

A word cloud featuring the word "hello" in various languages and scripts. The word "hello" is the largest and most prominent, rendered in a multi-colored font (red, orange, yellow, green, blue, purple). Other words include:

- 你好 (Chinese)
- Здравствуйте (Russian)
- grüezi (German)
- hallo (German)
- privet (Cyrillic)
- hola (Spanish)
- moien (Austrian German)
- salam (Arabic)
- olá (Portuguese)
- mabuhay (Filipino)
- czesc (Polish)
- namaste (Hindi)
- aloha (Hawaiian)
- salut (French)
- szia (Hungarian)
- hej (Swedish)
- bonjour (French)
- ahoj (Czech)
- 안녕하십니까 (Korean)
- namaste (Hindi)
- γεια (Greek)
- saluto (Italian)
- selamat (Indonesian)
- ciao (Italian)
- はじめまして (Japanese)



Specialization
in Parish
Leadership

Leadership for Parish Ministry

Sal Della Bella

Director of Parish Leadership
Development

sdb@archlou.org



- Name
- Parish
- Position
- Why You Chose to Come
- Specialization or just this class

Opening Prayer

(John 13:1-15)

Before the feast of Passover, Jesus knew that his hour had come to pass from this world to the Father. He loved his own in the world and he loved them to the end. The devil had already induced Judas, son of Simon the Iscariot, to hand him over. So, during supper, fully aware that the Father had put everything into his power and that he had come from God and was returning to God, he rose from supper and took off his outer garments. He took a towel and tied it around his waist. Then he poured water into a basin and began to wash the disciples' feet and dry them with the towel around his waist. He came to Simon Peter, who said to him, "Master, are you going to wash my feet?" Jesus answered and said to him, "What I am doing, you do not understand now, but you will understand later."

Opening Prayer Reflection

What did Jesus model about leadership in this passage?

What does this suggest about your current ministry?

Recipe for a Great Leader?

Leadership



Which one are you?





Exactly What is Leadership

- **Peter Drucker:** “The only definition of a leader is someone who has followers.”
- **Warren Bennis:** “Leadership is the capacity to translate vision into reality.”
- **Bill Gates:** “As we look ahead into the next century, leaders will be those who empower others.”
- **Joyce Banda:** “Leadership is about falling in love with the people and the people falling in love with you. It is about serving the people with selflessness, with sacrifice, and with the need to put the common good ahead of personal interests.” (former President of Malawi)

John Maxwell: “Leadership is influence – nothing more, nothing less.”

Exactly What Leadership is Not

Leadership has nothing to do with seniority or one's position in the hierarchy.

Leadership has nothing to do with titles.

Leadership has nothing to do with personal attributes.

Leadership isn't management.



Leadership Involves Influence

- If you do not have influence with someone, you cannot lead them
- Influence comes in a variety of forms
- Influence must be based on more than positional authority

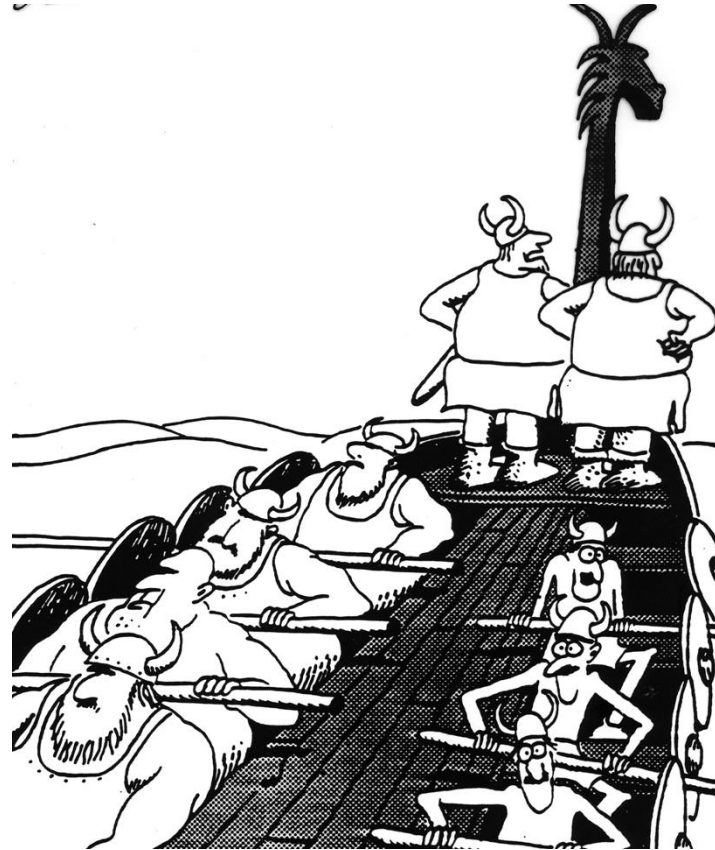
WARNING

Position can be the lowest
form of power and
influence

In a church setting, there
are usually people with
more influence/power
than the pastor, especially
at the beginning of his
tenure



What is wrong with this picture?



“I've got it, too, Omar...a strange feeling like we've just been going in circles”



Leadership Occurs in Groups

- Leadership generally affects a group of people (it must be done in community)
- However, the group of people must have a clear vision
- Best when it is shared
 - You cannot lead a group of people going in the opposite direction of you
 - Establishing corporate mission, values, and vision is essential for effective leadership to take place

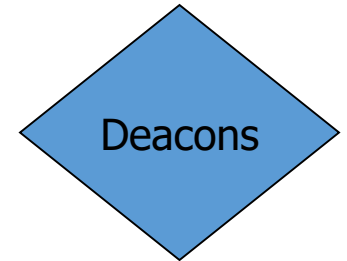
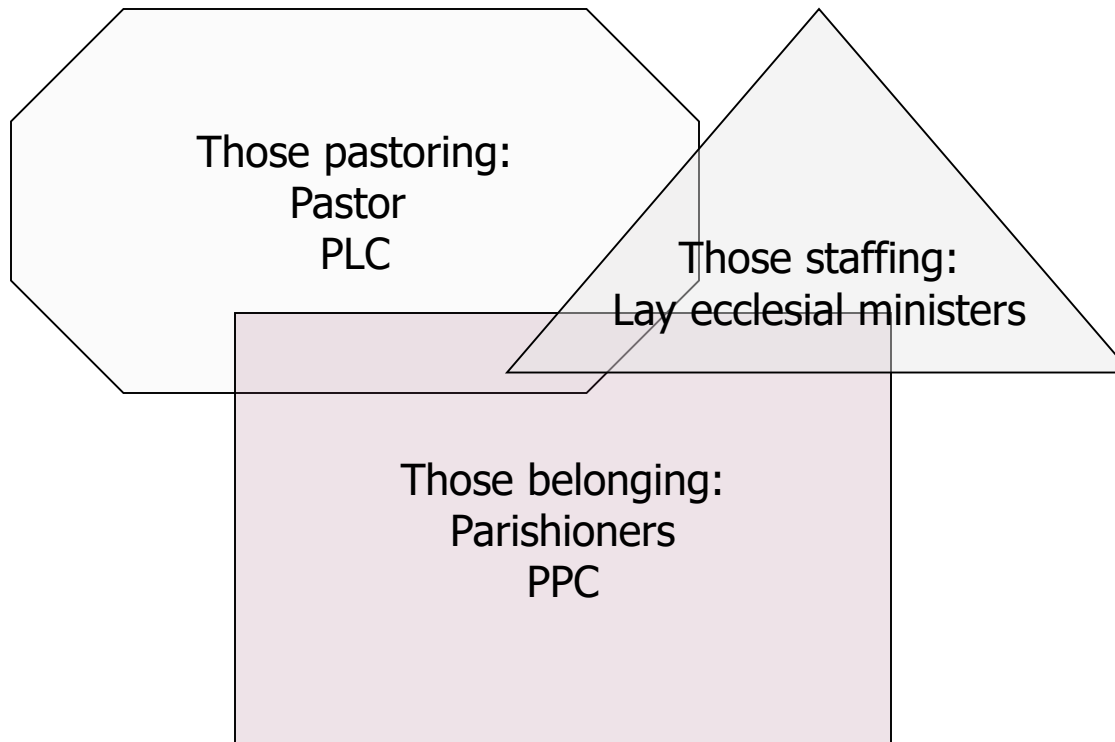


Parish Leadership

Model of parish leadership

Parish

Support



THE LANDSCAPE



Emerging Models Project

National
Association
for Lay
Ministry 

Conference
for Pastoral
Planning and
Council Development 

National
Association
of Church Personnel
Administrators 

National Catholic
Young Adult Ministry
Association
NCYAMA

National
Federation
of Priests
Councils 

Emerging Models

Characteristics of Parish Leaders

The average age of parish leaders is 59. A majority, 54 percent, are members of the Vatican II Generation (those born 1943 to 1960)

One in five is of the Pre-Vatican II Generation (those born before 1943).

Nearly one in four is of the Post-Vatican II Generation (those born 1961 to 1981)

and only 3 percent are Millennials (born 1982 or later).

The average age when parish leaders say they first felt the call to ministry in any setting (e.g., parish, school, hospital) is 29.

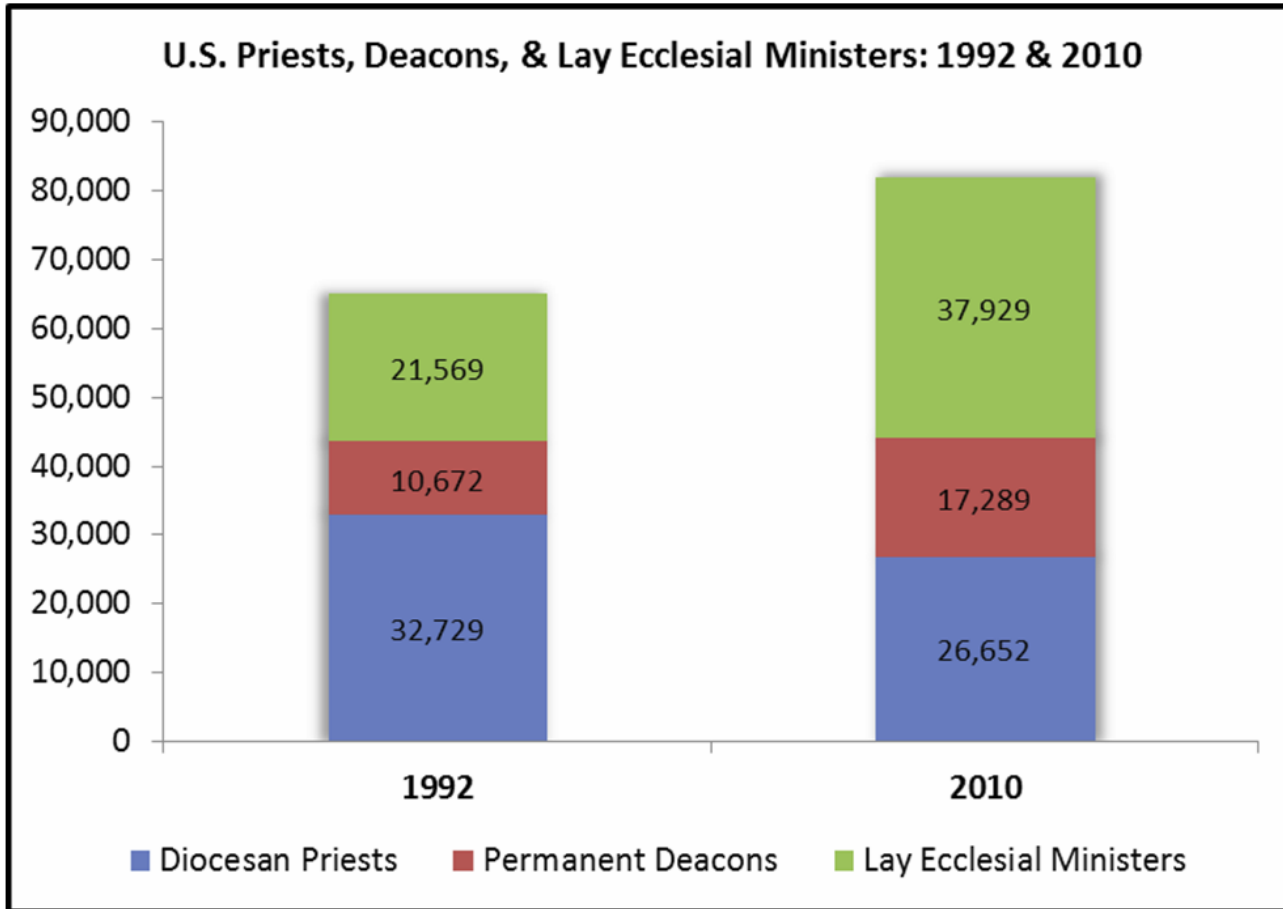
Emerging Models

What Parishes Do Best According to Leaders

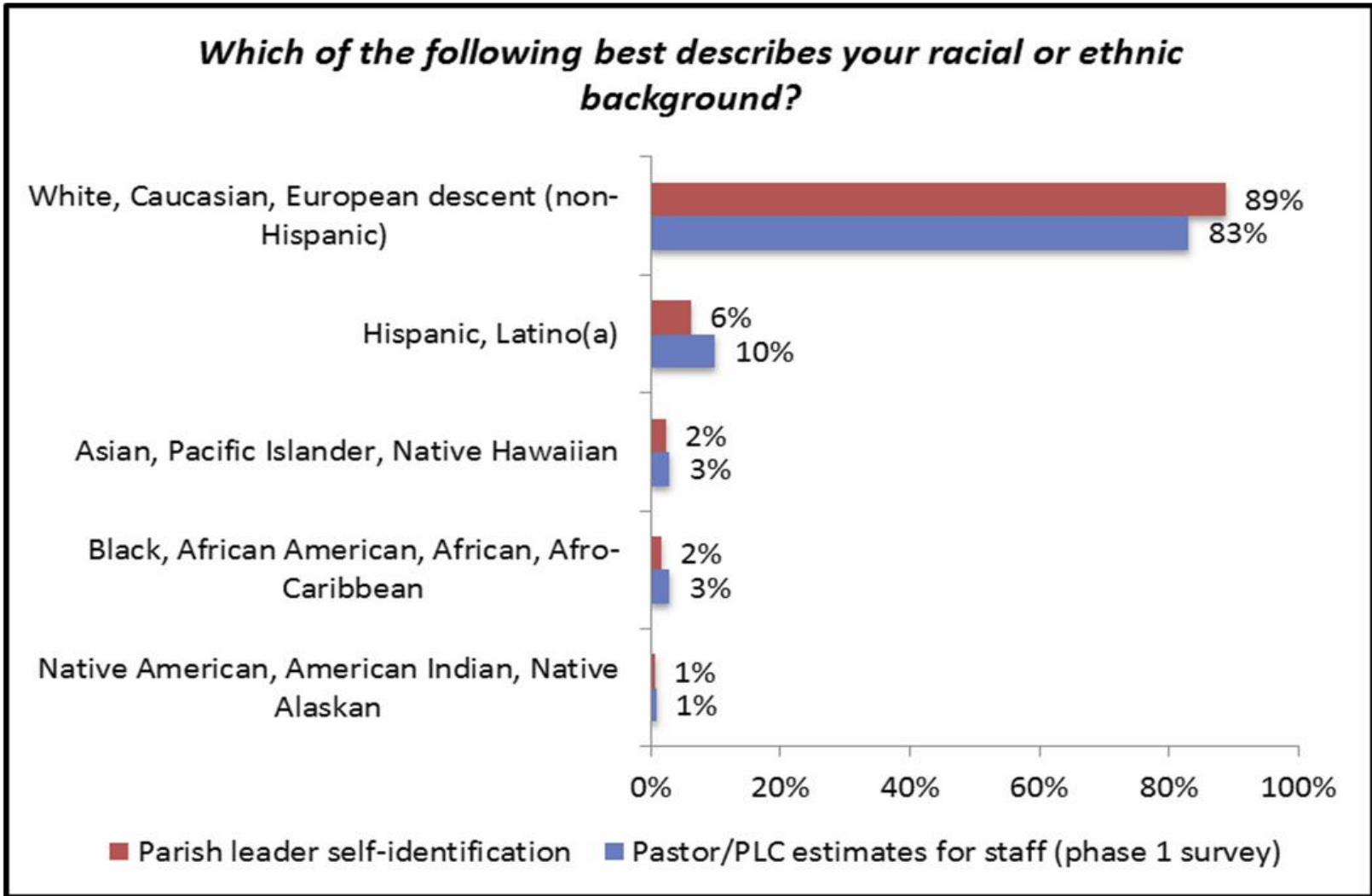
Percentage of parish leaders responding that their parish does each either “good” or “excellent”:

- Celebration of the Sacraments 95%
- Masses and liturgies 91
- Efforts to educate parishioners in the faith 88
- Promoting important Church teachings and causes (e.g., protecting life, helping the needy) 88
- Encouragement of parishioners to share their time, talent, and treasure 86
- Sense of community 85
- Hospitality and sense of welcoming to all 84
- Vision provided by parish leaders 81
- Spreading the Gospel and evangelizing 69

Emerging Models



Race and Ethnicity

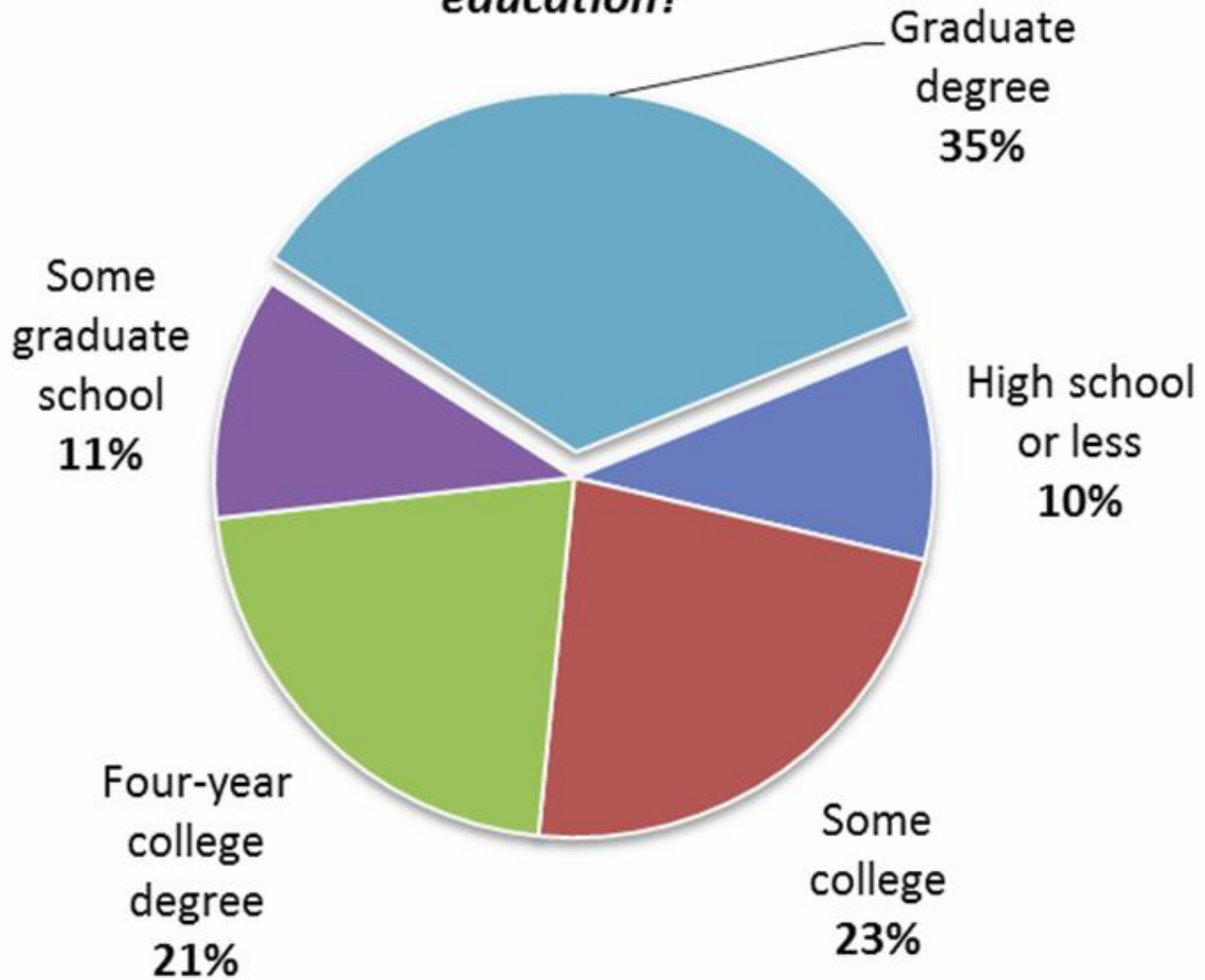


Emerging Models

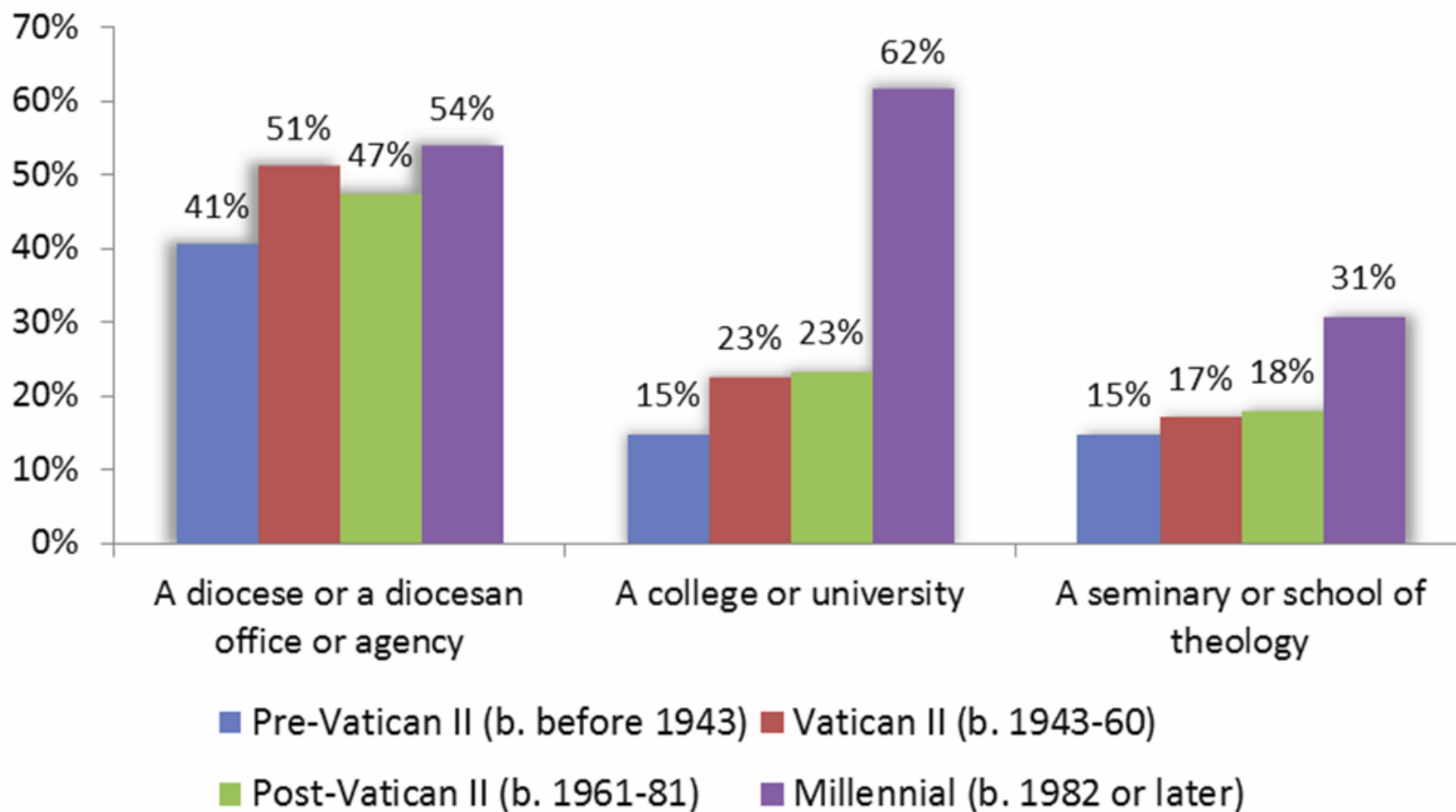
At the same time, the race and ethnicity of parish leaders is dissimilar from the Catholic population in general

only 60 percent self-identify as non-Hispanic white as opposed to 89 percent of parish leaders

What best describes your highest level of education?



Parish Leader History of Enrollment in a Ministry Formation Program by Generation

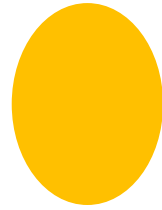
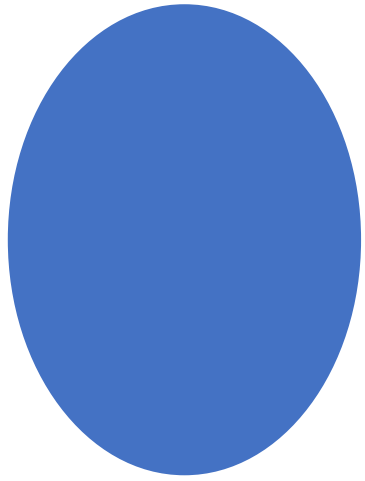


Your Parish



The Parish

- *A parish is a definite community of the Christian faithful established on a stable basis within a particular church; the pastoral care of the parish is entrusted to a pastor as its own Shepherd under the authority of the diocesan bishop. [Canon 515]*



Parish Standards

Canonical Standards
for Parishes

A Self-Evaluation

Bass, Conlon,
Verbeek

Parish Standards



- Teaching
- Sanctification
- Service
- Administration



Teaching

- Evangelization
- Preaching
- Catechesis



Sanctification

Liturgy and Sacraments



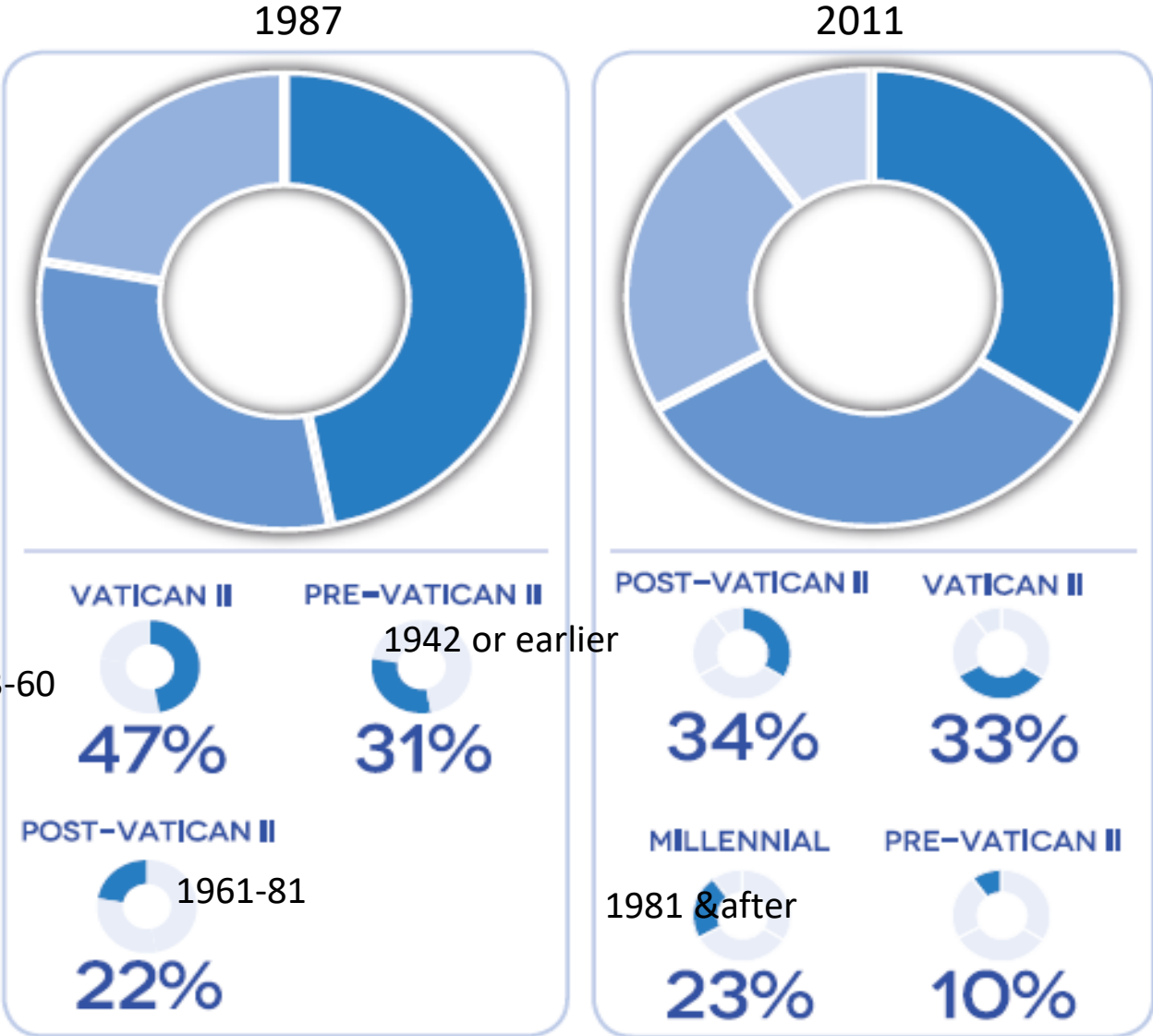
Service

Pastoral Care
Outreach
Social Justice

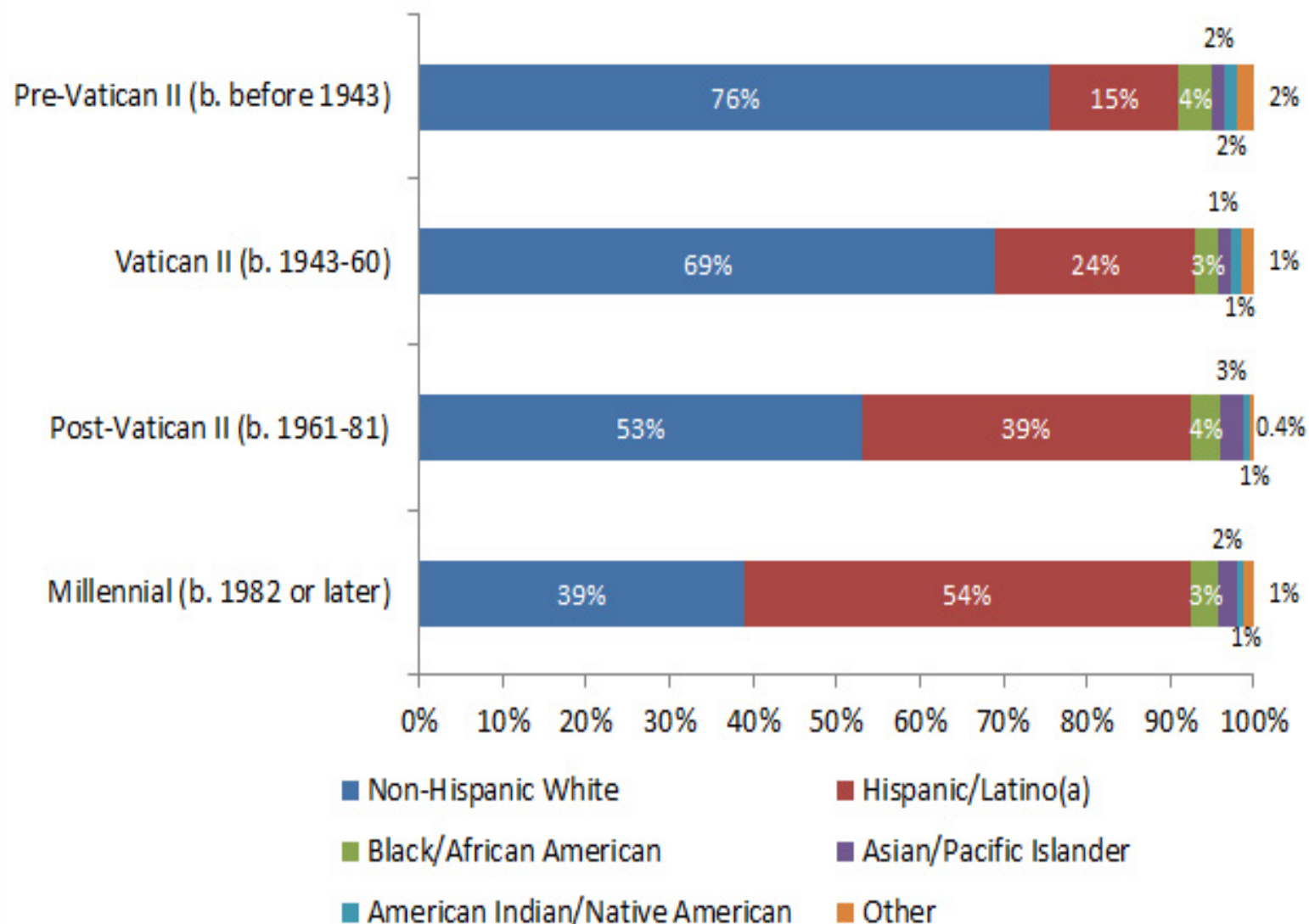
Administration

- Finances
- Stewardship
- Property Management
- Record Keeping

Catholic Population by Generation

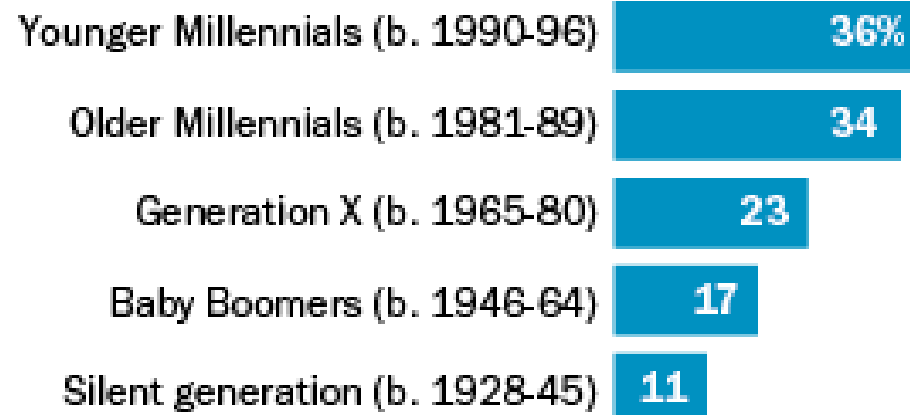


Race and Ethnicity of the U.S. Adult Catholic Population by Generation



Younger Americans More Likely to be Unaffiliated

% of each generation who identify their religion as atheist, agnostic or nothing in particular



Source: 2014 Religious Landscape Study, conducted June 4-Sept. 30, 2014.

PEW RESEARCH CENTER

Parishes and the Catholic Population	1965	1970	1975	1980	1985	1990	1995	2000	2005	2010	2016
Parishes	17,637	18,224	18,515	18,794	19,244	19,620	19,331	19,236	18,891	17,958	17,233
Parishes without a resident priest pastor	549	571	702	791	1,051	1,812	2,161	2,843	3,251	3,353	3,499
Catholic population (<i>The</i>	46.3m	47.9m	48.7m	50.5m	52.3m	55.7m	57.4m	59.9m	64.8m	65.6m	67.7m
Catholic population (self-identified, survey-	48.5m	51.0m	54.5m	56.8m	59.5m	62.4m	65.7m	71.7m	74.0m	74.6m	74.2m
Former Catholic adults: Those raised Catholic (native- and foreign-born) who no longer self-identify as Catholic (survey-based estimate). As the largest religion in the U.S., Catholicism has	--	--	7.5m	8.6m	8.0m	10.3m	17.3m	17.9m	19.1m	26.8m	30.1m

Sacraments and Rites	1965	1970	1975	1980	1985	1990	1995	2000	2005	2010	2016
Baptisms of infants	1.310m	1.089m	894,992	943,632	953,323	986,308	981,444	996,199	929,545	806,138	670,481
Baptisms of adults	126,209	84,534	80,035	88,942	87,996	85,600	66,886	77,578	76,605	41,600	37,953
Confirmations in previous year	--	--	--	--	--	491,360	555,767	630,465	610,282	597,402	567,739
First Communion in previous year	--	--	--	--	--	849,919	794,576	881,321	807,066	802,300	714,871
Marriages in previous year	352,458	426,309	369,133	350,745	348,300	326,079	294,144	261,626	207,112	168,400	145,916
Funerals in previous year	387,739	417,779	406,497	417,047	446,822	452,526	455,477	472,789	445,616	417,387	395,977
Mass Attendance.	55%	48%	42%	41%	41%	39%	35%	22%	23%	24%	22%

	PRE-VATICAN II	VATICAN II	POST-VATICAN II	MILLENNIAL
Weekly Mass Attendance				
1987	58%	40%	30%	--
1993	63	42	27	--
1999	64	42	27	--
2005	60	35	26	15%
2011	54	31	29	23
Important Reasons for Going to Mass				
Experiencing liturgy	95%	92%	81%	75%
Feel need for Eucharist	94	82	72	77
Enjoy company of others	69	60	51	63
Church requires it	42	34	39	34

What is very important to you as a Catholic?

PRE-VATICAN II

VATICAN II

POST-VATICAN II

MILLENNIAL

SACRAMENTS, SUCH AS THE EUCHARIST

1999

90%

84%

73%

--

2005

82

75

74

79%

2011

70

67

62

56

BELIEF IN JESUS' RESURRECTION

2005

85

83

85

82

2011

82

75

72

70

CHURCH'S TEACHING ABOUT MARY

2005

79

77

71

63

2011

73

68

62

56

PRE-VATICAN II

VATICAN II

POST-VATICAN II

MILLENNIAL

I Cannot Imagine Being Anything But Catholic

1993

71%

54%

59%

--

2011

76

64

71

69%

Being Catholic Is A Very Important Part of Who I Am

1999

90%

80%

78%

--

2011

76

64

71

69%

Church Is Among Most Important Influences On My Life

1987

61%

42%

42%

--

2011

49

36

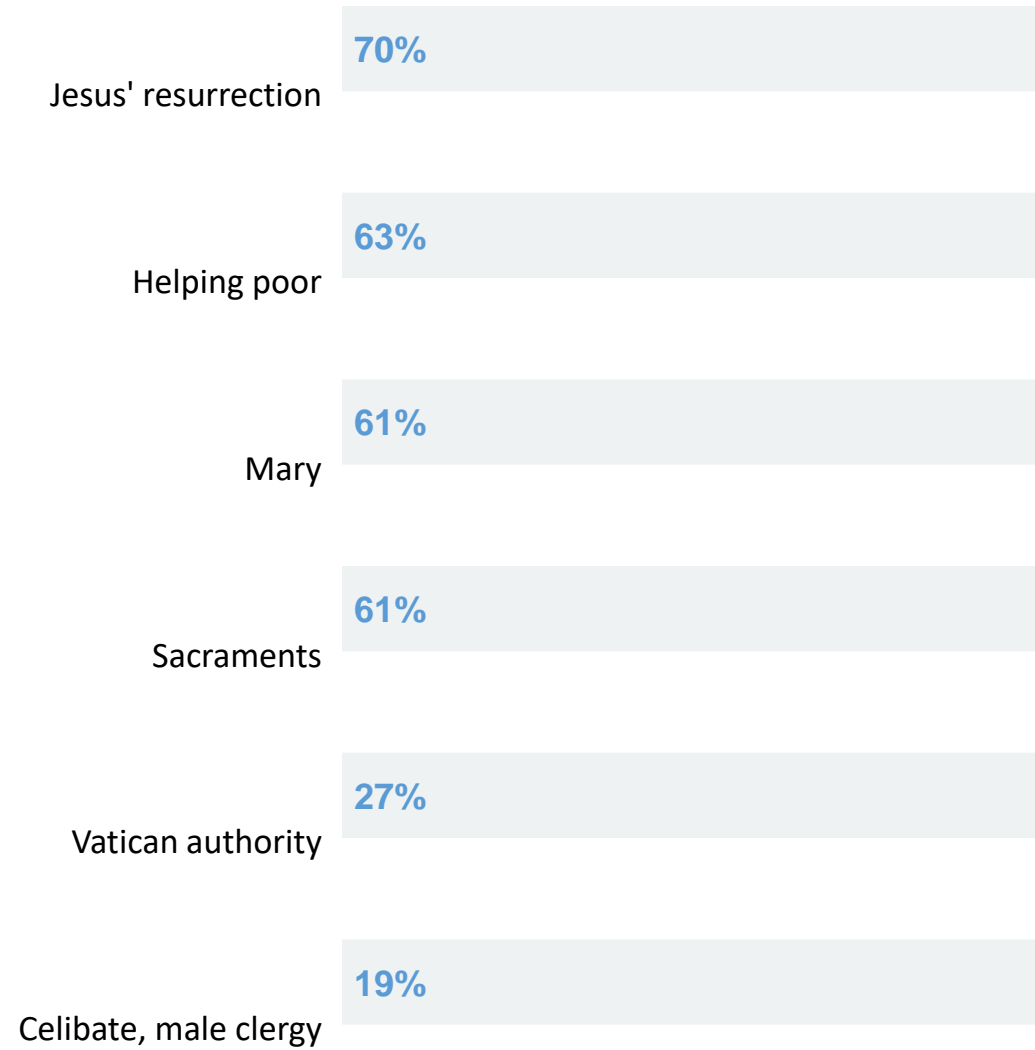
35

34%

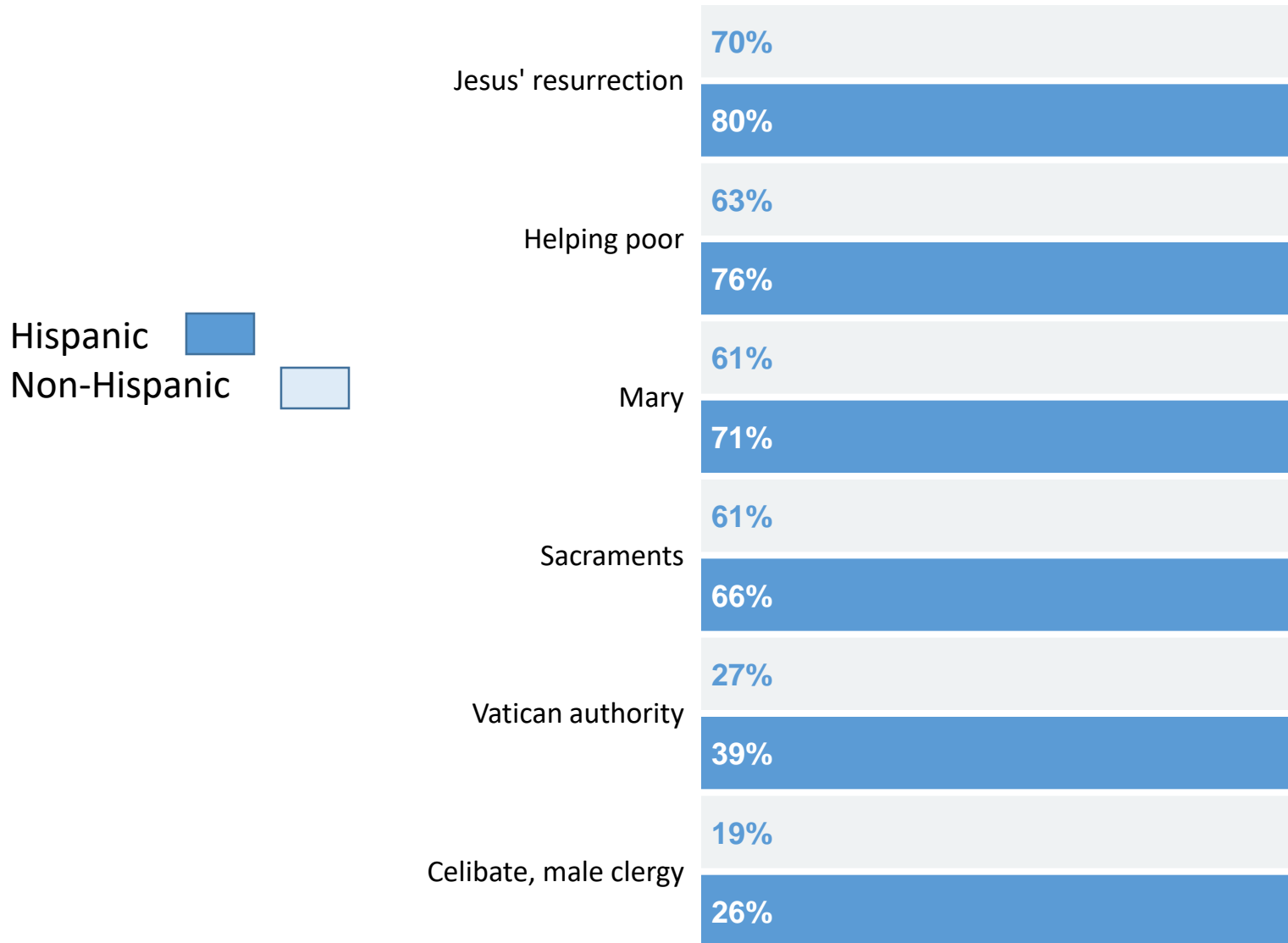
What is very important to you as a Catholic?

	PRE-VATICAN II	VATICAN II	POST-VATICAN II	MILLENNIAL
HELPING THE POOR				
2005	84	82	84	91
2011	69	70	66	62
TEACHING AUTHORITY CLAIMED BY VATICAN				
2005	52	40	42	27
2011	29	32	29	30

In their ranking of what is very important to them as Catholics



In their ranking of what is very important to them as Catholics



Who should have final say about what is right or wrong? Church leaders, individuals or both?

	1987	1993	1999	2005	2011
CHURCH LEADERS					
Divorce and remarriage	23%	23%	19%	22%	20%
Abortion	29	21	20	25	19
Sex outside of marriage	34	23	23	22	16
Homosexuality	32	26	20	24	16
Contraception	12	14	10	13	10
INDIVIDUALS					
Divorce and remarriage	31%	38%	45%	42%	47%
Abortion	45	44	47	44	52
Sex outside of marriage	42	44	47	47	53
Homosexuality	39	39	49	46	57
Contraception	62	57	62	61	66
BOTH					
Divorce and remarriage	43%	37%	32%	35%	32%
Abortion	22	33	29	30	28
Sex outside of marriage	21	30	26	30	30
Homosexuality	12	30	25	28	26
Contraception	23	26	23	27	22

Trends in Attitudes About Church Leaders and Parish Life, 1999-2011

“Percentage reporting somewhat agree or strongly agree”

	1999	2005	2011
On the whole, parish priests do a good job	91%	91%	88%
Most Catholics don't want to take on leadership roles in their parish	---	---	65
Most priests don't expect the laity to be leaders, just followers	44	53	58
Catholic parishes are too big and impersonal	46	40	43

Catholic Laity Should Have The Right To Participate In

	1987	1993	1999	2005	2011
Deciding how parish income should be spent	81%	83%	86%	89%	80%
Deciding about parish closings	---	---	---	80	75
Selecting the priests for their parish	57	74	73	71	75

Acceptance of Parish Leadership Alternatives

Closing the parish

1987 --

1993 --

1999 --

2005 **30%**

2011 **36**

Merging two or more nearby parishes into one parish

1987 --

1993 --

1999 --

2005 **88%**

2011 **88**

Sharing a priest with one or more other parishes

1987 --

1993 --

1999 --

2005 **92%**

2011 **93**

Bringing in a priest from another country to lead the parish

1987 --

1993 --

1999 --

2005 **89%**

2011 **87**

Acceptance of Parish Leadership Alternatives

Having a Communion service instead of a Mass some of the time	
1987	--
1993	--
1999	68
2005	60
2011	66

Reducing the number of Saturday evening and Sunday Masses	
1987	--
1993	--
1999	--
2005	--
2011	71%

Reducing the number of Masses to fewer than once a week	
1987	28%
1993	41
1999	41
2005	40
2011	--

Acceptance of Parish Leadership Alternatives

Not having a resident priest in the parish but only a lay parish administrator and visiting priests	
1987	39%
1993	56
1999	51
2005	54
2011	--

Not having a priest available for administering the last rites to the dying	
1987	15%
1993	30
1999	20
2005	20
2011	26

Not having a priest available for visiting the sick	
1987	24%
1993	41
1999	34
2005	37
2011	39

Having a deacon or layperson run the parish, with visiting priests for sacraments	
1987	--
1993	--
1999	--
2005	--
2011	76%

Ministry Trends



- EMERGING MODELS PROJECT
- 2005

Catholics in the U.S.

2004: 64.3 million Catholics

2017 – 68 Million (CARA)

2004: 19,026 parishes

2017 – 17,126 (CARA)

2/3+ dioceses have fewer active
diocesan priests than parishes

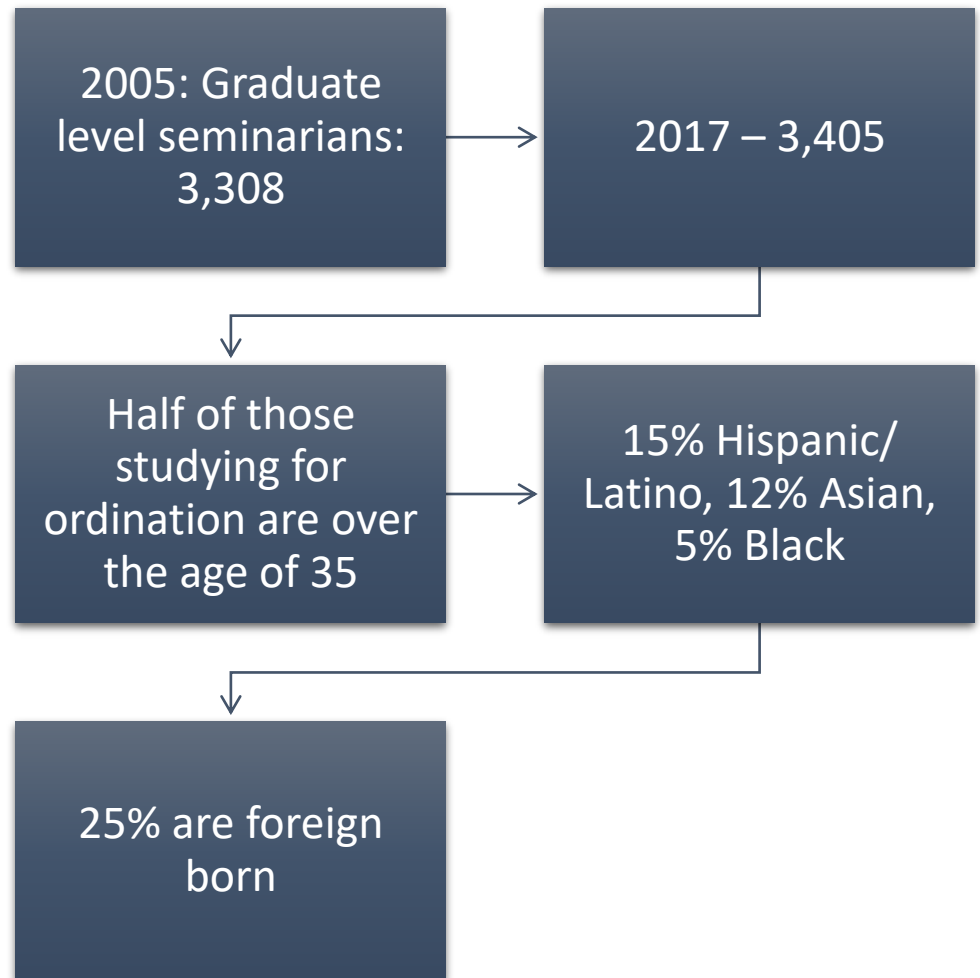
Priests

2004: Catholic priests: 43,304

2017 – 37,181 (CARA)

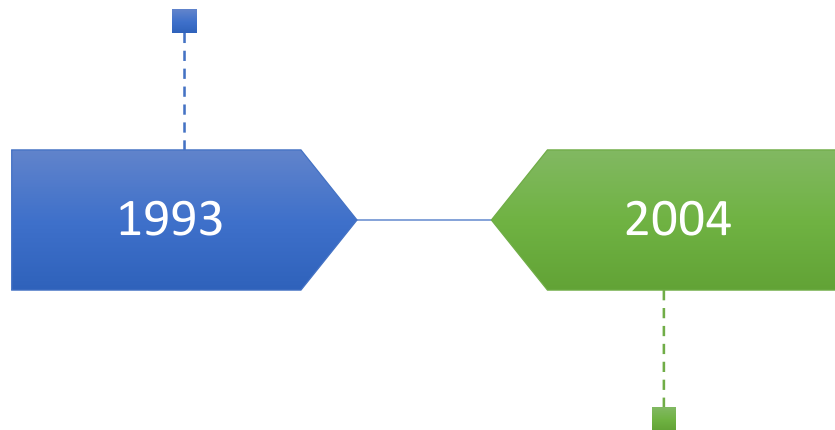
69% of ordained priests are over 55

Seminarians



Parish Life Coordinators

278 parishes
entrusted to lay
persons, deacons, or
religious under Canon
517.2.



There are
approximately 530
parishes designated
as Canon 517.2
parishes.

Permanent Deacons

2004: Permanent deacons:

14,206 (70% were born before 1943.)

2013 @ 18,000 (CARA)

2005: 2,378 candidates and

1,017 aspirants

Half of the deacon candidates are

between the ages of 50 and 60.

Lay Ministers

2004: Lay ecclesial ministers:
30,000+

2013 - 38,000

At least 18,000 in formation
programs

60% of lay ministers in formation
are between the ages of 40 and 60.



What is
important to
people?





Leadership Challenges

Called To Be Catholic Church in a Time of Peril

- the changing roles of women;
- the meaning of human sexuality, and the gap between church teachings and the convictions of many faithful in this and several other areas of morality;
- the image and morale of priests, and the declining ratios of priests and vowed religious to people in the pews;
- the capacity of the church to embrace African-American, Latino, and Asian populations, their cultural heritages and their social concerns;
- the survival of Catholic school systems, colleges and universities, health care facilities and social services, and the articulation of a distinct and appropriate religious identity and mission for these institutions;
- the dwindling financial support from parishioners;
- the manner of decision-making and consultation in church governance;
- the place of collegiality and subsidiarity in the relations between Rome and the American episcopacy.

The Bishop

Leaps tall buildings in a single bound
is more powerful than a locomotive
is faster than any speeding bullet
gives policy to God.

Chief Financial Officer

Leaps short buildings in a single bound
is more powerful than a switch engine
is just as fast as a speeding bullet
walks on water if the sea is calm
talks with God.

The Chancellor

Leaps short buildings with a running start and favorable wind
is almost as powerful as a switch engine
is faster than a speeding BB
walks on water in an indoor swimming pool
talks with God if special request is approved.

The Vicar General

Barely clears a small hut

loses tug-of-war with a locomotive

can fire a speeding bullet

swims well

is occasionally addressed by God

The Pastor

Makes high marks on the wall when trying to leap buildings

is run over by a locomotive

can sometimes handle a gun without inflicting self-injury

Talks to God on as needed basis

The Pastoral Associate

Runs into buildings

recognizes locomotives two out of three times

is not issued ammunition

cannot stay afloat with a life preserver

talks to walls

The Deacon

Falls over doorsteps when trying to enter the building

says: “Look at the choo-choo”

gets wet with a water pistol

plays in mud puddles

mumbles to himself

The Secretary

Lifts buildings and walks under them

kicks locomotives off the tracks

catches speeding bullets in her teeth and eats them

freezes water with a single glance

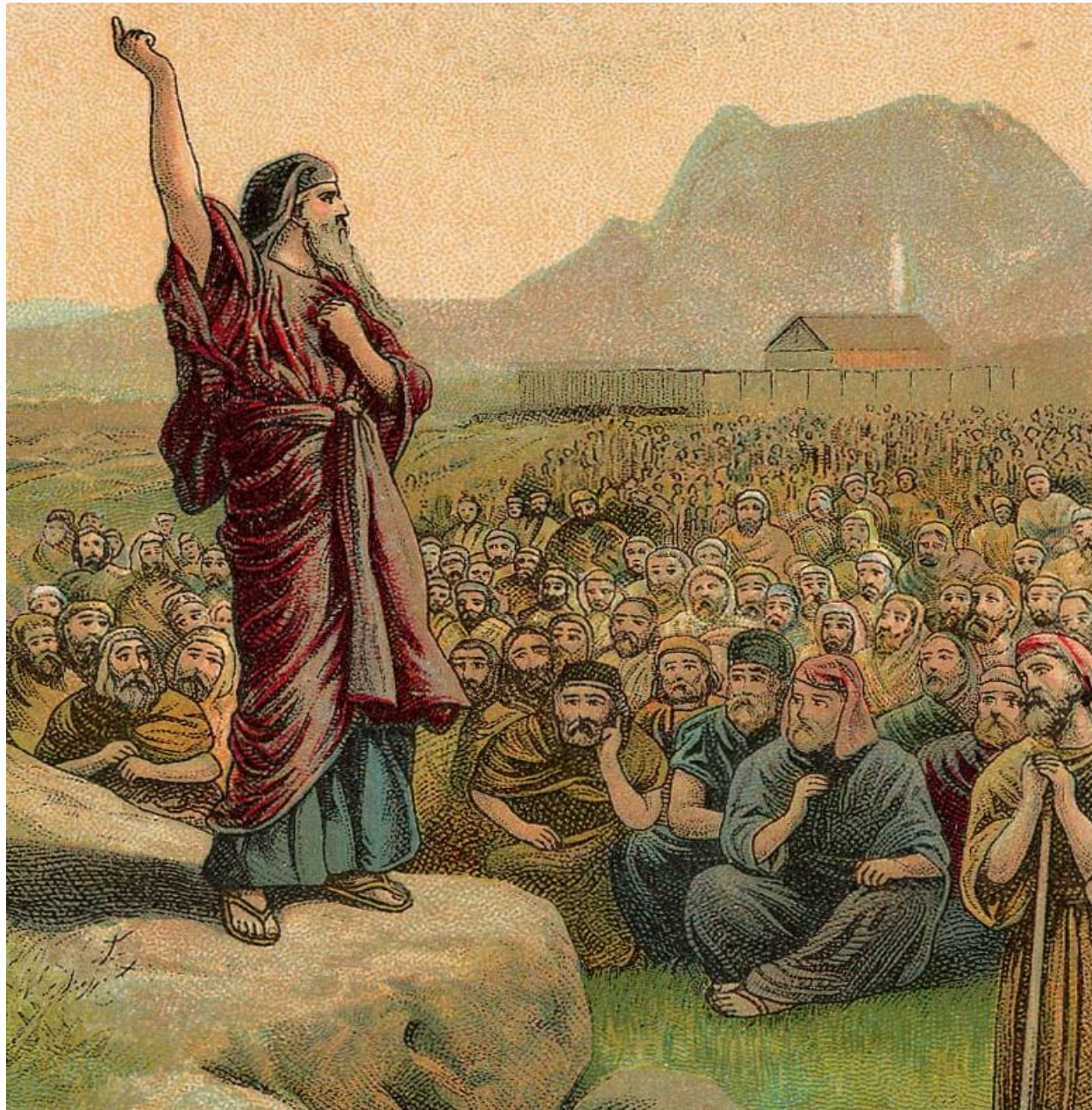
she is God

Organizational Leadership



Questions for Discussion

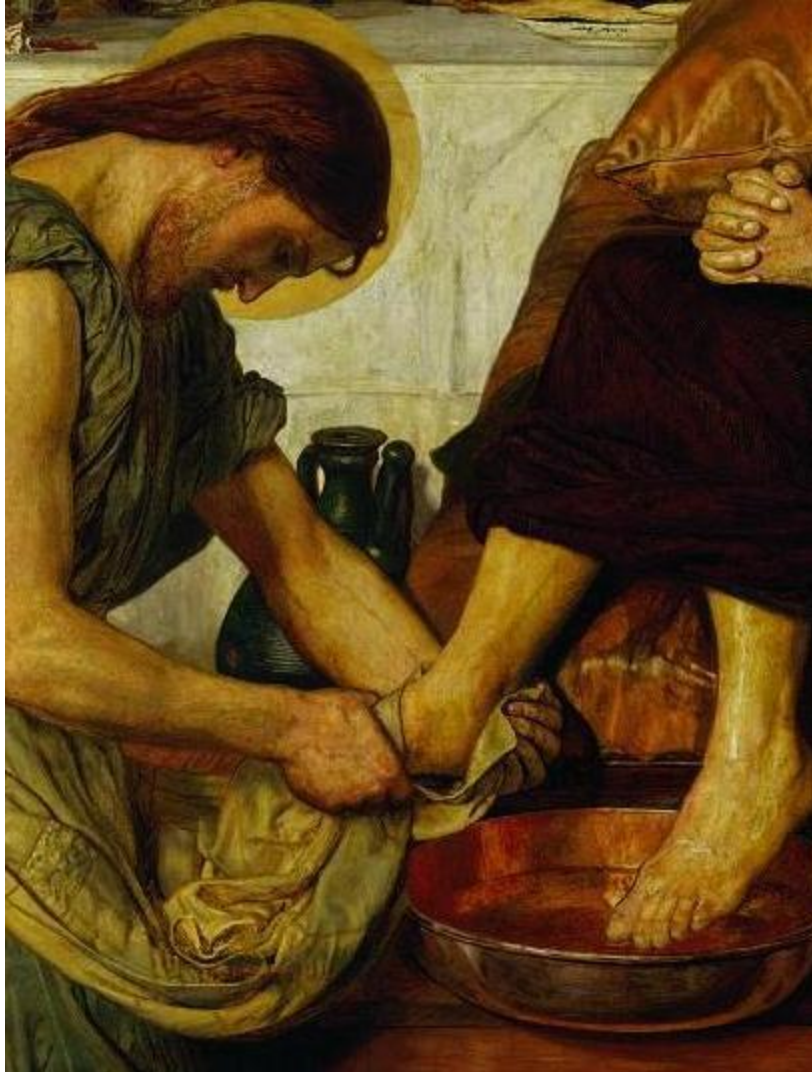
- Which style is closest to your current experience?
- Which style do you prefer?



Effective Christian leaders understand they cannot attain God-given goals by themselves

- Roger Harrison is a recognized leader and author in organizational and cultural development.
- **Alignment:** Alignment refers to the deep commitment to the mission and identity of the organization. If a team is aligned, they are moving in the same direction and rallying around the same mission. When there is alignment, there is a clear and overarching agenda that grabs the energy and focus of the people.
- **Attunement:** Attunement refers to the relational care and concern that the team exhibits for one another. If a team is attuned, they genuinely care for and enjoy each other. When there is attunement, people sense they are valued and not only their contribution.

Servant Leadership



Leadership Styles

- ▶ **Highly Directive Style**
 - ▶ Very authoritative
 - ▶ High supervision
- ▶ **Coaching Style**
 - ▶ Less authoritative, more encouraging
 - ▶ Allows for limited follower input and initiative
 - ▶ Leader still makes all final decisions

Leadership Styles

▶ Highly Supportive Style

- ▶ Focus is more on the person being led and in his/her skill development
- ▶ Goal is going to be accomplished because this type of follower is committed to it
- ▶ Leader is available but not controlling

▶ Delegating Style

- ▶ Leader is there for support and resource, but follower is responsible for getting the job done as she/he sees fit

LBA 11

Situational Leadership

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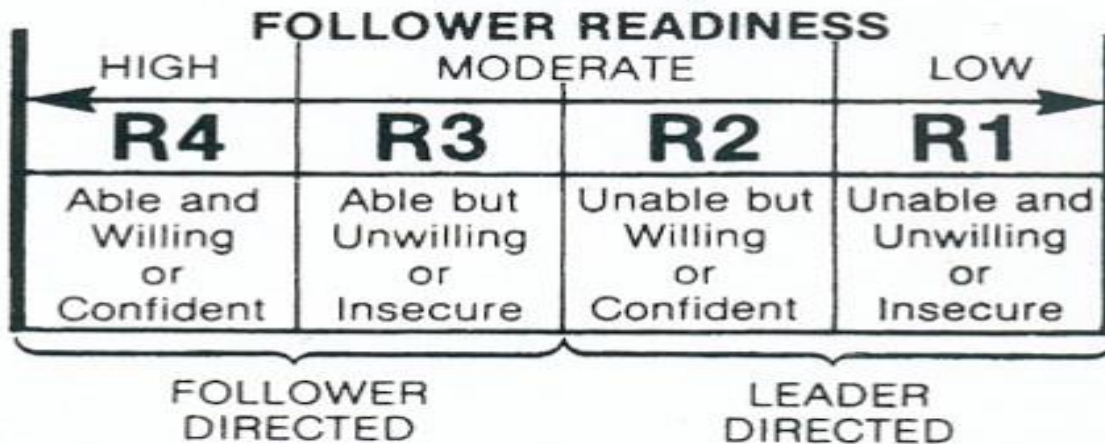
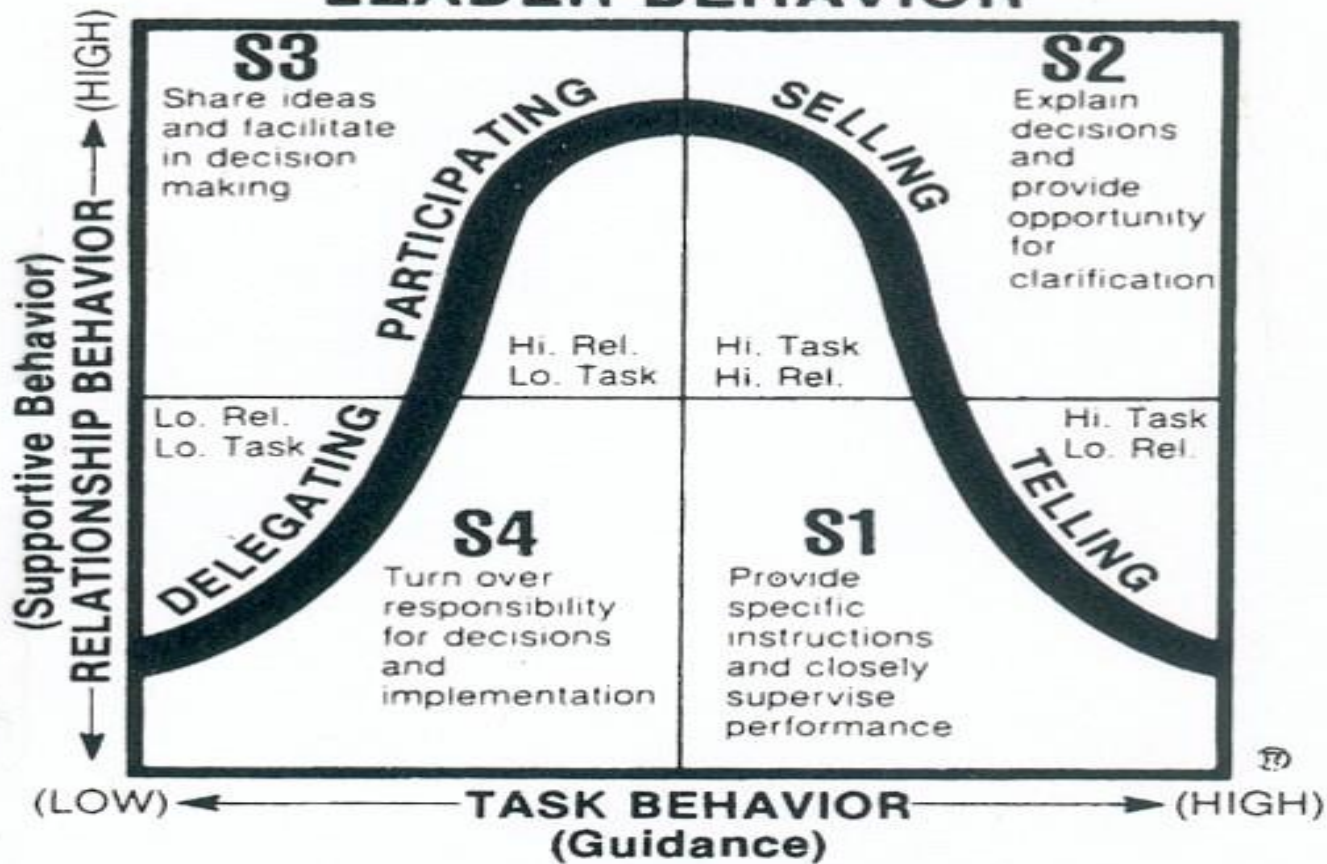


Situational Leadership

- The basic premise of this model is that different situations called for different kinds or styles of leadership



LEADER BEHAVIOR



Which One Are You?



A word cloud of greetings in various languages, centered around the word "hello". The words are arranged in a circular pattern, with "hello" being the largest and most prominent. Other words include "ciao", "selamat", "γεια", "saluto", "안녕하십니까", "namaste", "ahoj", "bonjour", "szia", "hej", "aloha", "salut", "czesc", "namsute", "salam", "moien", "hola", "gruezi", "Здравствуйте", "privet", "hallo", "mabuhay", "olá", "はじめまして", and "你好". The background is white with a dark, textured circular border.

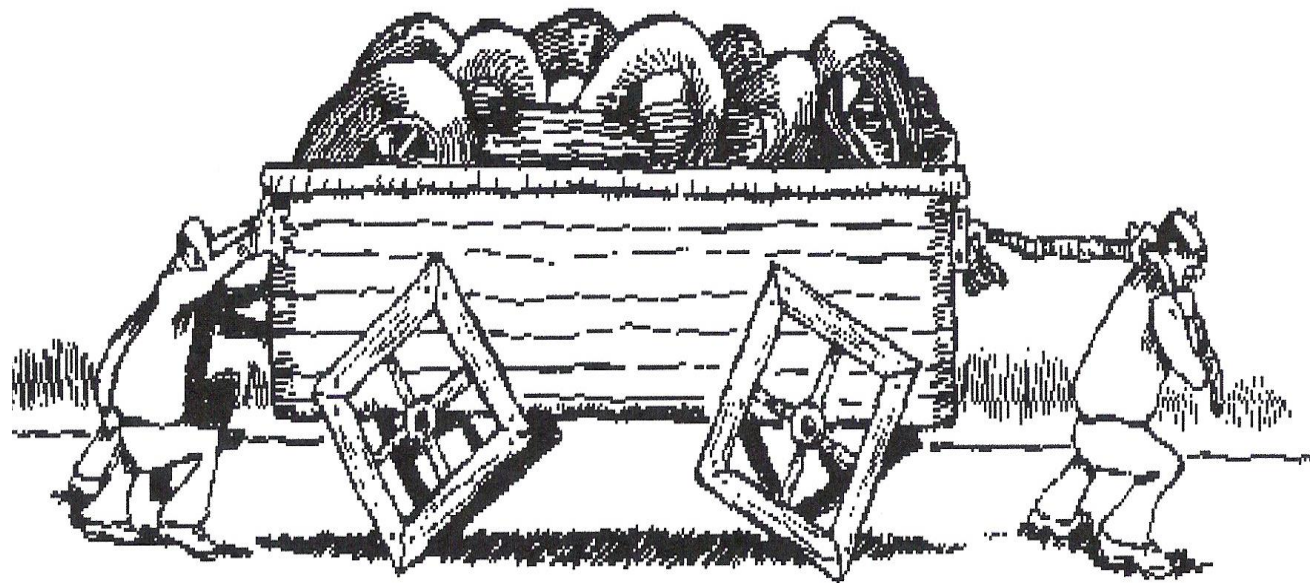
你好
Здравствуйте
gruezi
hallo
privet
hola
moien
salam
olá
mabuhay
hello
ciao
selamat
γεια
saluto
안녕하십니까
namaste
ahoj
bonjour
szia
hej
aloha
salut
czesc
namsute





**Where do
you find
yourself at
this time?**

- **In the hutt**
 - **(turning back to the hutt)**
- **Outside the hutt**
 - **(venturing away from the hutt)**
- **Standing in the doorway**
 - **(frozen unable to decide)**





Paradigm Paralysis

- 4 Stages of Change
- Stages of Grief
 - loss
 - denial
 - anger
 - depression
 - reorganization
- Change = endings & loss

STAGES OF CHANGE

RESISTANCE ■ CONFUSION ■ INTEGRATION ■ COMMITMENT

STAGE I: RESISTANCE

Sadness	Stubbornness
Withdrawal	Complaining
Cautiousness	Apathy
Anger	Resentment
Anxiety	Rumors
Sarcasm	

STAGE II: CONFUSION

Questions, questions and more questions	Frustration
Grumpling and complaining	Erratic performance
Lack of cooperation	Skepticism
Escalation of political behavior	Reluctance to be accountable
	Making assumptions
	Poor listening

STAGE III: INTEGRATION

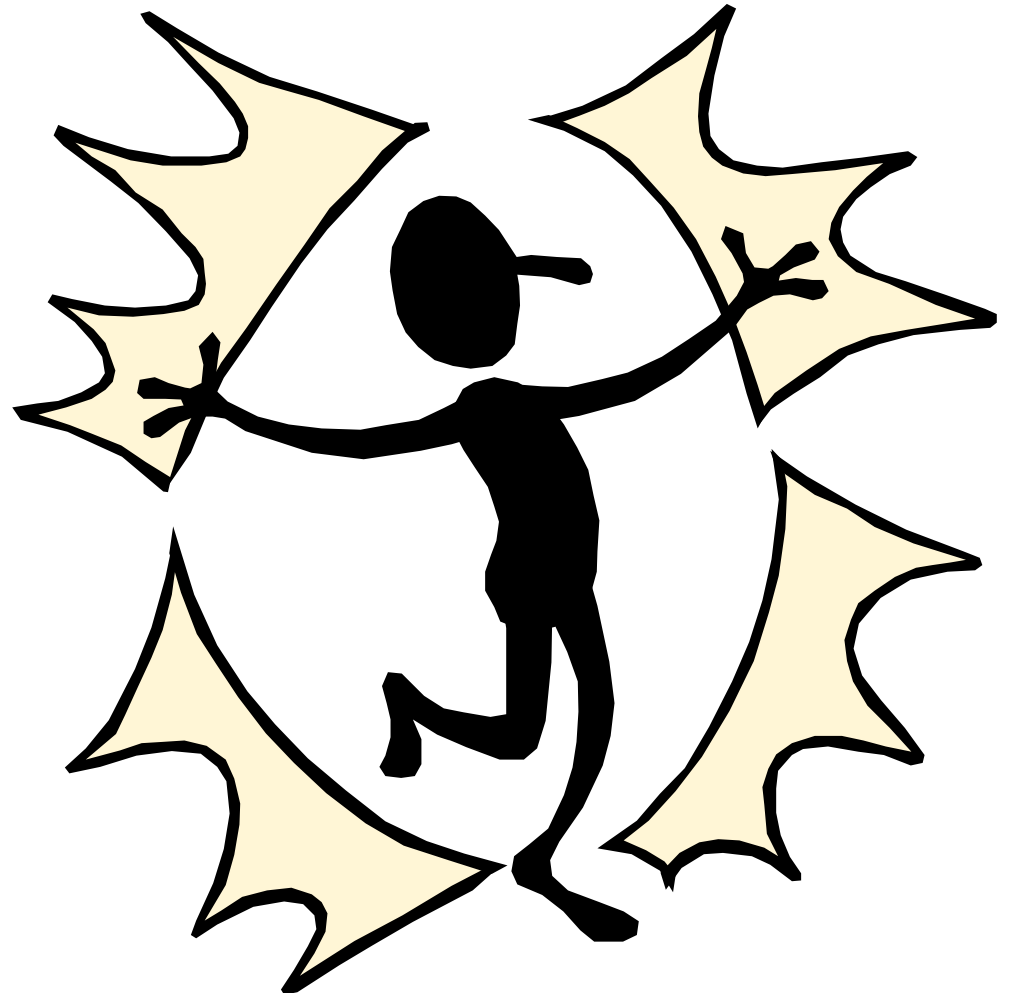
Renewed energy	Anxiety lessens
Excitement	Willingness to take small risks
Optimism	Acceptance of the change
Independence	Self-worth restored

STAGE IV: COMMITMENT

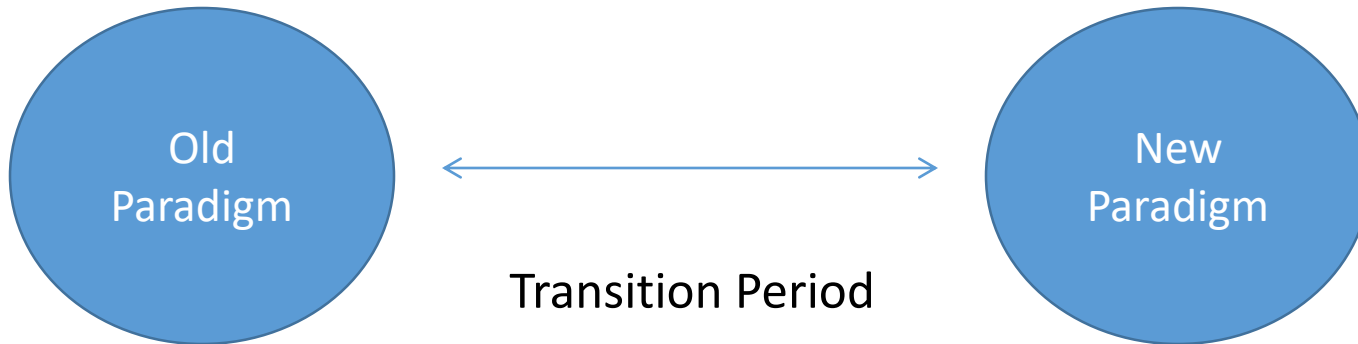
Action orientation	Willingness to take risks
High energy	Team interdependence
High productivity	Initiative on behalf of the company
Open expression of views	Shared vision of the company's future
Acceptance of differences	
Personal satisfaction	

Strategies for Facilitation

- Shared Vision
- Avoid quick fixes
- Be respectful
- Build on current strengths
- Be willing to risk
- Accept change



Facilitating Change



Telling the story – How did I get here?

“You get the best efforts from others not by lighting a fire beneath them but by building a fire within” – Bob Nelson

Affirmation & Appreciation – (Honoring) Where have I been?

“The greatest management principle in the world is the things that get rewarded and appreciated get done” – Michael LeBouef

Clear shared vision – Where are we going?

“Where there is no vision the people perish.” – Proverbs 29:18

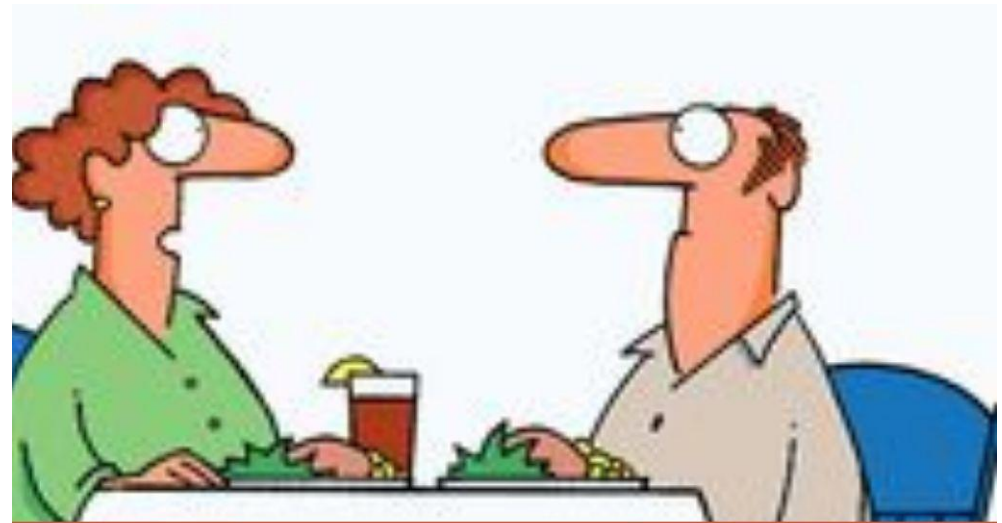
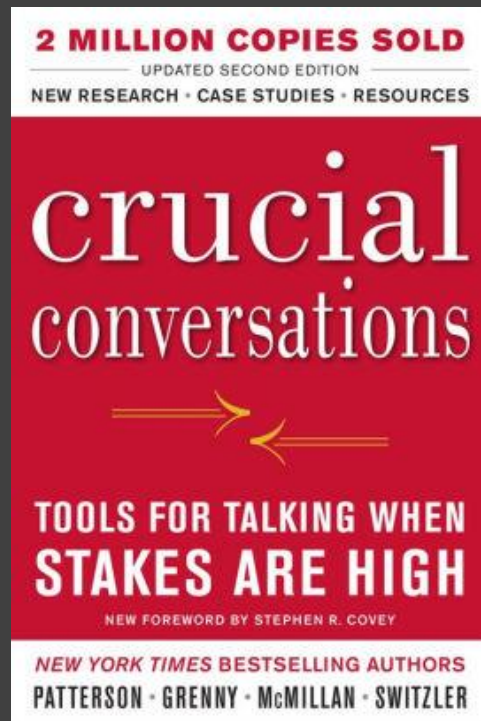
Learning the costs and benefits – What’s in it for me (us)? Why should I go?

“When you are up to you rear in alligators it is hard to remember that your purpose is draining the swamp” – George Napper

Minimize Risks – How can I get there?

“God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference” - St. Francis of Assisi

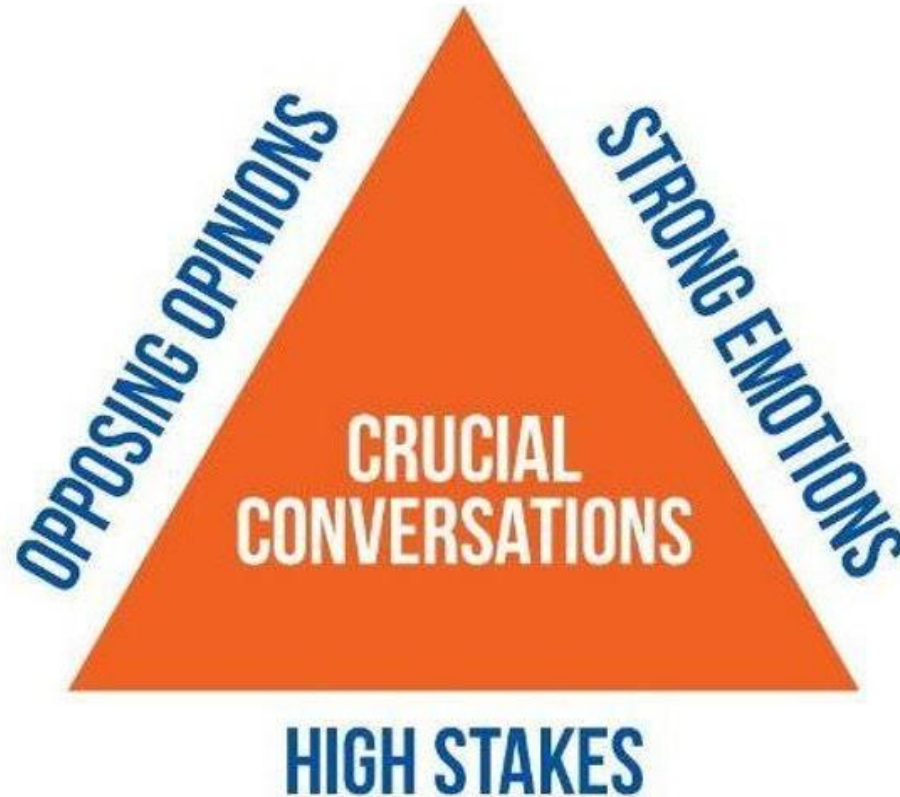
Navigating Though Difficult Conversations



This is the best time we have had together
in weeks. Let's not spoil it by talking.

Crucial Conversations

What makes a conversation “difficult” vs. typical?



Exercise

Think of a recent crucial / “difficult” conversation

- ▶ Who was involved (no names)
- ▶ What was the conversation about?
- ▶ How did it end? Why?
- ▶ Was there something you learned? - Situation, self, other

Crucial Conversations

- Why don't crucial conversations tend to go well?
 - Emotions tend to rule
 - Your body physically reacts
 - We are under pressure
 - We are stumped
 - We act in self defeating ways



Avoid
or
Confront



What
happens
when you
avoid?

What are the
risks of
confronting?

Emotional Intelligence

**“Yes, I think I have good people skills.
What kind of idiot question is that?”**



Emotional Intelligence

Emotional intelligence is the ability to identify and manage your own emotions and the emotions of others.



TWO WOLVES

1. Anger, jealousy, fear, resentment, etc.
2. Joy, peace, hope, kindness, compassion

WHO WINS?



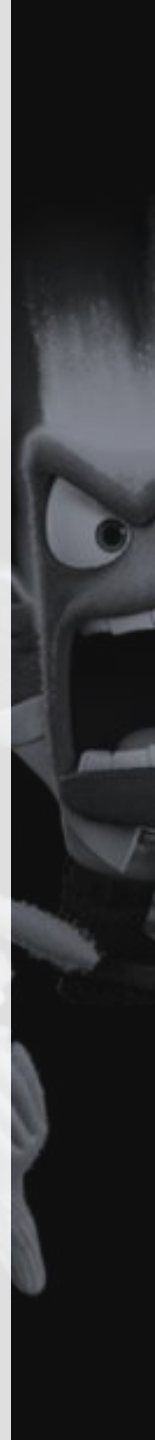
EMOTIONS





Emotions

- An internal communication that something needs your attention
- Neither good nor bad
- All have a positive intention
- Managing them does not mean controlling them
- Meant to help us understand something (Something is up!)
- How we react is our choice



Exercise



FIGHT



FLIGHT oohlala!



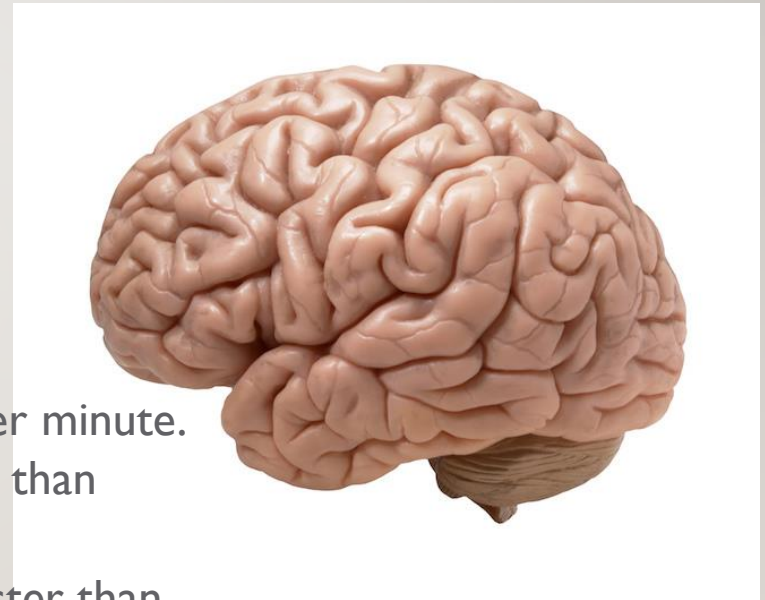
FREEZE



- We respond emotionally before we respond rationally.
-

Our Amazing Brain

- Words are spoken at a rate of 90--200 per minute.
- Thoughts are processed 3--7 times faster than speech.
- Emotions are processed 80,000 times faster than thoughts.



While the quick response of the emotional brain is to our advantage under threat, it is not in our best interests in everyday life when emotions solely run the show.

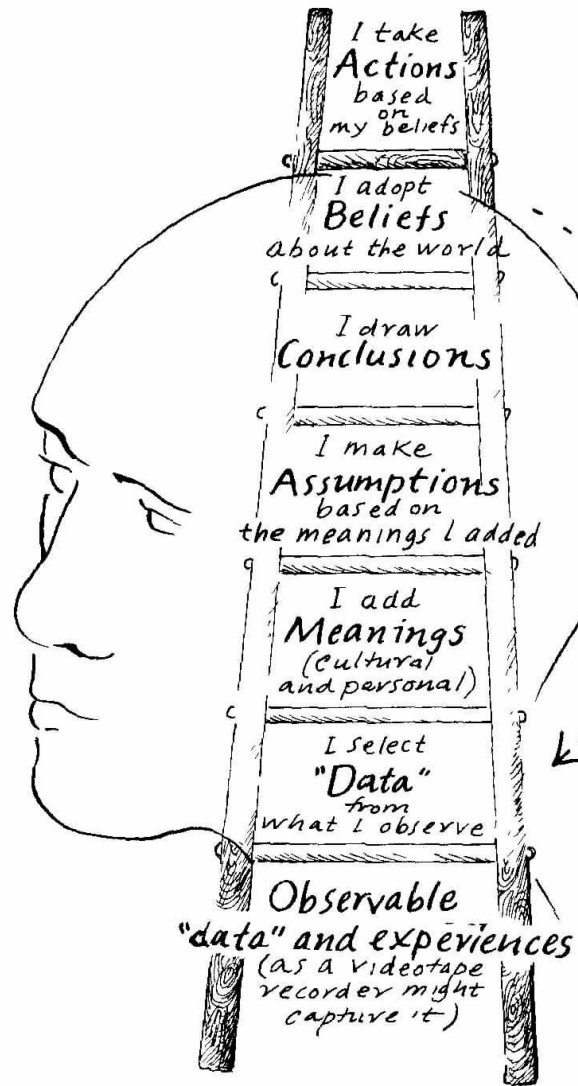




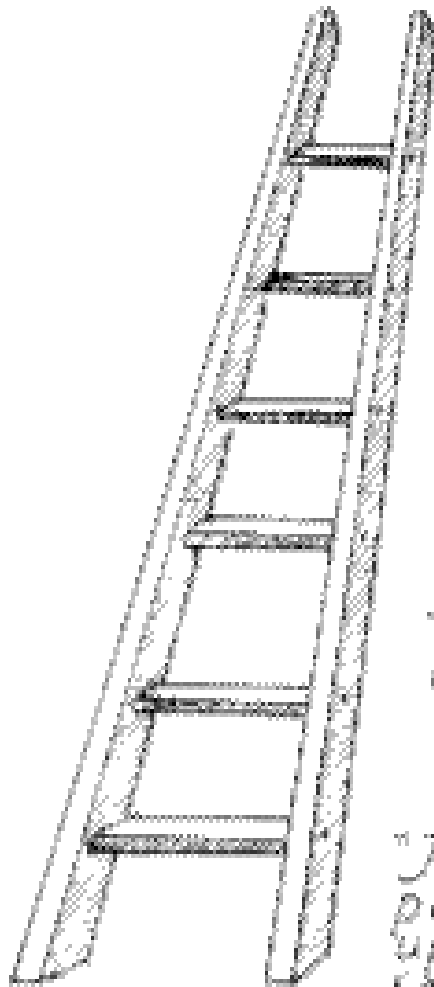
- IDENTIFY THE EMOTION

36%

LEFT HAND COLUMN



The reflexive
loop (our
beliefs
affect
what
data we
select
next
time)



This boss shouldn't
be supervising
women.

He picks on Jane
because she's
a woman.

The boss thinks
Jane's work is
unacceptable.

The boss is
chewing Jane out.

"Jane, your
performance is not
up to standard,"
says the boss.

Ladder of Inference

We should do away with sports

If we didn't have sports here we would have better Catholics

Ms Smith isn't a good Catholic

Ms Smith thinks sports is more important than her child's sacrament

Ms Smith says she won't make the sacrament parent meeting because of a prior commitment

Ms Smith's kids are heavily involved in sports

Ground Rules

You really cannot change another person.

People only change when they are ready to change.

Where there is humanity, there is difficulty.

Try not to be too hard on people. No one is perfect.

You are a difficult person in someone else's life.

Conflict is inevitable, combat is optional

No one can humiliate you without your permission

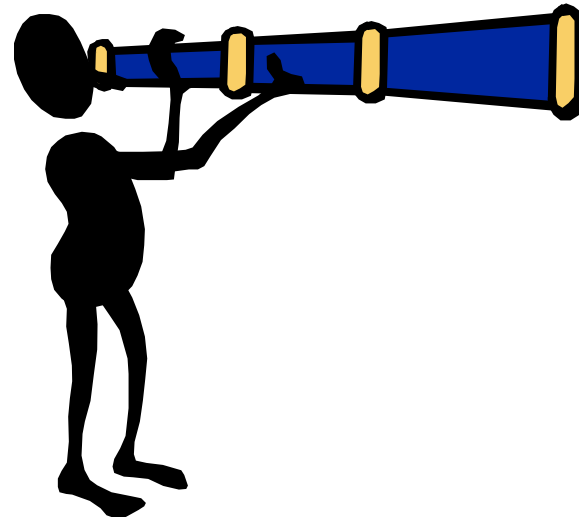
Your response is your choice

We see things as we are

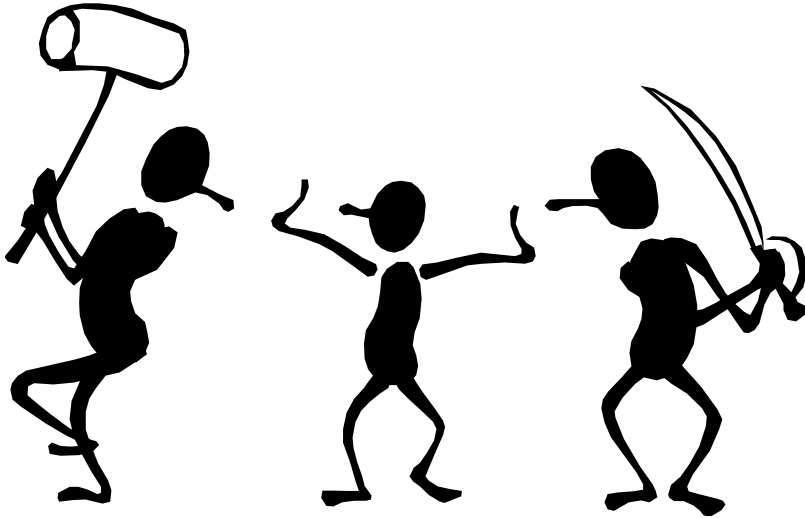
Listen to understand the other perspective

Actively Seek Contradictions and Alternative Explanations

- Take a curious stance
- Seek out opinions different from your own
- Allow for a larger point of view to emerge



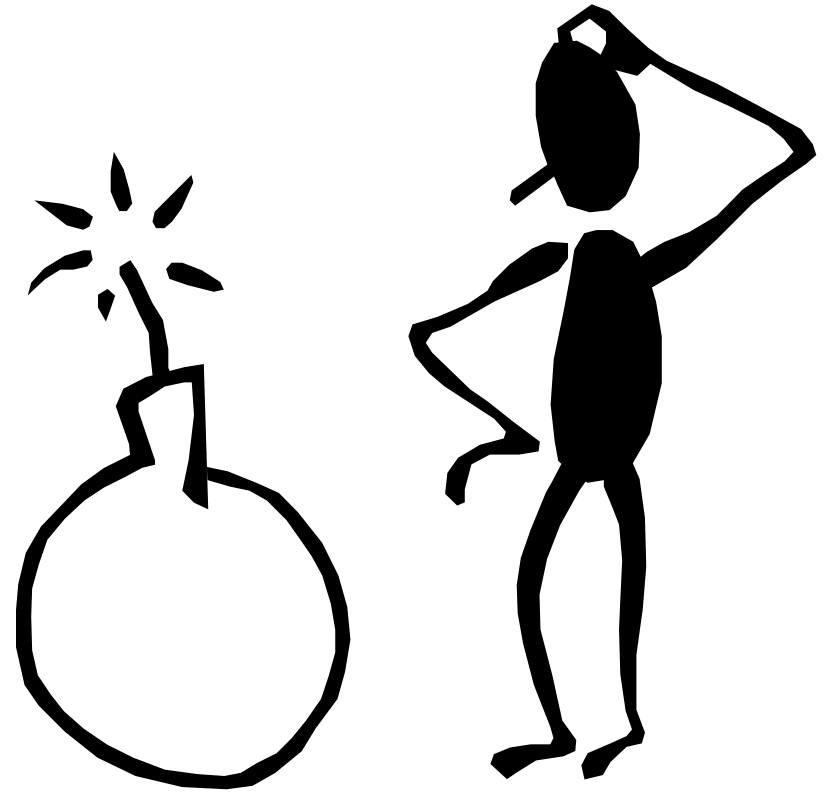
Suspend Judgment



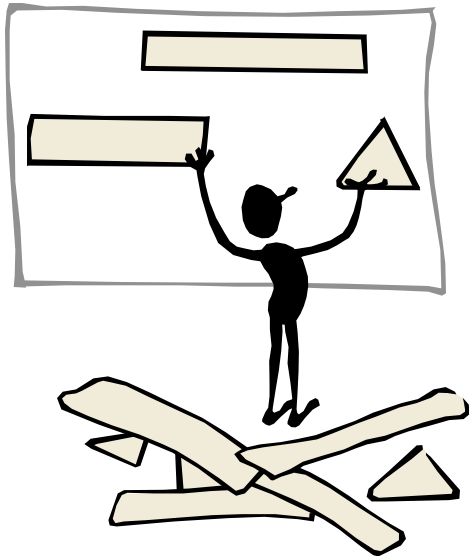
- “Not Knowing” Stance
- Release your grip on certainty
- Listen for possibilities
- Remember: Even agreement is a judgment

Check Assumptions

- Listen for “Hot Buttons”
- Ask clarifying questions
- Express them if necessary

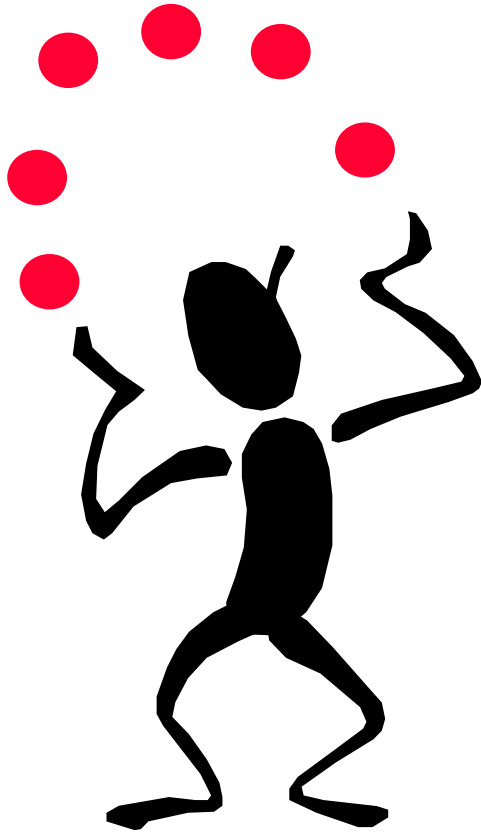


Make Your Reasoning Explicit



- Explain how you reached your conclusion
- Invite clarifying questions
- Be open to holes in your understanding
- Remember the Ladder of Inference

Balance Advocacy and Inquiry



- State what you mean, asking others to explore it.
- Explore what another says before offering your own ideas.

**Gotta know when to hold 'em,
Know when to fold 'em...**



