

# LEADING CHANGE

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Holy Cross Province  
Leadership Day 2019



# AGENDA

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- Introduction
- Leading Change
- The shifting role of leaders in Holy Cross Province
- Guiding Principles
- Practical Ideas
- Summary



# INTRODUCTION

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- Presenter Introduction
- Teaching in Chicago, unable to attend Leadership Day
- Will assume the facilitator role going forward
- Background:
  - Currently serving as faculty at North Park University, teaching courses in Nonprofit Administration, founding program director for The Academy of Church Leadership at North Park University (grant funded initiative)
  - Various roles in Holy Cross Province:
    - Chair of Investment Committee, former Director of CPP and Office of Lay Formation
    - Served on Visioning Commission and on the Vision Fulfillment Commission
    - Served on founding board of Passionists International
    - Presented workshops on strategic planning and leading change at General Chapter in 2007



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- Traditional Roles are shifting
- The role of leadership in Holy Cross Province has changed yet remains the same in many aspects
- The model that is emerging we might call distributed leadership



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- The visioning process emerged from the members of the province, at the *request* of provincial leadership.
- Implementation of the vision is not solely the role of the Provincial and Council. Implementation is distributed across the province.

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This shift represents change

- But this change is not new, it has been emerging over the past few decades

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- Laity have taken on increasing levels of responsibility and have exhibited leadership across the province
- Holy Cross Province has become The Passionist Family of Holy Cross Province



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- Leading in a time of change provides the opportunity for great creativity.
- Our exercise of building a house at The Chapter revealed great creativity.





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- Since we don't have a roadmap, we create one. We are building a house!





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What does this mean?

- In many important ways, the formal role of province leaders remains the same, budgetary, decision-making, structural, canonical.

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- In other ways, many more people are accomplishing the work of ministry, planning and administration.
- These aspects have been *delegated* to us, at all levels.

# DISTRIBUTED LEADERSHIP

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Delegation in this sense means that tasks, initiatives and development of the province is a *shared responsibility*

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Formal leadership (Provincial and Council, ALS, boards, etc.) maintains the necessary decision-making functions, but share responsibility for fulfilling the vision with many others.

***What the are the roles for other leaders?***

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The Calls to Action that emerged from the visioning process and the Chapter now enter a new phase: **implementation.**

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We are co-responsible and co-accountable for the emerging vision of the future and the work that it will take to fulfill the vision.



# LEADING *WITHOUT* A ROADMAP

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Lessons from Scripture as well as from St. Paul of the Cross and the Passionists who came to the US:

- *Leading without a roadmap*
- *Creating something new*
- ***The history of Christianity has always been about change.***



# I CORINTHIANS 12:8-10

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To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, to another faith by the same Spirit, to another gifts of healing by that one Spirit, to another miraculous powers, to another prophecy, to another distinguishing between spirits, to another speaking in different kinds of tongues, and to still another the interpretation of tongues.

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Leadership can be seen as:

*many parts played by many people in which  
all who feel responsible for the group effort  
take a part.*

***All lead, and all follow.***



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Leaders who are in formal leadership roles, or who serve on various committees will necessarily take on roles and responsibilities i.e.

- Champion the efforts (lead by example)
- Calling meetings
- Taking notes



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- Attending to the needs of the members of the groups
- Following up on needed resources
- Communicating with the Province on initiatives and progress

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- Communicating on challenges and seeking support
- Discern with your teams on what is next and staying on course (the course that you are setting)



# SOME GUIDING PRINCIPLES FOR LEADERS

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# GUIDING PRINCIPLES

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- I. Priorities will be embraced and supported across the province. We need to make sure that the priorities that emerged at the Chapter are congruent with local plans and strategies and not simply add-ons to an already packed agenda

# GUIDING PRINCIPLES

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- Continually clarify these priorities and
- Communicate any shifts that might occur



# GUIDING PRINCIPLES

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2. Each Community and Province Ministry will be supported to fulfill Vision Fulfillment priorities in the manner appropriate to their abilities.

# GUIDING PRINCIPLES

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- Help is always available
- Help can always be given and received



# GUIDING PRINCIPLES

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3. We will establish a standard of reporting and accountability that applies to all.
  - Open and transparent communication and sharing successes and challenges

# GUIDING PRINCIPLES

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- We form learning communities, we learn from our actions and share our experiences seeking support and knowledge

# GUIDING PRINCIPLES

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- The province will provide the methods, local leadership will provide the content.

# GUIDING PRINCIPLES

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4. The Vision Fulfillment process will foster openness and transparency as we share and learn from our experiences

# GUIDING PRINCIPLES

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- We are in effect creating learning communities

# GUIDING PRINCIPLES

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5. Community discernment and action will involve lay and vowed



# GUIDING PRINCIPLES

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- We use the principle of *mutuality* (recognizing common ground and boundaries) as foundational to this engagement and how we work together

# GUIDING PRINCIPLES

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- We use consensus wherever possible to assure that all voices are heard

# GUIDING PRINCIPLES

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6. Province and community leaders will be supportive, available and engaged during the Vision Fulfillment process no matter how difficult or lengthy this may prove to be.

# GUIDING PRINCIPLES

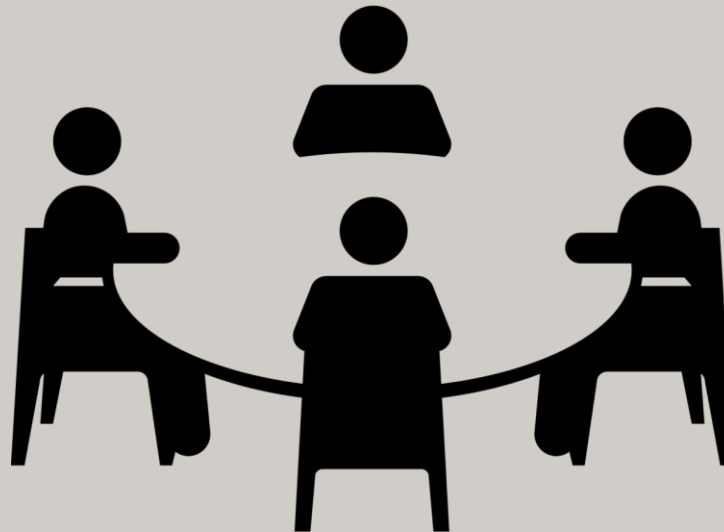
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- The primacy of commitment is present here.

# PRACTICAL IDEAS

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# PRACTICAL IDEAS

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Provide opportunities for early successes:

- Leaders are encouraged to start with things that can provide early successes and build momentum



# PRACTICAL IDEAS

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Keep people informed on progress:

- Good communication is critical
- Keep people informed....*continually*
- Seek feedback and ideas
- Include them in the process
- Learn from one another



# PRACTICAL IDEAS

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Demonstrate continued commitment to agreed-to initiatives:

- Lead by example
- If you are not committed to the changes, nobody else will be!





# PRACTICAL IDEAS

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Empower people to implement change:

- Follow the principle of subsidiarity (make decisions from where you are, ask if unsure)
- Leadership formation needs to include practical experience in change and transition



# SUMMARY

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- We continue to build on the great accomplishments of Holy Cross Province (Appreciative Inquiry)
- We discover new ideas and embrace emerging methods
- **Change is dynamic, as are we!**

*MAY THE PASSION OF JESUS CHRIST  
BE ALWAYS IN OUR HEARTS!*

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