

Three questions for participants...



Leading a Major Change

Miguel Escobar and Brendon Hunter

ECF Leadership Resources

April 8, 2014



Opening Prayer

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

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

--Reinhold Niebuhr



What is the Episcopal Church Foundation (ECF)?

Overview:

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



Leadership Resources

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

Financial Resources

- Capital Campaigns
- Planned Giving
- Endowment Management
- Funding Future Ministry
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A few technical notes:

- All participants are currently muted to cut out background noise and audio interference
- To start your web cameras, press “Start by Web Cam” button and “Start Sharing”
- If you have questions, please type them into the chat box.
- PDF’s of the slides and resource list are downloadable
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Overview of this presentation



Creating a sense of urgency



Building a team to lead change



Discerning a shared vision of the change



Potential next steps

Presentation sources

Leading Change by John Kotter

Leadership Development Initiative (LDI)
from the Diocese of Massachusetts

Interaction Institute's Facilitative
Leadership Workshops/Trainings



 Interaction Associates

Mistake #1 – Thinking others see the need for change

Trends that require adaptive change:

- Fluidity in choices of faith - more than one-quarter of Americans changed religions or opted for none
- Rise of "Nones," where 1-in-4 young Americans not affiliated with a religion
- Decreasing size of mainline Protestantism - becoming a minority Protestant country
- Decline in Episcopal Church membership and aging population (Average Sunday Attendance is 65 people)
- Increased reliance on and necessity for effective lay leaders at the congregational and diocesan levels, more small congregations with part-time clergy
- Diminished financial resources, inability to afford existing buildings
- Increase in Hispanic/Latino and Asian-American congregations and members
- Significant generational differences in giving patterns and commitment to stewardship, but some overall increase in pledge/plate giving





Generating urgency around the need for change

Rule #1 – Don't underestimate power of inertia

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

- Adapted from *Leading Change*
by John Kotter



What are sources of inertia in your congregation?



Generating urgency around need for change

- Stop saying that everything is okay, become much more honest about problems
- Allow a crisis to loom large (or stop hiding the one already taking place)
- Set high performance standards with leadership teams, staff, volunteers
- Evaluate whether symbols are conveying everything is fine
- Question feasibility of returning to Golden Age
- Bring in an outside consultant to lead frank conversations about systemic problems



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Example – Quarterly communications about the need for change



Mistake #2 – Going it alone



Gathering a team to lead the change

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

Stakeholder category #3 – Those who can prevent implementation

Part of a broader effort to be more hospitable to visitors

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

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

But guess who they forgot to check in with?



Looking for leaders (in all the right places)

Look for people who:

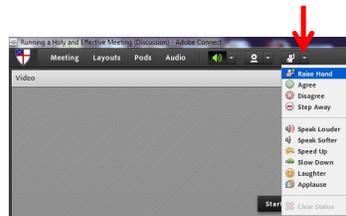
- Recognize the need for change and have creative ideas for how to address it
- Are skilled at working in groups
- Are always busy
- Make commitments and follow through
- Can balance results, process, and relationships



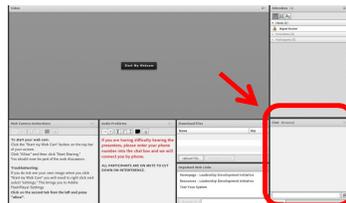
Make a list of a few names of people who fit into these categories whom you would consider approaching over the next month to discuss where the congregation is headed.



Questions or Comments?



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



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Sifting for a shared, hopeful vision



Discerning a shared, hopeful vision

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

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

- Leading Change, John Kotter



Discerning a shared, hopeful vision:

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

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



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

Why go through all the hassle to develop this?

- *Leading Change, John Kotter*



Example of a team framing a vision of change



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



Over-communicating the vision:



Be sure to:

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

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



Potential Next Steps:

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

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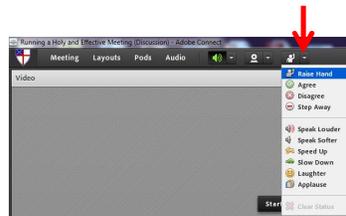
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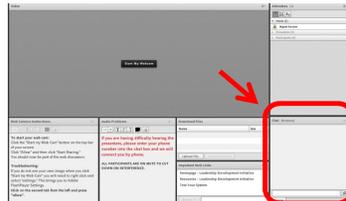
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