



Leading a Holy Change

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ECF Leadership Resources


May 14, 2014




Opening Prayer

God grant me the serenity
to accept the things I cannot change;
courage to change the things I can;
and wisdom to know the difference.

Living one day at a time;
Enjoying one moment at a time;
Accepting hardships as the pathway to peace;
Taking, as He did, this sinful world
as it is, not as I would have it;
Trusting that He will make all things right
if I surrender to His Will;
That I may be reasonably happy in this life
and supremely happy with Him
Forever in the next.
Amen.



--Reinhold Niebuhr



What is the Episcopal Church Foundation (ECF)?

Overview:

- Independent and lay-led organization
- ECF's mission is to strengthen the **leadership** and **financial** capabilities of Episcopal congregations, dioceses, and other institutions
- ECF carries out this mission through a wide array of programs including...



Leadership Resources

- ECF Vital Practices (ecfvp.org)
- Fellowship Partners Program
- Vestry Resource Guide
- Educational Events
- Vital Teams

Financial Resources

- Capital Campaigns
- Planned Giving
- Endowment Management
- Funding Future Ministry
- Educational Events

A few technical notes:

- All participants are currently muted to cut out background noise and audio interference
- To start your web cameras, press "Start by Web Cam" button and "Start Sharing"
- If you have questions, please type them into the chat box.
- PDF's of the slides and resource list are downloadable
- This webinar is being recorded and will be made public



Overview of this presentation



Where is this change coming from? Authority vs. Collaborative Leadership



Part I - Creating a sense of urgency around need for change



Part II - Building a team to lead change



Part III - Discerning a shared vision of the change



Potential next steps

Where is this change coming from? Authority vs. Leadership

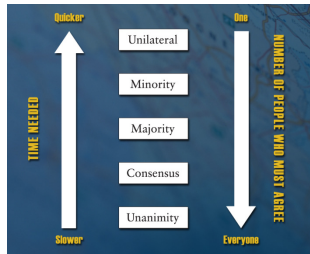
Change based on authority

- Faster, with unilateral decisions being fastest of all
- Clearer process
- Emphasizes roles & canonical responsibilities

But there is a critical difference between exercising one's authority and leadership, especially when it comes to leading communities of faith...



What does it mean to lead a holy change?



Leading change in a community of faith

- Requires ongoing, prayerful discernment of a shared vision
- Slower, with emphasis placed on building consensus
- Unclear process – a lot of three steps forward, two steps back

What else?



Presentation sources

Interaction Institute's Facilitative Leadership Workshops/Trainings

Leading Change by John Kotter

Leadership Development Initiative (LDI) from the Diocese of Massachusetts



LEADING CHANGE

JOHN P. KOTTER

Three fundamentals that build on one another...



Generating urgency around the need for change

Rule #1 – Don't underestimate power of inertia

- The absence of a visible crisis
- A rich, successful, and storied past
- Too many visible symbols that all is fine
- A lack of honest feedback around performance of staff, volunteers
- Too many messages from leaders indicating that everything is okay

- Adapted from *Leading Change*
by John Kotter



What are sources of inertia in your congregation?



Generating urgency around need for change

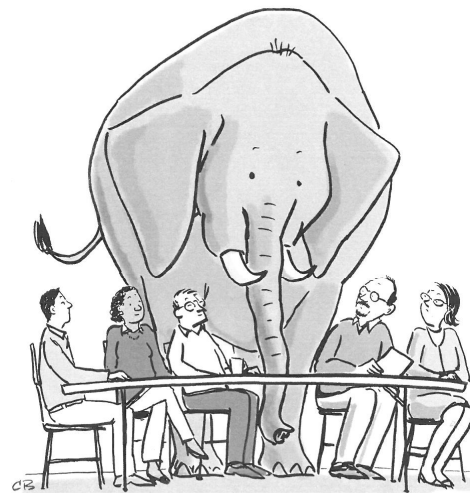
- Stop saying that everything is okay, become much more honest about problems
- Talk about the missed opportunities that result from not changing
- Allow a crisis to loom large (or stop hiding the one already taking place)
- Set high performance standards with leadership teams, staff, volunteers
- Evaluate whether symbols are conveying everything is fine
- Question feasibility of returning to Golden Age
- Bring in an outside consultant to lead frank conversations about systemic problems



- Adapted from *Leading Change*
by John Kotter



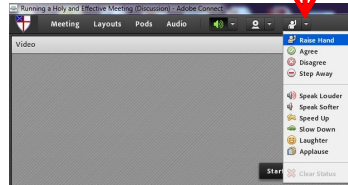
Example – Naming the elephant in the room



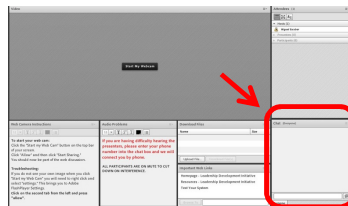
Someone in the vestry finally addressed the elephant in the room.



Questions or Comments?



Raise your hand and we'll unmute your microphone for you to talk.



Or use the chat box in the lower right side of your screen.



Now that the need is recognized, gather a team who will help lead through change process



Gathering a team to lead the change

Stakeholder category	Broad effort to grow annual operating budget	Change in location of coffee hour - Part of broader effort to be more hospitable
Those ultimately responsible for decisions	Vestry (including clergy) + stewardship committee	Vestry (including clergy)
Those who implement/prevent implementation	Members of stewardship committee, staff, volunteers	Staff, volunteers
Those who will be directly affected by the outcome	All members of congregation, esp those with significant ability to contribute more	Members of the congregation, newcomers, visitors
Those who have information and expertise	Fundraising experts in the congregation	Leader from another congregation that has worked on hospitality

Stakeholder category #3 – Those who can prevent implementation

Part of a broader effort to be more hospitable to visitors

Changing the location of coffee hour from the dank basement to the back of the sanctuary

New rector got approval from vestry, announced the change to the congregation (and why), and had relied on outside expertise for this great idea.

But guess who they forgot to check in with?



Looking for leaders (in all the right places)

Look for people who:

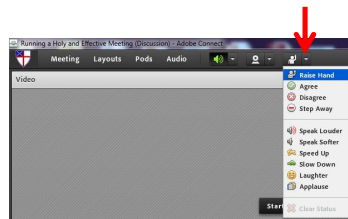
- Recognize the need for change and have creative ideas for how to address it
- Are skilled at working in groups
- Are always busy
- Make commitments and follow through
- Can balance results, process, and relationships



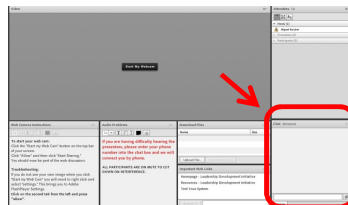
Make a list of a few names of people who fit into these categories whom you would consider approaching over the next month to discuss where the congregation is headed.



Questions or Comments?



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Finally, brainstorming possible solutions and discerning and shared vision...



Sifting for a shared, hopeful vision



Discerning a shared, hopeful vision

Vision = A hopeful picture of future that describes what things will be like when the change has been accomplished

“Vision plays a key role in producing useful change by helping to **direct**, **align**, and **inspire actions** on the part of large numbers of people. Without an appropriate vision, a transformation effort dissolves into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all.”

- Leading Change, John Kotter



Discerning a shared, hopeful vision:

St. Mary's is working toward the day when:

- Everyone will be engaged and their faith deepened by our weekly worship
- Our lives will be rooted in biblical stories and spiritual practices
- We will be helping to improve the lives of the poor in our midst
- Our ministries will reflect the many gifts of our community
- Everyone who walks through our red doors will be welcomed

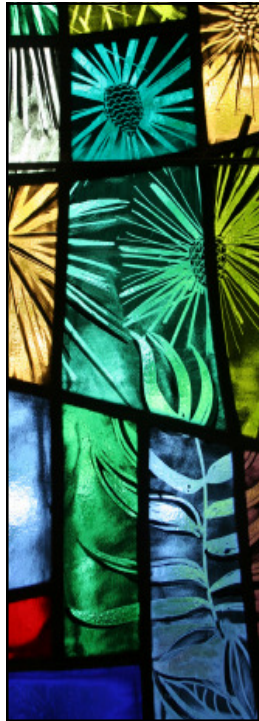
Why go through all the hassle to develop this?



- **Imaginable**
- **Hopeful and desirable**
- **Feasible**
- **Focused**
- **Flexible**
- **Communicable**

- Leading Change, John Kotter





Example of a team framing a vision of change



- St. Luke's Episcopal Church in Cleveland, OH



Over-communicating the vision:



Be sure to:

- Eliminate ecclesiastical jargon
- Use metaphors and images to describe your vision
- Use multiple platforms to communicate your vision (sermons, website, social media, etc.)
- Repeat, repeat, repeat...
- Publically address inconsistencies

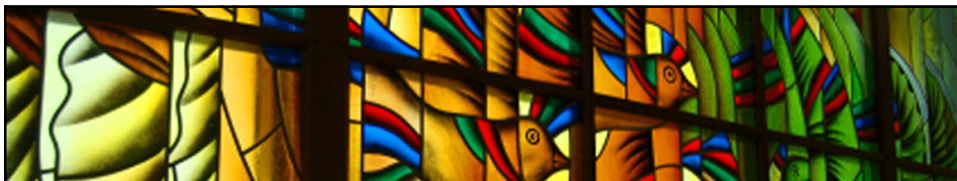
Are the leaders of your community modeling living into your vision?





Potential Next Steps:

- **Don't go solo on this.** Bring in the wider community.
- Identify those sources of inertia that have kept this issue from being addressed before.
- Start building urgency around the need for change.
- Communicate the need for change on a regular basis.
- Make a list of stakeholders and engage each group.
- Build a working group whose purpose is to carry out this change in specific ways.
- Listen for elements of a shared vision about what the church/world would look like if this change was accomplished.
- Craft a formal vision of what the church/world would look like once this change has taken place.



Contact Us

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