

NATIONAL LEADERSHIP ROUNDTABLE
ON CHURCH MANAGEMENT

**Leading and Managing a
Catholic Parish**
Diocese of Worcester

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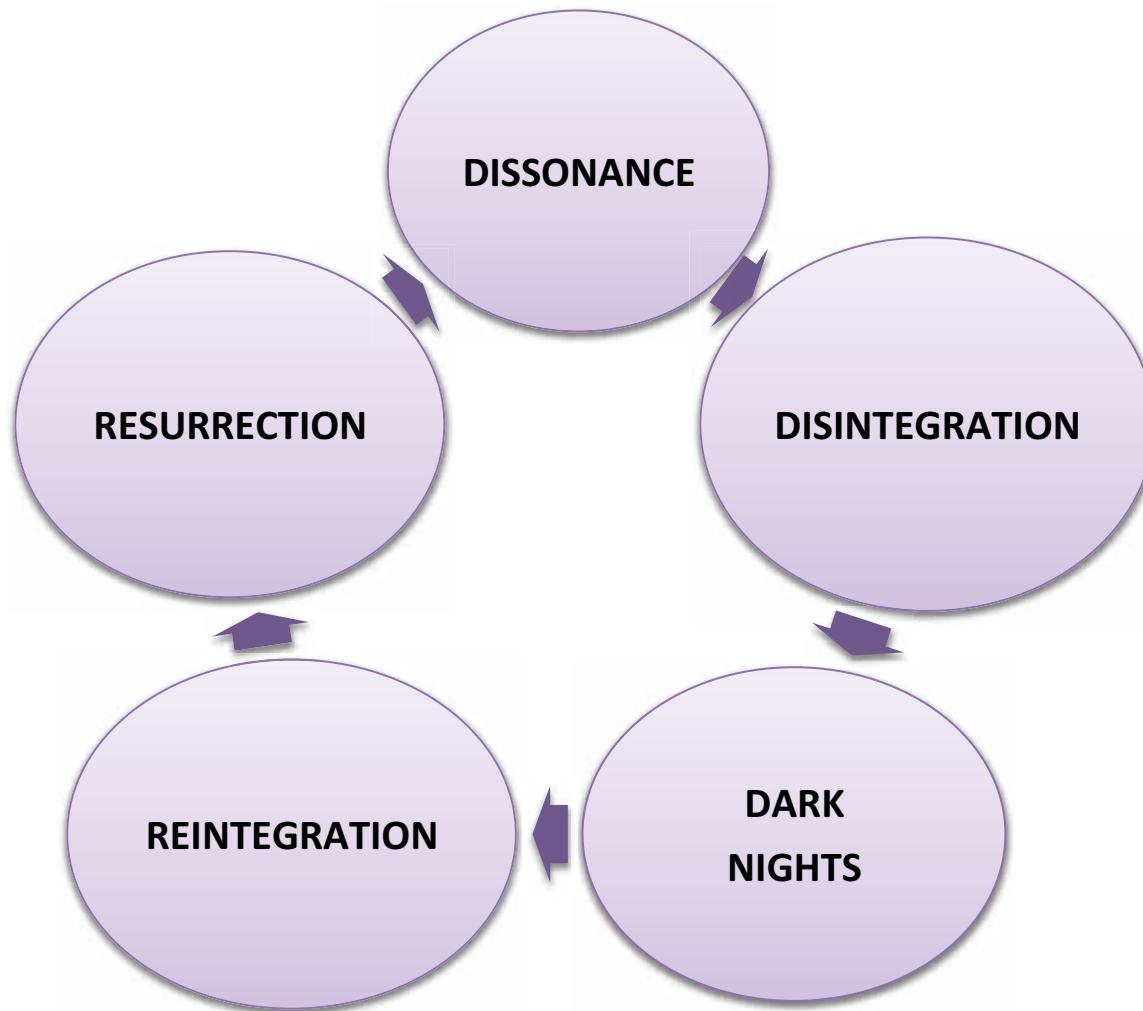
Leading a people on a Journey

“I think this is truly the most powerful experience we can have: to belong to a people walking, journeying through history together with their Lord among us! We are not alone, we do not walk alone We are part of the one flock of Christ, walking together.”

Pope Frances, October 3, 2013



The spiritual journey of the *Communio*



The Journey
is Spiritual,
Temporal,
individual
and in
Communio

Reflection and Discussion

1. When have you experienced a parish you know well as dominated by

- Dissonance
- Disintegration
- Dark nights
- Reintegration
- Resurrection

2. How do you experience governing, preaching, and giving pastoral care with different dominant stages of the spiritual journey of the Communion?



Nine characteristics of successful pastoral leaders

For later reflection and discussion

1. Note up to three characteristics of successful pastoral leaders that you consider your strengths.
2. Note up to three characteristics of successful pastoral leaders that you consider your growing edges.

1. Problems have changed

Routine problems

- Routine problems have routine solutions

Adaptive Problems

- Most parish problems that engage priests are adaptive
- Adaptive problems are complex, unfolding over time
- Often have temporary solutions that need periodic review as conditions change

Dynamic Pastoral Leaders

- lead discourse, dialogue, gather the right people, set a climate for respectful dialogue, encourage long-term perspective

2. Solution processes have changed

Solutions to adaptive problems emerge from prayer and dialogue

- Conditions change
- The unexpected often happens
- New people get involved

Dynamic Pastoral Leaders

- Regularly scan their current reality for change
- Continuously create new alignments of people, ideas and activity
- Engage in continuous prayer, feedback, consultation



3. Solutions come in sets

Solutions come in sets (of options): There is always more than one good solution

Solutions sets change over time

Dynamic Pastoral Leaders

- Give time for options to develop
- Weigh options against well developed criteria
- Hold all good options in mind after the current solution is adopted
- Prepare to continuously adapt as conditions change

4. Leadership space

Leadership is exercised in spaces defined by time, parish culture and story

Dynamic Pastoral Leaders

- Need communication and persuasive skills
- Need capacity to build trust, not just assume it exists
- Can tolerate and learn from respectful disagreement
- Can execute a decision making process in the presence of respectful disagreement

5. Decision-making has changed

Good decisions emerge over time

Dynamic Pastoral Leaders

- Know Ignatian discernment well, can practice it themselves, and teach it to others
- Often operate with incomplete information but know what information is absolutely necessary
- Divest decision making to subordinates
- Can choose how to time decisions
- Can make decisions in the presence of ambiguity



6. Time management is critical

Finding time for leading takes intentionality

Dynamic Pastoral Leaders

- Have a disciplined approach to using their time
- Manage time as an asset, not an enemy
- Are intentional about access to themselves and the rhythm of meetings
- Hold both formal and informal meetings
- Hold most meetings for interaction
- Hold fewer meetings for information
- Hold fewer still meetings for decision making



7. How leaders think continuously changes

Leaders see the big picture emerging across time, adapt to what is emerging and continuously learn

Dynamic Pastoral Leaders

- Think of continuity of actions in open systems
- Exercise leadership for a future, larger than self goal, both mid term and eschatological
- Consider multiple time horizons from immediate impact to mid term to long term to eschatological
- Continuously create and/or make opportunity for new thinking in themselves and others
- Learn from experience and changing operating conditions

8. Responsibility to the Church has risen

Dynamic Catholic leaders take responsibility for the Church universal

Dynamic Pastoral Leaders

- Have a broad and varied understanding of Church
- Take responsibility for the overall health of the Church
- Live personal lives within the values and beliefs of the Church
- Identify future leaders and vocations for both lay and ordained roles
- Engage in internal and external discourse about the Church
- Are open to constructive, respectful personal critique
- Are open to respectful, constructive critique of the Church

9. Talent management is the responsibility of leaders

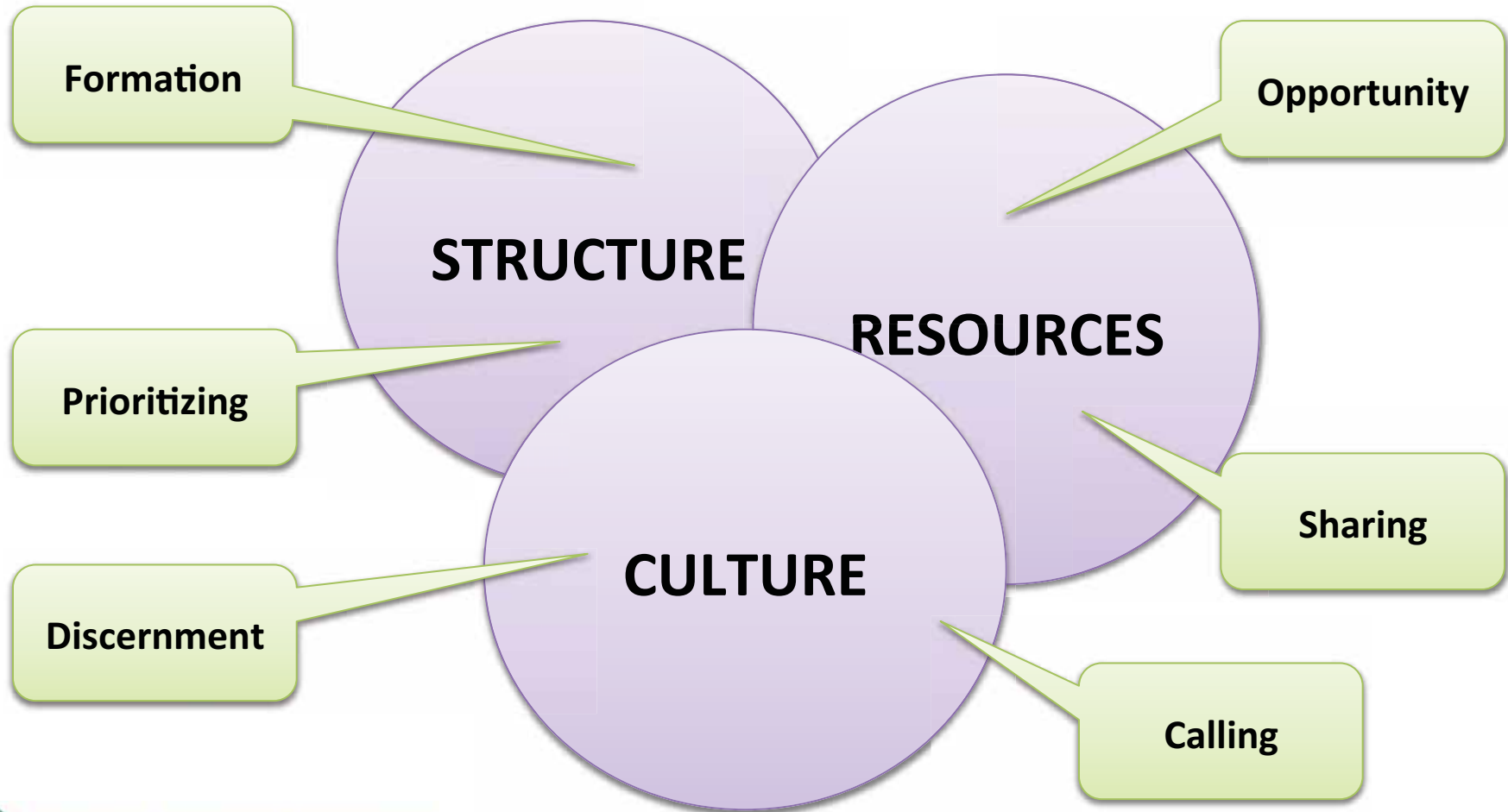
Leaders nurture leadership

The Church promotes from within

Dynamic Pastoral Leaders

- Promote healthy work environments
- Are active in developing other leaders
- Try to attract good leaders
- Nurture and mentor current and future leaders

Commitment to a well led Church is systemic and individual



Reflection and discussion

1. What do you need to do to be an amazing leader in your parish?
2. What does this local Church need to do to develop amazing pastoral leaders?



Priests who are Pastoral Leaders

Sanctify
Govern
Preach and Teach

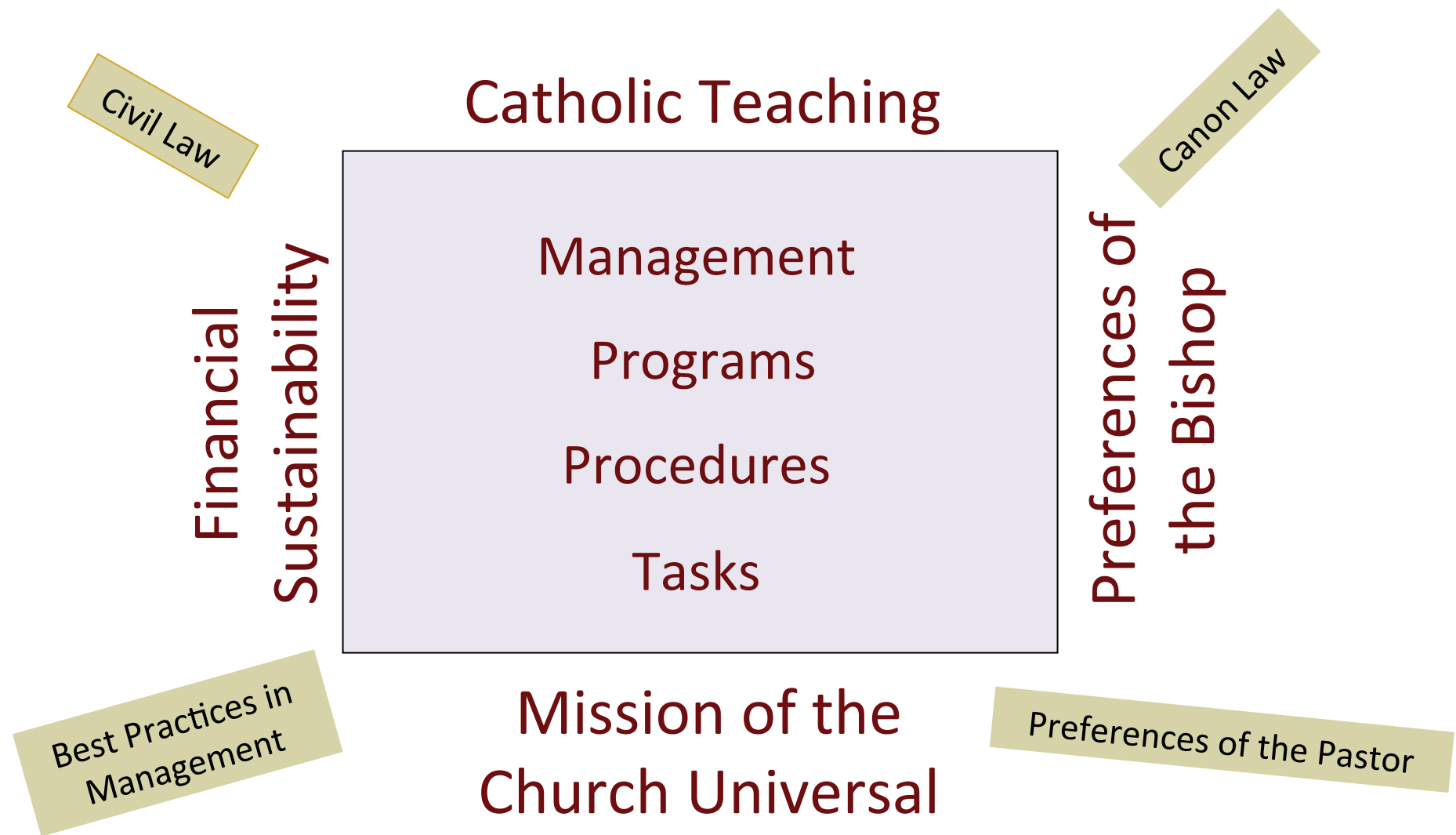


Three principles for pastoral leaders

1. Govern always
2. Delegate and partner when you can
3. Manage when you must



Governance is not management

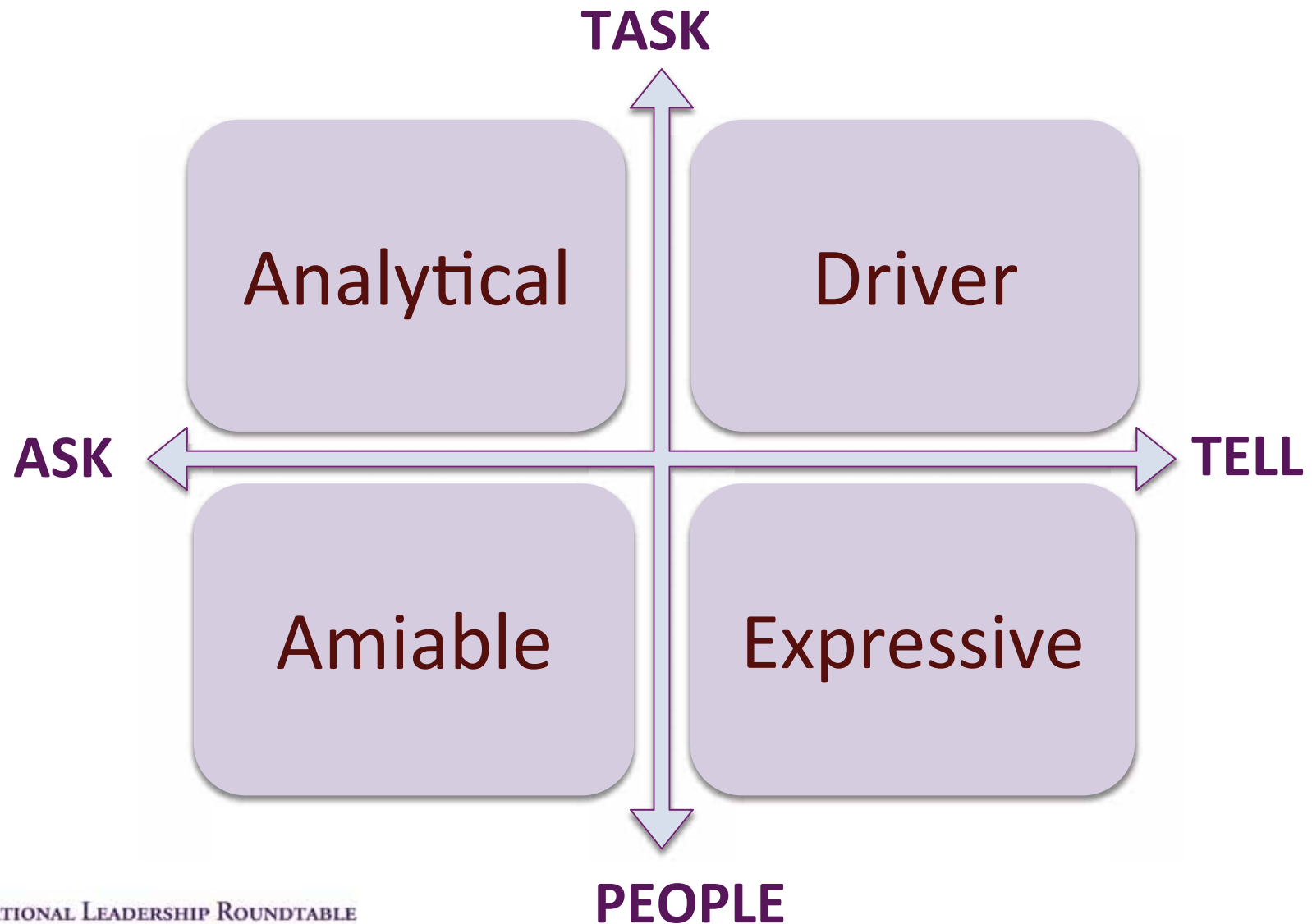


Some Very Practical Tools for Parish Leaders

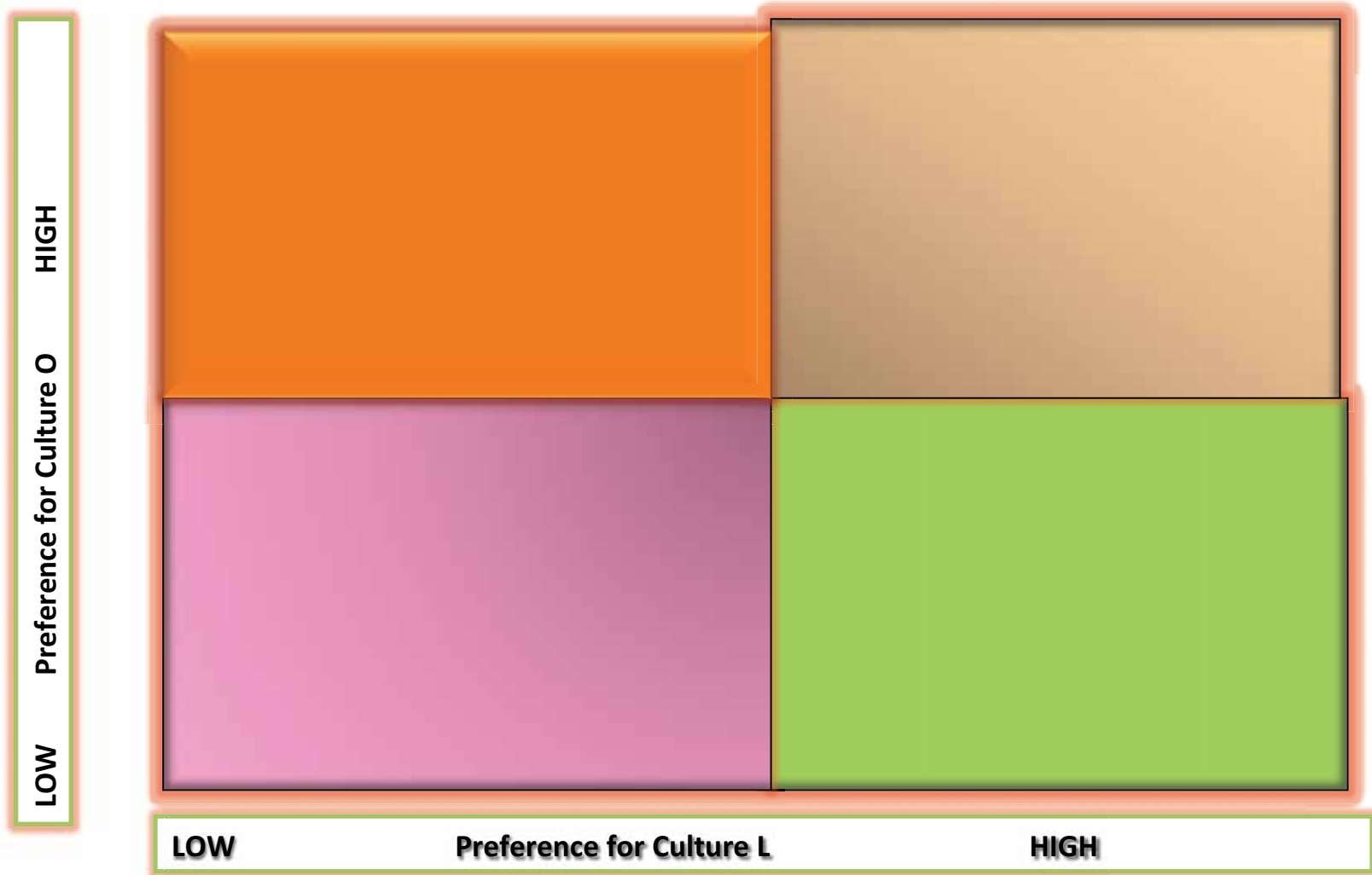


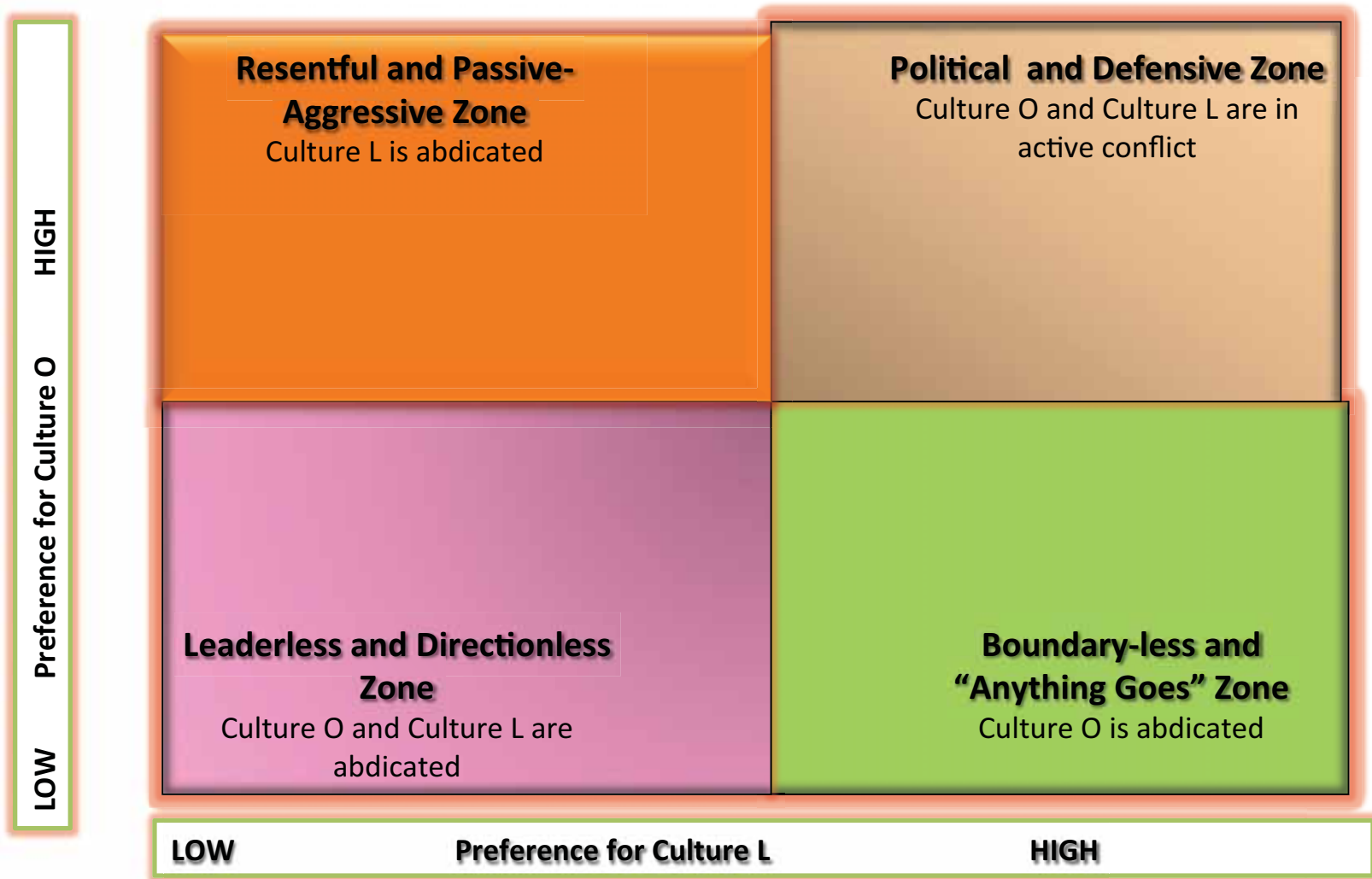
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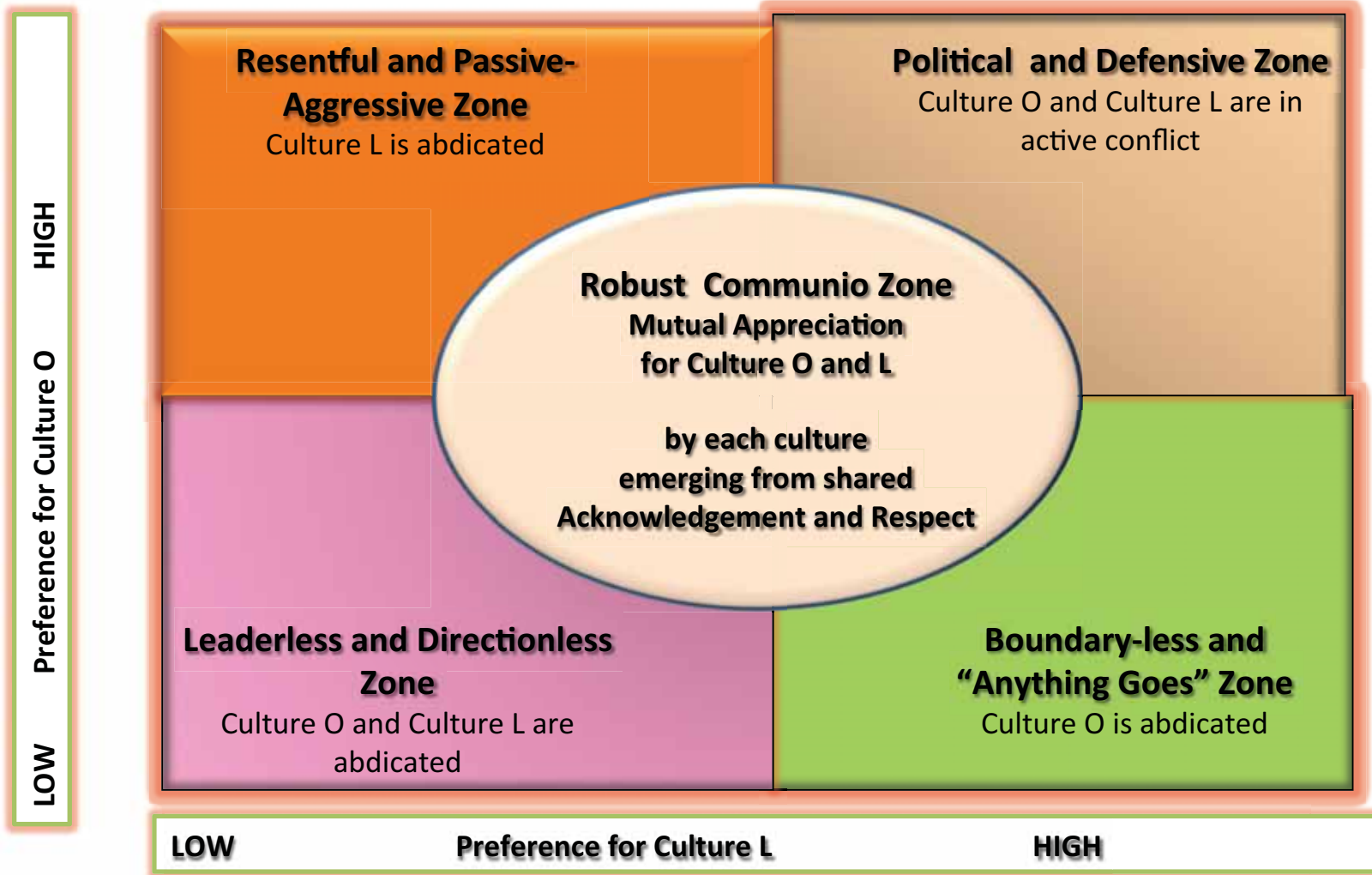
Styles for pastoral Leading



Articulating Parish Leadership Culture







A leadership framework



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Delegate to each according to capacity

LEVEL 1

The supervisor says what, how, when, by what standards is each task to be done

LEVEL 2

The supervisor says what and how

The worker determines when it is to be done and what standards are expected

LEVEL 3

The supervisor says what is to be achieved

The worker determines how, when and what standards are expected

LEVEL 4

The supervisor says who we are and what we do

The worker determines the rest

LEVEL 5

The supervisor asks why are we here?

The conversation focuses on who we are and what we do

LEVEL 6

The leader facilitates so that questions emerge from the group from which decisions emerge and action is planned

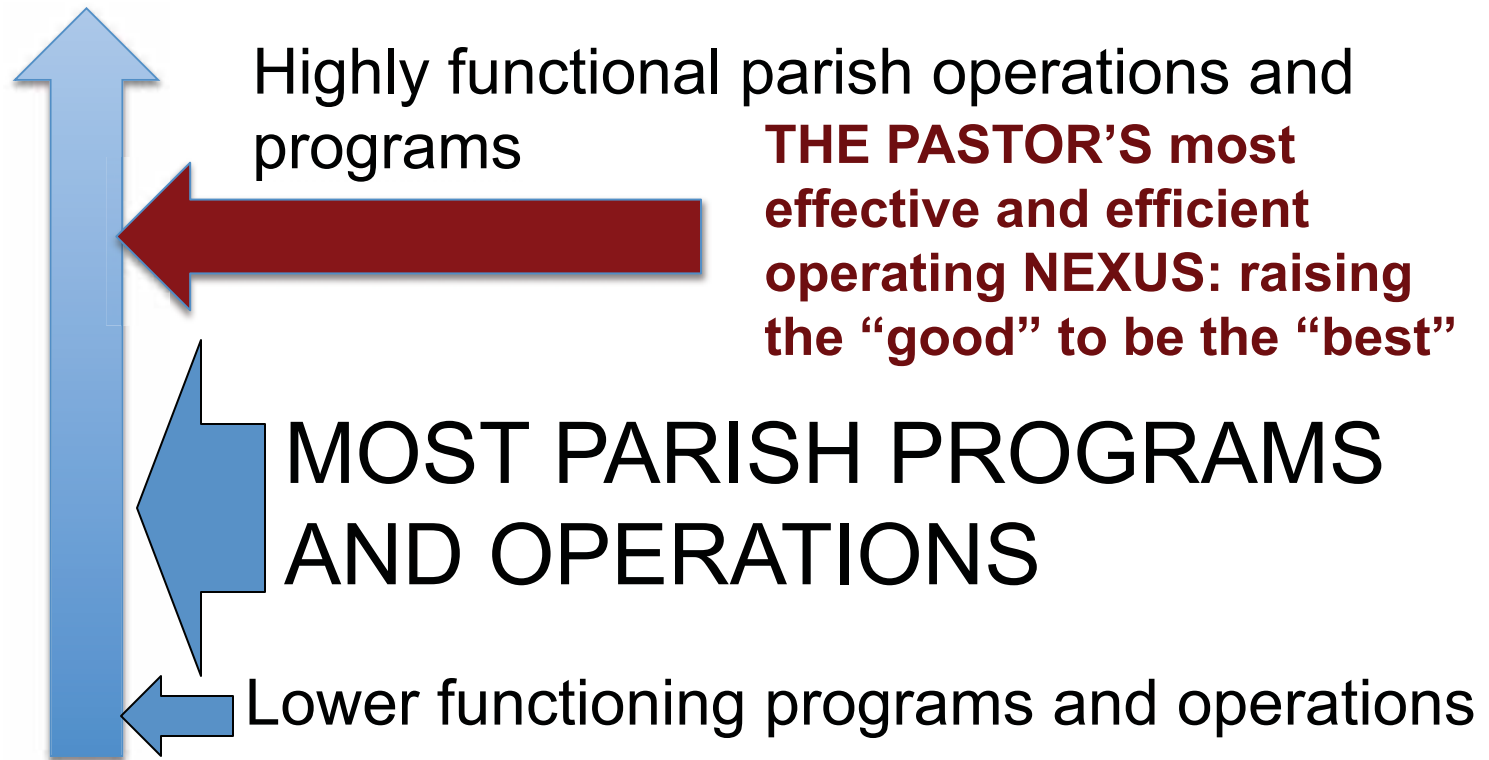


Pastoral leadership is a preference for partnering

Power	Partnership
Vertical	Horizontal
Distributed authority	Capacity of the organization
Relationships determined by titles	Relationships determined by clarity and mutual respect
Leader has sole ownership of the outcome	Leader and communio own the outcome
Needs absolute agreement and compliance	Needs difference, creative thinking and shared ownership
Is limited by ego of an individual	Is limited by capacity of whole parish
Focused on efficiency	Focused on capacity development



The virtue of prudence



Govern and manage where you will do the most good

To change or not to change

AMPLITUDE + FREQUENCY

MASS

=

WHAT YOU SEE

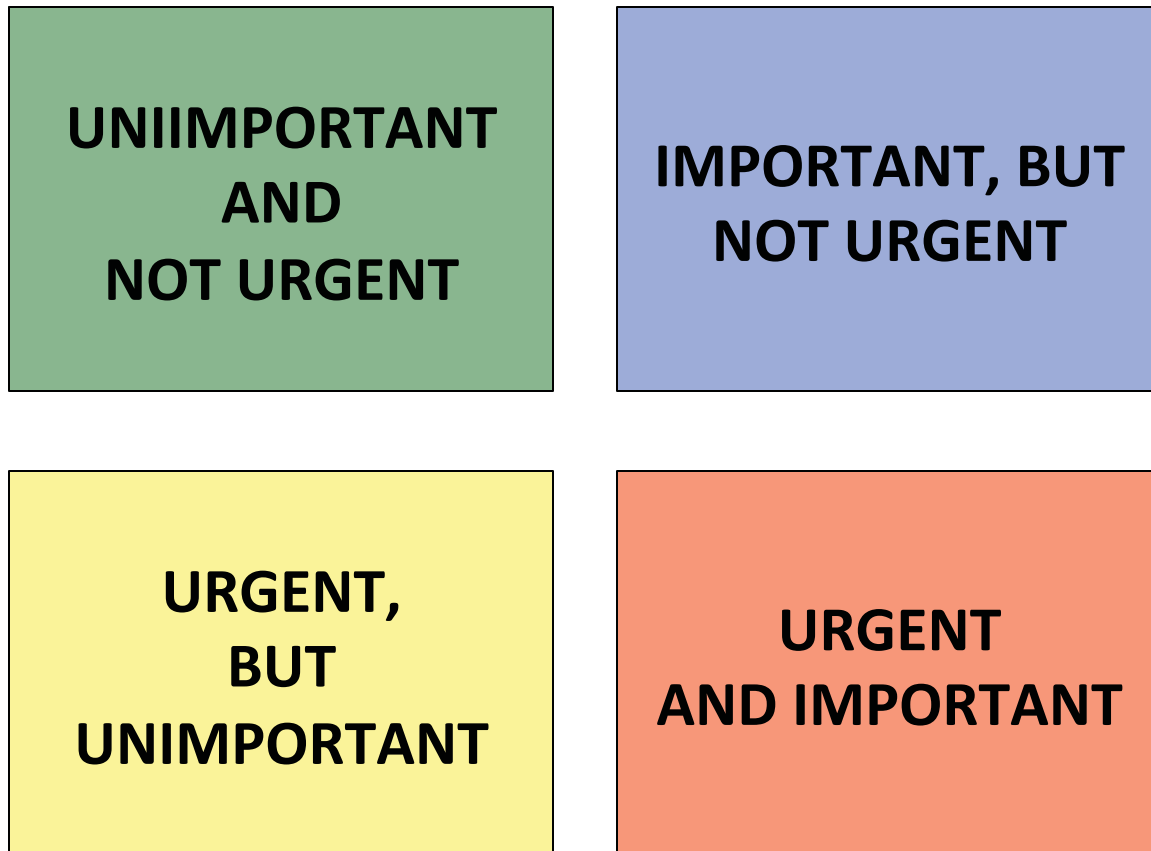


A predictable journey

**You know you are managing
your parish well when, in
hindsight, you realize that your
attention is turned
OUTWARD,
TOWARD *MISSIO***



Separating the urgent from the important



(Adapted from Stephen Covey's Time Management Grid)

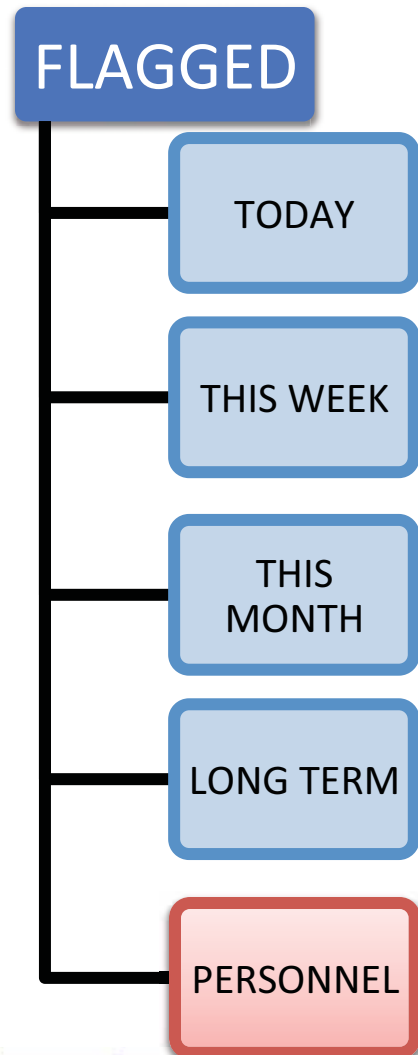
Managing priorities: seeing priorities around you

WHAT DO I SEE LIVED
AS THE TOP FIVE PRIORITIES?

WHAT DO I BELIEVE BELONGS IN THE TOP FIVE
PRIORITIES?



Some useful email mailboxes for pastors



JUNK
(Set to automatically empty into TRASH upon close of program)

TRASH
(Set to empty automatically at close of program)

Consultative Groups: Keys to success

A SHARED UNDERSTANDING OF REALITY

A SHARED UNDERSTANDING OF THE MISSION OF THE
CHURCH

A PLAN → A BUDGET

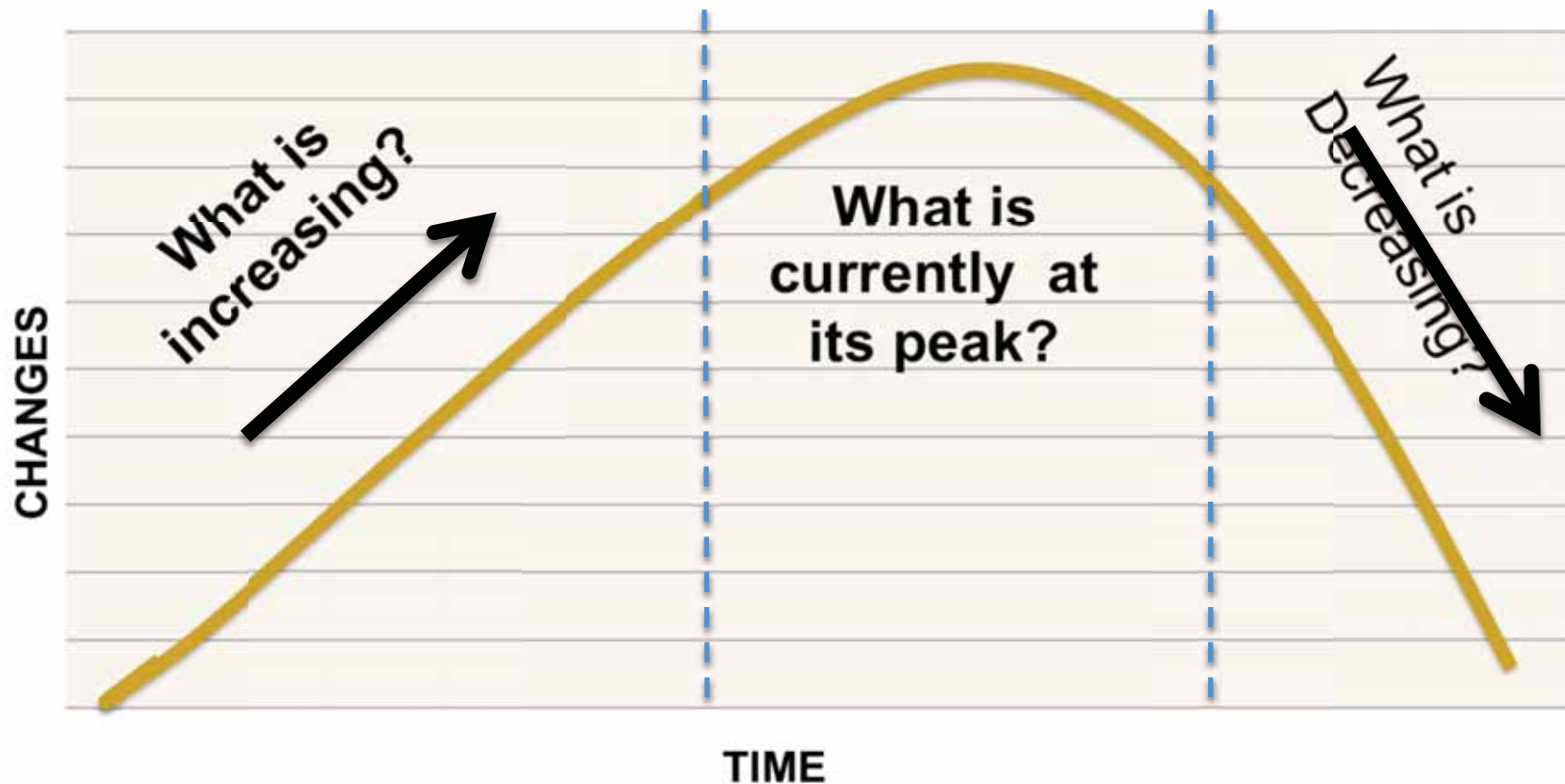


Take five good questions to a finance council meeting

1. Can we meet payroll, pay for utilities, support our current ministries in this six months?
2. What are the revenue and expense trends for the next two to three years?
3. Tell me about any long term debt obligations?
4. Do we have good financial controls, procedures, policies?
5. Could you please show me the management letter of the last audit report?



Scanning Reality: An exercise for parish leadership



Wrapping it all up

1. What grabbed your attention?
2. What is one or two ideas or one tools you will remember and use when you get home?





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Leading as means for evangelization

- Leader as proclaimer of good news
- Leader as one who believes in good news so much he is compelled to evangelize others
- Leader as one who evangelizes with the best interest of others at heart
- Leader calls others to be evangelists

Leader as evangelist

“A leader who really evangelizes holds fast to that which he knows in the core of his being to be the kind of truth that is the same yesterday, today and forever, while making transformation possible for others that is deep, intelligent, complete, empowering, and elegant in its simplicity.

A leader who is an evangelist is all about that transformative change: in individuals, groups large and small, and in the world.”

Leader as evangelist

- Leading and evangelizing are contact sports
- “The truest test of leader and evangelist is the ability to do a 100 to 0 in the instant you meet a person. Narcissists cannot be pastoral leaders.”

Some Practical skills of a Leader who is an evangelist

- S** – Circulate where people are
- Asks questions
- Initiates conversation and then shuts up and listens
- Follow up on contacts within 24 hours
- Makes it easy to get in touch with you
- Omits the sales pitch
- Tells stories
- Is an interesting person

(Evangelizing is not self promotion)