Shaping the Parish

Developmental Initiative Report

Project: Coping with the loud voices

Level: A

# YOUR NAME

E-MAIL

DESCRIPTION

This initiative may fit your situation if you have a small group of members who behave in a manner that suppresses the voice of the larger congregation or the voice and authority the rector and/or the majority of the vestry. Signs of a problem may include:

* A small group, or even one or two people, dominate the *parish’s climate* and negatively affect its decision-making with insistent demands or complaints to the rector or wardens. This becomes more serious when it results in dominating vestry meetings and shutting down discussion. The issue is not so much that the complaints occur but that they are assumed to preclude other options or limit choices available to the leadership or the congregation over all.
* Emotionally coercive actions such as threats to leave the parish, withhold pledges or become disruptive if the outcome is not satisfactory or if a particular choice is made or path pursued.

In most situations like this the “loud voices” are enabled by clergy or lay leaders who regularly submit to the coercive behavior and work at maintaining peace at the cost of the parish’s developmental needs.

This initiative involves:

1. Assessing the situation, including the scope of the issue and areas of potential volatility. Particular attention should be paid to the overall health of the current leadership team and the parish’s general spiritual and emotional maturity.

2. Developing a strategy, grounded in the assessment data, to a) find ways to generally advance developmental initiatives that step outside the range of the “loud voices” influence, by developing structures and using processes that routinely permit issues to be channeled and many voices to be heard (e.g., using testing processes and assessment processes designed to promote open yet focused exploration – “Likes/Concerns/Wishes” at meetings) and engaging in multiple initiatives of worship, training, educating, guiding, and coaching that rely on the legitimate authority and role of the rector or others (e.g., offering the Daily Office during the week, providing the Eucharistic Practices program in the parish, beginning an adult foundations course); b) have the rector and/or lay leaders engage in new, non-anxious, non-enabling behaviors in relationship to the “loud voices,” and c) appropriately contain the “loud voices”.

3. Establish a way of getting assistance from outside the parish that can help you pursue this initiative over time, e.g., a skilled parish development consultant or a peer relationship with someone with training.

4. Staying with this work until you have found a variety of ways that are effective. Changing the climate in the parish takes times and it requires working on a number of different fronts. Entering into the relationship(s) described in 3, above, increases the likelihood that you will stay engaged and focused over time. Whether you need an experienced consultant to help you for several years, or a peer with the same amount of training as yourself to simply check in with you for the next few months, will depend on the severity of the problem in your situation.

5. Leaders, especially the clergy, developing their ability to be usefully present and engaged:

Peter Steinke believes that “the leader is always in a position to influence the emotional field.” (p

68)  He assumes that “the leader’s being (demeanor, spirit, and poise)” and “the leader’s

thoughtful functioning” is how the influence is shown. See pp 67 – 80 “Congregational Leadership in Anxious Times”

1. Being **calm** in a crisis or under pressure (engaging own ability to act grounded in reflection and thoughtfulness; in spite of own anxiety)

2. Having **focus** when the situation is confusing or bewildering (stayed clear about own direction both in the immediate situation and in terms of the broader direction, primary task, etc.)

3. Taking action to **stretch and challenge** people in a manner that took into account what leader thought people could absorb and what they had readiness for

4. Helping the parish **engage needed change**when faced with new situations (rather than

focusing on tranquility, unity, not upsetting people)

The first three items above are the elements of the initiative to be implemented, reflected upon and reported on for the program. The fourth element is something you need to pursue on your own with the assistance of the external consultant or peer supporter.

Participant’s additions & changes to the description

If you are revising the above in some manner, note that here. Offer a rationale for the change. Changes may not be so extreme as to change the basic thrust of the project description above --

Have you carefully reviewed the above description?

 Yes No [ Note: You must have done this review for the DI to be accepted]

ACTION PLANNING

1. What are you planning to do? What is the action plan? First steps. How you will monitor and adjust along the way

2. Theoretical base and strategic assumptions for the project

a. Theoretical Base (connect related theory to the project and the particulars of your parish) -

b. Strategic Assumptions (In your parish as it is now – what were you assuming would happen allowing the project to move forward? A strategic assumption has enough significance that if it turns out to not be true, the project will fail) -

A. Results: What are the initial results are you seeking? Note: we are assuming you are working from the basic DI description. This section is more a brief statement of overall objectives expressed in a way that integrates the description with the particularities of your parish.

Do the same regarding longer-term development goals? Relationship to the parish’s overall health? Relationship to the primary task of a parish church? -

B. Reflection

1. Strategic (pp 12 – 13 *Intervention Considerations*)

*The Developmental Initiatives are by their nature strategic or at least they are in that arena. These elements may help you consider related factors*

* Long term, developmental, likely to have a ripple effect -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not likely |  |  |  | Very Likely |
|  1 |  2 |  3 |  4 |  5 |

 Comment:

* Related to the primary task of a parish church (form people in faith, renewal in baptismal identity and purpose, facilitating the movement between renewal and apostolate) -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not related |  |  |  | Very related |
|  1 |  2 |  3 |  4 |  5 |

 Comment:

* Can anticipate adequate resources of time, money, and energy devoted to the initiative? -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Anticipate inadequate resources |  |  |  | Anticipate very adequate resources |
|  1 |  2 |  3 |  4 |  5 |

 Comment:

2. Demand System (pp13 – 14 *Intervention Considerations*)

*What is really developmental is usually also not urgent. It may be important but it is not urgent. How do you establish a new demand system that serves what’s important?*

* How will you cope with all the other demands, expectations and pressures of the parish an your life as you try to focus on the DI? -
* How will you work to create a new “demand system” that will make this initiative part of the parish’s routine business? -

3. Critical Mass (pp. 23 – 29 *Intervention Considerations*)

*In general critical mass theories are about building the overall level of commitment, competence and emotional maturity at the center of the parish so that it grounds the system in a mission orientation and an organizational culture that supports the mission. In relationship to a specific Developmental Initiative there may be two considerations.*

* What will you do to create enough “weight” to support this particular DI? Will there be enough physical and emotional energy to get the work accomplished? This has to do with the social and political process by which you help the parish move forward. (For example, if working on Group Functioning – can you anticipate enough initial support from members of the groups you want to involved?) - Describe it. -

* In most DIs there is a second consideration. Will enough of a critical mass develop in relationship to the *desired results* of the initiative? (For example, if working on Group Functioning – How will you develop a critical mass of competence and commitment in the groups going through the process? What will you do so people become more skilled?) -

* Is there an “emotional inversion” in the parish, either broadly in the parish in general or in regard to this particular DI? (See bottom p. 26 *Intervention Considerations*) -

4. Internal Commitment (pp. 29 – 31 *Intervention Considerations*)

*This is often interrelated with critical mass considerations. You want as many people as possible, at least a critical mass, to have a high level of commitment to the direction or action that was chosen. This makes it more likely that the intervention will continue to have its benefits for the parish over time and under stress. The assumption is that commitment is built upon a base of valid and useful information and free choice. One element builds on the other. The more the information is valid and useful, the more likely the free choice, the more there is truly free choice, the more likely there will be internal commitment.*

How will you help people engage an adequate amount of valid and useful information? --

How will you design the process so that people have an adequate degree of free choice vs. acting from habit or emotional pressure)? --

5. Your influence (pp. 31 - 34 *Intervention Considerations*; take note of “OD Roles” and “Circles of Influence”)

Assess your influence in relationship to this specific DI? -

6. Readiness (pp. 34 - 38 *Intervention Considerations)*

* Adequate dissatisfaction – Is there dissatisfaction with the way things are in relationship to the DIs field of interest? -
* Favorable stance of people – Is there a person, or more than one person, who wants this to happen and is willing to spend energy making it happen? A person with enough influence with people who would need to cooperate in order for it to happen? -
* Competence for change – Did you have the skills and knowledge needed for this particular intervention? -
* How does it fit with the parish’s current culture? -
* Resources available – Are there adequate resources of people, money, facilities and such to implement the project/change? Any concerns? -
* Energy and attention – What are the likely problems around having the needed amount of energy? -
* Formal authorization – Most of the efforts that can shape a parish only require the

investment of the parish priest. That role assumes the authority to initiate efforts to improve the faithfulness and health of the parish. But there are situations requiring vestry action. Is formal authorization needed from some group within the parish or diocese? -

7. Intervention Choices (pp. 39 - 41 *Intervention Considerations)*

*We are constantly making choices about interventions. Who to involve - just the leadership, a working group, everyone in the organization? What to focus on - the issue it would be easiest to make headway on or the most strategic opportunity? The style of work - do we take a problem solving approach or use some appreciative process? How deep shall we go - are we working on deep underlying assumptions about how we work and relate with one another or are we simply trying to get this problem behind us?*

* What is the unit focus of the intervention? Is there a need to engage at several levels? Rationale for this -
* What is the opportunity, problem, or issue to address? Not simply the title of the DI but in relation to those listed on p 39 -
* What is the intervention method? (for example those listed on p. 39)-

8. Your stance (pp. 42 – 43 *Intervention Considerations)*

* What leadership style do you see yourself taking in doing the intervention (p 42)? How does that match with your preferred leadership style? Do you find yourself needing a broader range of styles? -
* What is your usual stance in relationship to the parish and its leaders (loving critic, unloving critic, uncritical lover)? How might that impact the intervention? -

RESULTS & LEARNINGS

A. Results: What happened? What are the initial results you’re seeing? Also look at it in terms of the project goal/objectives. Is there anything to report in regard to longer-term development goals? Any initial sense about sustainability over the long-term and under pressure? Relationship to the parish’s overall health? Relationship to the primary task of a parish church? Experience regarding your strategic assumptions -

B. Theoretical base and strategic assumptions for the project

a. Theoretical Base (connect related theory to the project and the particulars of your parish) -

*Mark one*

-As expected (in action planning) -

-Differed from what we expected -

 If different, please comment -

b. Strategic Assumptions -rate and comment in relationship to strategic assumptions as noted in action planning -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not on target  |  |  |  | Very much on target |
|  1 |  2 |  3 |  4 |  5 |

Comment -

C. Reflection

*Make comments connecting what happened with the area of reflection.*

1. Strategic (pp 12 – 13 *Intervention Considerations*)

*The Developmental Initiatives are by their nature strategic or at least they are in that arena. These elements may help you consider related factors*

* Long term, developmental, likely to have a ripple effect; rate and describe -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| None |  |  |  | Strong effect |
|  1 |  2 |  3 |  4 |  5 |

* Related to the primary task of a parish church (form people in faith, renewal in baptismal identity and purpose, facilitating the movement between renewal and apostolate); rate and describe -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No noticeable relationship |  |  |  | Strong relationship |
|  1 |  2 |  3 |  4 |  5 |

* Were adequate resources of time, money, and energy devoted to the initiative?; rate and describe -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not adequate  |  |  |  | Very adequate  |
|  1 |  2 |  3 |  4 |  5 |

2. Demand System (pp13 – 14 *Intervention Considerations*)

*What is really developmental is usually also not urgent. It may be important but it is not urgent. How do you establish a new demand system that serves what’s important?*

* How did you cope with all the other demands, expectations and pressures of the parish an your life as you tried to focus on the DI? -
* How have you worked to create a new “demand system” that will make this initiative part of the parish’s routine business? -

3. Critical Mass (pp. 23 – 29 *Intervention Considerations*)

*In general critical mass theories are about building the overall level of commitment, competence and emotional maturity at the center of the parish so that it grounds the system in a mission orientation and an organizational culture that supports the mission. In relationship to a specific Developmental Initiative there may be two considerations.*

* Was there enough “weight” to support this particular DI? Enough energy to get the work

accomplished? This has to do with the social and political process by which you help the parish move forward. (For example, if working on Group Functioning – was there enough initial support from members of the groups you wanted involved?) - Rate and Describe -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not enough |  |  |  | Enough weight  |
|  1 |  2 |  3 |  4 |  5 |

* In most DIs there is another consideration. Is enough of a critical mass developing in relationship to the desired results of the initiative? Rate and Describe (For example, if working on Group Functioning – Is a critical mass of competence and commitment beginning to develop in the groups going through the process? Are people becoming more skilled?) -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not enough |  |  |  | Enough  |
|  1 |  2 |  3 |  4 |  5 |

* Was there an “emotional inversion” in the parish, either broadly in the parish in general or in regard to this particular DI? (See bottom p. 26 *Intervention Considerations*) -

 Yes No unsure

 Comment -

4. Internal Commitment (pp. 29 – 31 *Intervention Considerations*)

*This is often interrelated with critical mass considerations. You want as many people as possible, at least a critical mass, to have a high level of commitment to the direction or action that was chosen. This makes it more likely that the intervention will continue to have its benefits for the parish over time and under stress. The assumption is that commitment is built upon a base of valid and useful information and free choice. One element builds on the other. The more the information is valid and useful, the more likely the free choice, the more there is truly free choice, the more likely there will be internal commitment.*

a. What did you do to build internal commitment as seen is this approach? -

b. Assess

Enough internal commitment for what was needed in this case -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not enough |  |  |  | Enough  |
|  1 |  2 |  3 |  4 |  5 |

Base of free choice and valid and useful information to build the internal commitment -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not enough |  |  |  | Enough  |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

5. Your influence (pp. 31 - 34 *Intervention Considerations*; take note of “OD Roles” and “Circles of Influence”)

Was your influence adequate to manage the intervention?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

6. Readiness (pp. 34 - 38 *Intervention Considerations)*

* Adequate dissatisfaction – Was there dissatisfaction with the way things were in relationship to the change projects field of interests? -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* Favorable stance of people – Was there a person, or more, who wants this to happen and is willing to spend energy making it happen? A person with enough influence with people who would need to cooperate in order for it to happen? -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* Competence for change – Did we have the skills and knowledge we need for this particular intervention? -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* It fit with the parish’s current culture -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* Resources available – the people, money, facilities and such needed to implement the project/change. -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* Energy and attention – The needed amount of energy was available -

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Not at all |  |  |  | Adequate |
|  1 |  2 |  3 |  4 |  5 |

 Comment -

* Formal authorization – Most of the efforts that can shape a parish only require the

investment of the parish priest. That role assumes the authority to initiate efforts to improve the faithfulness and health of the parish. But there are situations requiring vestry action. Was there the needed authorization? -

 Yes No Uncertain

 Comment -

7. Intervention Choices (pp. 39 - 41 *Intervention Considerations)*

*We are constantly making choices about interventions. Who to involve - just the leadership, a working group, everyone in the organization? What to focus on - the issue it would be easiest to make headway on or the most strategic opportunity? The style of work - do we take a problem solving approach or use some appreciative process? How deep shall we go - are we working on deep underlying assumptions about how we work and relate with one another or are we simply trying to get this problem behind us?*

* What was the unit focus of the intervention? Did that end up being appropriate? Was there (or is there) a need to engage at several levels of units? -
* What was the opportunity, problem, or issue to address? Not simply the title of the DI but in relation to those listed on p 39 -
* What was the intervention method? (for example those listed on p. 39)-

8. Your stance (pp. 42 – 43 *Intervention Considerations)*

* What leadership style did you take in doing the intervention (p 42)? Was that effective? Did you find yourself needing a broader range of styles? -
* What is your usual stance in relationship to the parish and its leaders (loving critic, unloving critic, uncritical lover)? How did that effect the intervention? -

C. Learnings

1. About change theory and methods -

2. About spiritual practices in shaping the parish -

3. About emotional & social intelligence in shaping the parish -

4. About yourself as a person and leader

D. Next Steps

1. Thoughts on long-term goals -

2. Next steps in the short term -

3. Comments -

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