reasons Why Providing Feedback Fails

1. Don't devote enough time to prepare and rehearse their feedback message.
2. Using vague language and broad generalizations, including words like "always" or "never".
3. Delivering feedback too late to be helpful.
4. Focusing on the personality vs. behavior.
5. Passing along unconfirmed feedback from others--including gossip, hearsay, rumors or false assumptions.
6. Piling it on – using more examples than necessary.
7. Analyzing the motives behind behavior.
8. Lack of input from other relevant, appropriate sources.
9. Heavy focus on negative performance or petty matters
10. Rushing through the discussion, stiffly, and without dialogue

Final Check	**After you have prepared your feedback, how would you answer these five questions?**

- *Does it balance factual, useful information with an appropriate, considerate tone?*

- *Can you state the key message in your feedback in one or two sentences?*

- *Would you be proud to have your boss observe you delivering the feedback to your employee?*

- *Would you understand the feedback if it were directed toward you?*

- *How does the feedback relate to specific goals and actions for improvement?*

Regularly ask for Feedback	Not asking for feedback is one of the greatest reasons for leadership failure.
	"What feedback do you have for me?"

Give the Benefit of the Doubt	Always believe others have positive intent and are acting with integrity.

Focus	- Following norms, standards and agreements - If accurate, say this is about performance, about your reputation, about the ways you are meeting or missing the expectations of your job, about your leadership - Resist saying the matter is about continued employment

Talking Points	*The way you handled … was not part of the standard practices we are establishing in communicating, working together, making decisions,*
	I see the situation differently
	May I have your agreement that in future you will…

Addressing Defensiveness

A defensive response to constructive feedback can come across in several ways—twisting the message, denying the details, rationalizing the failures, blaming others, etc. The bottom line is the employee is not benefiting from the feedback. Your job as the feedback giver is not to change attitude; it is to increase self-awareness. Since the goal of the feedback discussion is dialogue, the challenge of the feedback giver is to address the defensiveness without shutting down the conversation. Practical ways to respond to defensiveness include:

1. Restate that the feedback is critical to successful performance and you are asking them to accurately understand the way behaviors impact the work, the environment, and relationships with others.

2. State, "For the sake of this discussion today, I'd encourage you to recognize the reality that others see this situation differently."

3. Ask them to summarize back to you in their own words what they understand about the feedback you provided.

4. Name the behavior that is being exhibited at the moment. e.g., "Dan, the way you're defending yourself now is getting in the way of you understanding how others on the team see your work."

5. Don't push relentlessly on getting your point across. A good guideline for this is to let the feedback receiver have the last word.

6. Don't back off and minimize the feedback, e.g., "It's not that big of a deal, but I just thought I'd mention it."

7. Finally, remind the person that while they may choose to believe that your feedback is not accurate, the reality is that your feedback is how others see you and what they think about you.

Humility Matters

- Whose feedback and input don't you want?

- What topics do you not want your staff or parishioners to be able to discuss?

- Whose good ideas do you not want to hear?

- What questions are off limits for your staff and parishioners to bring up?

For Reflection

What do I know about myself regarding giving feedback?

- ❑ Do not provide feedback often enough?
- ❑ Tend to rush giving feedback
- ❑ Am not as specific as I should be
- ❑ Don't thoroughly plan the feedback I plan to give
- ❑ Not focused on performance
- ❑ My feedback doesn't relate to outcomes
- ❑ Too strong/harsh
- ❑ Not candid
- ❑ Not past or present - focused
- ❑ Not timely
- ❑ Do not balance facts

**Best Practice:
Ask for Feedforward**

Feedforward is a tool to solicit input to improve by inviting others to simply respond to the question "*How can I improve?*"

- Traditional feedback focuses on the past, on what has already occurred—awareness. "Feedforward" focuses on the opportunities that can happen in the future.
- Feedforward does not look back and dwell on the mistakes of the past.
- Feedforward is entirely open-ended and looks toward what you would like to change:

     ♦ a practice   ♦ a procedure
     ♦ a process   ♦ a habit

- Feedforward can cover most of the same matters as feedback without reliving mistakes, poor performance, and regretful matters and without feeling embarrassed discussing the past and without making others feel embarrassed.
- Providing feedforward tends to be much faster and more efficient than providing feedback.

Guidelines for Feedforward

Ask for Feedforward for any suggestions that might help improve toward a specific significant, positive change you would like to make in your performance, leadership, or life. For example:

"I want to be a better listener. How can improve?"
"I want to conduct better meetings. How can I improve?"
"I want to be a better pastor. How can I improve?"

- Others are not to give ANY feedback about the past—only ideas for the future.
- Feedforward receiver is not to comment on the suggestions in any way.
- No judging, comparing, critiquing, or reacting—not even to make positive judgmental statements, such as:

"That's a good idea!"
"I've tried that and let me tell you how it went …"
"I don't think you understood my question."

Feedforward does *NOT* focus on:

- Mistakes, shortfalls, and problems.
- Defensiveness on the part of the receiver or discomfort on the part of the sender.
- A personal shortcoming or critique since it is discussing something that has not yet happened.

Increasing individual and staff engagement

Motivators	Me	Managers	Employees
Good wages			
Job security			
Promotion/growth opportunities			
Good working conditions			
Interesting work			
Personal loyalty to workers			
Tactful discipline			
Full appreciation for work done			
Sympathetic understanding of personal problems			
Feeling "in" on things			

Based on research of Lawrence Lindahl

Improving: Increasing leadership, ministry, and work effectiveness

**Best Practice:
Interview staff,
leaders, and
parishioners**

Learn by focusing on key interview questions:

1. What challenges and issues are we facing?
   ▪ With the team?
   ▪ With the ministry?
   ▪ With our parish?
   ▪ With our school?

2. What would you like to see improve?
3. What would make things better?

Invite, welcome, and honor all views.

**What do I know about my
connecting with others?**

In what areas would you like to focus in order to better connect
with others?

❑ More enthusiastic	❑ More adaptable
❑ Warmer	❑ More optimistic
❑ More responsive	❑ More caring
❑ More interesting	❑ More curious
❑ More knowledgeable	❑ More compassionate
❑ More creative	❑ More empathetic
❑ More attentive	❑ More generous
❑ More authentic	❑ More grateful
❑ More informal	❑ Kinder
❑ More relaxed	❑ More likable
❑ More confident	❑ More merciful
❑ More inspiring	❑ Others focused
❑ More open; less judging	❑ More personable
❑ More open; vulnerable	❑ More patient
❑ More humble	❑ More thoughtful
❑ More positive	❑ More interested in others
❑ More understanding	❑ More hospitable

Resource: Questions to ask parish staff and leaders

Asking questions is the way we move out of the dark and into the light.

Asking the right questions helps us to move in the direction that will help us find the answers we seek.

John R. Stoker

- *What are the key accountabilities and priorities of your work?*

- *With whom are the key relationships of your work? Why?*

- *What challenges and issues are you facing?*

- *What does the parish do very well?*

- *What do we need to pay attention to?*

- *What would you like to see improve?*

- *What would make things better?*

Resource: Questions to ask parishioners

- *What are the most important aspects of our parish?*

- *What does the parish do very well?*

- *What challenges and issues are we facing?*

- *What do we need to pay attention to?*

- *What would you like to see improve?*

- *What would make things better?*

Resource: Tips for this best practice

- Let the speaker do most of the talking

- Listen humbly—invite, welcome, and honor all you hear

- Inquire with genuine curiosity and desire to learn and understand

- Withhold judgment, comparison, or strong reaction

- Thank each person for sharing their views

- 25 Questions to invite feedback and others' views on page 32

For reflection and discussion

♦ Who in your work and life engages you? What do they do?

♦ What thoughts or feelings do you associate with engagement?

♦ In what significant ways have you experienced engagement?

♦ What practices of engagement do you value most?

♦ What practices to build engagement do you incorporate into your leadership?

♦ What gets in the way of building engagement with those you lead?

Leader Best Practices for One-on-One Meetings	Effective leaders stay in close touch with each of their team members on an individual basis. The one-on-one meeting is the most valuable, underused approach to leading others because it is the ideal forum for:

- ✓ Motivating
- ✓ Exchanging updated status of work
- ✓ Coaching
- ✓ Planning
- ✓ Giving and receiving feedback
- ✓ Redirecting
- ✓ Praising
- ✓ Holding employees accountable
- ✓ Learning of their progress, difficulties, and their frustrations

Establish Expectations for the Meeting	An effective way to hold one-on-one meetings is to state outright the purpose and expectations of the meeting on an ongoing basis. Establishing the expectations and flow of the one-on-one meeting helps keep both leader and employee focused and clear about roles and responsibilities. Consider including the following as standard expectations:

1. Progress toward goals
2. Challenges the employee is experiencing—what the employee needs from the leader to support success
3. Feedback from employee and from leader

One-on-One Meetings	- Manager's most powerful—and underused tool - Builds relationships - Provides undivided attention - Focuses on the person and the work

Guidelines	- Hold one-on-one meetings with all direct reports or whose work you lead or direct - Schedule one-on-ones - Primary focus is on the employee, not you as manager

Why conduct one-on-one meetings	- Serves as a forum for connecting, dialogue, and learning - Sends a message—your employee is important to you - Offers employee a regular placeholder for access to leader - They want or need time with you—even if unstated

Use Structure

- Keep it relevant and personal. Ask the employee to open the meeting
- Clarify your intent of the meeting: their interests, concerns, questions, needs, suggestions, personal, performance, career
- Never cancel a one-on-one meeting. If you must, re-schedule promptly—within same week
- Limit time—start promptly
- Avoid: "You got anything?" Nope, neither do I. We'll catch up next time."
- Employee first—Never: "Before we get started, I want to…"

Critical Mistakes You Could Be Making in one-on-one meetings

1) Not following through
2) Canceling one on ones
3) Turning them into status updates
4) Not preparing
5) Not talking about their goals
6) Not asking tough questions
7) Not having them at the right frequency
8) Not holding them accountable
9) Not being present in meetings
10) Thinking you don't need a one-on-one meeting, too

When you get right down to the root of the meaning of the word "succeed," you find that it simply means to follow through.

F.W Nichol

POWERFUL One-On-One Discussions: Sample Questions	Below are types of discussions which leaders can use to shape and enhance the direction of one-on-one meetings

The Motivation Discussion
- What do you love to do?
- What are you passionate about?
- What gets you up each morning with a feeling of anticipation and eagerness about the day?
- What are your most important work values? Personal values?
- What values are met and not met at work?

The Strengths Discussion
- What makes you unique in our department?
- Tell me about an accomplishment that you are particularly proud of.
- If you had to choose among working with people, data, things, or ideas, which mixture would make you the happiest? Why?
- Do you have enough information about the organization's current activities to select career options?

The Enrichment Discussion (staying within current role)
- Do you know how your job is important to the company?
- What skills do you use on the job? What talents do you have that you don't use?
- What about your job do you find challenging? Rewarding?
- What do you enjoy most about your job?
- In what areas would you like increased responsibility for your current tasks?
- What would you like to be doing in the next three to five years?
- In what ways would you like your job changed?
- What could be added to your job to make it more satisfying?
- What steps could you or I take to make your job more enriching

The Feedback Discussion (feedback for you as a manager)
- What can I do to help you?
- What do you need from me?
- How can I better/best support and lead you?
- What would make our working relationship more effective?
- What are your ideas for our parish, staff, or school?

The "What's Keeping You Here" Discussion
- Are you recognized for your accomplishments?
- Are your skills matched with your desired career goals?
- Are you challenged in your day-to-day work?
- Is the training you want available to you?
- Do you have a career plan? Do you need my support?
- Do you receive regular candid feedback?
- What are you struggling with on a regular basis?
- What would make your life easier?

Unifying: Resolving conflict and moving forward

All of us know how many ways ancient wounds and lingering resentments can entrap individuals and stand in the way of communication and reconciliation. The same holds true for relationships between peoples. In every case, mercy is able to create a new kind of speech and dialogue.

I would like to invite all people of good will to rediscover the power of mercy to heal wounded relationships and to restore peace and harmony to families and communities.

Pope Francis

Conflict starts in the heart

The state of our hearts toward others—*whether at peace or at war*—is by far the most important factor in navigating conflict.

Move away from hearts at war

▶ Move away from attacking in thoughts and words, of judging and disapproving, holding on to being right, holding on to being wronged, and holding on to being hurt.
▶ When our hearts are at war, we can't see situations clearly, we can't consider others' positions seriously enough to solve difficult problems, and we end up provoking hurtful behavior in others and ourselves.
▶ We poison our thoughts, feelings, and attitudes toward others.

Move toward hearts at peace

▶ Move toward taking responsibility for our role in contributing to conflict, apologizing, forgiving others, and asking God to help us change our hearts and habits to lead us away from conflict, to seek to repair any harm we have caused, and to gently restore peace.
▶ We give ourselves the best opportunity to make clear-minded, positive, healthy decisions only to the extent that our hearts are at peace.

What would make things better?

▶ We must continuously ask the question: *"What would make things better?"*
▶ We must spend more time, focus, and effort in helping things go right rather than dealing with things that have gone wrong.
▶ Working on "making things better" humanizes us. We begin to see others more as people and partners than we might have seen them before.

Overlook minor offenses

▶ Overlooking clears the way for dialogue
▶ Overlooking is not a passive process
▶ Overlooking is an active process that is inspired by God's mercy

Apologize

Apologizing is the most powerful, healing, restorative gesture humans can make, particularly those in positions of hierarchical leadership and with authority.

An apology admits mistakes, states an intention to change, and most importantly, it creates a new or deeper emotional covenant between people we care about and who care about us.

- ▶ **Sincere.** It comes from our heart. It acknowledges that we've made a mistake. It doesn't offer excuses for our behavior.
- ▶ **Simple.** "I'm sorry." or, "I apologize." are real apologies. They're personal and meaningful.
- ▶ **Specific.** Great apologies are specific; they focus on how we messed up and what we will do to prevent it from happening again in the future.
- ▶ **Selfless.** It focuses on the other person…not on us. Great apologies seek to make things right for the other person.

Avoid *if, but,* and *maybe*

- • *I'm sorry I hurt your feelings, but you really upset me.*
- • *I should've kept my mouth close, but she asked for it.*
- • *I know I was wrong, but so are you!*

We should apologize to everyone whom we have hurt—intentionally or unintentionally.

Forgive

- ▶ Forgiveness is not a feeling.
- ▶ Forgiveness is an active, conscious choice, a deliberate decision we make by God's grace despite our feelings.
- ▶ Forgiveness involves decisions, the first of which we call on God to change our hearts.
- ▶ Forgiveness is not forgetting. Forgetting is a passive process in which a matter fades from memory merely with the passing of time.
- ▶ Forgiveness is not excusing.
- ▶ Forgiveness is both an event and a process. To be reconciled means to replace hostility and separation with peace and friendship.

Forgive as God forgives us	We must admit that we cannot move ahead, forgive, reconcile, and make peace with our own strength. We rely humbly, entirely, and desperately on God to come in and change our heart.

Forgiveness may be experienced by a decision to make four promises:

1. *"I will not dwell on this incident."*
2. *"I will not bring up this incident again and use it against you."*
3. *"I will not talk to others about this incident."*
4. *"I will not let this incident stand between us or hinder our personal relationship."*

Do not consciously withhold forgiveness.

Unless a deliberate effort is made to restore and strengthen a relationship, it will generally deteriorate. This is especially true when you are recovering from intense and prolonged conflict.

What's next?

1. Once you're out of conflict, the key to staying out of conflict is doing what you feel you should do—*make things better!*
2. You will discern things more clearly, without exaggeration, and without justification. You will exert more influence toward peace instead of moving toward war.
3. While a heart at peace alone won't solve your complex problems, your problems can't begin to be solved without it.

Prayer for navigating conflict

God, who accepts, understands, and loves us as we are,
gift us with openness to understand ways different from
our own. Help us to see, as you do, the goodness in each
of us. Be present with us in times of conflicting views as
we try to find our way through with dignity, mutual
respect, honesty, and empathy. We commit our humble
selves to you in all situations we encounter and in all
relationships you reveal to us.

We pray to you through our Lord, Jesus Christ.

      Amen

Why People Don't Do What They're Supposed To Do

Reasons	Remedies
They don't know they are supposed to do it.	Be specific about job responsibilities, especially with new people. Ask the people if they know how to do it, and explain it to you. Review or rewrite job description. Go over performance evaluation up front, when either you or the employee is new.
They think they are doing it.	Give focused feedback. Measurement, preferably self-administered. Share Information. Post information.
They don't know why to do it.	Explain the big picture. Discuss consequences. Have them speak to their internal customers. As a supervisor, be open to their ideas and the possibility that there may no longer a good reason for them to do it.
They don't know how to do it.	Train, coach, and empower. Create written instructions or signs.
They think something else is more important.	Give clear priorities. Specific expectations surrounding terms like ASAP or hot project. Discuss consequences. Explain the big picture. Create a chart of typical priorities. Consider personality assessments to understand differing perspectives. Limit assignments.
They don't think it will work; their way is better.	Ask questions and listen. Permit them to fail, if they wish, within manageable limits. Discuss consequences of different methods.
Obstacles beyond their control.	Listen and develop creative options. Change the process. Provide additional resources. Remove obstacles, if possible.
No one could do it.	Listen and develop creative options. If there are no solutions, set new goals and responsibilities.

Examples of Feedback

Poor Feedback	Effective Feedback
"Thanks for updating the project plan. It looks great!"	*"Thank you for organizing the parish project plan. Updating the tasks and dates makes it easier to understand our progress and the overall project status. I also appreciate the way you highlighted the higher-priority tasks in color so we can keep them in focus.*

The specific examples provide a picture of what the employee did well and the value it adds to the project.

"Your irresponsible behavior is making the staff mad."	*"When you are late, other employees have to fill in for you until you arrive. Joe had to work overtime twice and Sara also had to cover for you. It hurts the quality of our work when you're not here when you're scheduled."*

Describes the effect of the behavior on other people in the group. Expresses the facts without emotion or making a value judgment.

"You ruined the faculty meeting yesterday with your angry outbursts and the way you cut people out and attacked their ideas."	*"I noticed during yesterday's faculty meeting you interrupted other people on several occasions, for example… and that you banged the desk with your fist each time. You seemed angry and impatient, and didn't show an interest in other people's ideas."*

Describes what was observed using examples and states the impact the behavior caused.

"Kevin, you're weak at leading meetings."	*"I want to let you understand how you came across at the meeting. You didn't follow the agenda. I saw you add new events to the parish's master schedule after we'd begun confirming the calendar dates, and you left Amy & Phil without any clear details about how they can submit date requests."*

Describes the behavior with just facts and without judgment.

**Resource:
25 questions to invite feedback and others' views**

1. *How could I do better the next time?*

2. *What is your reaction to the direction I've set?*

3. *How can we make sure we have asked the right people how they see this situation?*

4. *What is your reaction to the ABC decision I made?*

5. *What is your response to the XYZ information I provided?*

6. *I want to understand your point of view. What concerns do you have about (fill in the blank)?*

7. *Pretend you are getting this information for the first time. What questions would you have for me?*

8. *Let's take the role of the (parishioner, staff member, board member) here for a few minutes. How might they react to this idea?*

9. *If I move ahead with this plan, what could be the regrettable outcomes?*

10. *What about my leadership style might keep parishioners awake at night?*

11. *What haven't I made room to discuss with you (or with the team)?*

12. *What is the burning question I might be missing or might not be addressing?*

13. *What biases might we be operating with here?*

14. *Before we go on, help me to make sure I'm seeing this situation the way you see it (others see it).*

15. *What are some other ways to approach this situation different from what I've done?*

16. *Your point of view (or objection or suggestions) deserves consideration. Let's debate it further.*

17. *What other questions should I be asking here?*

18. *How can I make sure I am accurately seeing this situation?*

19. *I just made (or heard) a statement and I wonder if it's actually true. Let's discuss it further.*

20. *I've been carrying around this idea (or opinion) and I wonder if it's actually true. Tell me what you think.*

21. *I welcome you to tell me when you think we're following a bad idea and tell me the reason why it's not right for us.*

22. *Please tell me if there something I'm not doing right or I'm missing?*

23. *What objections or concerns might your direct reports have to this information?*

24. *What would make this a stronger idea (or plan or strategy or decision)*

25. *What would make things better?*

Open My Eyes
Jesse Manibusan

Open my eyes, Lord
Help me to see your face
Open my eyes, Lord
Help me to see

Open my ears, Lord
Help me to hear your voice
Open my ears, Lord
Help me to hear

Open my heart, Lord
Help me to love like you
Open my heart, Lord
Help me to love

And the first shall be last
And our eyes are opened
And we'll hear like never before
And we'll speak in new ways
And we'll see God's face in places we've
never known

I live within you
Deep in your heart, O Love
I live within you
Rest now in me

Open my eyes, Lord
Help me to see your face
Open my eyes, Lord
Help me to see

Help me to see

The Servant Song
Richard Gillard

Will you let me be your servant
Let me be as Christ to you
Pray that I might have the grace
To let you be my servant too

We are pilgrims on the journey
We are travelers on the road
We are here to help each other
Walk the mile and bear the load

I will hold the Christ light for you
In the night time of your fear
I will hold my hand out to you
Speak the peace you long to hear

I will weep when you are weeping
When you laugh, I'll laugh with you
I will share your joy and sorrow
Till we've seen this journey through

When we sing to God in Heaven
We shall find such harmony
Born of all we've known together
Til we've seen this journey through

Will you let me be your servant
Let me be as Christ to you
Pray that I might have the grace
To let you be my servant too

Resources

1. *A Concise Guide to Catholic Church Management.* The Vincentian Center for Church and Society
2. *A Leader's Legacy. Jim Kouzes and Barry Posner*
3. *A Pastor's Toolbox 2: More Management Skills for Parish Leadership.* Paula Holmes
4. *A Pastor's Toolbox: Management Skills for Parish Leadership.* Paula Holmes
5. *A Simple Life-Changing Prayer: Discovering the Power of St. Ignatius Loyola's Examen.* Jim Manning
6. *Conversation—The Sacred Art: Practicing Presence in an Age of Distraction.* Diane Millis
7. *Crossing the Desert: Learning to Let Go, See Clearly, and Live Simply.* Robert Wicks
8. *Deepening Engagement: Essential Wisdom for Listening and Leading with Purpose, Meaning, and Joy.* Diane Millis.
9. *Denial: Why Business Leaders Fail to Look Facts in the Face – And What to Do About It*. Richard Tedlow.
10. *Dignity: It's Essential Role in Resolving Conflict.* Donna Hicks
11. *Egonomics: What Makes Ego Our Greatest Asset (and Our Most Expensive Liability).* David Marcum and Steven Smith. 2007.
12. *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others*. James Kouzes and Barry Posner.
13. *Everyone Communicates, Few Connect: What the Most Effective People Do Differently.* John C. Maxwell
14. *Give and Take: Why Helping Others Drives our Success.* Adam Grant
15. *How to Say No Without Feeling Guilty: and Say YES to More Time, More Joy, and What Matters Most to You.* Connie Hatch and Patti Breitman
16. *Humility Matters for Practicing the Spiritual Life.* Mary Margaret Funk
17. *Lead With Humility: 12 Leadership Lessons from Pope Francis.* Jeffrey Krames
18. *Level 5 Leadership: The Triumph of Humility and Fierce Resolve.* Jim Collins. Harvard Business Review.

19. *Overcoming Fake Talk: How to Hold Real Conversations That Create Respect, Build Relationships, and Get Results.* John Stoker.
20. *Practicing The Sacred Art of Listening*. Kay Lindahl.
21. *Radical Hospitality: Benedict's Way of Love*. Daniel Homan and Lonni Collins Pratt
22. *Redeeming Church Conflicts: Turning Crisis into Compassion and Care.* Tara Klena Barthel and David Edling
23. *St. Benedict's Guide to Improving Your Work Life: Workplace as a Worthplace.* Michael Rock
24. *Thanks for The Feedback: The Science and Art of Receiving Feedback Well.* Douglas Stone and Sheila Mean.
33. *The Advantage: Why Organizational Health Trumps Everything Else in Business.* Patrick Lencioni
34. *The Anatomy of Peace: Resolving the Heart of Conflict.* The Arbinger Institute
35. *The Holy Way: Practices for a Simple Life.* Paula Huston
36. *The Leadership Challenge.* Jim Kouzes and Barry Posner
25. *The Thin Book of Naming Elephants: How to Surface Undiscussables for Greater Organizational Success.* Sue Annis Hammond and Andrea Mayfield.
26. *Uncommon Candor: A Leader's Guide to Straight Talk*. Nancy Eberhardt.
27. *What Got You Here Won't Get You There: How Successful People Become Even More Successful!* Marshall Goldsmith.
28. *Why Employees Don't Do What They're Supposed to Do.. .and What to Do About it*. Ferdinand F. Fournies.
33. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict.* Ken Sande
34. *The Power of Pause: Becoming More by Doing Less*. Terry Hershey

About Gateways Pastoral Resources

Gateways Pastoral Resources serves Christ and the life and mission of the parish by developing pastors, parish staff, and parish leaders for optimal leadership, especially during change.

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