

**Embracing Change**  
**November 2019**

**Satisfied Churches Don't Change**

Alissa Newton

On the first day of my first call as vicar to a small mission congregation, I knew exactly what I wanted to change. It didn't seem big to me, but my predecessor had already tried to make the change unsuccessfully. His notes to me simply said, "Good luck."

The congregation had a practice of doing announcements and prayer requests in a sort of "open mic" style before their main service began. Anyone could come up and announce anything they wanted to – from a ministry opportunity to participation in a local play to the fact that it was their birthday/anniversary that week. If the announcement was pastoral in nature, the clergy leader would come up and say a prayer or blessing, as appropriate. They loved this way of connecting with each other and sharing information.

I hated it. There is nothing more confusing to a newcomer than showing up at the publicized start time for a service, only to spend the first ten to twenty minutes hearing a parade of different voices using insider language to make announcements about unfamiliar events in a disorganized and spontaneous way.

**The Satisfaction Problem**

I wanted to approach this change without seeming dismissive, causing unnecessary conflict or cutting across the equally important work of building trust in the new relationship I was forming with this community of faith. The biggest impediment to this change was simple – the people loved doing announcements this way. They weren't at all dissatisfied with their approach. I knew that this change would take strategy, intention and work.

In my work, both as a priest helping develop a congregation and as a consultant working with churches seeking to become more faithful, healthy and effective local expressions of the body of Christ, I repeatedly run into the problem of satisfaction. Yes, you heard me: One of the biggest impediments to positive change in faith communities can be that they are perfectly satisfied exactly where they are. Even when exactly where they are undermines the call of our faith to share Good News and welcome new people into the Episcopal Branch of the Jesus Movement.

**The Dissatisfaction Solution**

In the mid 1970s, a group of Organizational Development practitioners (David Gleicher, Richard Beckhard and Katherine Dannemiller) came up with a logic statement that has transformed the way I understand change in the church. It helps us conceptually and practically understand the role of dissatisfaction in an organizational effort toward positive change. It looks like this:

$$C = D \times V \times F > R$$

Written out, it means: Change is made possible when D (Dissatisfaction with a current state) times V (Vision for a changed state) times F (First steps toward the vision) are greater than the natural and normal R (Resistance to change) in the system.

As in a mathematical equation, if either D or V or F are at zero, then they all come to zero. So, for example, if there is no vision, or no dissatisfaction with the current state, or no clear first steps, the movement toward change will not be able to overcome resistance. All three elements – including dissatisfaction – are necessary for positive change.

Most leaders are aware that in order for a change to happen we need a clear vision for the future and some concrete next steps to get us there. What can feel counterintuitive for us, especially as pastoral leaders, is the dissatisfaction factor. We are conditioned to see satisfaction, comfort and contentedness as positive outcomes. We want our people to be happy with us. As a result, we often end up bearing all the dissatisfaction for systemic change – a burden that’s too much for one person and not always powerful enough to move the change forward.

Key to understanding this process is knowing that the D doesn’t stand for “dissatisfaction with leadership” or “dissatisfaction with the priest.” D is for dissatisfaction with the current state, whatever that state is. Properly understood, this logic statement can be used to strategize dissatisfaction in ways that help a faith community strive for and own a change on a systemic level, effectively managing and overcoming their own resistance to it.

### **Conversations help move the needle**

In my first call, I used this model to strategize changing the announcements. Instead of just changing them, I started by getting a group of people together to walk through the way a newcomer would experience Sunday morning at our church. I asked them to imagine what it would be like to enter, be greeted and then sit through up to 20 minutes of open mic announcements before experiencing any prayer, liturgy, worship or formal welcome. My small group was horrified to discover that the practice they loved violated one of their core values – to be hospitable to everyone, especially those who are new.

Suddenly, and without my asserting any authority other than convening the conversation, they were ready for a vision and first steps toward changing this practice.

We worked together to generate these as well, moving announcements to one voice at the peace and adding written biddings to our Prayers of the People. Because the shift was framed positively, as a way to be welcoming to newcomers, most embraced it eagerly. Indeed, it was not long after

this change that we began to experience more visitors. And more of those who visited decide to stick around.

If you are a leader struggling to make a change, consider working through this simple logic statement and asking – is there a clear vision? Do we have concrete first steps to get us there? And finally, is my church too satisfied to change? If the answer to the last question is “yes” consider how you can start conversations that move the needle and use increased dissatisfaction to move your community toward positive change.

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**Resources:**

- [What Needs To Go Out, So The New Can Come In?](#) by Greg Syler, ECF Vital Practices blog, November 9, 2016
- [Change is Possible](#) by Richelle Thompson, ECF Vital Practices blog, December 2, 2016
- [Of Dinosaurs & Discernment](#) by Lisa H. Towle, Vestry Papers, March 2012

**Shepherding Change**

Adriane Bilous

Early this past June, clergy-lay teams from more than ten congregations in nine dioceses settled in at Kanuga Camp and Conference Center in Hendersonville, North Carolina, for a three-day educational intensive on stewardship, discipleship, adaptive leadership, parish finance and administration and more. They were participants in the Episcopal Church Foundation’s (ECF) Congregational Leadership Initiative (CLI), a year-long program in collaboration with the Church Pension Group (CPG), designed to provide resources, tools and other support to help congregations collaboratively address the leadership and financial challenges of congregational ministry in the 21st century. CLI is aimed at newer clergy (ordained in the past five years) and those in new positions as rector or priest-in-charge. Two lay leaders from the congregation complete each clergy leader’s team. CLI is part of ECF’s Lilly Endowment National Initiative to address the economic challenges facing pastoral leaders.

On the second evening of the Kanuga retreat, Kate Adams, ECF special projects director, moderated a panel called “Leading Change.” She asked panelists, representing both lay and clergy perspectives, to share their stories and discuss different types of change in their unique contexts.

**Keep moving forward**

Christine Galli was a member of the team from Christ Church, Detroit, where she’s the senior warden and leader of the church’s Detroit Reading Camp. Christ Church recently celebrated its 40th

anniversary and is no newcomer to change in the community. As many know, Detroit saw incredible community change in 2008, when the collapse of the area's auto industry left "Motor City" in peril. Christine noted that while Detroit is recovering, Christ Church's population no longer mirrors the population outside the church. With renewal, a new community has developed, leading to new opportunities for outreach to the congregation's neighbors.

As part of its CLI work, the Christ Church team is exploring the realities of what Detroit used to be, what it is becoming and what it will become in the future. Christine underscored their realization that to lead change, they couldn't just sit back and say, "we're good where we are." Christ Church's leaders, along with its members, have to re-imagine the church's role in the community and find their purpose once more.

### **Not too small to make a difference**

The Rev. Rachael Pettengill-Rasure, rector at Church of Our Saviour, brought her leadership team from Milton, Massachusetts. Rachael explained to the audience that the church's current concerns were an over-reliance on the endowment and lay leader burnout. In response, the team has worked to shift the narrative from one of scarcity to one of abundance. Rachael explained that part of this shift includes an emphasis on gratitude for the energy, passion and people of the congregation, along with a mantra – If we believe we are too small to make a difference, then we are too small to make a difference.

These words quickly led to action as the congregation refocused on listening and opening up to change. The result? A program, "[Courageous Conversations towards Racial Justice](#)," designed to talk honestly and openly about race, racism and community bias. Offered in collaboration with the Milton Interfaith Clergy Association, the program has brought people from all over the larger community into their small parish. In fact, the first time they held the program at the church, thirty new people walked through its doors.

### **Remember who you are**

Change has been challenging at Grace in the Plains in Virginia. Shane Pixton, a lay leader at Grace, explained that the past ten years have been one long transition, involving several major leadership replacements and the exodus of many members. She emphasized that throughout this decade, parishioners and Grace's leadership team have worked tirelessly to maintain their identity. For example, [Grace Church Woodchucks](#) coordinates parishioner teams from Grace and several multi-denominational congregations to cut and deliver firewood to local residents in need. That effort has been an important part of Grace Church's community service for the past 15 years. Grace is also known for its desire to support and maintain the artistic community. This winter, Grace's concert series will celebrate its 20th anniversary season, and the Shakespeare Opera Theatre will perform "Romeo and Juliet" at the church, as part of its fourth season. These vital ministries and relationships keep people focused and in community with one another through tough times.

### **Continue to be in relationship**

Change takes various forms, and Kate asked panelists to detail the types of change they had experienced and how internal or external change have affected their congregations. The Rev. Morris Thompson III, rector at Church of the Mediator in Meridian, Mississippi, explained that much of the change affecting Mediator was external. Changes in the surrounding community have compelled church members to wrestle with the question: What does it mean to be a part of the neighborhood?

For decades, Mediator had been a well-known institution in the local community, one that let everyone know that it was serious about sharing God's unconditional love. In the 1970s and 1980s, the Rev. A.C. "Chip" Marble (who would become Bishop of Mississippi in a few years) established the congregation as a progressive bastion in the community. Mediator was one of the first LGBTQ supportive congregations in the area, and Chip worked closely with the local NAACP chapter.

Morris pointed out that as 2020 draws near, changes in the neighborhood make-up have led many to question the congregation's place in the community. He's convinced that when changes occur, big or small, the focus should remain on being in relationship with community members, rather than seeing the church's role as merely providing a commodity. Morris and the congregation's leadership team are determined to make sure that Mediator remains a place of welcome as things change, a place where kids love to congregate and play basketball and where parishioners live into their mission to be a welcoming and affirming community.

### **Conflict can seem endless, but shouldn't overwhelm**

The Rev. Winston Arthur agreed with Morris. Changes in the surrounding community are affecting his parish, St. Michael and All Angels (SMAA), in Stone Mountain, Georgia, as well. The culture at SMAA had become very rigid, and tensions existed between groups, as only a few controlled the larger parish community. Those changes led this faith community to seek a return to old methods and ways of being church, methods and ways that mean a greater sharing of leadership, empowering more lay leaders and building strong ecumenical relationships.

In the panel discussion, Winston shared his insights on the presence of conflict during periods of change. He has significant experience as a lawyer and mediator, and emphasized that conflict is always present in some form or another. What is important, in his view, is how we respond to conflict. That's what separates successful outcomes from failed ones. Winston asked audience members to consider their interactions in situations involving parish conflict, how everyone must work to name the conflict and discuss the "whys" and "why nows" at those oft-stressful times.

He went on to explain that SMAA was dealing with generations of anxiety and fear around money and the parish's finances. Before beginning to tackle this well-established mode of thinking, he began a listening campaign with his parishioners. "Amazing things can happen when people are able to share and feel heard by church leaders," he said. Winston also highlighted, from his own experience, the power of a third party – an outsider who can act as mediator and facilitator for tough conversations. Together, these two tactics have begun to chip away at those ingrained worries and to rebuild trusting relationships at St. Michael's and All Angels.

### **Going off the map and feeling good**

As panelists told their stories and answered questions from the audience, Kate asked them to share a specific moment when they felt they were “going off map” and their feelings around charting a new and unknown course. Christine Galli began by advising lay leaders to stay strong and prayerful. She said it’s important to the overall health and future of the parish to focus on maintaining programs during times of transition to keep souls fed.

Winston noted that anxiety can build up over generations and across relationships. He stressed the need to acknowledge the past and recognize that anxieties will not disappear overnight. Change takes time and sometimes occurs over generations.

Morris reminded us that the way individuals and groups perceive change can vary. Issues that we view together as a church might not be seen in the same way by others. Conversations need to include multiple perspectives and interpretations. He argued that a willingness to go the distance with things that people might not fully understand or agree with is an important aspect in keeping strong during times of change.

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#### **Resources:**

- [First Steps in Leading Change](#) an ECF webinar presented by Miguel Escobar and Brendon Hunter November 24, 2015
- [Good Transitions](#) by Hope Eakins, Vestry Papers, May 2018
- [Vision for Impact, Not Just Change](#) by Linda Buskirk, Vestry Papers, July 2014
- [Characteristics of Effective Congregational Leader](#) by Thomas P. Holland, Vestry Papers, June 2002

#### **Why Budget?**

Diane Jardine Bruce

Some of the most important work a congregation can do is to prepare the annual budget. A congregation without a budget is like a car without GPS – you can’t tell where you’ve been or where you are going. Preparing an annual budget is some of the most important work a congregation can do. When it’s approached to inform the congregation of the vital mission and ministry taking place, the budgeting process can indeed be reflective and spirit-filled.

Zero-based budgeting and narrative budgeting offer two approaches for developing a budget that is not only mission- and ministry-focused, but a way to re-imagine the work of the congregation as a work of the Holy Spirit. When woven together, the two processes are a powerful way to celebrate

what is going well and, at the same time, to move a congregation in the direction the Spirit is leading.

### **Zero-based budgeting + narrative budgeting = increased focus on mission and ministry**

According to The Episcopal Church's *Manual of Business Methods in Church Affairs*, zero-based budgeting "is very time- and paperwork-intensive; it is not recommended annually but periodically (e.g., once every five years). Each program chair and/or staff member is asked to assume the program is new and has received no funding previously. This means that program groups must take an in-depth look at their programs and how their activities are conducted." (Chapter 1 section A). This is true, and it is why joining zero-based budgeting with narrative budgeting is an important undertaking for any congregation.

### **What comes first – the vision/mission statement or the budget?**

I recommend that the congregation's leadership, with input from various ministry groups, develop a vision and/or mission statement to guide the work of the congregation. There has been much written about vision and mission statements, so I won't cover that here. Prayerfully developing a vision and/or mission statement is imperative to ensuring that as each group looks at its ministry area with fresh eyes, it is focused on where the congregation has discerned the Spirit is moving it.

### **How do you approach zero-based budgeting?**

The goal of zero-based budgeting is to have each mission and ministry area look at its work and how it is contributing – or not – to the vision and mission of the congregation. Members of the congregation working in a particular ministry area come together, perhaps along with some new members who have fresh ideas and passion for this work, to pray, talk frankly about the ministry and to dream. In this process, nothing is "sacred". It is definitely *not* about "what we always do." It's a complete rebuilding of the work of the ministry area in light of the vision and mission of the congregation, including how the ministry is provided, who provides it and how much it will cost.

Included in this process is a reordering of expense categories by importance. Music and worship may have been high on the budget expense categories in prior years, but a burgeoning Sunday School and youth group may eclipse music and worship as the zero-based budgeting process comes together. It is indeed time-consuming, but doing this every few years allows a congregation to engage deeply in the work of finding where the Spirit is moving. It is akin to a new "startup" and is equally invigorating. Make sure you put the highest priority on what you give away – hard-dollar outreach in the form of diocesan assessments, as well as dollars given out in the community and the world are an important part of this process.

### **How do you approach narrative budgeting?**

Narrative budgeting is the next step in the process – *telling the story* about where the Spirit is moving, and what the ministry group feels is its particular contribution to the mission and vision of the congregation. Put it into words. Use pictures, videos – anything that can share the story. This is the part of the process where creativity in the presentation of the work is paramount. Most

importantly, the narrative budget is the vehicle by which the Good News of this ministry is offered to the congregation. See if the message can be synthesized into one pithy line and let that be your motivation.

Remember – you are talking about mission and ministry. You are not talking about how much money you need to keep the lights and the AC on; you are talking about the lives that are changed, and the mission and ministry accomplished *because* you have the lights on.

While zero-based budgeting is done every few years, narrative budgeting can and should be done every year. New things happen in mission and ministry areas. Celebrate them. Share them. Tell the stories of the ways the vision and mission statements are being lived out in every area of the congregation. Turn the annual meeting into a joyous celebration of the year ahead!

### **Joining zero-based and narrative budgeting to focus on mission and ministry**

Once the zero-based budget is produced together with the narrative portion, the building of actual budget numbers begins. Start by outlining the budget categories as you normally would: Income areas first, such as *Pledge, Plate, Endowment Income, Facilities Usage, Easter/Christmas Offerings*, etc. Next, plan out the Expenses as an expression of the Mission and Ministry areas discovered and fleshed out in the zero-based and narrative budgeting processes.

Arrange the expense categories by order of importance as defined during the zero-based and narrative budgeting processes. *Begin with how much you want to give away.* Yes, you read that right. Outreach – your diocesan assessment and then your hard dollar outreach monies. These are the first budget items and should be at the top of the expense area on your budget. Describe what those dollars help fund, both directly in your own outreach and indirectly, through the work of your diocese, The Episcopal Church and the worldwide Anglican Communion. When we are asking people to give generously to the church – to tithe – we must make what the church gives a priority in order to faithfully address the vision and mission of the congregation. In this way, the congregation is participating in God's economy.

Does it make human sense? No. But it does make God sense. Think about it. God gave us God's son – God gave us God's first fruits in the form of Jesus. We are asked to do the same – to give from our first fruits. Remember – everything we have, everything we do, everything we are is a gift from God, and it is a gift that is meant to be shared.

The pledge and plate income you receive is a reflection of your work on stewardship. If you are asking people to give of their first fruits to the church, then the church must do the same. Order the rest of the expense categories in descending order of importance to mission and ministry. Sometimes, some of the highest dollar amounts needed will be in a lower section of the budget. That's okay. If you determine your focus is on, say, Christian Education, it should still be listed after Outreach, and the budget numbers should make sense, given your Spirit-guided focus.

### **Conclusion**

Budgeting should be a boost to the life and spirit of the congregation, not a dreaded task. When zero-based and narrative budgeting are knit together, the purpose and focus of the congregation becomes clear and people's excitement about making a difference in the community around them while feeding them spiritually is contagious. Don't dread it – do it!

*The Rt. Rev. **Diane M. Jardine Bruce** was consecrated the seventh bishop suffragan of the Episcopal Diocese of Los Angeles in 2009, after serving for 10 years as rector of St. Clement's by-the-Sea Church in San Clemente, California. The first woman to be elected bishop in diocesan history, Bishop Bruce's areas of specialization include multicultural ministries, stewardship and oversight of the congregations in the southern and northern areas of the Diocese, and in 2018, she was put in charge of Finance for the Diocese. Bishop Bruce speaks Spanish, Mandarin and some Cantonese as well as English. She holds a doctoral degree from Seabury-Western Seminary as well as a master of divinity degree from the Claremont School of Theology and a bachelor's degree in linguistics from the University of California at Berkeley. Prior to ordination she served Wells Fargo Bank as vice president, compensation management and analysis.*

#### **Resources:**

- [Mission-Based Budgeting: A Loving, Liberating, Life-Giving Practice](#) an ECF webinar presented by Phyllis Jones, March 13, 2019
- [Fearless Finances - Parish Budgets](#) an ECF webinar presented by Donald Romanik and Jerry Keucher, October 13, 2016
- [The Budget, aka The Other Half of Good Stewardship](#) by Anna Olson, ECF Vital Practices blog, November 21, 2017
- [L.E.A.D.E.R. — The Mission-Driven Budget](#) by Matthew Freeman, Vestry Papers, July 2009

#### **Conflict and Change**

Luisa Bonillas

When our monolingual, Spanish speaking daughter turned three, we decided to leave our English speaking Episcopal community in a suburb of Phoenix for a Spanish speaking Episcopal congregation in central Phoenix. We switched congregations because we felt that our daughter should have the same access to the liturgy we had experienced as monolingual, Spanish speaking young children in the 1970s. In August of 1999, we walked into Iglesia Episcopal de San Pablo in Phoenix, Arizona. It was a great reminder of our youth and something we wanted to share with our daughter. Before long, my monolingual, Spanish-speaking mother started attending church with us as well, and in the fall of 2000, our son was born, increasing our number on the 11-mile trek to San Pablo once more.

#### **Stepping up to serve**

When we joined San Pablo, we were quickly asked to take "What is an Episcopalian" classes, along with others who were asked to serve on a newly-rebuilt Bishop's Committee. Our priest-in-charge had arrived from Latin America the previous year, and he was working hard to continue growing

this community. San Pablo's is one of the oldest Spanish-speaking congregations in the United States with years of history. We all did the best we could in the small, dilapidated building that we had inherited.

A mission of the Diocese of Arizona, San Pablo dates back to 1930, when Archdeacon J. Rockwood Jenkins started a Spanish service to serve the largely Spanish speaking farmworker community in Phoenix's Alhambra section. When the Mexican community moved into the central area of Phoenix, San Pablo moved its building from the Alhambra community to a new, 7th Avenue location. By 2001, the building had become dilapidated, and efforts by the congregation's Bishop's Committee to work with the city of Phoenix and the Diocese to restore and bring it up to code had been unsuccessful.

### **Joining forces**

In the spring of 2001, the priest-in-charge at St. Paul's Episcopal Church, Phoenix, invited Iglesia Episcopal de San Pablo to visit its location, eight miles northeast of our 7th Avenue building. St. Paul's, an English-speaking congregation, had experienced great decline in membership and weekly Sunday attendance. The neighborhood around its property had changed from predominantly Anglo to a largely Latino community, and St. Paul's had not adjusted its offerings to welcome the changing community. For years, the church had seen its population decline and its members aging.

After the initial meeting, St. Paul's invited San Pablo to relocate and join them at their location. It was fortuitous, as San Pablo was currently holding its Spanish-only service in an old chapel style building that did not have air conditioning. With summers in Phoenix reaching 100 degrees by early morning, moving to a larger, air conditioned building was a wonderful opportunity. San Pablo's priest in charge and Bishop's Committee accepted their offer.

### **Change and conflict**

When St. Paul's and San Pablo signed the agreement to share the property but remain two separate congregations, neither group realized how short-lived this arrangement would be. By June 2001, St. Paul's had closed its doors. The congregation had run out of money as more and more of its parishioners died or moved away, and it was no longer financially viable.

Because San Pablo was a mission, St. Paul's buildings and property reverted to the Diocese, and without consulting San Pablo, the Diocese made the decision to allow a charter school to take over St. Paul's main building. San Pablo's leadership had not anticipated St. Paul's closing, and they scrambled to make their unkempt property on 7th Avenue safe for their family-centered and growing congregation. New fencing, classroom flooring and updates to the bathrooms, parish hall and kitchen were needed.

These changes affected San Pablo's leadership. Tensions with St. Paul's leadership when San Pablo arrived combined with others arising from the Diocese's decision to bring a charter school into St. Paul's property and its failure to help update San Pablo's 7th Avenue property, led to opposing views among the congregation's leaders. The vicar and senior warden could not see eye to eye, and

the following fall, the senior warden and treasurer left San Pablo and moved to another congregation.

### **Change that needed to happen**

My spouse was that senior warden and I was that treasurer. Leaving San Pablo was painful and spirit draining. We had a one-year old son, a five-year old, now bilingual daughter, and a monolingual, Spanish-speaking mother to consider in this move. Even after a one-on-one meeting with the bishop and a Bishop's Committee meeting with the bishop, we knew that staying was no longer an option. We needed a new spiritual home.

The leadership change at San Pablo was, however, exactly what needed to happen. One of the Bishop's Committee members stepped into the senior warden position, and a paid treasurer was brought in from another congregation. The great majority of the congregation, along with the other members of the Bishop's Committee, had emigrated from Mexico as adults. I was born in the United States and my spouse emigrated from Mexico as a child. We are both first-generation college graduates, and while we could have been a part of the San Pablo congregation long-term, it was really not our place to lead.

We have visited San Pablo periodically and we are friends with the now long-time lay leadership there. A new vicar joined the congregation several years ago and San Pablo continues to thrive as a Spanish-speaking mission of the Diocese.

### **Embracing change and moving on in faith**

Sometimes you need to move out of the way to let others lead. It was a heart-wrenching decision for our family to leave San Pablo, but in the end it needed to be so. Our formation at San Pablo proved crucial to our understanding of the Episcopal Church and its leadership style. After serving on the Bishop's Committee and representing San Pablo at three Diocesan Conventions, we were more comfortable in the wider church.

The formation we received at San Pablo was life-changing for us, because it has allowed us to be active in the church for many years. We continue to embrace change as leaders in our church community. New rectors and new congregations help us to learn more about ourselves and the people we serve.

San Pablo continues to flourish in membership and programming. They enjoy a very successful couples' prayer group ministry. Our family has thrived in The Episcopal Church as well, thanks to what we learned and lived in San Pablo. Between the four members of our family, we have served on Standing Committees, Diocesan Councils, Standing Commissions and Task Forces, as a General Convention Official Youth Presence, General Convention Deputy and on Episcopal Youth Event Planning Teams. It has been an honor and a privilege to represent the Latinx community in these leadership opportunities, and we are grateful for the time at San Pablo that started us in this journey of faith.

*Luisa Bonillas, PhD has been an Episcopalian for 23 years. She has worked for a mission, parish, cathedral, and diocese in the past. She currently does contract work for Latino/Hispanic Ministries and lives in Arizona with her spouse.*

#### **Resources:**

- [Multisites Growing...Just Not in the Episcopal Church](#) by Greg Syler, ECF Vital Practices blog, October 21, 2019
- [Treat the Disease, Not the Symptom](#) by Jerry Keucher, Vestry Papers, March 2016
- [First Steps in Understanding Church Conflict](#) an ECF webinar presented by Christy Shain-Hendricks, March 9, 2017

#### **Conflicto y cambio**

Luisa Bonillas

Cuando nuestra hija que solo hablaba español cumplió tres años de edad, decidimos dejar nuestra comunidad episcopal anglohablante en un suburbio de Phoenix por una feligresía episcopal hispanohablante en el centro de Phoenix. Cambiamos de feligresía porque nos pareció que nuestra hija debería tener acceso a la misma liturgia que habíamos tenido en la década de los 1970, cuando éramos niños pequeños que solo hablábamos español. En agosto de 1999 entramos a la Iglesia Episcopal de San Pablo en Phoenix, Arizona. Fue un gran recordatorio de nuestra juventud y algo que deseábamos compartir con nuestra hija. Al poco tiempo, mi madre hispanohablante monolingüe empezó a asistir a la iglesia con nosotros y con el nacimiento de nuestro hijo en el otoño de 2000, nuestro viaje de 11 millas hasta San Pablo ahora tenía un miembro más.

#### **Comenzar a servir**

Cuando nos unimos a San Pablo, casi inmediatamente se nos pidió que tomáramos clases sobre “¿Qué es una persona episcopal?” con otras personas a quienes se les estaban pidiendo que sirvieran un Comité del Obispo/Misionero recientemente reconstruido. Nuestro sacerdote a cargo había llegado de Latinoamérica el año anterior y había estado trabajando arduamente para seguir expandiendo esa comunidad. San Pablo es una de las feligresías hispanohablantes más antiguas de Estados Unidos con mucha historia. Tratamos lo mejor que pudimos en el pequeño edificio dilapidado que habíamos heredado.

San Pablo, una misión of the Diócesis de Arizona, empezó en 1930, cuando el archidiácono J. Rockwood Jenkins inició un servicio religioso en español para atender a la comunidad de agricultores principalmente hispana de Alhambra en Phoenix. Cuando la comunidad Mexicana se mudó al área central de Phoenix, San Pablo trasladó su ubicación de Alhambra a su nueva dirección en la 7ª Avenida. En 2001, ese edificio estaba dilapidado y los esfuerzos del Comité del Obispo/Misionero de San Pablo con el gobierno de Phoenix y de la Diócesis para repararlo y reformarlo para que cumpliera con los reglamentos no tuvieron éxito.

#### **Unir fuerzas**

En la primavera de 2001, el sacerdote a cargo de St. Paul's Episcopal Church, Phoenix, invitó a la Iglesia Episcopal de San Pablo que visitara su ubicación, a ocho millas al noroeste de nuestro edificio en la 7ª Avenida. St. Paul's, una feligresía anglohablante, tenía muchos menos miembros y cada vez menos gente asistía los domingos. El barrio alrededor de su propiedad había cambiado de ser predominantemente anglo a ser una comunidad latina, y St. Paul's no se había adaptado para darle la bienvenida a la comunidad cambiante. Por años, la iglesia había presenciado a su población reducirse y envejecer.

Después de la reunión original, St. Paul's invitó a San Pablo a que se le uniera en su ubicación. Fue fortuito porque San Pablo había tenido sus servicios religiosos únicamente en español en un viejo edificio estilo capilla que no tenía aire acondicionado. Con los veranos de Phoenix alcanzando los 100°F temprano por la mañana, mudarse a un edificio más grande y con aire acondicionado era una oportunidad maravillosa. El edificio de St. Paul's estaba situado a ocho millas al noreste de San Pablo. El sacerdote a cargo de San Pablo y el Comité del Obispo/Misionero aceptaron su oferta.

### **Cambio y conflicto**

Cuando St. Paul's y San Pablo firmaron su acuerdo para compartir una propiedad, pero continuar como dos feligresías diferentes, ninguno de los grupos había previsto lo poco que duraría ese arreglo. En junio de 2001, St. Paul's cerró sus puertas. A la feligresía se le había estado acabando el dinero a medida que más y más de sus feligreses fallecían o se mudaban a otro sitio, y había dejado de ser económicamente viable.

Debido a que San Pablo era una misión de la diócesis, los edificios y propiedades St. Paul's fueron devueltos a la diócesis, y sin consultar a San Pablo, la Diócesis decidió permitir que una escuela chárter pasara a ocupar el edificio principal. El liderazgo de San Pablo no había anticipado que se cerraría St. Paul's, y trató de hacer los cambios requeridos en la propiedad desatendida en la 7ª Avenida para la seguridad de una feligresía centrada en familias y en expansión. La propiedad necesitaba un nuevo cerco, pisos para los nuevos salones de clase y actualización de los baños, el salón parroquial y la cocina.

Estos cambios afectaron el liderazgo de San Pablo. Las tensiones con el liderazgo de St. Paul cuando llegó San Pablo combinada con otras tensiones que surgieron de la decisión de la Diócesis de traer la escuela a la propiedad de St. Paul's y no ayudar a actualizar la propiedad de San Pablo en la 7ª Avenida, llevó a opiniones opuestas entre los líderes de la congregación. El vicario y el guardián mayor no coincidían en sus puntos de vista, y el otoño siguiente, el guardián mayor y la tesorera se fueron de San Pablo para irse a otra congregación.

### **El cambio que tenía que pasar**

Mi esposo era el guardián mayor y yo la tesorera. Irnos de San Pablo fue doloroso y espiritualmente agotador. Teníamos un hijo de un año, una hija bilingüe de cinco años y una madre que solo hablaba español para tener en consideración en esa mudanza. Incluso después de una reunión personal con el obispo y de una reunión del Comité con el obispo, permanecer dejó de ser una opción. Necesitábamos un nuevo hogar espiritual.

El cambio de liderazgo que ocurrió en San Pablo era exactamente lo que era necesario que ocurriera. Una persona del Comité entró en el puesto de guardián mayor y contrataron a un tesorero de otra congregación. La gran mayoría de la congregación, junto con los otros miembros del Comité, había emigrado de México como adultos. Yo nací en los Estados Unidos y mi esposo emigró de México cuando era niño. Ambos somos los primeros graduados universitarios de nuestra familia y si bien hubiéramos podido ser parte de la feligresía de San Pablo, a largo plazo no era realmente nuestro sitio para liderar.

Hemos visitado San Pablo periódicamente y somos amigos del liderazgo laico que ha estado allí desde hace mucho tiempo. Un nuevo vicario se había unido a la feligresía hacía varios años y San Pablo sigue prosperando como una misión hispanohablante de la diócesis.

### **Aceptando el cambio y avanzando en la fe**

A veces es necesario hacerse a un lado para abrirles el paso a otros líderes. La decisión de irnos de San Pablo fue desgarradora para nuestra familia, pero al final tenía que ser así. Nuestra formación en San Pablo resultó esencial para nuestro entendimiento de la Iglesia Episcopal y su estilo de liderazgo. Después de servir en el Comité del Obispo/Misionero y representar a San Pablo en tres Convenciones Diocesanas, nos sentimos más cómodos en la iglesia en general.

La formación que recibimos en San Pablo nos cambió la vida, porque nos ha permitido estar activos en la iglesia durante muchos años. Continuamos aceptando el cambio como líderes en nuestra comunidad. Nuevos rectores y nuevas congregaciones nos ayudan a aprender más sobre nosotros mismos y las personas a las que servimos.

San Pablo continúa floreciendo en membresía y programación. Disfrutan de un exitoso ministerio grupal de oración para parejas. Nuestra familia también ha prosperado en la Iglesia Episcopal, gracias a lo que aprendimos y vivimos en San Pablo. Entre los cuatro miembros de nuestra familia, hemos servido en Comités Permanentes, Consejos Diocesanos, Comisiones Permanentes y Grupos de Trabajo, como Presencia Oficial Juvenil de la Convención General, Diputados de la Convención General y en Equipos de Planificación del Evento de Jóvenes Episcopales. Ha sido un honor y un privilegio representar a la comunidad latina en estas oportunidades de liderazgo, y estamos agradecidos por el tiempo en San Pablo que nos inició en este viaje de fe.

*La Dra. **Luisa Bonillas** ha sido episcopal durante 23 años. Ella ha trabajado para una misión, una parroquia, una catedral y una diócesis en el pasado. Actualmente trabaja por contrato para los Ministerios Latinos/Hispanos de la Iglesia Episcopal y vive en Arizona con su esposo.*

### **Recursos:**

- [De la Muerte, Nueva Vida](#) por Tommy Dillon, Vestry Papers, marzo 2012
- [Transiciones Fieles-- Disponibilidad](#) por Rosa Lindahl Mallow, ECF Vital Practices blog, 5 noviembre, 2013
- [Primeros pasos para liderar cambios](#) un webinar de ECF presentado por Sandra Montes y Juan Angel Monge, 19 abril 2016

## **Change: It's All Connected**

Jennifer Baskerville-Burrows

A few years ago, the Rev. Courtney Reid preached a sermon for the observance of All Saints that I've pondered often since becoming the Bishop of the Diocese of Indianapolis in 2017. In part, the sermon was about quantum entanglement. She said, "The idea of entanglement is just the idea that two things that are separated in space can still be the same thing. And the particles within these objects remain connected even though they are physically apart – they are entangled. What excites one, excites the other. What moves one, moves the other. What hurts one, hurts the other. And when we become entangled, we are changed. When we are entangled, we are neighbors."

### **No easy path to healthy entanglement**

Her words have stayed with me because I've come to understand that the role of bishop is largely about keeping a diocese in healthy entanglement. There is no one easy "hack" to making our congregations and diocese more healthy and vital. Instead, we are learning that healthy entanglement and engagement with sibling congregations and our local communities can certainly help. We are learning to assume that collaboration is possible and to seek out partners in our work and ministries.

The geography of the Diocese of Indianapolis makes this entanglement and collaboration easier in some places than others. Half of our congregations are concentrated within the greater metropolitan area of Indianapolis. The other half are scattered throughout the rest of central and southern Indiana. There is a large swath near the southwest corner where there are no Episcopal congregations. Our diocese is not the only one with "Episcopal density" challenges. We long to be better connected to one another and to understand the strength of our collective presence across the state.

At my first meeting with our Executive Council, the governance body tasked with missional, programmatic and financial oversight, I was told that our deanery system was no longer working. Indeed, several deaneries lacked a dean to convene them and had not met in some time. In my naivete, I suggested replacing the deaneries with a system that worked better.

Proving that systems can be entangled even without collaboration, however, we soon learned that undoing the deanery structure had implications for nearly every other diocesan level of ministry. Executive Council also understood that when deaneries didn't function well, other parts of our diocesan life didn't function optimally either. That first meeting in the spring of 2017 launched a change process that continues to this day.

### **Change process brings new priorities and initiatives**

The primary work of this change process has involved embracing new mission priorities for our diocese. Over the course of a year-and-a-half, we have worked to solidify these priorities, using them as the foundation for evaluating, and in many cases, changing aspects of our common life, including governance, programming and budget.

Our mission now is articulated this way:

*Grounded in God's love in Christ, the Episcopal Diocese of Indianapolis and its people:*

*Serve as beacons of Christ in central and southern Indiana and beyond*

*Offer a generous invitation and welcome*

*Stand with the vulnerable and marginalized and transform systems of injustice*

*Connect with other Episcopalians, ecumenical and interfaith partners and advocacy groups*

*Develop clergy and laity to lead the church of today and tomorrow.*

To support our congregations in engaging our diocesan mission, we have recommitted to and launched a number of major strategic initiatives. They include Pathways to Vitality, a program linking congregational vitality and clergy financial wellness; Evangelism with Integrity, which locates evangelism as a spiritual practice within our values as Episcopalians; Faithful Innovation Learning Communities; and the College for Congregational Development. In the belief that every faith community of any size in any place can be developed into a more healthy, faithful and vital congregation, we have reshaped our approach to diocesan cash aid support by redirecting resources through some of the aforementioned programs, making that support available to all congregations and their leaders.

We didn't have a road map for the change work before us, but we are committed to being a community of practice that is always learning as we go. Two things that continue to bear fruit as we move forward have been the listening sessions held in 2017 and the coaching my senior staff and I experienced over the past year.

### **Key elements in the change process**

In my first three months as bishop, I held ten different listening sessions around the diocese. While three were for priests and deacons and for youth, the other seven gave me the opportunity to listen to the laity, to hear their hopes, dreams and fears about our future as a diocese. At our diocesan convention in 2017, the data from those listening sessions was provided for the delegates' discussion and reflection. By the time we adjourned, our Executive Council had a rich collection of data, draft language for our diocesan mission priorities and a direction for leading the change work ahead. As bishop, I also gained helpful input as we began the process of restructuring diocesan staff to support the emerging mission priorities.

In a stroke of what I deemed the Holy Spirit's perfect timing, the Episcopal Church Foundation launched a Diocesan Leadership Initiative in 2018. Our diocese was one of eleven dioceses in the first cohort. We began the program with a newly assembled executive team that included me as bishop, the canon to the ordinary for administration and evangelism, the brand new canon to the ordinary for congregational development and leadership and the also new diocesan treasurer. The experience of stepping away for a few days at Kanuga to be guided and inspired in our work by other diocesan teams and the presenters gathered by ECF was incredibly helpful. The best part of the program, however, was the year-long engagement (entanglement?) with a coach to assist us in keeping the work moving forward.

Meeting by video conference every month for nearly a year, our team quickly discovered the benefit of having an accountability partner with a perspective from outside our system. Our coach helped us understand the importance of over-communicating the new mission priorities driving the changes to our governance, program and budget. Among other things, this led to simplifying the language of our mission, so it fit on the banners sent to each of our worshipping communities.

### **Healthy entanglements and vital ministry**

Over the past year we have redrawn our regional boundaries into “neighborhoods” inviting broad participation in diocesan leadership. These neighborhood meetings take place in locations that require no more than a one-hour drive for any congregation. This means that some occur in community spaces, like park recreation lodges. Instead of clergy deans, we now have lay and ordained neighborhood conveners, in addition to leaders elected from each neighborhood to sit on Executive Council. When we gather for our 2019 diocesan convention, photographs throughout the hall will show how our people are living into our mission, providing a visual storyboard and testimony to the healthy entanglements and vital ministry underway in every corner of the diocese.

These are exciting days in the Diocese of Indianapolis. Change work is not easy, but we are getting to know one another in new ways and are energized for our ministry as beacons of Christ for the world. We are a diocese entangled with one another, a diocese that is both changing and changed. We are learning that while we may not know what the future will hold, all will be well if we are connected to one another in Christ and engaging our neighbors for the good of the world.

*The Right Reverend **Jennifer Baskerville-Burrows**, a native of New York City, holds a bachelor’s degree in architecture with a minor in urban studies from Smith College, an M.A. in historic preservation planning from Cornell University and an M.Div. degree from Church Divinity School of the Pacific (CDSP). Before being elected bishop in 2016, she served in the Dioceses of Newark, Central New York and Chicago. She is the first black woman to be elected a diocesan bishop in the Episcopal Church. Bishop Jennifer’s expertise includes historic preservation of religious buildings, stewardship and development, race and class reconciliation and spiritual direction. She is an accomplished distance runner and triathlete and a passionate chef and baker. She and her husband, Harrison Burrows, are parents to Timothy.*

### **Resources:**

- [Strategic Thinking for Congregations](#) an ECF webinar presented by Donald Romanik, April 23, 2015
- [Managing Change](#) by Richelle Thompson, ECF Vital Practices blog, October 8, 2012
- [Real Collaboration](#) by Greg Syler, Vestry Papers, March 2012

### **Embracing Change**

Morris Thompson

*For to your faithful people, O Lord, life is changed, not ended...*

We are people of change. As Episcopalians, we hear the words above during the Eucharist at a funeral. However, I often think of this prayer during any difficult time of change. Change often has a negative connotation within institutions and is met with hesitancy and resistance. It's important, however, to recognize that change is not always negative nor an ending, but rather an invitation to new life. How do we cultivate churches that embrace that attitude toward change?

### **Standing at a crossroad**

In 2010, six years before my tenure as rector of the Episcopal Church of the Mediator, it was at a crossroad. A neighborhood parish, like many built in the 1950s, the church's relationship with the neighborhood was the source of its vibrancy for much of its life. Yes, it was a center for worship, but it was also a place to gather as neighbors and a social lifeline for the community. Over the years, that bond began to change. Members started moving outside the neighborhood and the new homeowners didn't come through the church doors. The formerly white neighborhood was becoming predominantly African American.

Throughout this transition, however, the Mediator's membership remained white, raising questions about our identity and mission. Could this neighborhood church survive if it wasn't in a relationship with its neighbors? Do we stay and hold firm to our past, or do we move to a location more comfortable? What is our future? Who are we?

As a church and vestry we are called to grapple with hard questions such as these. We wrestle with how to engage the unchurched, where to spend our resources, what to do with a ministry or service that is treading water. The questions might be different, but what we ask remains the same – how do we set ablaze a church whose fire has been stifled? And never has the correct answer been to remain unchanged.

### **God calls us in the midst of change**

The good news of the Gospel is that change is happening. Contrary to our "because we've always done it this way" jests, no church can thrive with an outdated mission. Doing things the same way relies on an environment that never changes, and that is not our reality. The culture is in continuous transformation, and the issues facing the church and its members change as well. As my senior warden has said, "We live in an evolving creation, and thus must be willing to surrender practices that no longer meet the needs of society." Healthy churches flourish by adapting to the changing needs and concerns of the community.

When my church gathered some 10 years ago to talk about our future, there was an absolute affirmation that our buildings were placed precisely where they were intended. What came from that meeting was a renewed sense of neighborhood identity. The question then became, how do we change so that we can once again become neighbors with our community?

To answer that question we realized we needed to be better informed. We met with members of the neighborhood, the police and the local elementary school principal. We walked door-to-door multiple times, introducing ourselves to our neighbors, giving Christmas treats and invitations to

our annual barbeque. We repaired our basketball goal, installed an outside water fountain and improved our external lighting. We intentionally began seeking campus visitors, inviting them to events and Wednesday night suppers. Neighborliness was preached from the pulpit. Our book studies focused on closing cultural divides. The change in focus towards our neighbors influenced many, if not all, aspects of our church life.

This has been an exciting journey for the Mediator. It has brought forth both failures and successes. It has asked us to grapple with questions of race, education, culture, privilege, wealth and poverty. We have had to divert funds, transform ministries, adapt, self-reflect and go back to the drawing board many, many times. We continue to change because that's what happens. Life changes. And this is where we have discerned God's call for us.

### **Steps to cultivating a mentality of change**

Firstly, do not change for the sake of change. This is often harmful and does not accomplish anything but resistance. The Mediator changed because it understood the neighborhood to be essential to its mission and ministry. A church's decision to change should grow from an understanding of its call to a new direction.

Secondly, we learn and inform. The clergy and vestry must help the congregation understand why change is necessary. If the vestry cannot articulate it, then the congregation will not understand it. Be willing to consult outside experts on the subject of change. Hold parish meetings or forums discussing why change is necessary. Involve the neighbors to learn what changes are important to them.

Thirdly, implement pilot programs or trials. People are much less resistant to change if there is a defined timeline. Pilot programs allow exploring an idea in a non-threatening way. They offer an opportunity for feedback, reflection and, if the program is successful, further implementation.

Fourthly, and most importantly, we are called to hold the hand of those who feel lost in the change. Pastoral care from the priest is important, but from the vestry, it is vital. Vestries are made up of members who were around before the rector and will remain long after the rector has left. Their attention and care for those who find the change most difficult reminds hesitant members that they are not being pushed out, but called to participate in a new understanding of the church's mission.

Finally, be prepared for both victories and missteps. When you embrace change you venture into the unknown. Both successes and failures should be seen as valuable intelligence in discussions of how to move forward. You will get to decide what worked well and what should be altered or eliminated. It's an empowering process. This approach can transform a venture into the unknown from anxiety to excitement.

***Morris Thompson** has served as the rector of the Church of the Mediator in Meridian, Mississippi, since 2016. He was a part of the Mississippi Delegation to General Convention in 2018 and serves on various committees within the diocese including Executive Committee and the Gender Discrimination Task Force. Morris graduated from Virginia Theological Seminary in 2015.*

## Resources:

- [Why Merge?](#) by Greg Syler, ECF Vital Practices blog, April 23, 2019
- [The River is Moving](#) by Alan Bentrup, ECF Vital Practices blog, October 15, 2018
- [From Death, New Life](#) by Tommy Dillon, Vestry Papers, March 2012

## Thanks to Thursdays

Kelly Sundberg Seaman

Holy Spirit and St Mark's invitation to the Episcopal Church Foundation's (ECF) [Congregational Leadership Initiative](#) (CLI) found us in a sweet spot of readiness for transformation, innovation and growth. We're a pair of congregations in the Diocese of New Hampshire that have been growing into closer partnership over the past few years. I arrived in January 2018, called jointly as their rector and vicar. My call followed a period when the two congregations had shared an interim priest and experimented with worshipping together, with uneven results.

In January 2019, Holy Spirit and St Mark's held one joint annual meeting, which accepted a unified budget and elected a unified slate to a combined vestry/Bishop's committee. Just a year previously, the congregations had held separate annual meetings, conducted separate stewardship campaigns and been unable to agree on a collaborative budget for 2018.

Now, in late 2019, anxiety continues to ebb. The animosity of the two historical congregations towards each other is functionally gone. The divided identity of early 2018 – two congregations worshipping in two places at two separate times on Sunday morning – has grown into a blended community at Sunday's principal 9:30 a.m. service. Though not uniformly, those worshipping at 8 a.m. see themselves less as the remnant of one congregation and more as part of an emerging, unified one with two Sunday services and two sites. We are all learning to call ourselves "Holy Spirit & St. Mark's" (HSSM).

## **How did this come about?**

First, there have been genuine changes of heart, and new connections have been built across old barriers. Second, new members experience one blended church and then reflect back that perception of unity for continuing members. And third, a number of members have left the congregation, some of whom were, at least passively, undermining the movement towards union.

Centrally, there is a genuine willingness among us to really listen to the Holy Spirit, to really believe that we are being called into something new and to follow that call. We have heard Jesus asking, "Do you want to be made well?" And the moment has come when congregational leaders could say with one heart and voice, "Yes, we do."

Arriving here has meant facing loss. Reducing anxiety about members' departures called for addressing fears of scarcity. We've had to let go of beliefs, spoken or unspoken, like: "We can't

survive without Z's pledge"; "We won't have enough volunteers for project Y without them"; "If they leave, who will do X?"

Reducing anxiety also means letting go of worrying about bringing "them" (former members) back to church. Returning to the "good old days," whether you locate that moment ten years ago or ten months, is a false hope, a false cure.

As with anything Spirit-led, I wouldn't presume to offer a point by point how-to from HSSM's experience. But three things, each a part of my Thursday routine, might suggest some worthwhile experiments. Each has an analogue in the Congregational Leadership Initiative and could be adapted by any worshipping community.

### **Weekly wardens' time**

Every Thursday, I spend an hour with HSSM's two co-wardens. Elected in January 2019, the two mirror HSSM's evolution: while each formerly identified with one or the other of the two congregations, both now worship at the blended principal Sunday service.

We always open and close our Thursday meetings with prayer for each other and for the congregation we lead. Wardens must be people of prayer, spiritually mature and still seeking to grow in faith. That's not to say that their other gifts don't matter, but those vital skills can be brought to a congregational leadership team in other ways. A congregation will not thrive without lay leaders of spiritual depth.

### **Weekly words and worship**

Every Thursday, I write a brief message for HSSM's weekly e-news. Sometimes I'll review or preview an event or issue in the life of the community. Or I'll share a spiritual resource I've found helpful. I might offer a glimpse of Sunday's sermon. There have been times when I've apologized for a mistake or a misstep. No matter what the content, I use these weekly messages to share my own spiritual work-in-progress about what it means to be faithful in that moment, one person's efforts at thoughtful, heartfelt engagement with scripture and life and church.

A Thursday midday Eucharist with prayers for wholeness and healing has long been an anchor for St. Mark's. Over the past two years, people with roots at Holy Spirit have joined this deeply faithful group. It's also a service that's easy for new folks to drop into. It also attracts the curious and strangers who tell us, "I just felt like I needed to be here today."

For me, it's a steady reminder that bringing these congregations together is not merely a technical fix, but a work of healing and reconciliation, full of surprises and unquestionably Spirit-led.

### **CLI and its application in any congregation**

CLI invites a team of two lay leaders and a priest to discern and bring home a roadmap of "next steps" for their congregation. Following the in-person conference, the three-person teams are coached for eight months as they proceed through those next steps.

- Spiritual leadership is always a shared task in any congregation, one that calls for mutual support. Share the work; pray early; pray often.

CLI is anchored in storytelling, and our team’s pre-work for the conference included gathering materials for a storyboard about the life of our congregation. Telling that story was how we introduced ourselves to our CLI colleagues.

- Storytelling is valuable in any congregation. Tell your story. Gather it, share it, revise it. Understand that while it shapes you, it does not limit or define you.

CLI participants build community by worshipping together. During our in-person workshop, we attended the daily office at Camp Allen’s chapel as well as the conference’s own worship services.

- Worship builds community in any congregation. Consider how an other-than-Sunday worship service might bring your community together in new ways or new combinations.

To learn more about CLI, please click [here](#).

*The Rev. Kelly Sundberg Seaman serves Holy Spirit & St. Mark’s, congregations of the Episcopal Church in New Hampshire that are building a shared future. Passionate about congregational vitality, she’s grateful for the opportunity to be part of ECF’s 2019-20 Congregational Leadership Initiative cohort.*

#### **Resources:**

- [Shared Leadership](#) by Beckett Stokes, Vestry Papers, July 2014
- [Multisites Growing...Just Not in the Episcopal Church](#) by Greg Syler, ECF Vital Practices blog, October 21, 2019
- [Asking the Right Questions](#) by Alan Bentrup, ECF Vital Practices blog, September 27, 2019

#### **Only Change Begets Change**

Melissa Rau

“Change” is a dreaded word in many churches. Most of us can see where it is needed, but we tiptoe around it. We don’t want to rock the boat and offend those who may be even more resistant than we are. Faith communities share the desire to grow – which is also to change. Growth means more people.

One thing I learned in math (or maybe physics) is *only change begets change*. Albert Einstein is credited with saying, “Insanity is doing something over and over again, expecting different results.” If we claim we want to grow, yet make it difficult for our leadership to innovate (read “mess with the status quo”), then we need to question whether we really want to grow.

**When doing what we always do doesn’t work**

Are our faith communities doing the same thing over and over in the midst of changing times in our culture and society? It seems that many do, even though they do not get the same results as in the past. They keep doing it because Great Aunt Dolores would turn over in her grave if they messed with the Christmas Bazaar doily sale.

Don't get me wrong. I love tradition. I'm not suggesting we throw it all away. If we objectively evaluate the effectiveness of a long-time program and determine we're hitting the mark, then great. Let's not change things for the sake of change.

What I am suggesting is that we don't avoid change to avoid offending someone. If growth is the end goal, then change is coming. Why? Because only change begets change.

Innovation means to introduce something new or fresh, and should not be confused with invention. I'm not suggesting your church do brand new things all the time or miss the innovation boat. I think there's a need for church programs/events to be evaluated and then tweaked or eliminated altogether if they aren't meeting your objectives. What worked fifty years ago – or fifteen – might not work anymore. Ecclesiastes 3:1-8 is pretty clear: "For every activity under the heavens, there's a time to be born and a time to die." Some things are worth keeping. Some need to go away to allow space for new programs, events and ministries to take root and yield new fruit.

### **Change is hard**

So you may want to grow, but growth requires steady change. And change is hard. I love what Sue Mallory, author of *The Equipping Church*, has to say about change in the church. She writes, "Of all the organizations I've ever worked with, the local church is most resistant to change, even when change has been the agreed plan." The struggle is real.

I know change can be hard for some, even more so for others. It threatens our current reality. Curious about what others had to say on the topic, I posted this on Facebook: "What is it that people don't like about change? What makes some people avoid change?" There was a flood of posts from ministry friends around the country. From more than 50 responses, a theme emerged: Fear.

Fear is a powerful force and can sabotage the best of us. So how can congregations create a culture where change isn't a naughty word? I wish I could say, "Creating a culture of change is simple. Just do x, y, and z." It's seldom easy, though. If change is to be lasting, it takes a tremendous amount of energy. Change is not for the faint of heart.

Edwin Friedman's books, *Generation to Generation* and *Failure of Nerve*, argue that the most effective change is facilitated by a non-anxious presence, someone who is self-differentiated and anticipates sabotage. And while sabotage is only possible if we don't see it coming, there are things we can do to limit its impact. Things like an evaluation process that helps folks recognize areas of ministry needing improvement and reaches beyond the core leadership to all who want to be involved. The more people in the process, the better, as it will provide the necessary buy-in for generating the energy required to change any system.

## **Three steps toward a healthy framework for change**

### **1. Major Event evaluation forms**

If you want your church members agree about an event's effectiveness, it's important that everyone work from the same map. How to do that? Develop a standard evaluation form for each major event. The list below can help get you started. Be sure to get feedback from every participant.

- Name and date of the event
- Its objective (purpose)
- Participation goals
- Participation level
- Was the objective achieved?
- If so, how? If not, why?
- Things that went well
- Things that could've gone better
- Ideas to incorporate next year

Some churches provide evaluation forms at the event and some send surveys afterward. There are loads of ways to get good feedback. Ideally, the event's coordinator will compile a summary of the results and submit it to the church's leadership. This shares the overall analysis with multiple people and positive narratives can be celebrated. Resist the urge to file away the evaluation. Create a system so when event rolls around next year, the previous year's notes are reviewed and recommended improvements made.

### **2. Ministry Evaluation process**

For each ministry of the church to make contemplative and strategic decisions based on more than just the personal preference and opinions of a few ministry leaders, an intentional ministry evaluation process is ideal. Church leaders who allow the congregation to share their thoughts on the church's direction will find they have an easier time getting buy-in from others. Those resistant to change feel empowered and excitement grows about even small changes that make their ministries more effective. The fear factor is easier to squelch when members know they aren't going it alone.

### **3. Host an annual Think Tank event**

Here's the concept: The Think Tank brings together folks who care about your church's ministry to dream up the calendar of events for the next year.

The rector, vestry member or an outside facilitator can facilitate the gathering. The ideal timing is in the late-winter/early spring. This gives ministry teams time to plan for the following program year before the lazy days of summer hit and to recruit other volunteers. Two to three representatives from each ministry area attend the all-day event. If, for example, your church has seven major areas of ministry, then you can expect a minimum of 14 people to attend. That's a great group of people!

Encourage positive, non-anxious and hope-filled leaders to attend. What's most important is to have more than one person representing each ministry area. Three per group is even better!

You can find an outline to assist in planning your annual Think Tank [here](#).

Innovation keeps things fresh. By strategizing together in a collaborative way, change can happen. All things are possible with creativity, strategy, teamwork...and the belief that what you're doing matters to God.

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#### Resources:

- [A Blueprint for Change](#) by Birdie Blake-Reid as told to Nancy Davidge, Vestry Papers, March 2014
- [No Saints, No Heroes, No Martyrs](#) by Chas Belknap, Michael Butler, Jane Morley, and Judith Rees Thomas, Vestry Papers, July 2014
- [Asking the Right Questions](#) by Alan Bentrup, ECF Vital Practices blog, September 27, 2019
- [Leadership in Times of Change](#) by Robin Hammeal-Urban, Vestry Papers, May 2015

#### **Cambio: todo está conectado**

Jennifer Baskerville-Burrows

Hace unos pocos años, la reverenda Courtney Reid dio un sermón para la observancia de Todos los Santos que he reflexionado a menudo desde que pasé a ser la obispa de la Diócesis de Indianápolis, en 2017. En parte, el sermón fue sobre entrelazamiento cuántico. Ella dijo, “La idea de entrelazamiento es solo la idea de que dos cosas que están separadas en el espacio pueden ser la misma cosa. Y las partículas en esos objetos permanecen conectadas a pesar de estar separadas físicamente: están entrelazadas. Lo que me emociona a mí emociona al otro. Lo que mueve a uno, mueve al otro. Lo que lastima a uno, lastima al otro. Y, cuando nos entrelazamos, cambiamos. Cuando estamos entrelazados, somos prójimos”.

#### **No hay una manera fácil de generar entrelazamientos sanos**

Sus palabras se grabaron en mi mente porque he llegado a comprender que el rol de un obispo es mayormente mantener a una diócesis sanamente entrelazada. No hay una manera fácil de hacer

que nuestras feligresías y diócesis sean más sanas y vitales. En lugar de ello, estamos aprendiendo que el entrelazamiento sano y el entrelazamiento con feligresías hermanas y nuestras comunidades locales ciertamente puede ayudar: estamos aprendiendo que la colaboración es posible y a buscar compañeros en nuestros ministerios y trabajo.

La geografía de la Diócesis de Indianápolis hace que este entrelazamiento y colaboración sea más fácil en algunos lugares que en otros. La mitad de nuestras feligresías están concentradas en Indianápolis. La otra mitad está desparramada por el resto del centro y el sur de Indiana. Hay una gran franja en el rincón sudoeste en la que no hay feligresías episcopales. Nuestra diócesis no es la única con problemas de “densidad episcopal”. Ansiamos estar mejor conectados entre nosotros y entender la fuerza de nuestra presencia colectiva en todo el estado.

En mi primera reunión con el Consejo Ejecutivo, el cuerpo de gobernanza dedicado a la supervisión misionera, programática y financiera, me dijeron que nuestro sistema de diaconatos había dejado de funcionar. En efecto, varios diaconatos carecían de un lugar para reunirse y no se habían reunido desde hacía tiempo. En mi ingenuidad, sugerí que se remplazaran los diaconatos con un sistema que funcionara mejor.

Al intentar demostrar que los sistemas pueden estar interconectados incluso sin colaboración, pronto vimos que deshacer la estructura de diaconatos tenía consecuencias para casi todos los niveles del ministerio diocesano. El Consejo Ejecutivo también entendió que cuando los diaconatos no funcionaban bien, otras partes de nuestra vida diocesana tampoco funcionaban de manera óptima. Esta primera reunión en la primavera de 2017 inició un proceso de cambio que perdura hasta hoy en día.

### **El proceso de cambio trae nuevas prioridades e iniciativas**

La labor primaria de este proceso de cambio involucró adoptar nuevas prioridades misioneras para nuestra diócesis. En el curso de un año y medio, nos esforzamos en solidificar estas prioridades, empleándolas como el fundamento para evaluar y, en muchos casos, cambiar aspectos de nuestra vida en común, incluyendo la gobernanza, la programación y el presupuesto.

Nuestra misión, ahora, es:

*Basada en el amor de Dios en Cristo, la Diócesis Episcopal de Indianápolis es llamada a:*

*Ser ejemplos de Cristo para el centro y sur de Indiana y el mundo*

*Expresar una invitación y bienvenida generosa*

*Apoyar a los grupos vulnerables y marginados y transformar sistemas de injusticia*

*Conectar con otros episcopales, colaboradores ecuménicos e interreligiosos, y grupos de abogacía*

*Formar a los clérigos y laicos para ser líderes en la iglesia de hoy y mañana.*

Para apoyar a que nuestras feligresías participen en nuestra misión diocesana, nos comprometimos nuevamente a -- y lanzamos -- un número de iniciativas estratégicas significativas. Incluyen Pathways to Vitality (Vías Hacia la Vitalidad), un programa que enlaza vitalidad en las feligresías y bienestar financiero del clero; Evangelism With Integrity (Evangelismo con Integridad), que coloca el evangelismo como una práctica espiritual dentro de nuestros valores episcopales; Faithful Innovation Learning Communities (Aprendizaje de Innovación para las Comunidades de Fe); y,

College for Congregational Development (Facultad de Desarrollo de Feligresías). Con la creencia de que todas las comunidades de fe de todos los tamaños y de cualquier lugar se pueden desarrollar en una feligresía más sana, fiel y vital, hemos modificado nuestro enfoque de apoyo diocesano de ayuda en dinero en efectivo redirigiendo nuestros recursos hacia los programas mencionados más arriba, poniendo ese apoyo a disposición de todas las feligresías y de sus líderes.

No teníamos una hoja de ruta para el trabajo de cambio que enfrentábamos, pero estábamos – y seguimos estando – comprometidos a ser una comunidad de práctica que siempre está aprendiendo. Dos cosas que siguen dando fruto a medida que avanzamos son las sesiones de escuchar realizadas en 2017 y el entrenamiento que mi personal superior y yo obtuvimos a lo largo del año pasado.

### **Elementos clave del proceso de cambio**

En mis primeros tres meses como obispa, convoqué diez sesiones de escuchar por toda la diócesis. Si bien tres fueron para sacerdotes y diáconos y para los jóvenes, las otras siete me dieron la oportunidad de escuchar al laicado, de oír sus esperanzas, sueños y temores para nuestro futuro como diócesis. En nuestra convención diocesana de 2017, los datos de esas sesiones de escuchar se proporcionaron a los delegados para discusión y reflexión. Cuando levantamos la sesión, nuestro Consejo Ejecutivo contaba con una rica colección de datos, un texto borrador de nuestras prioridades de misión y orientación para liderar el trabajo de cambio que teníamos por delante. Como obispa, también obtuve aportes útiles a medida que iniciamos el proceso de reestructurar el personal diocesano para apoyar las prioridades misioneras emergentes.

En un golpe de lo que consideré como la capacidad perfecta del Espíritu Santo de obrar en el momento preciso, la Fundación de la Iglesia Episcopal lanzó una Iniciativa de Liderazgo Diocesano en 2018. La nuestra fue una de las once diócesis del primer grupo. Iniciamos el programa con un equipo ejecutivo de formación reciente que incluía a mí como obispa, al canónigo para administración y evangelismo, al canónigo para desarrollo de la feligresía y liderazgo, y también al nuevo tesorero diocesano. La experiencia de pasar unos días en Kanuga para ser orientados e inspirados en nuestra labor por otros equipos diocesanos y presentadores reunidos por la ECF fue increíblemente útil. La mejor parte del programa, sin embargo, fue la participación (¿entrelazamiento?) durante un año con un entrenador para ayudarnos a mantener el avance de nuestro trabajo.

Nuestro equipo, que se reunió mensualmente por video durante casi un año, descubrió rápidamente el beneficio de tener un asociado de rendición de cuentas con una perspectiva de fuera del sistema. Nuestro instructor nos ayudó a entender la importancia de comunicar ampliamente las nuevas prioridades de misión que impulsaban los cambios en nuestra gobernanza, programa y presupuesto. Entre otras cosas, eso condujo a simplificar la manera de expresar nuestra misión, para que cuadrara con los estandartes enviados a todas nuestras comunidades de fe.

### **Entrelazamientos sanos y ministerio vital**

A largo del año pasado, trazamos nuestros límites regionales en “barrios”, invitando una amplia participación del liderazgo de la diócesis. Estas reuniones de barrios ocurren en lugares que no

requieren que ninguna de las feligresías tenga que manejar más de una hora. Esto significa que algunas se realizan en espacios comunitarios, como cabañas de recreo en parques. En lugar de diáconos sacerdotales ahora tenemos convocadores laicos y del clero, además de líderes elegidos de cada barrio, para que constituyan el Consejo Ejecutivo. Cuando nos reunamos para nuestra convención diocesana de 2019, tendremos fotografías por todo el salón que mostrarán cómo nuestra gente está viviendo en nuestra misión y proporcionarán un testimonio visual de los entrelazamientos sanos y del ministerio vital en curso en todos los rincones de la diócesis.

Estos son días emocionantes en la Diócesis de Indianápolis. El trabajo para el cambio no es fácil, pero nos estamos conociendo de nuevas maneras y estamos energizados por nuestro ministerio como modelos luminosos de Cristo para el mundo. Somos una diócesis entrelazada con otra, una diócesis cambiante y cambiada. Estamos aprendiendo que si bien no sabemos lo que nos traerá el futuro, todo estará bien si estamos conectados los unos con los otros en Cristo e inspiramos la participación de nuestros vecinos para el bien del mundo.

*La reverendísima **Jennifer Baskerville-Burrows**, nativa de la Ciudad de Nueva York, tiene una licenciatura en arquitectura con concentración en estudios urbanos de Smith College, una maestría en preservación histórica de Cornell University y un título M.Div. de Church Divinity School of the Pacific (CDSP). Antes de ser elegida obispa en 2016, sirvió en las diócesis de Newark, Nueva York Central y Chicago. Ella es la primera mujer de raza negra en ser elegida obispa diocesana en la Iglesia Episcopal. La obispa Jennifer se especializa en preservación histórica de edificios religiosos, mayordomía y desarrollo, reconciliación racial y de clases, y orientación religiosa. Es una consumada corredora a distancia y triatleta y tiene una pasión por cocinar y hornear. Ella y su esposo, Harrison Burrows, tienen un hijo llamado Timothy.*

**Recursos:**

- [Primeros pasos para liderar cambios](#) un webinar de ECF presentado por Sandra Montes y Juan Angel Monge, April 19, 2016
- [Grupos Pequeños, Gran Impacto](#) por John Adler, Vestry Papers, July 2014
- [Ventajas e Inspiraciones del Desequilibrio](#) por Rosa Lindahl Mallow, ECF Vital Practices blog, February 28, 2014