



**BEACONS** ROUNDTABLE

**May 16, 2023**

Creating & Communicating Vision  
Phase 2 of Beacons of Light

## Church Prayer used at Councils, Synods, & Church Gatherings

We stand before You, Holy Spirit,  
as we gather together in Your name.

With You alone to guide us, make Yourself at home in our hearts;

Teach us the way we must go and how we are to pursue it.

We are weak and sinful; do not let us promote disorder.

Do not let ignorance lead us down the wrong path nor partiality  
influence our actions.

Let us find in You our unity

so that we may journey together to eternal life and  
not stray from the way of truth and what is right.

All this we ask of You, who are at work in every place and time,  
in the communion of the Father and the Son, forever and ever.

Amen.



ARCHDIOCESE OF  
CINCINNATI

# Agenda

Prayer & Welcome

News on Beacons of Light

Difficult Conversations

Phase 2 and Beyond

Vision – next steps

Announcements

Closing Prayer



## Annual Plan Report

- Pastor, Pathway Lead, and Liaison received email 5/1 with link to your Annual Planning report. Simple Google spreadsheet asking for update on all six principles.
- Due 6/30/2023. Deans will review in July. Submitted to Archbishop in August. Parish Vitality Report summary public report published in September.
- The Archbishop wants an accurate assessment of current conditions. It is ok to say no to answer a question ... the expectation is that no Family of Parishes will complete all parameters in their first year.
- Need help? Reach out to your Beacons Liaison or Deacon Mike Lippman if you don't have a liaison

Beacons Liaisons

# Modification Of Parishes

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***Goal for Beacons of Light is canonical consolidation by July 2027.***

- [Website](#) released with full information from Pastor Financial & Canonical Considerations workshops in February 2023.
- FAQ includes brief videos of Fr Jason Williams with answers to most important questions.
- Use Contact page for most appropriate person if you have questions or wish to initiate the process.

# Stewardship Champions



- Staff person delegated by pastor to work with parishioner core team
- With the core team, leads the Family to embrace stewardship as a way of life
- Resource for discerning champion in platform – stewardship module 1
- Grateful Disciple Overview day held May 11
- Next Steps:
  - Fall repeat of Grateful Disciples Overview
  - Fall virtual cohorts for Grateful Disciples

# Parish Communicators



- Workshop Date to be determined

# Management Training

## *Two series of HR training classes held in late April, Early May*

- 75 different individuals participated, 19 priests.
- Follow up virtual workshop appointments will go out this week. All follow ups are 11:45 AM to 1:15 PM

### **West Chester**

Fundamentals Roundtable  
Managing Managers

Tuesday, June 6  
Thursday, May 25

### **Tipp City**

Fundamentals Roundtable  
Managing Managers

Thursday, June 8  
Thursday, June 1

- Should we repeat these classes?





# **Lessons in Conflict Management**

Beacons of Light Roundtable

Paul Rieger (Liaison)

*May 16, 2023*

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USCCB: Prayer for the Synod, based on *Adsumus Sancte Spiritus* by Saint Isidore of Seville (c. 560 - 4 April 636)

# Lessons in Conflict Management

## Agenda

### 1. Conflict is Essential

- It's Inevitable & Normal
- Good for an Organization
- Good for the Church

### 2. Types of Conflicts

- Interpersonal
- Meetings
- Large Group

### 3. Strategies to Manage Conflict

- Principles
- Best Practices
- Q&A

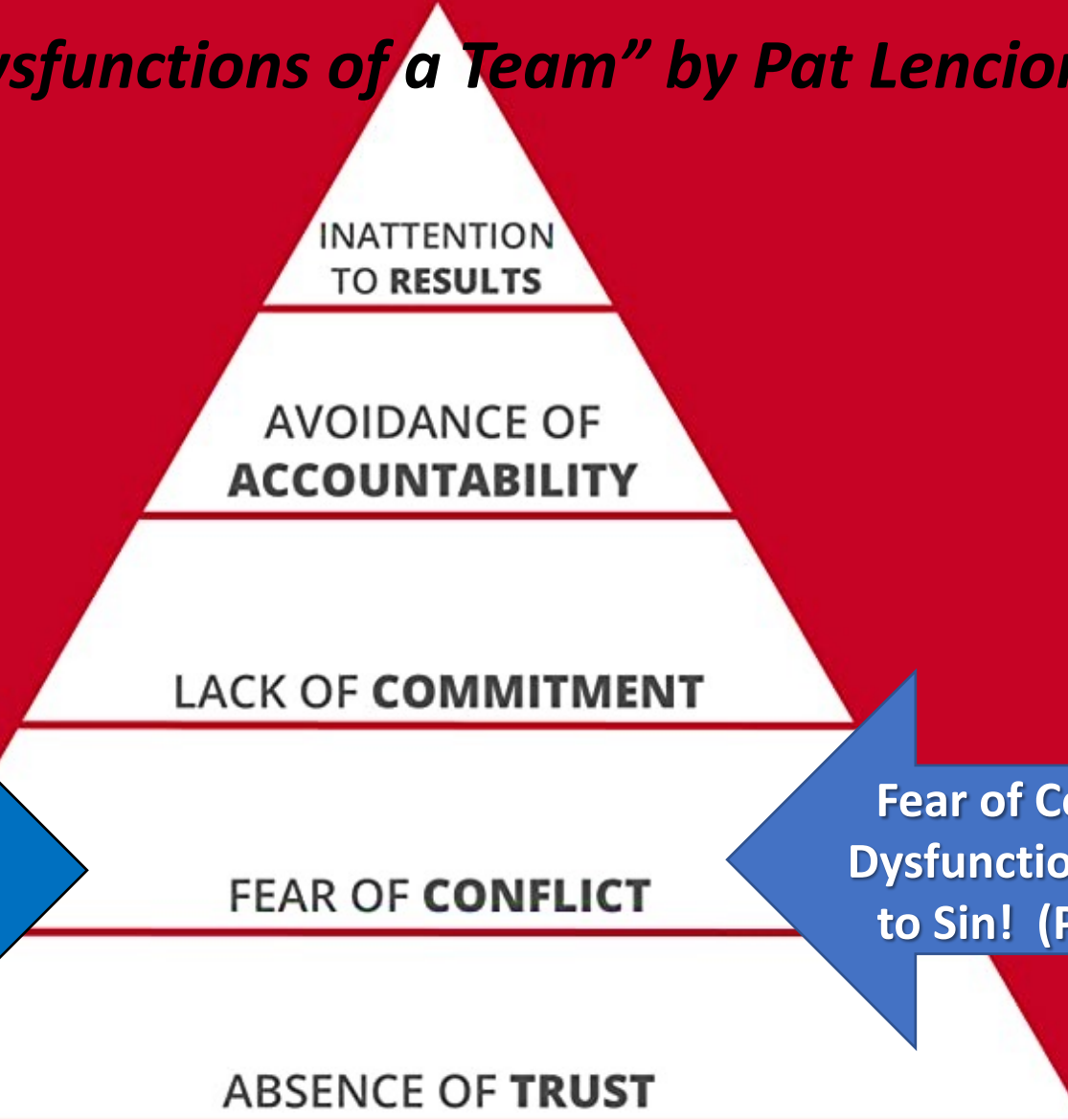
*"5 Dysfunctions of a Team" by Pat Lencioni*

*+ 30 Years in Corporate America + 5 Years Coaching Catholic Pastors*



# Lessons in Conflict Management

*“5 Dysfunctions of a Team” by Pat Lencioni*



“The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict”

Fear of Conflict is to Dysfunction as Pride is to Sin! (Prov 13-10)

# Lessons in Conflict Management

## Types of Conflicts

### 1. Interpersonal

- 1:1 Discussions
- Boss : Employee
- Pastor : Parishioner/Staff

### 2. Meetings (Death By)

- Team Meetings
- Family Lead Team, Parish Council, Beacons Planning Team, etc..

### 3. Large Groups

- Townhall
- Family Gatherings

### Why is Good Conflict Management Important?

- Improves Organization Health, Trust, & Results.  
***“As Iron Sharpens Iron, so one person sharpens another.” Proverbs 27:17***
- Addresses Root Cause of Issue vs Letting it Fester.
- Removes toxic individuals & situations.
- Doesn't move or pass problem on to others.
- Builds Respect for the Leaders/Pastor.
- When done with Love, it's good for the Individual, the Team, and the Parish.

# Lessons in Conflict Management

## Conflict Strategies

### Principles to Follow:

- Prayer (Start – Stop – End)
- Preparation
- Honesty & Directness
- Ask Open Ended Questions
- Verify Information/Issue
- Ask Specific Questions
- Confirm Understanding
- Listen First, Then Respond
- Be Open, Not Defensive



*Jesus is the Role Model of Tough Love!*

# Lessons in Conflict Management

## Conflict Strategies

### Best Practices: Applies to All 3

- 1. Follow the Principles**
  - Applies to all 3
  - Individual, Team, Groups
- 2. Use 1 Page Issue Sheets**
  - State Issue Concisely
  - Background/Facts, Reco, Pros & Cons/Rationale, Next Steps.
- 3. Develop Conflict Guidelines**
  - Set Expectations
  - Publish Norms & Guidelines



# Lessons in Conflict Management

Best Practice Examples: Create a New Culture

## 1 Page Issue Sheet Template

### State Issue Concisely

- Relevant Background/Facts
- Recommendation to Address
- Rationale for Recommendation
  - Cost/Benefit Analysis.
  - Why it will address issue.
- Next Steps:
  - Funding Needed
  - Resource & Help Needed
  - Start Date: Rollout Plan
  - Success Criteria

## Team Conflict Guidelines

### Team Meeting Guidelines

- Conflict is Okay & Expected.
- Productive Conflict will deliver better Results.
- Respect Individuals and different points of view.
- Set time limit for debate and have a “Parking Lot” for issues.
- Delegate Tough Calls to Leadership (Using 1 Page Issue Sheet!)



# Lessons in Conflict Management



***What Questions do you have?***



## **Vision and Phase 2**

# Pathway Phases



## **Leadership** 12 – 18 Mo

Building a Family Leadership Team (FLT) and a unified Family Pastoral Council (FPC) will establish the depth and breadth of staff and lay leadership which will engage in Beacons of Light project.

### Outcome:

**FLT & FPC**



## **Vision** 6 – 9 Mo

A vision is a rallying cry for a vital and missionary Family of Parishes. The FLT must collaborate with lay leadership to cast this vision. Visio Day and the Family Visioning Process foster collaboration and support from a broader group.

**Vision Statement**

Vision only works if it is purposefully incorporated into the parish family life and ecclesial culture. The Culture phase will enable the FLT and other leaders to align their strategies and activities with the vision of a vital and missionary Family of Parishes.

**Strategy for Culture Management**



## **Culture** 6 – 9 Mo

Now that a vision and ecclesial culture are defined, the FLT and Family leadership then collaborates on a strategic plan that identifies the strategies, work steps, resources, and timelines necessary to achieve that vision and continue to foster the ecclesial culture defined by the vision.

**Plan**



## **Planning** 6 – 9 Mo

Implementing the planned action steps is how the Family of Parishes then achieves that vision, changing the Family of Parishes culture to support unity, parish vitality, and missionary discipleship. *This then becomes an ongoing mode of operation as the Family of Parishes continues to plan and execute.*

**Vibrant Parish - Making Disciples!**

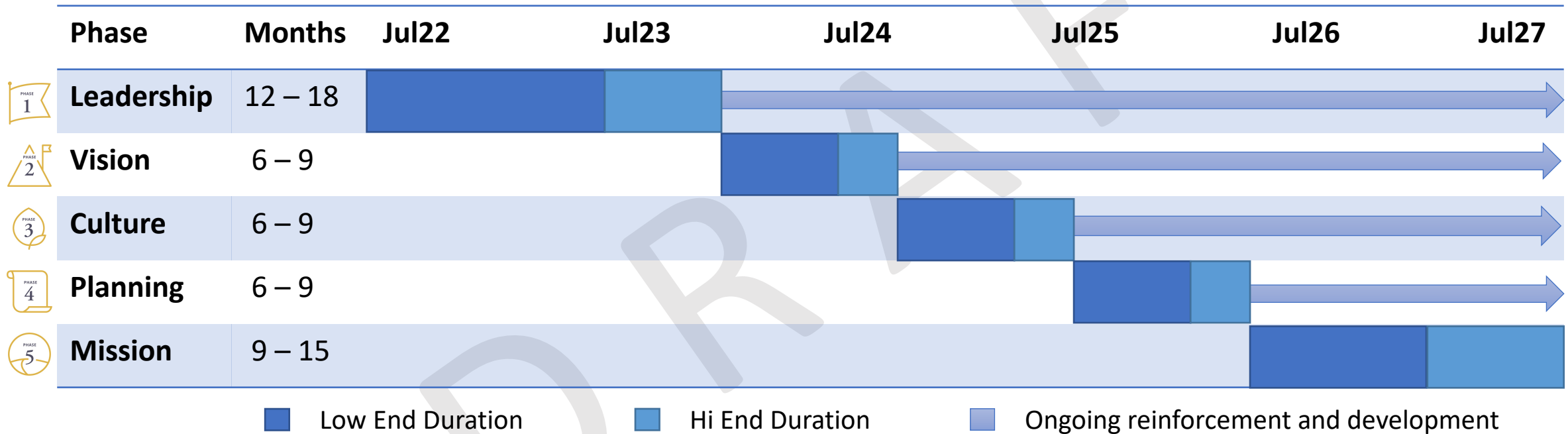


## **Mission** 9 – 15 Mo

*The first three phases of Beacons of Light (Leadership, Vision, Culture) build a refreshed foundation for a renewed Family of Parishes that can then plan and execute for mission in the subsequent phases.*

# Pathway Phases

## Overall Timeline



**Notes:**

- Phase timeline reflect the time to establish the outcome defined on page 1. Continued maturation of the outcome will be supported in subsequent Pathway phases.
- This chart reflects anticipated timeline for most of the Families. There may be outliers that take less or more time.

## Why Is Vision Important

- Encapsulate clear **aspirational stretch goal** as foundation for future direction
- Define **priorities** for parish resources, facilities, and funds
- Allows leadership to **delegate responsibility** to others who refer to vision for guidance
- Vision also **pulls people forward**, away from clinging to the past

## Vision

### **Multiple approaches** to creating a Vision

- We will focus on the Beacons Visioning Process here but its not the only valid process.
  - Our six Catholic Leadership Institute parishes are using the CLI Next Generation Parish process for envisioning.
  - A few families are doing visioning with internal volunteer resources.
- Pathway will support both a Synodal and a Core Team family visioning process.
- ***Key to success for any change is to have a clear, concise, aspirational Vision that is continually communicated.***

# Vision

## Beacons Vision Process Overview



*16 families attended Feb '23 Visio Days  
Next Visio Days dates are targeted for late Sept., early Oct. '23.*

# Synodal Family Visioning Process



**VISIO DAY**



PREPARATION



LEADERSHIP  
VISIONING



PRINCIPLE VISION  
REVIEW



VISION  
CONVOCATION



VISION  
CONFIRMATION



**VISION  
COMMUNICATION**

**FAMILY VISIONING**

*Gathers broad staff and lay input, builds consensus,  
and lays foundation for culture phase*



# Core Team Family Visioning Process



VISIO DAY



FLT DRAFTING



FPC  
CONFIRMATION



PRINCIPLE VISION  
REVIEW



VISION  
CONFIRMATION



VISION  
COMMUNICATION

FAMILY VISIONING

*Gathers staff and lay leadership input, builds consensus,  
and lays foundation for culture phase*

# Vision Communication



VISION  
COMMUNICATION

*“moves hearts to desire that preferred future and be willing to make the changes necessary”*

Divine Renovation Workbook, pp 60

*“Great vision communication usually means heartfelt messages are coming from real human beings.”* John P. Kotter

<b>Publish</b>	<p>Everywhere: Website, Bulletin, Letterhead, Business Cards, plus <b>Five Minute Rule! (Six Weeping Widows)</b></p> <ul style="list-style-type: none"> <li>• Why Vision matters</li> <li>• Why this Vision</li> <li>• What this Vision involves/impacts</li> </ul>
<b>Promote</b>	<p>Explain Vision and its impacts to key people/influencers in your Family</p> <ul style="list-style-type: none"> <li>• Family Pastoral and Finance Council</li> <li>• Family Staff</li> <li>• Ministry Leaders</li> <li>• Parishioners/Town Halls</li> </ul> <p>All parish leaders should be able to explain Vision</p>
<b>Preach</b>	<p>Specifically preach about the Vision and its importance at all masses in all locations</p> <p>Define key themes from this Vision for all preachers to use <i>ongoing</i></p> <p>Refer to Vision when communicating changes</p>
<b>Persevere</b>	<p>Vision is communicated continually, over time.</p> <p><b><i>It takes years to change hearts.</i></b></p>
<b>Patience</b>	<p><b>Expect resistance.</b></p>

# Phase 2 Update

In addition to Vision, Phase 2 includes:

- **Formation of teams** associated with each principle (Leadership, Church, Eucharist, Evangelization)
- **Creation of new teams** if necessary:
  - Stewardship: Grateful Disciples
  - Love In Action: Salt & Light for
- **Prayer and discernment opportunities** for parishioners
- **Begin discernment** of canonical mergers.

PRINCIPLE	PHASE 2 VISION
 <b>EUCHARIST</b>	Create a vision for a Eucharist-centered parish, form a Family Worship Commission and Family Worship Dept of staff.
 <b>CHURCH</b>	Increase Family prayer and discernment opportunities focused on a shared future.
 <b>LEADERSHIP</b>	Leaders discern and create the vision for the Family.
 <b>STEWARDSHIP</b>	Offer opportunities for stewardship formation for parish leaders and create a Family vision statement for stewardship.
 <b>EVANGELIZATION</b>	Form an Evangelization Team; establish personal and team prayer and formation commitments and practice healthy teamwork.
 <b>LOVE IN ACTION</b>	Solidify leadership for the Love in Action Parish Family Core Team and create a local vision.

# Phase 2

## Vision

How have you observed good leaders defining and communicating vision?

How does your Family plan to do this?



# Beacons Roundtable



**BEACONS** ROUNDTABLE

What's Next?

Take a Survey!



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.



# Closing Prayer

Our Lady of Guadalupe,  
Mystical Rose and Our Mother.  
Through you, great wonders were accomplished.  
Pour down upon us in this age the wonders we need.  
Intercede for us, that we may radiate the truth and goodness  
of your Son.

By your prayers, may we be strengthened to be fearless  
witnesses: witnesses to the Gospel, witnesses to the dignity of  
every human life, and witnesses to the joy of faith.  
In turbulent time, may we rest with confidence in your loving  
arms, trusting in these words you spoke so long ago, “Am I not  
here, I , who am your Mother? ... Do you need anything  
more?”

Our Lady, our Mother, pray for us.

