

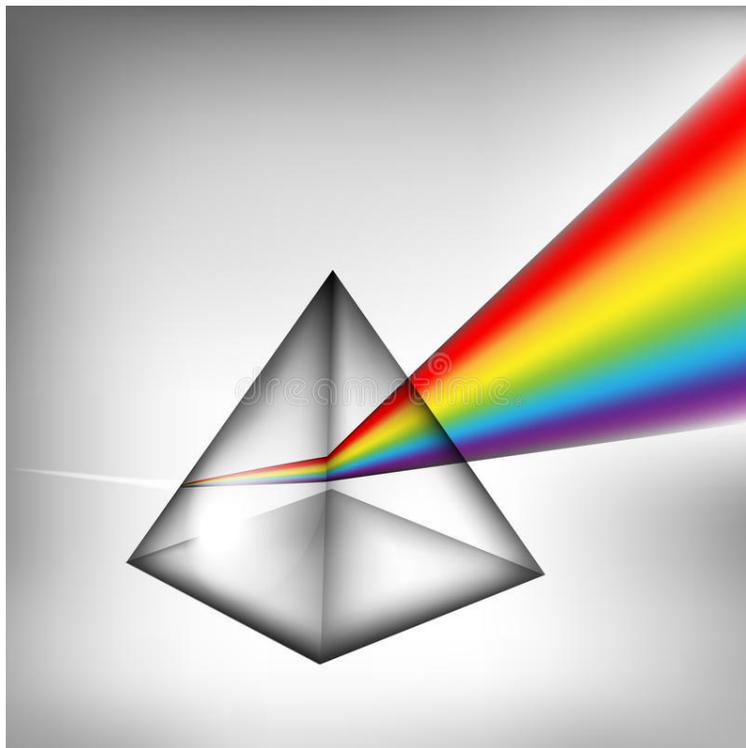
Leadership for Mission



BEACONS *of* LIGHT **PASTORAL PLANNING PATHWAY**

WARMUP DAY

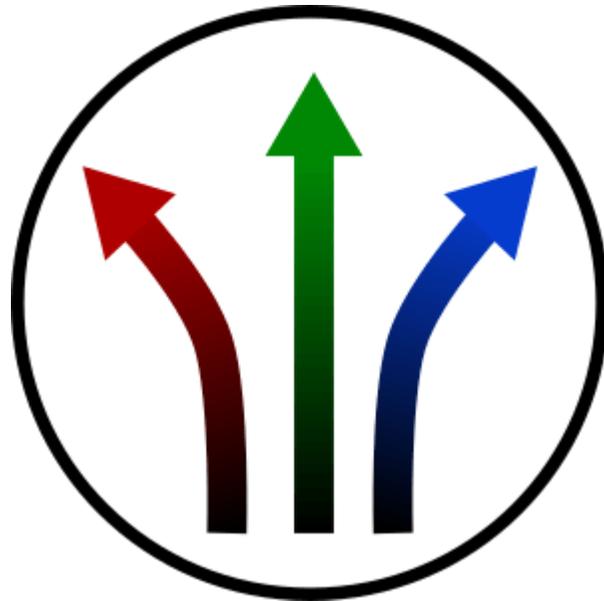
Beacons of Light
is a multi-year,
multi-faceted program.



At the Crossroads – Role of Agency

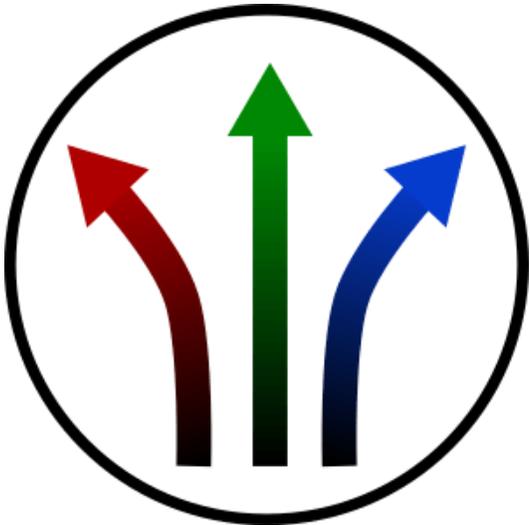


The notion of agency is one that originated in sociology but it refers to something that most adults have felt at one time or another.



Agency is

the sense that I can do something about a problem, that I can make a difference, that I have some control over the situation in which I find myself.



How will parishioners experience agency within our journey?



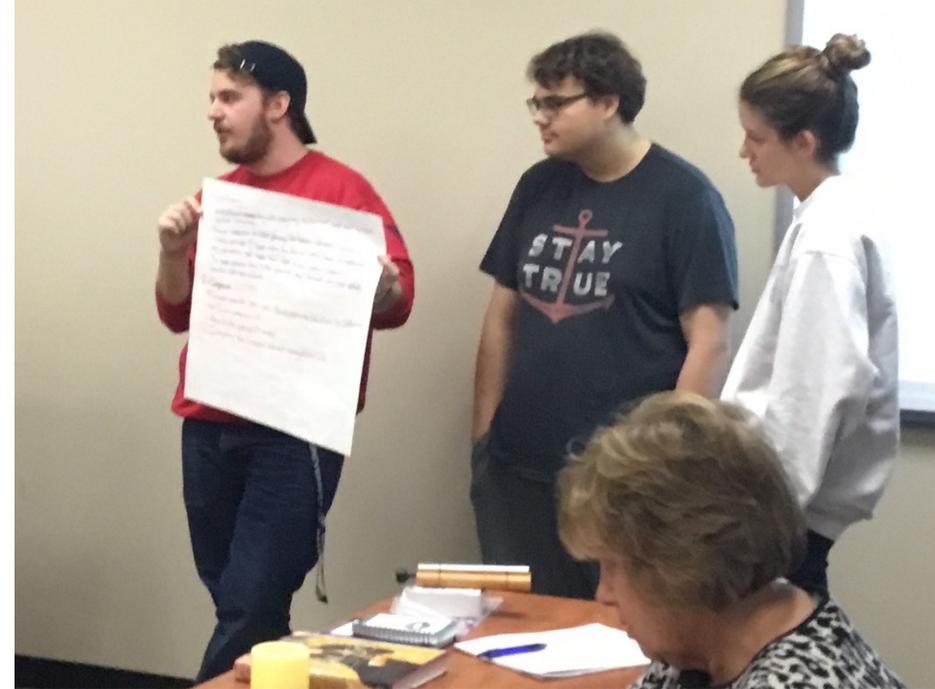
If a sense of agency is diminished – or is extinguished, causing them "to opt out" – then that constitutes a failure of the Church in its ministry.





Desired Outcomes

- Mission
- Participation
- Communion (*Community*)





Think outside the box!

E.G. Acts of the Apostles – St. Paul

Moving into the Future Challenge

(Ronald Heifetz)

- Technical Fix



- Adaptive Challenge



- Which direction do we embrace?

Contemporary Ministry Life Skills

- Ability to deal with **ambiguity**
- Thrive amidst **uncertainty**
- Appreciate **diversity and complexity**
- Engage in **dialogue.**



A Practical Guide to
Building a **Dynamic Culture**

the
culture
solution

So People **Love Coming to**
Work and Accomplishing
Great Things Together!

Matthew Kelly
New York Times Bestselling Author

Guiding Principle

- Decisiveness
- Conflict and Unity
- Clarity

Leadership Needs

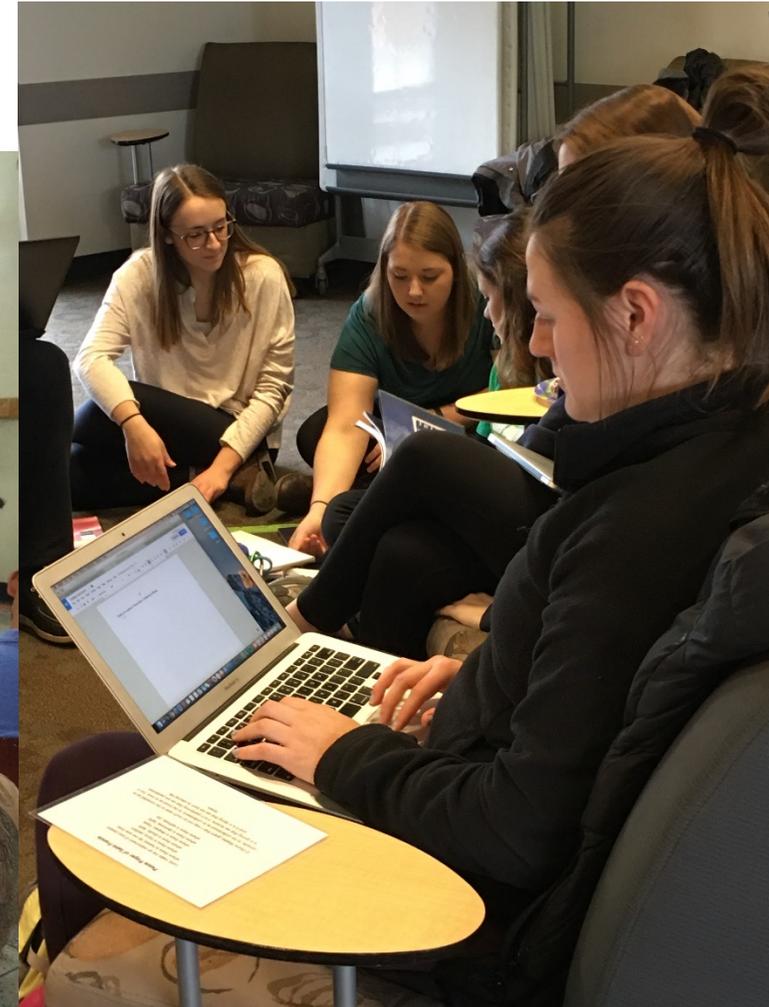
Church is
united, but with
distinct parts

Family as a place
of belonging

**Need to
transform rather
than self
preserve**

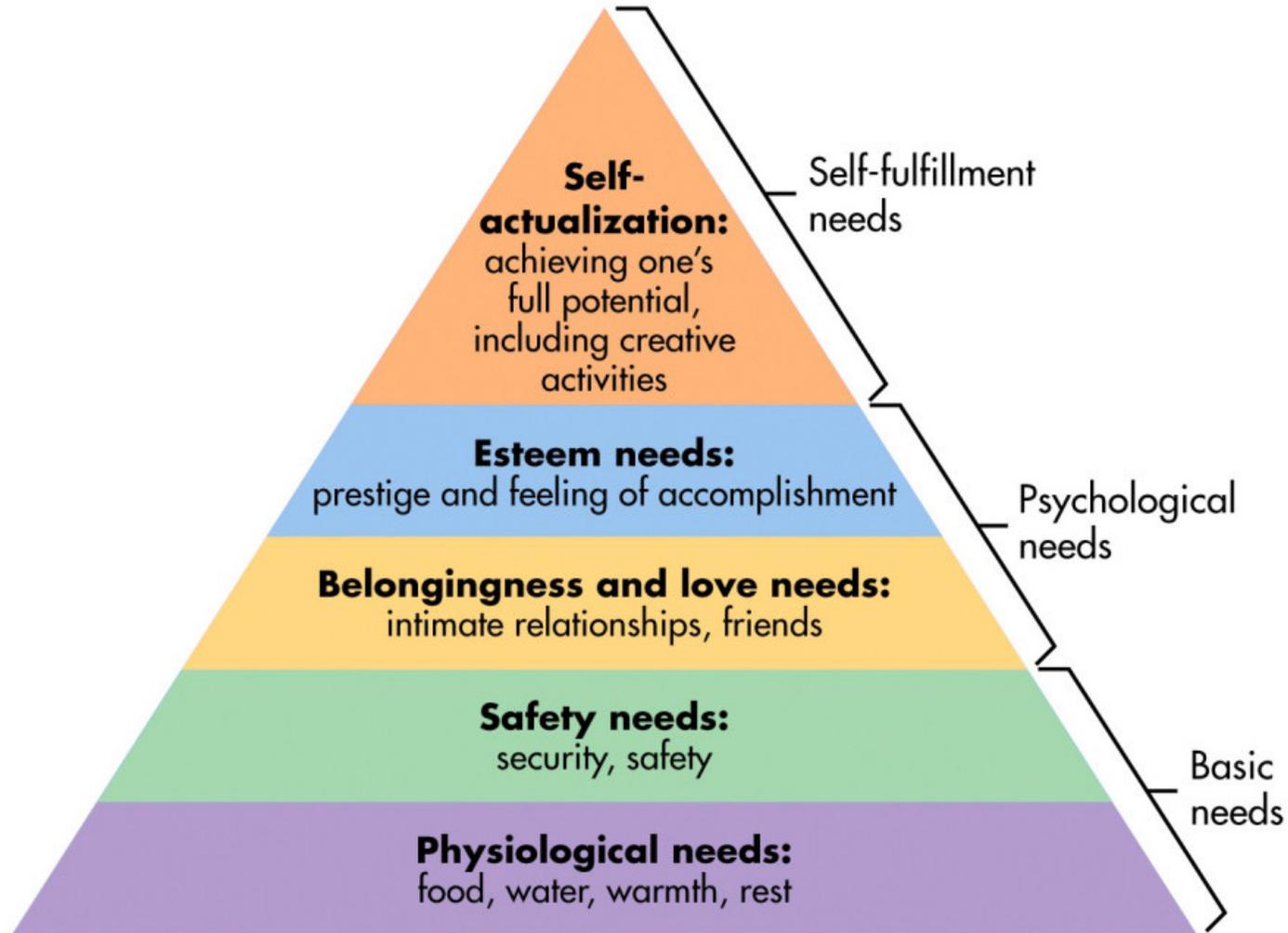
**Courageously
leave comfort
zone**

Everyone is called to be a Culture Advocate.



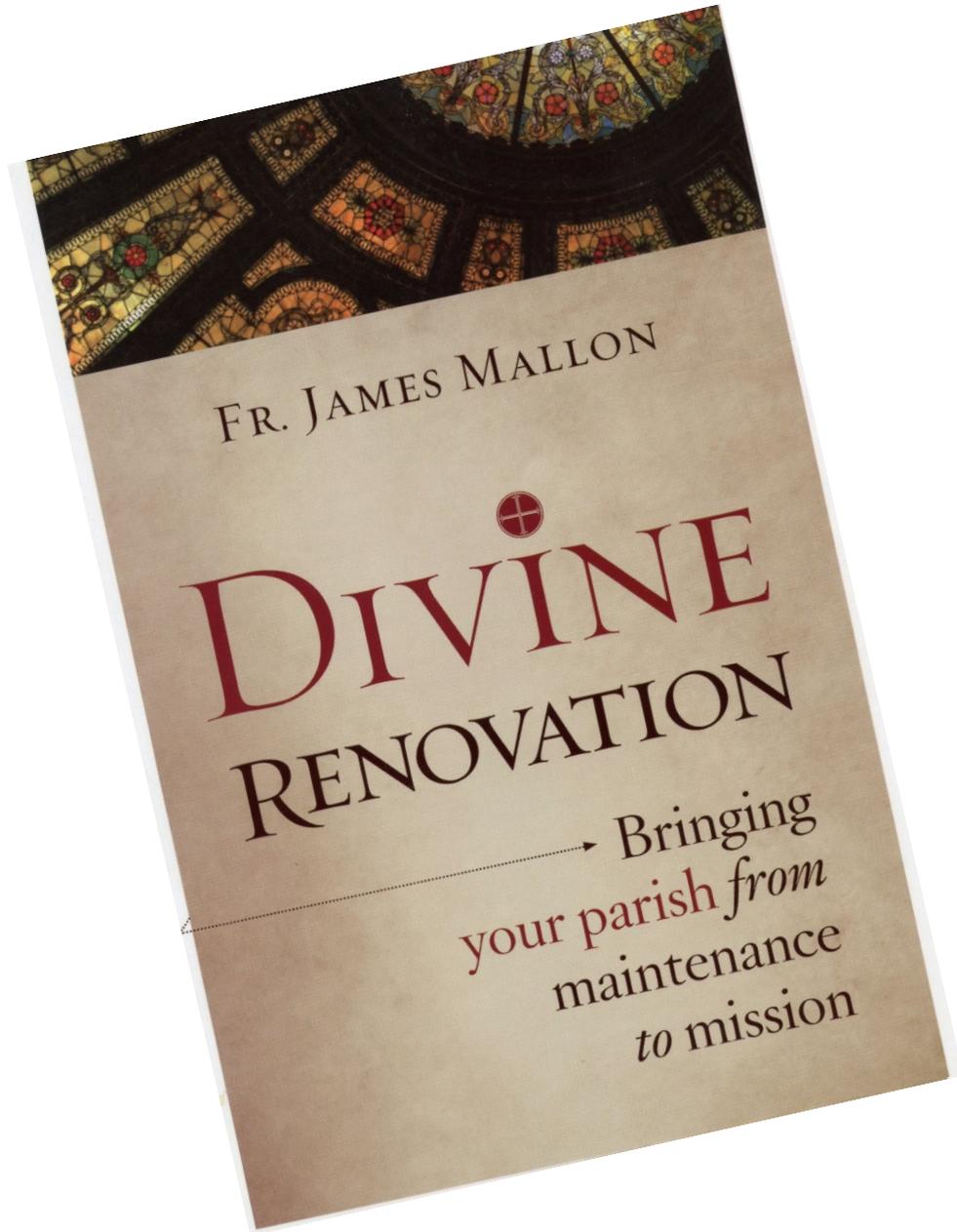
“A Theory of Human Motivation”

Abraham Maslow



A Culture Advocate is someone who is passionate about improving the culture they are a part of --- and who does one thing every day to improve that culture.





FR. JAMES MALLON

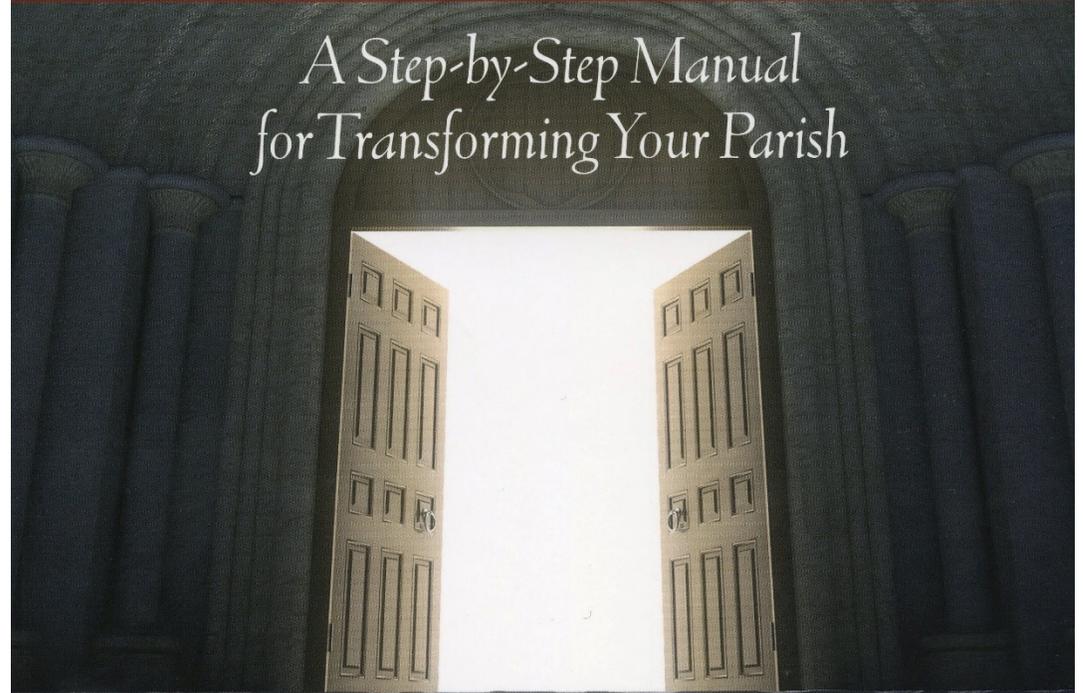

DIVINE
RENOVATION

→ Bringing
your parish from
maintenance
to mission



DIVINE
RENOVATION
GUIDEBOOK

*A Step-by-Step Manual
for Transforming Your Parish*



FR. JAMES MALLON

FOREWORD BY PATRICK LENCIONI

People do not fear
change,
people fear loss!

(Heifetz)



Silo Mentalities have no place into the Future



We never did it this way before!

Successful Co-Responsibility Results in...

- Stewardship
- Solidarity
- Synergy



THE
Art of Possibility
Transforming Professional and Personal Life

Art

Rosamund
Stone
Zander

Benjamin
Zander

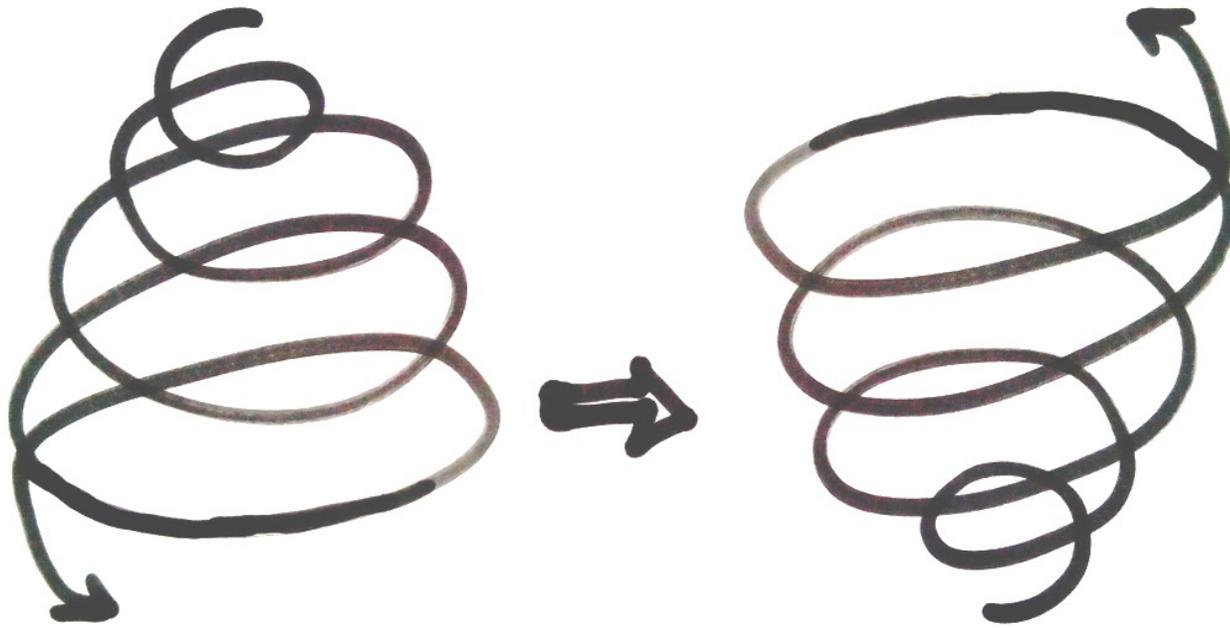
ibility

HARVARD BUSINESS SCHOOL PRESS



If we desire to see possibilities,
we need to alter our perceptions.

Instead of contemplating scarcity consider abundance.



Need **Courage and Persistence**
to distinguish the downward
spiral from the radiant realm of possibility in the face of any
challenge.



The gravitational pull of the
downward spiral is strong.

We need to call upon our
passion than our fear.

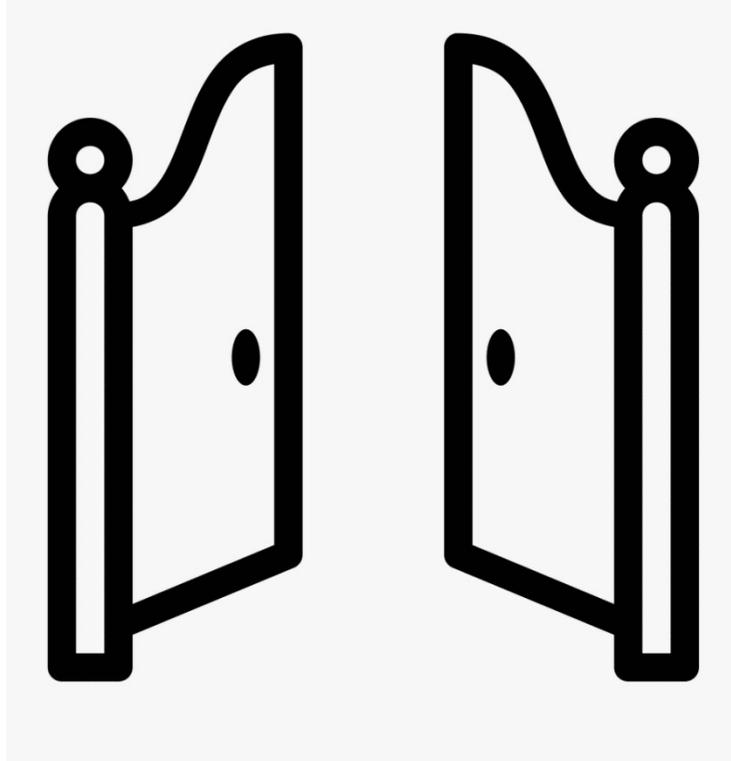
Fear of the Live-Encounter



- Fear of diversity
 - Ours is not the only view (pluralism)
- Fear of the conflict
 - Divergent truths meet (methodologies)
- Fear of losing identity
 - Sense of self (parish community, ministry, funding, position)



Creating a trusting environment around us where deep listening, authentic dialogue and prophetic action (discipleship) begins to emerge.



Opening the gates inviting all to
play in the meadows of the
cooperative universe of possibilities.



Mindset, or,
frame of mind
that we bring
to our
ministry that
can radiate
possibilities.

Kintsugi “golden joinery”, Japanese art of repairing broken pottery.



Beauty in Broken Things.

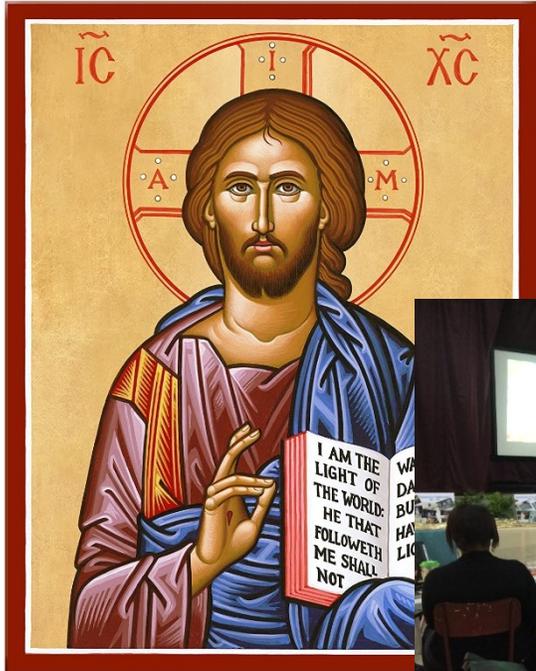


The Call to Conversion, Reconciliation, and Holiness!

How do we demonstrate we are a healing faith community?



God Given Human Strengths



- Our mission is to build disciples with and through each other
- Key strengths ideas
 - Know yourself and others
 - Perform the most important work
- Strengths terms
 - Talent + skill + knowledge = strength

Religious Imagination

“Imaginers of Faith”



- ✓ Rethink
- ✓ Re-evaluate
- ✓ and, Reinvent.

Being Church Today!

Amazing Parish Key Questions

 **Why do we exist?**

 **What are our values?**

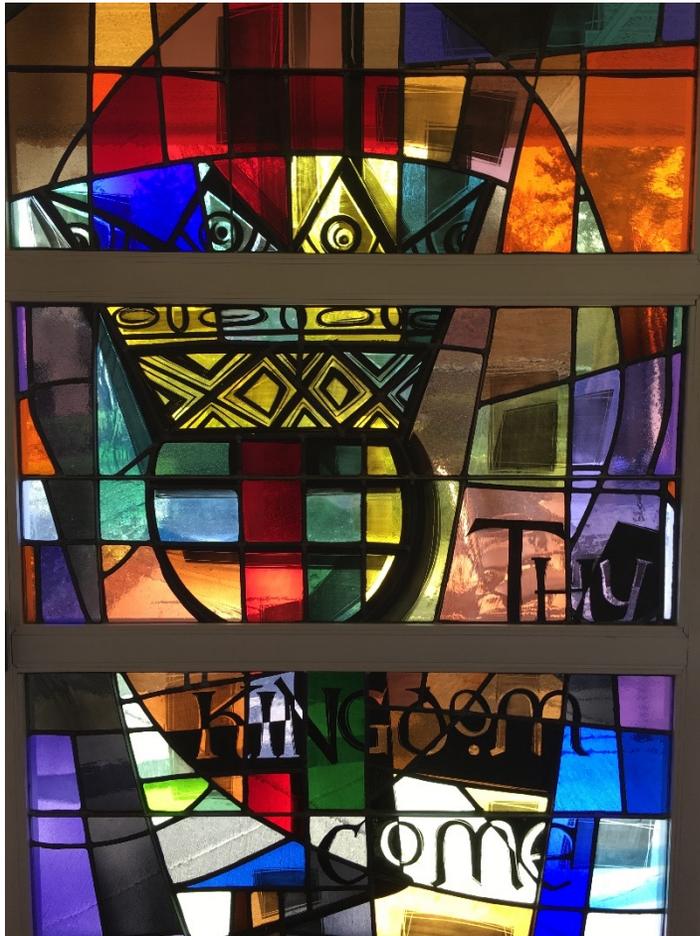
 **What business are we in?**

 **How will we succeed?**

 **What is most important?**

 **Who must do what now?**

Cultural richness & diversity invites us to re-imagine co-responsibility with others in..



- ✓ Deep Listening
- ✓ Authentic Dialogue
- ✓ Religious Imagination
- ✓ Enriching Spiritualities
- ✓ New Ministries
- ✓ Prophetic Witness

The Aparecida Document



V GENERAL CONFERENCE OF THE BISHOPS OF LATIN AMERICA AND THE CARIBBEAN

AMORIS LAETITIA

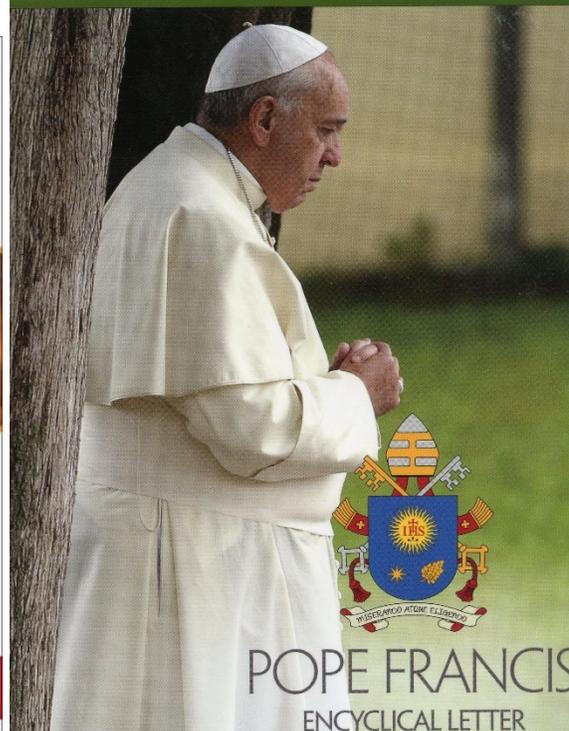


ON LOVE IN THE FAMILY


APOSTOLIC EXHORTATION
Includes Discussion Questions

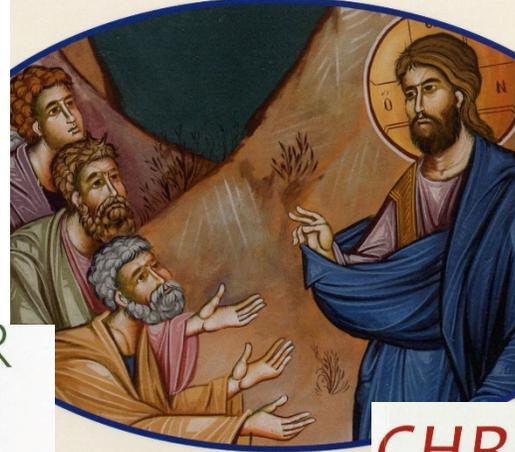
POPE FRANCIS

ON CARE FOR OUR COMMON HOME *LAUDATO SI'*




POPE FRANCIS
ENCYCLICAL LETTER

FRATELLI TUTTI



ON FRATERNITY AND SOCIAL FRIENDSHIP


ENCYCLICAL LETTER
Includes Discussion Questions

POPE FRANCIS

CHRISTUS VIVIT

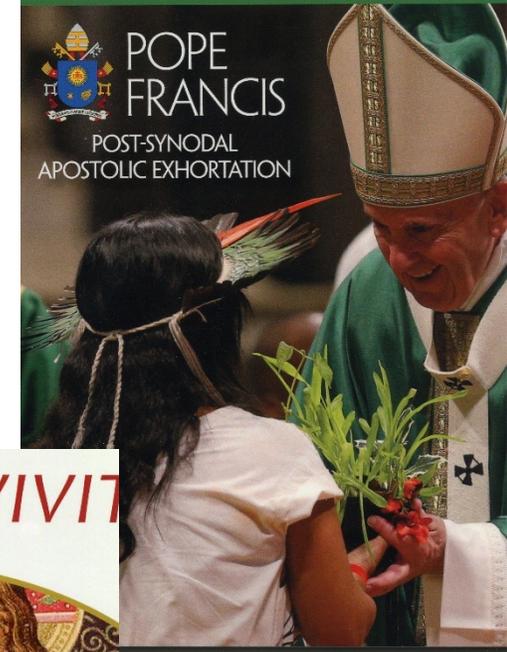


TO YOUNG PEOPLE AND TO THE ENTIRE PEOPLE OF GOD

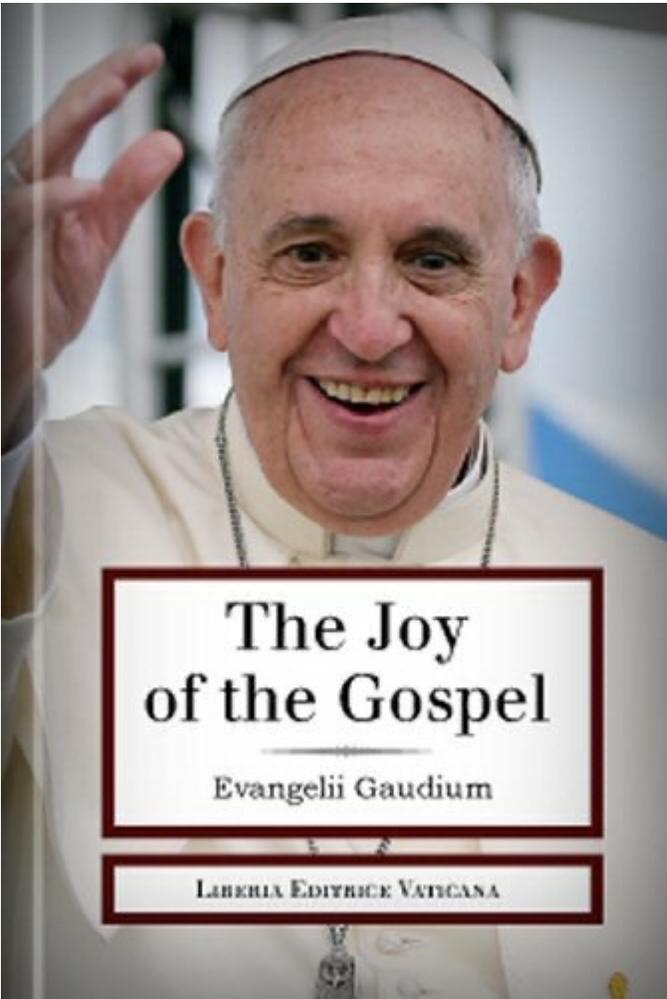

APOSTOLIC EXHORTATION

POPE FRANCIS

THE BELOVED AMAZON *QUERIDA AMAZONIA*




POPE FRANCIS
POST-SYNODAL APOSTOLIC EXHORTATION



“Pastoral ministry in a missionary key seeks to abandon the complacent attitude that says: “We have always done it this way.”

Transformative
Leadership

Servant
Leadership

Emergent
Leadership

Transformational Leadership

- The transformational leader's primary interest is achieving the parish family goals

- Lead by vision from the front
- Describe desired outcomes with passion and authenticity
- Connect each worker's efforts to vision

- A transformational leader asks, "how can I help inspire my parish family, so we all serve each other and achieve our vision?"



Example

Transformational Leader Behaviors

- Guide proactively from the front
- **Guide development of parish family vision and pastoral plan**
- Align staff and parishioners to and inspire them with pastoral plan
- **Help develop parish family culture**
- Develop trust and commitment
- **Acknowledge achievements toward pastoral plan**

Servant Leadership



- The servant leader's primary goal is to help people do their work
- Lead by facilitating from the middle
- Put followers needs first
- Focus on relationships
- A servant leader asks, "how can I serve my staff and councils, and how we participate in co-responsibility to jointly meet God's needs through accomplishing our parish family mission?"

Emergent Leadership



- The emergent leader's primary goal is helping people develop.
- Lead by encouraging from the back
- Active involvement by many is key
- Promote trust, transparency and flexibility
- An emergent leader asks "how can I help all of my parishioners develop so they can help themselves and others?"



ARCHDIOCESE

OF CINCINNATI

BEACONS  *of* **LIGHT**

Pastoral Planning for Our Third Century



We journey together between the
lightening and the thunder. We
journey between the flash of
recognition of what is happening
to us and the reverberations of
what we are willing to do about it.

The choice is ours!

FRATELLI TUTTI



ON FRATERNITY
AND SOCIAL FRIENDSHIP



ENCYCLICAL LETTER
Includes Discussion Questions

POPE FRANCIS

“I invite everyone to renewed hope... #55



ARCHDIOCESE

OF CINCINNATI

BEACONS  *of* **LIGHT**

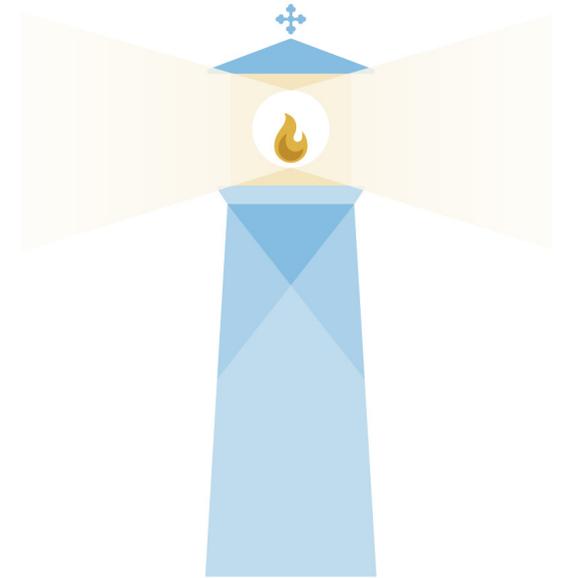
Pastoral Planning for Our Third Century

Conversation

Of the 3 styles of leadership (Transformational, Servant, Emergent) Sr. Angelas Ann described, which feels most comfortable to you and which is the greatest stretch?

What is YOUR greatest opportunity as a parish leader to contribute to parish vitality in Phase 1 of Beacons of Light?

What questions about leadership in a Family of Parishes come to mind? (Write the on the cards!)



Your Leadership Questions

Change leadership
Project management
Conflict resolution
Bringing people/parishes together
Discernment in community
Other?



Warmup Day

Lunch!



- **Be back at 1:00**
- **Principle tables and time with staff**



Conversation

[Question that arises from SAAZ talk]

What is YOUR greatest opportunity as a parish leader to contribute to parish vitality in Phase 1 of Beacons of Light?

What questions about leadership in a Family of Parishes come to mind? (Write the on the cards!)



Your Leadership Questions

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Project management
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Warmup Day

Lunch!



- **Be back at 1:00**
- **Principle tables and time with staff**



Warmup Day

Leadership Warmup



Panel Members

Fr. Jim Manning

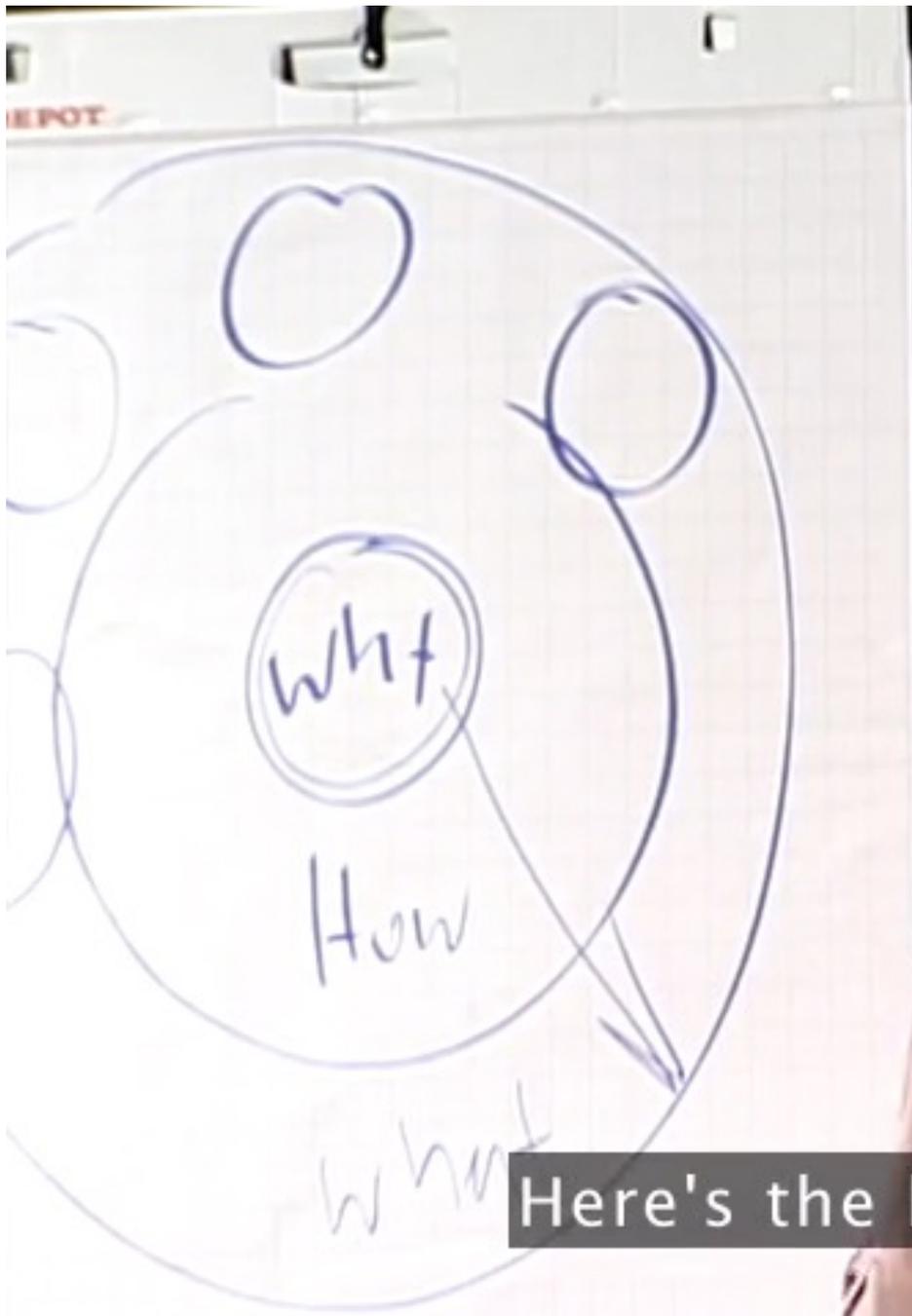
Sr. Angela Ann Zukowski

T.J. Wallace



The Golden Circle





Here's the best part:

Our WHY

Purpose, cause, belief

Individuals:

Defining moments

Standout memories

Organizations:

Origin story

Stories shared by members





WHY | HOW | WHAT

BEACONS of LIGHT

Pastoral Planning for Our Third Century



Missionary Discipleship

Every Catholic should have an opportunity to belong to a parish that forms them to embrace the call to missionary discipleship.

Domestic Church

People will be formed to live and nurture their faith at home.



Pastoral Planning

57 Families of Parishes

Phase 1: Leadership

Phase 2: Vision

Phase 3: Culture

Phase 4: Planning

Phase 5: Mission



People and Parishes that Radiate Christ

Planning Principles

- Eucharist
- Church
- Leadership
- Stewardship
- Evangelization
- Love in Action

- Administration
- Communication



BEACONS *of* LIGHT
GUIDING PRINCIPLES





5 Phases of Beacons of Light

TIMELINE



WARMUP



LEADERSHIP
begins July 2022



VISION



CULTURE



PLANNING



MISSION



Pathway Platform
pathway.catholicaoc.org

***THE digital source for everything
you need for pastoral planning in
Beacons of Light!***



BEACONS of LIGHT

PASTORAL PLANNING PATHWAY

Each Family of Parishes will follow the Pastoral Planning Pathway to guide its future. This Pathway will assist each Family in creating a pastoral plan for the parishes in the Family, articulating how they will live out the six Beacons principles and abide by each of the parameters, all aimed towards vital, mission-driven parish life within the Family of Parishes and ultimately, as one canonical parish.

Phase One of pastoral planning will begin in July 2022. In the meantime, Phase 0: Warmup invites parish leaders to pray, learn, and prepare between now and June 30 for the important work of pastoral planning.

[REVIEW PHASE 0](#)

[BEGIN PHASE 1](#)

LEARN MORE ABOUT OUR GUIDING PRINCIPLES



EUCHARIST

[LEARN MORE](#)



CHURCH

[LEARN MORE](#)



STEWARDSHIP

[LEARN MORE](#)



LEADERSHIP

[LEARN MORE](#)



EVANGELIZATION

[LEARN MORE](#)



LOVE IN ACTION

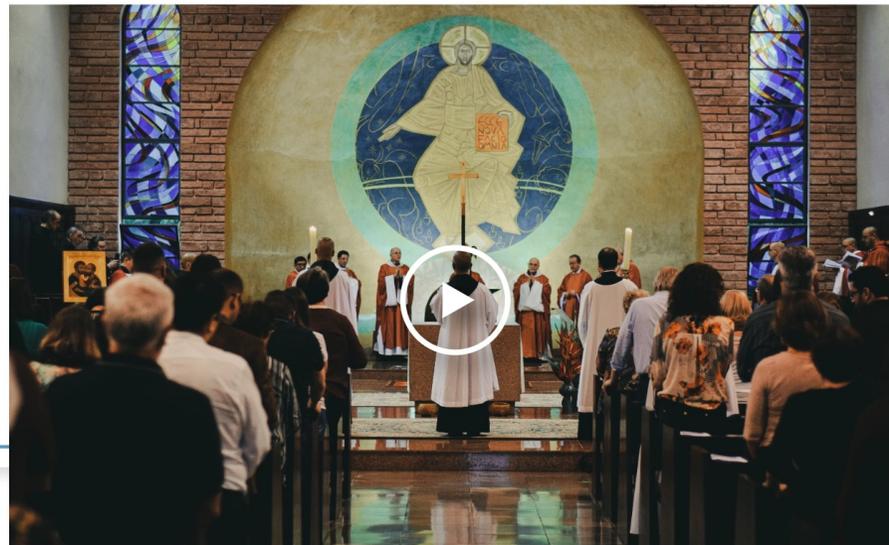
[LEARN MORE](#)



EVANGELIZATION

As centers of missionary outreach, Families of Parishes find new ways to foster missionary discipleship among the baptized. Schools, parishes, and indeed the domestic Church itself are centers of this essential work.

BEGIN PHASE 1





VISION POINTS

Missionary Discipleship: Implement a clear evangelization process for all ages that ultimately equips and commissions missionary disciples for personal apostolate and vocation.

Grounded in Discernment: The pastor, staff, and lay leaders prioritize prayer, formation, and discernment in order to allow the Holy Spirit to inspire their evangelization efforts.

Family Partnership: The family is the primary place of evangelization of young people and is well supported by the parish.

Prioritize Adult Formation: The principal form for evangelization and catechesis is directed toward adults and is given priority.

Effective Schools: Parish schools become an essential ministry of the parish by being an “effective vehicle of total Christian formation” for young people and their parents.

A Culture of Vocation: Prepare individuals to discern and embrace their vocation: cultivate within the family, actively discern as single young people, and accompany couples through the marriage catechumenate.

PARAMETERS

Every Family of Parishes will create and implement a plan that ministers to all persons in every season of life and every stage in the process of evangelization.

Why is this Important? The goal of a parish evangelization process is for the parish to become a “centre of constant missionary outreach” by “transforming everything, so that the Church’s customs, ways of doing things, times and



Phase 1 content

EXPAND ALL



Eucharist

3 Lessons | 1 Quiz



Church

2 Lessons | 1 Assignment



Leadership

1 Lesson | 1 Assignment | 1 Quiz



Stewardship

5 Lessons | 2 Assignments



Evangelization

2 Lessons



- Lesson 1: Prepare
- Lesson 2: Interview and Hire



Love in Action

2 Lessons | 1 Quiz





BEACONS *of* LIGHT PASTORAL PLANNING PATHWAY

[Home > Forums](#)

SEARCH

Forum	Voices	Posts	Last Post
HR Discussions	1	1	1 month, 2 weeks ago by Michael 
Pathway Discussion	0	0	No Topics



BEACONS of LIGHT PASTORAL PLANNING PATHWAY

[Home](#) > [Forums](#) > [HR Discussions](#) > [How to Hire Key Roles](#)

SEARCH

This topic has 0 replies, 1 voice, and was last updated 1 month, 2 weeks ago by **Michael** 

Author	Post	Post #	Replies	
 Michael Participant	Any help would be greatly appreciated! <i>December 6, 2021 at 8:15 pm</i>	1	0	REPLY

You must be logged in to create new topics.

Username:

Password:

LOGIN

Keep me signed in



PRINCIPLE	PHASE 1 LEADERSHIP	PHASE 2 VISION	PHASE 3 CULTURE	PHASE 4 PLANNING	PHASE 5 MISSION
 EUCHARIST	Hire or promote from within a Director of Worship who will be appointed to the Family Leadership Team.	Create a vision for a Eucharist-centered parish, form a Family Worship Commission and Family Worship Dept of staff.	Celebrate the liturgical culture of each parish and begin establishing a Family liturgical culture.	Plan resources needed to fulfill vision of a Eucharist-centered Family of Parishes.	Implement the plan to become a Eucharist-centered parish.
 CHURCH	Begin building a faith community through common prayer, social time among parishioners, and gatherings of leaders.	Increase Family prayer and discernment opportunities focused on a shared future.	Form Family culture by reverencing the history and heritage of each parish while establishing a renewed faith community.	Provide opportunities for parishioners to participate in the pastoral planning process.	Celebrate milestones and mark significant moments as the Family comes together as a faith community.
 LEADERSHIP	Form a unified Family Pastoral Council, Family Leadership Team, and staff, each rooted in prayer, and supported by healthy teamwork.	Leaders discern and create the vision for the Family.	Leaders evaluate and align ministries and practices with the Family vision.	Create a plan for becoming a canonical parish that is unified in vision and mission.	Implement the plan to foster parish vitality.
 STEWARDSHIP	The pastor and staff participate in stewardship formation. Identify a staff "point person" and form a parishioner-based Stewardship Core Team.	Offer opportunities for stewardship formation for parish leaders and create a Family vision statement for stewardship.	Focus on welcoming, hospitality, and parishioner engagement.	Create an annual stewardship renewal process; focus on showing gratitude for parishioner involvement; produce an annual stewardship report.	Assess progress toward stewardship as a way of life within the Family; evaluate, adjust, implement...repeat.
 EVANGELIZATION	Hire or promote from within a Director of Evangelization who will be appointed to the Family Leadership Team.	Form an Evangelization Team; establish personal and team prayer and formation commitments and practice healthy teamwork.	The Evangelization Team participates in missionary discipleship formation to assist in future planning.	The Evangelization Team will create an evangelization plan and will discern, form, and equip parish lay evangelists for every area of evangelization.	Implement the Evangelization plan, mentor leaders, evaluate and discern the fruits of evangelization efforts, and plan for continued growth.
 LOVE IN ACTION	Build a parishioner-based Love in Action Transitional Team; get to know each other; and understand what activities are already being done.	Solidify leadership for the Love in Action Parish Family Core Team and create a local vision.	Define campus locations for ministries — both individual ministries and combined ministries — and celebrate the diverse backgrounds of all parishioners.	Create a plan around the U.S. bishops' strategy for organizing respect life and social action ministries; and involve parishioners from diverse backgrounds in parish life.	Implement the Love in Action plan. integrate Catholic Social Teaching into faith formation; and include people of all backgrounds in parish life.



Annual Plan

Every year:

- Report on previous year
 - How has the Family realized the vision for each of the 6 principles?
 - For each of the 31 parameters, is the Family in full conformity? If not, why?
- Plan for the coming year
 - How will the Family of Parishes continue to realize the vision for each of the 6 principles?
 - How will the Family of Parishes achieve greater conformity to the 31 parameters?



Annual Plan

In 2022-23 Only:

- By October 1, 2022
 - Simple report focused on leadership: team formed or in process, Pastoral Councils together, staff coming together
- By January 1, 2023
 - Vision-based assessment completed in preparation for 1 year planning report
- By April 1, 2023
 - Final check-in on leadership: team, Pastoral Council, other councils and commissions

Announcements



BEACONS ROUNDTABLE

Tuesday, May 17

1:30pm-3pm

Evangelization

Platform preview

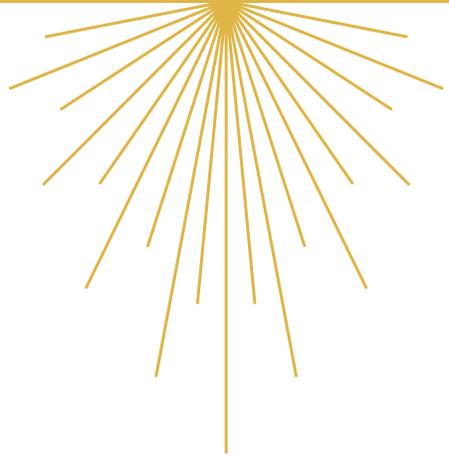
Announcements



Monthly Newsletter for Parish Leaders

All the News You Need for Pastoral Planning!

<https://resources.catholicaoc.org/offices/parish-vitality/news>



Thanks to the Institute for Pastoral Initiatives, Curran Place Staff, and the University of Dayton Community for their generous hospitality!



**University
of Dayton**



ARCHDIOCESE OF
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Mary, Mother of the Church and our Mother,
present our prayer of thanksgiving to your Son.
Beg from Him the graces we need to be faithful disciples
who follow Him with enthusiasm and joy.
May our witness to the love of God bear fruit
in our archdiocese, parishes, homes and hearts.
Teach us to be God's joyful witnesses,
to radiate Christ in all we do,
so that all people might know, love and follow your Son
through this life and into the next.
Amen.

