

Made for this Moment



ARCHDIOCESE OF
CINCINNATI

St. Therese's Prayer for Priests

O Jesus, eternal Priest,
keep your priests within the shelter of Your Sacred
Heart,
where none may touch them.
Keep unstained their anointed hands,
which daily touch Your Sacred Body.
Keep unsullied their lips,
daily purpled with your Precious Blood.



St. Therese's Prayer for Priests

Keep pure and unearthly their hearts,
sealed with the sublime mark of the priesthood.
Let Your holy love surround them and
shield them from the world's contagion.
Bless their labors with abundant fruit and
may the souls to whom they minister be their joy and
consolation here and in heaven their beautiful and
everlasting crown. Amen.



Catholic Leadership Institute



Who We Serve

Bishops



200+

Priests



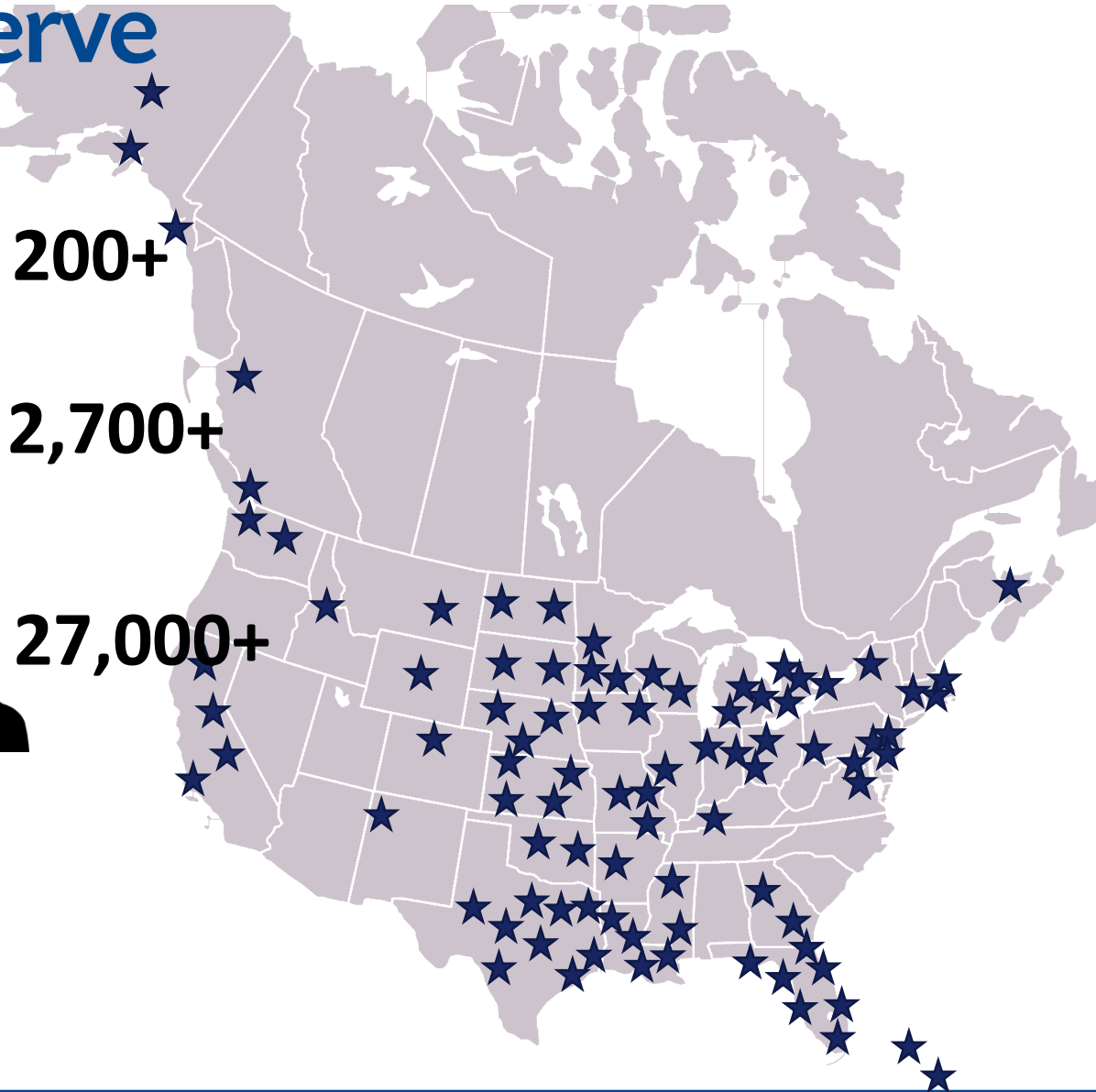
2,700+

**Parish/Diocesan
Staff**



27,000+

Key Volunteers



Why We Serve

- to strengthen confidence and competence in ministry,
- to enable leaders to articulate a vision for their local church,
- to call forth the gifts of those they lead,
- to create more vibrant faith communities rooted in Jesus Christ.

Hopes for this time

1. Share/review models of change and human dynamics that are relevant for this stage of Beacons of Light
2. Engage in honest reflection and sharing about your most pressing leadership needs and challenges
3. Offer perspective from other dioceses who have completed or are in the midst of similar processes

How you might feel 13 weeks in...

EXHAUSTED



DISCOURAGED



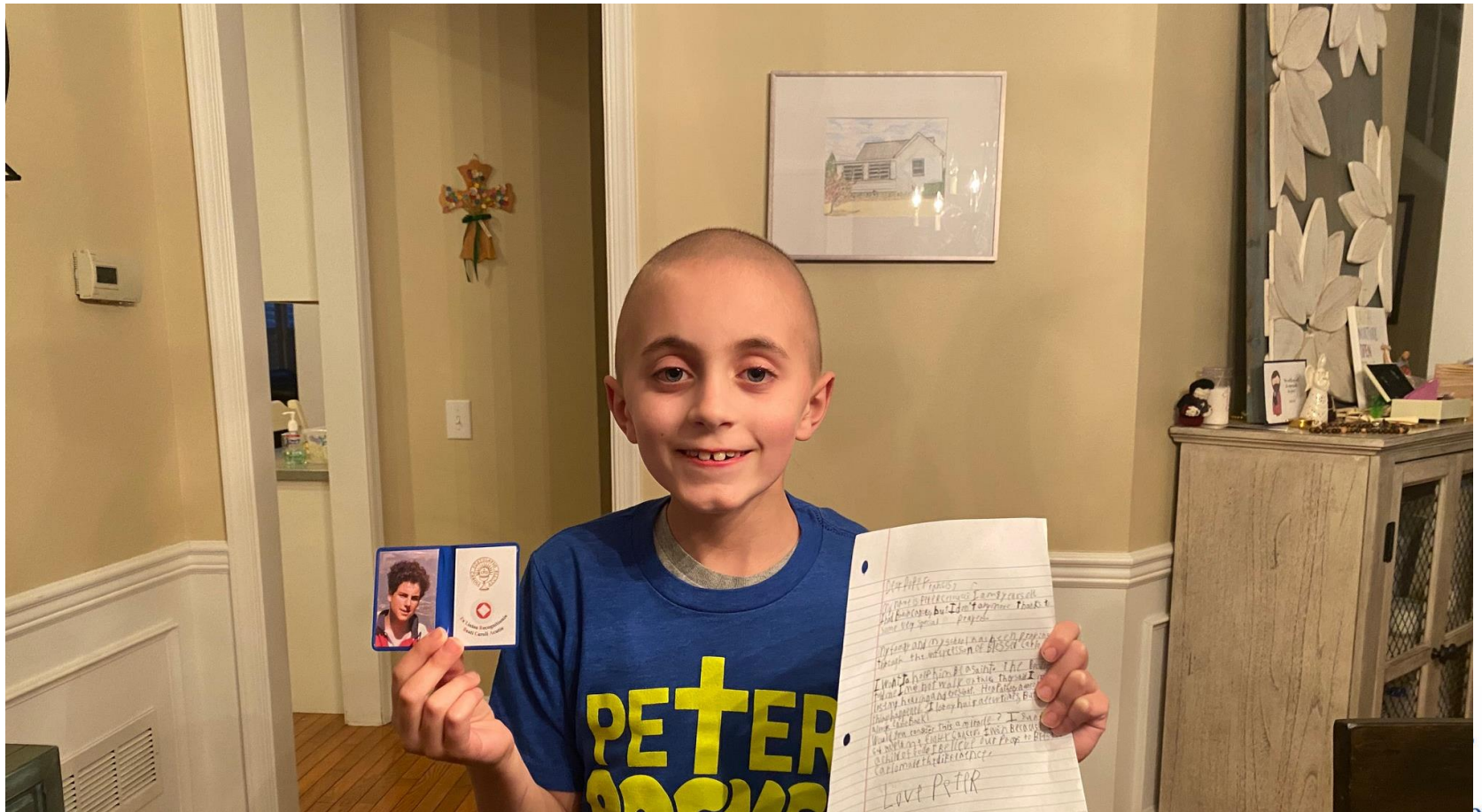
READY TO GO!



FAKING IT



What constitutes a miracle?





5 TRUTHS

ON WHERE WE ARE

10



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Snapshot of the Worshipping Community: The Disciple Maker Index

- 75-question survey instrument
- Developed with bishops, pastors, pastoral ministers, and thought leaders
- Opportunity for parishioners to reflect on **two things**:
 1. Individual spiritual growth
 2. Engagement with the parish



Over 500,000 Parishioner Responses

53 Dioceses 2,100+ Parishes

Demographics

- ❖ 67% women and 33% men
- ❖ 79% between the ages of 36 and 75
- ❖ 64% have been members of their parish for more than 10 years
- ❖ 90% of respondents report going to Mass at least weekly



What do we ask?



**Attitudes
& Beliefs**



**Relationship
& Satisfaction**



Participation



Demographic

TRUTH #5

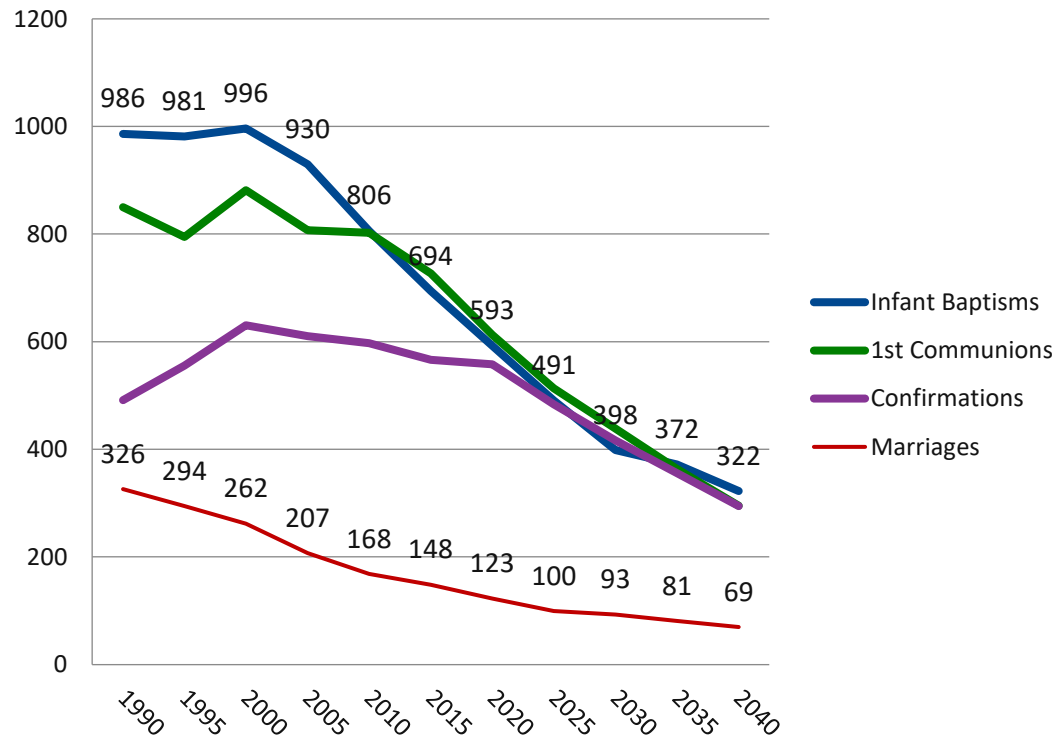
SACRAMENTAL FREE FALL

AND A

SEISMIC GENERATIONAL SHIFT

The people shortage is greater than the priest shortage

**U.S. Catholic Church Sacramental Forecast
1990 - 2040 (000's)**



- Catholic marriages are down 55% since 1990
- 1 in 5 children baptized do not receive 1st communion
- 2 in 5 children baptized are not confirmed
- 85% of children confirmed stop practicing their faith by age 21

SOURCES:
CARA 1964
Pew Research Center



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Beliefs of Weekly Mass Goers

	US/Canada Average
"Jesus died and rose from the dead for my salvation"	78%
"the Eucharist really is the body and blood of Jesus Christ"	71%
"Scripture is the word of God"	69%
"In Jesus' moral teachings for my life as taught by the Church"	56%
"the Church is critical to my relationship with God"	52%
"in the teaching authority of the Church"	47%

The above responses are representative of **300,000 parishioners from 1500+ parishes in 40 dioceses** across the US and Canada from 2014-2019 who strongly agree with these statements. **90% of these parishioners attend Mass weekly.**



Practices of Weekly Mass Goers

	NEVER	1-2x a Year
Confession	28%	46%
Invited a young man to consider the priesthood	85%	11%
Attend a parish social event	19%	44%
Prayed with another person outside of Mass	17%	23%
Invited someone to join me for an activity of the parish	32%	30%

The above responses are representative of **300,000 parishioners from 1500+ parishes in 40 dioceses** across the US and Canada from 2014-2019 who strongly agree with these statements. **90% of these parishioners attend Mass weekly.**



The Generation Gap

22M Catholic Boomers

60% Practicing (13 MM)



16M Catholic GenX'ers

30% Practicing (4.8 MM)



5-7% (Mostly Boomers)

Providing 80-90% of Time and Money

\$5,000,000,000

Annual Loss to the US Catholic Church as
this generational change occurs

TRUTH #4

THE PARISH IDENTITY CRISIS

Our current model of parish life is based on a set of assumptions that are no longer true



The most important community values...

1. Access to the sacraments and worship
2. Prayerfulness
3. Family Focused
4. Parish Traditions
5. Service and Outreach
6. **Sharing the Faith with others**
7. Stewardship
8. Diversity and Inclusion
9. Social Justice

The 3 things your parish needs...

1. More young people involved
2. More volunteers participating in ministries
3. More clarity on parish vision, direction, and goals

TRUTH #3

WE HAVE WAY TOO MUCH STUFF (AND WE CAN'T TAKE CARE OF IT)

Less may be more...if we do it right

TRUTH #2

COVID HAS NOT BEEN KIND TO US

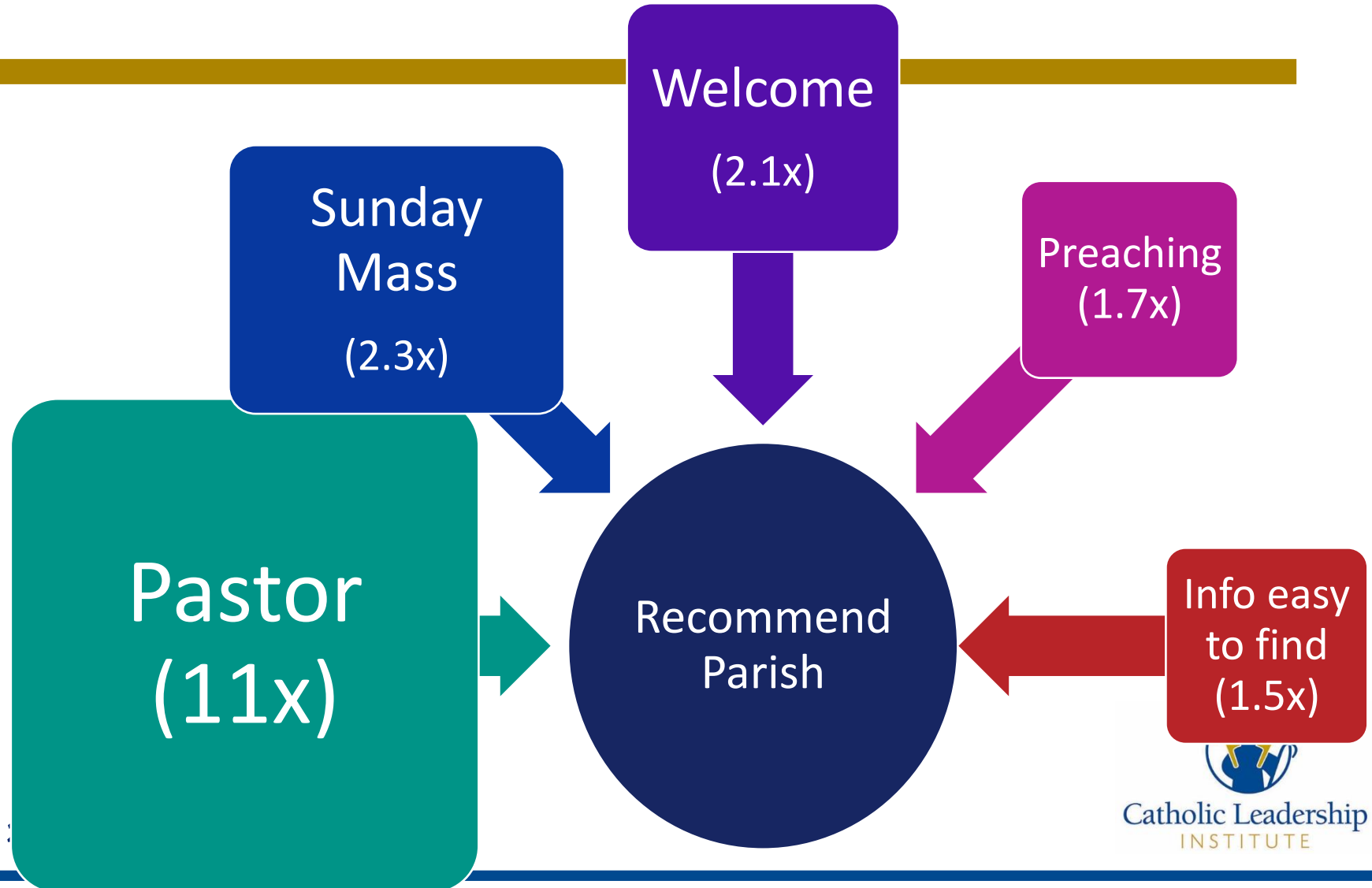
That's putting it mildly

TRUTH #1

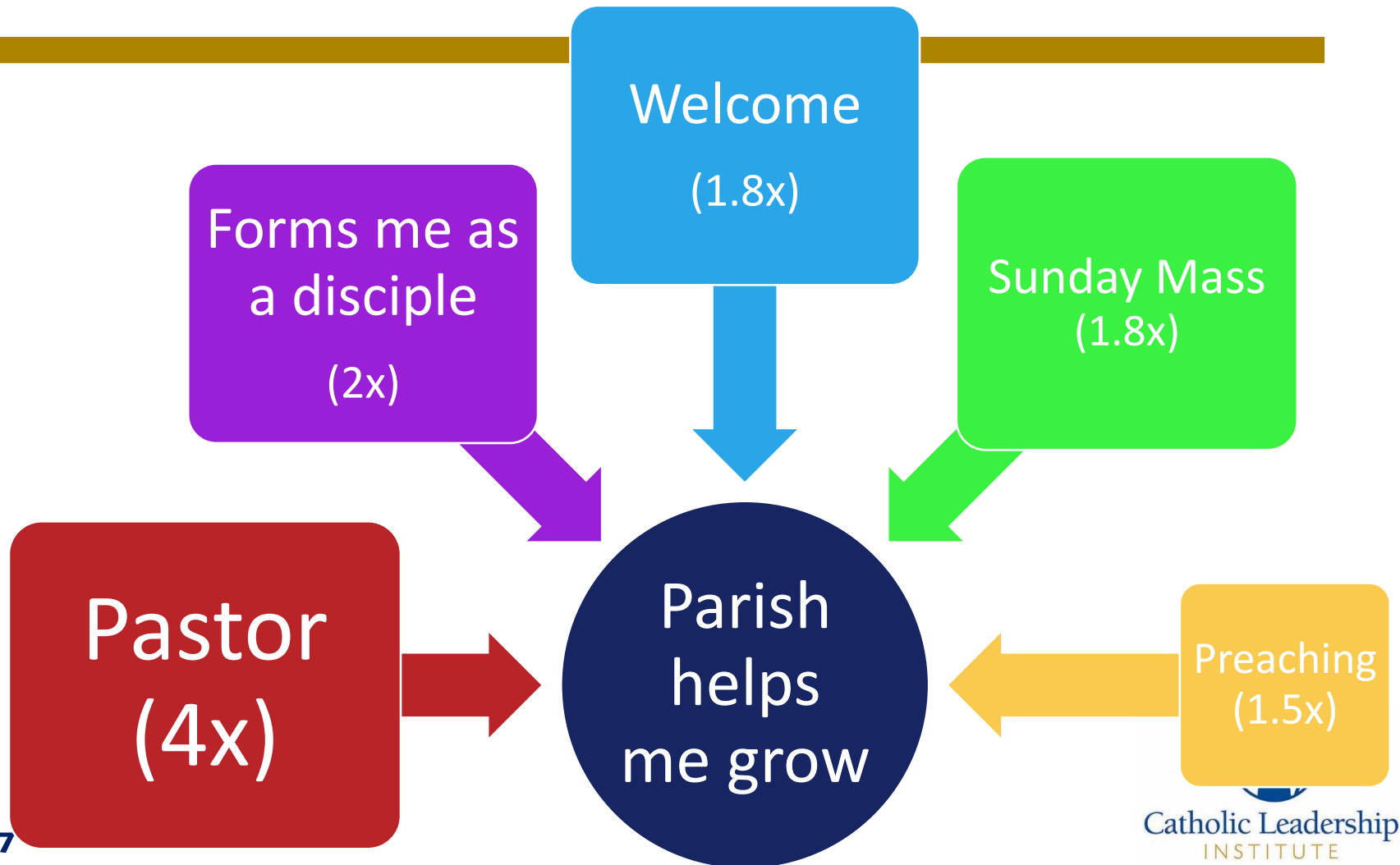
YOU MATTER

For better or for worse, you have a disproportionate impact on our parishes

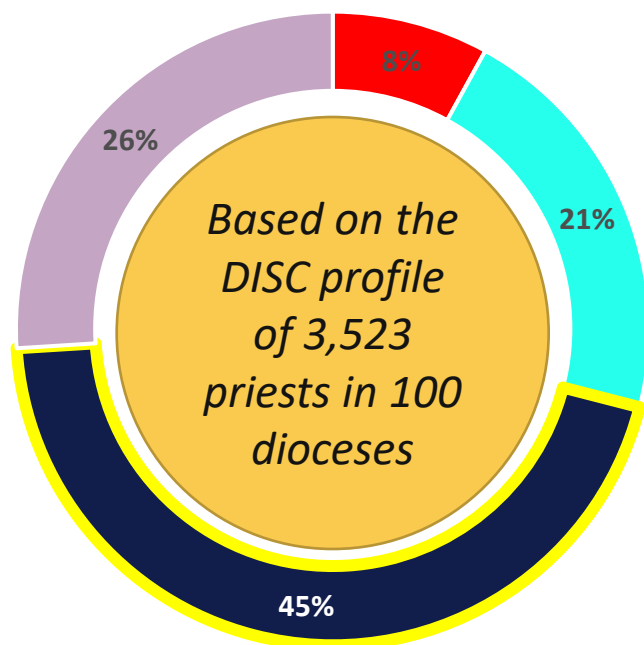
Drivers for Recommend the Parish



Drivers for Helps Me Grow as Catholic



Skew in Instinctive Behavior of Clergy



SOURCES:
CLI Database

Outcome-Oriented (8%):

- Change and Conflict Ready
- Highly oriented toward Risk

People-Oriented (26%):

- Change Ready but Conflict Avoidant
- Highly oriented toward Risk

Service-Oriented (45%):

- **Change and Conflict Avoidant**
- **Highly oriented away from Risk**

Process-Oriented (21%):

- Change Avoidant and Conflict Ready
- Highly oriented away from Risk



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What are the implications for you?

- The challenges for priests trying to create a paradigm shift in parish life can often include...
 - Focusing/Dwelling on the few, loud, angry voices
 - Keeping staff on board longer than they should
 - Avoiding offering needed feedback
 - Delegating less than they could and should
 - Reacting rather than initiating
 - Lacking clear priorities and focus

How do you take your drama?

How do you take your drama?

RESCUER

Shields others from consequences of their actions; feels needed, validated, powerful or superior

Unwilling to take responsibility; feels powerless, overwhelmed, or hopeless

PERSECUTER

Blames, criticizes, dominates; feels self-righteous, threatened, defensive or angry

VICTIM



How do you take your drama?

RESCUER

*“If he won’t get it done,
I will just have to do it.”*

PERSECUTER

*“Maybe if she actually
worked a full day, she
would understand.”*

*“How could they say that?
Don’t they know how hard I
am working?”*

VICTIM



How do you take your drama?

RESCUER

“Monica was overwhelmed so I just took care of the meeting last night

PERSECUTER

“Why doesn’t anyone know how to manage their time?”

“Don’t I deserve a night off of not worrying?”

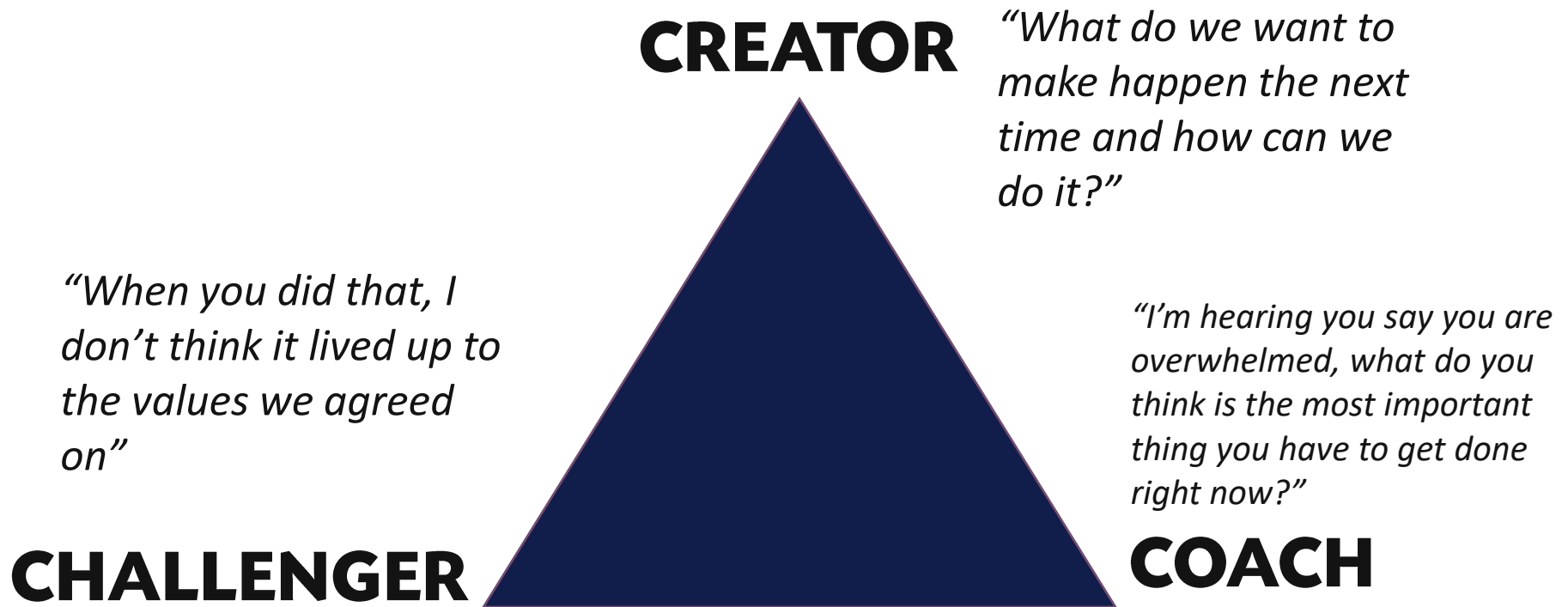
VICTIM



For Discussion

1. As you have experienced your Families of Parishes, which of these positions in the “Drama Triangle” have you observed most in your people
2. Which position do you most easily fall into?

How do you feel called to lead?

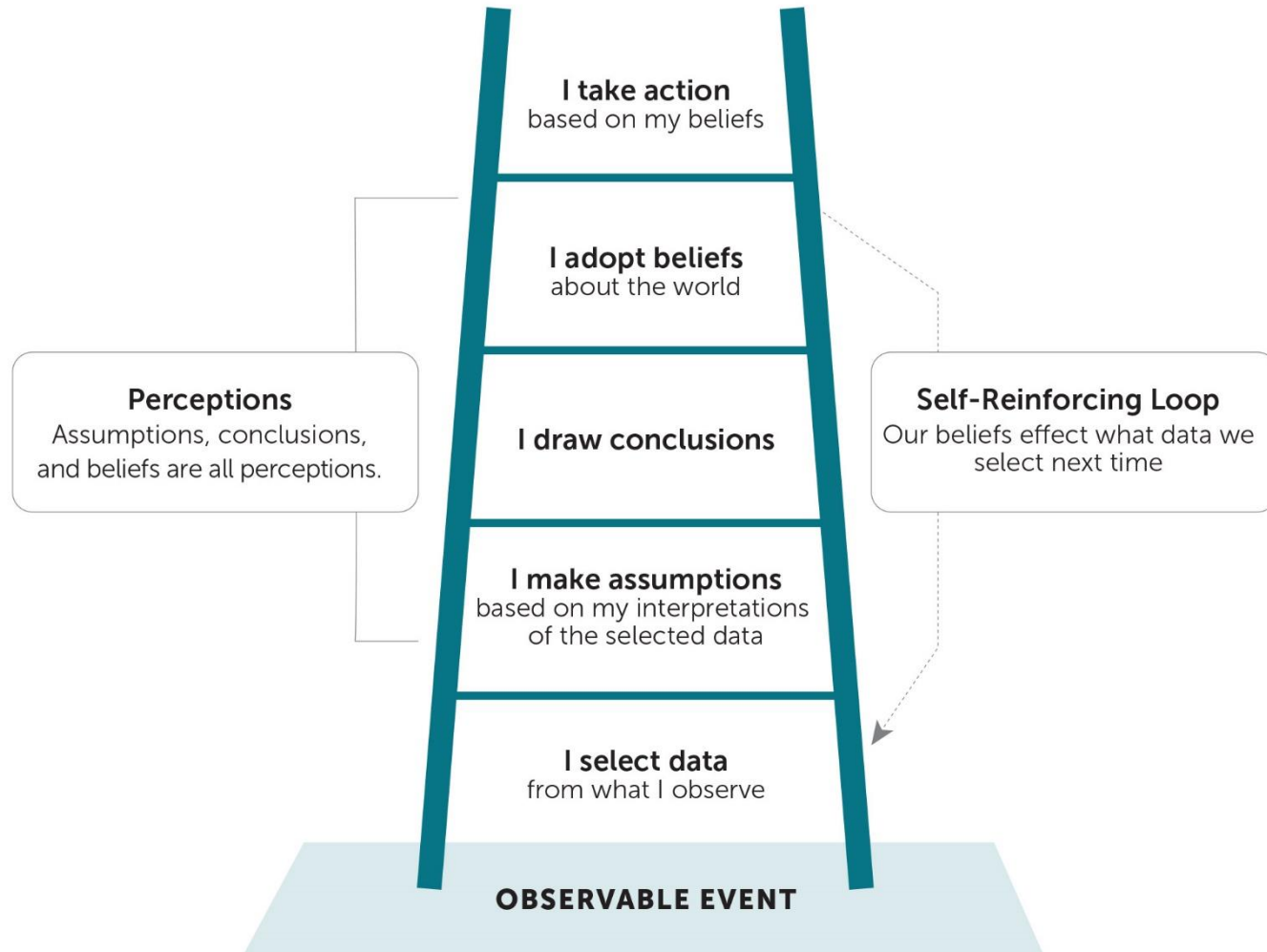


Adapted from Stagen



The stories we are telling ourselves

How are you climbing the ladder?



What are some of your favorite stories?



about the Archdiocese?
about the Universal Church?
about Beacons of Light?
about a brother priest?
about yourself?

For Discussion

- What is the most unhelpful story you are telling yourself right now?

Lunch Break

Leading in Transition

*“Bring him all the praise you know,
He is more than you bestow.
Never can you reach his due.”*

2nd verse of the Corpus Christi Sequence, *Lauda Sion*

What I got...

- The Leadership Team and hurt feelings
- When dysfunction leaves does it inevitably come back?
- How do you balance moving forward versus a need for stability?
- Is there a connection between the sacramental free-fall and mixed religious marriages
- The building/infrastructure conundrum
- I'm one pastor with multiple parishes – how does that work with the 11x factor?
- Who own's the relationship between pastors and parochial vicars – what are the options when there is misalignment?

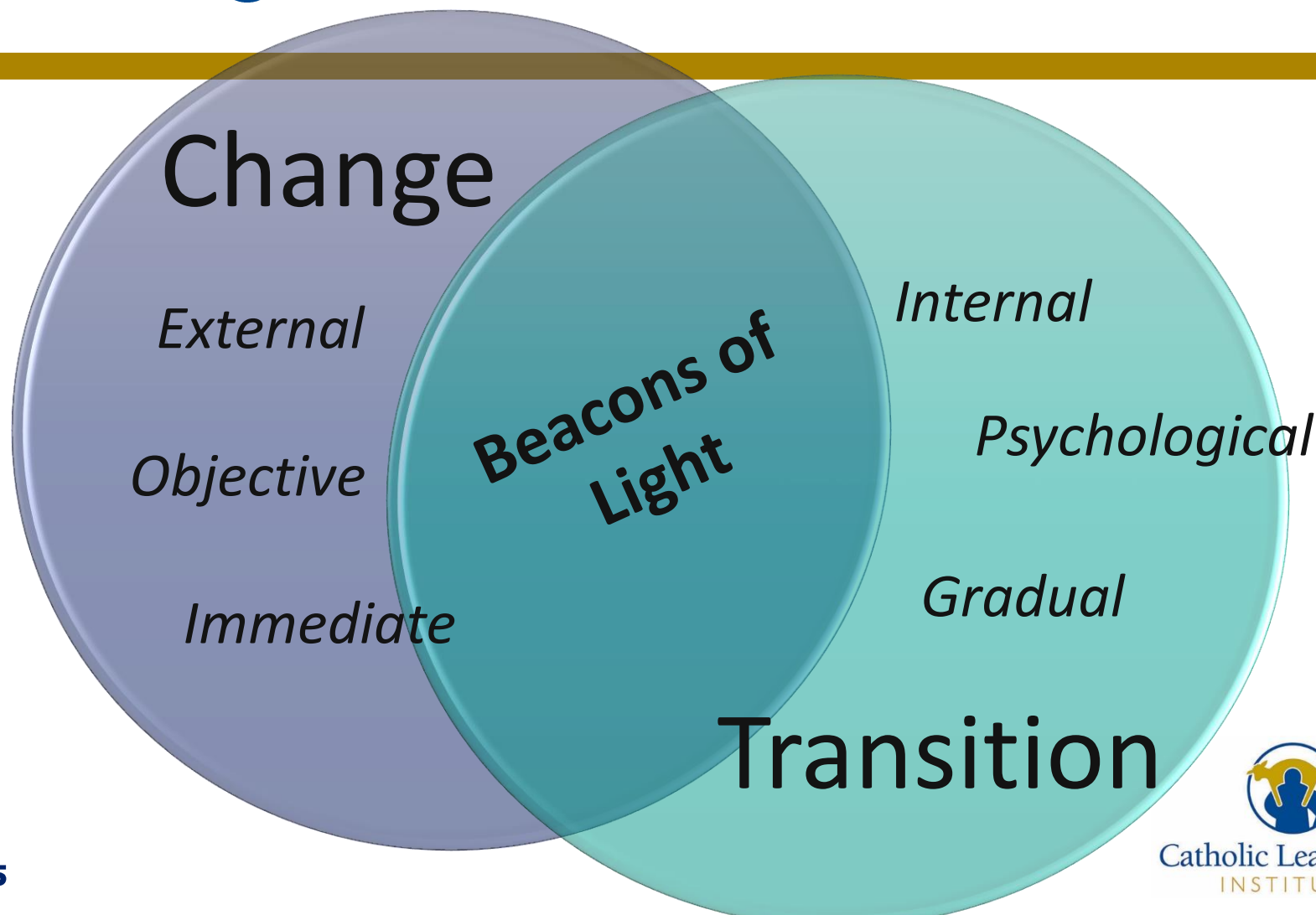


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The questions we aren't asking in evangelization

1. What needs to die?
2. Is it I Lord?
3. Who loses?

Leading in Transition



The Transition Model

Endings

Denial

Shock

Anger

Frustration/Stress

Ambivalence

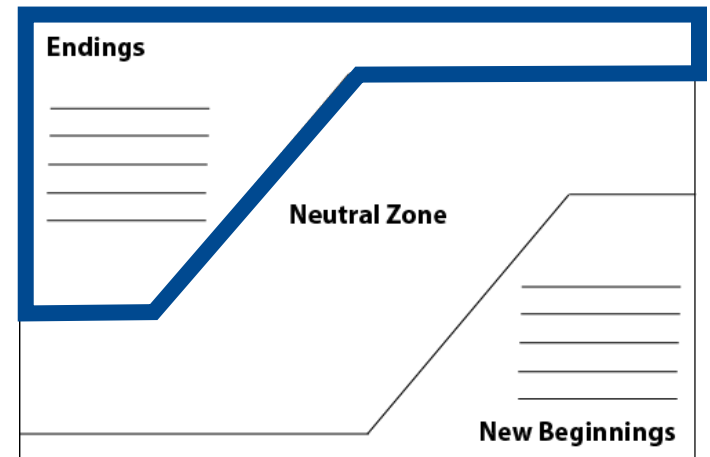
Neutral Zone

New Beginnings



Endings

- Considering Endings
- Encouraging Endings
- Accepting Subjective Losses
- Respecting the Past



Considering Endings

- Considering Endings- consider what they are letting go of
 - How happy are they with the way things are?
 - What behaviors are being rewarded now that will change or need to change?
 - How can we get staff and parishioners to embrace the change, eliminate their fear and develop a new identity and sense of purpose in it?
 - What communication and strategies are needed to get them there?

Encouraging Endings

- When encouraging people to “let go”:
 - Describe change in as much detail as possible
 - Identify the ripple effects of change
 - Identify who has to let go of what
 - Notice intangible losses

Accepting Subjective Losses

- Acknowledge losses openly and sympathetically!
 - If you don't, it will stop open dialogue and you won't learn more from them
 - Loss is subjective, your point of view is irrelevant
 - They'll think you don't care about what they think or feel if you force your opinion

Respecting the Past

- Don't ridicule the past. It negates people's self worth
- Position the past as a positive legacy that paved the way for the new
- Don't stamp out the past like an infection
- Let people take something with them

6 Types of Losses in Transition

- *Endings are about losses*

Types of Losses	Symptoms	Alleviators
ATTACHMENT <i>Relationships, group identity</i>	Depression Sadness	Acknowledge losses Ritualistic endings

6 Types of Losses in Transition

- *Endings are about losses*

Types of Losses	Symptoms	Alleviators
TURF <i>Areas of responsibility; Influence</i>	Rigidity Passive Conflict	Negotiate new responsibilities (temporary)

6 Types of Losses in Transition

- *Endings are about losses*

Types of Losses	Symptoms	Alleviators
STRUCTURE <i>Patterns of authority, policies, deadlines, schedule</i>	Out of control Confusion Questioning Challenging	Develop new temporary structures

6 Types of Losses in Transition

- *Endings are about losses*

Types of Losses	Symptoms	Alleviators
FUTURE <i>Security, opportunities</i>	Demotivation Job hunting	Career development Counseling Information

6 Types of Losses in Transition

- *Endings are about losses*

Types of Losses	Symptoms	Alleviators
MEANING <i>Belief in the organization</i>	Challenging Rumor Mill	Allow feedback Establish credible rationale Factual, honest, open

6 Types of Losses in Transition

- *Endings are about losses*

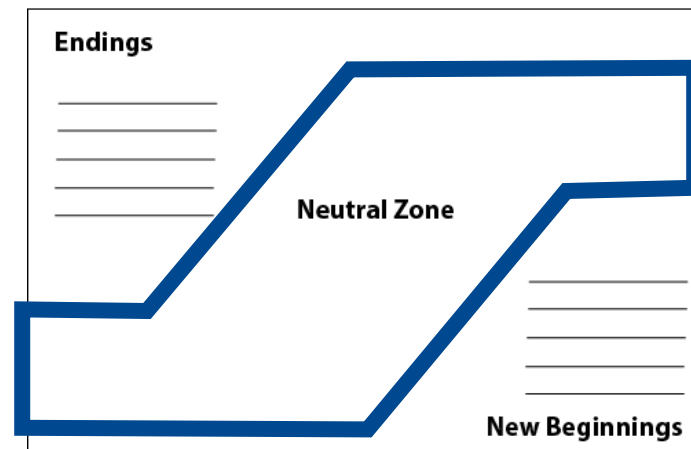
Types of Losses	Symptoms	Alleviators
CONTROL <i>Amount of influence people have on their work life</i>	Sabotage Slow-downs	Information Involve staff in planning changes

How are you losing?

- Which of the 6 types of losses feel most pronounced for you in your family? How about in your priestly ministry?
 1. Attachment
 2. Turf
 3. Structure
 4. Future
 5. Meaning
 6. Control

The Neutral Zone

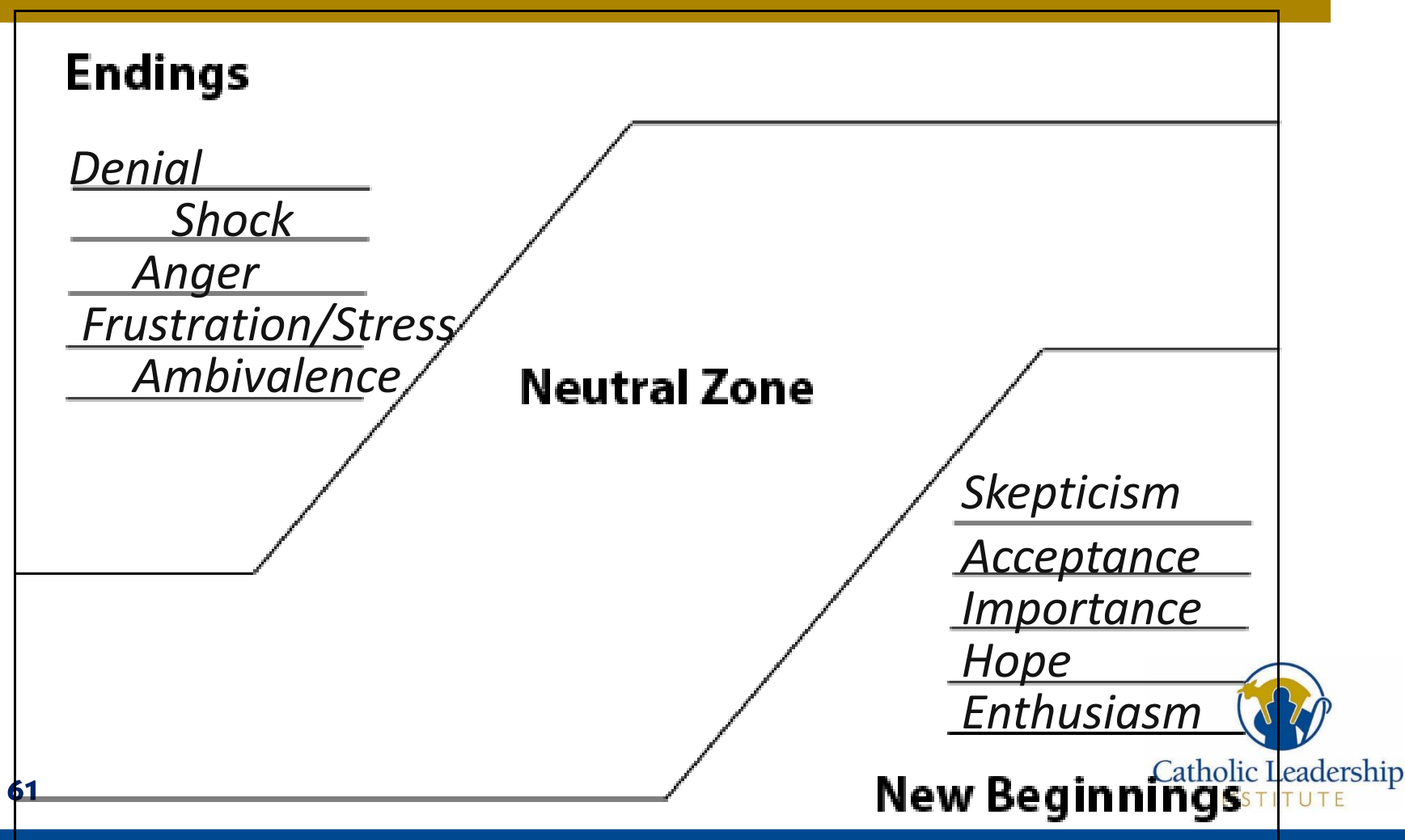
- **NEUTRAL ZONE**
 - This is the period during which people have let go of the old ways and have not yet fully adapted to the new.



Dangers in the Neutral Zone

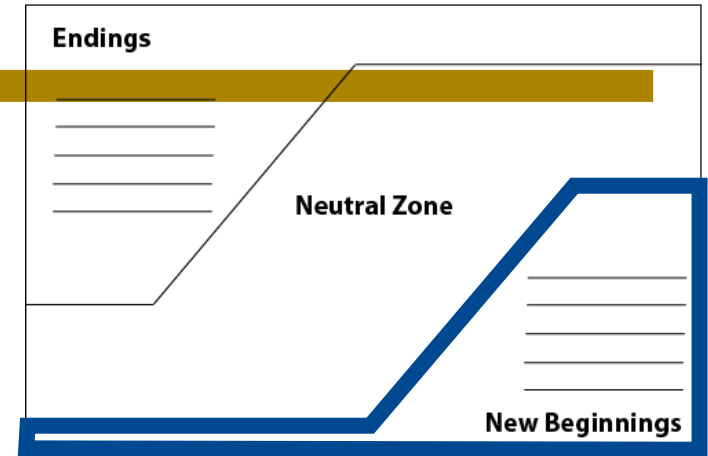
- Anxiety rises and motivation falls. People become:
 - Resentful and protective
 - Self-doubting
 - Less Productive
 - Absent More
- People are overloaded, mixed signals and confusion are high, important tasks go undone, turnover is high
- People become polarized- some rush forward, others stay back and hang on
- Old weaknesses-reemerge

The Transition Model



Leading *through* the Neutral Zone To New Beginnings

- Two C's
 - Care
 - Concern
- Four P's
 - Purpose
 - Picture
 - Plan
 - Part



The Neutral Zone is the time when innovation occurs, and when new ways of doing things are discovered.

The 4 P's

- Purpose
 - Explain why
- Picture
 - Share vision of how it will look and feel
- Plan
 - Lay out a detailed, step-by-step plan
- Part
 - Give people a part to play in the transition and the new beginning

Your relationships with each other

You should either avoid quarrels altogether or else put an end to them as quickly as possible; otherwise, anger may grow into hatred, making a plank out of a splinter, and turn the soul into a murderer. For so you read: *Everyone who hates his brother is a murderer* (1 Jn 3:15).

Chapter VI, The Rule of St. Augustine

Now is the time to talk

- What advice would you give a married couple?
- You will do the work at some point, do it upfront
- Develop a mutually shared vision
- Own the stories you're telling yourself
- Start with understanding each other's journey
- Give each other the same grace you give yourself
- We are learning from you – good or bad

Family Priest Conversation

- Individually review the prompts on the Archdiocesan resource
- Underline the questions that are most important to you
- Spend 30 minutes in conversation sharing:
 1. What you underlined and why?
 2. Start with any prompts you had underlined in common and share what's important to you regarding that prompt
 3. Playback what you hear from each other
 4. Agree on a next time to continue working through the questions

Questions?

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Last Day, First Day

Our Morning

- Share another opportunity for support from Catholic Leadership Institute
- Final Question and Answer opportunity for CLI and/or Divine Renovation
- Honorable Closure and Resolutions
- Archbishop's Remarks

Get a Snapshot of Your Family: The Disciple Maker Index

- 75-question survey instrument
- Developed with bishops, pastors, pastoral ministers, and thought leaders
- Opportunity for parishioners to reflect on **two things**:
 1. Individual spiritual growth
 2. Engagement with the parish



Join the over 2,100+ Parishes and over 500,000 Parishioners who have participated to date

Demographics

- ❖ 67% women and 33% men
- ❖ 79% between the ages of 36 and 75
- ❖ 64% have been members of their parish for more than 10 years
- ❖ 90% of respondents report going to Mass at least weekly



What do we ask?



**Attitudes
& Beliefs**



**Relationship
& Satisfaction**



Participation



Demographic

How does it support Beacons?

1. Clergy and lay leaders can understand more deeply where their communities are in mission
2. Identify common opportunities and needs among different parishes
3. Supports casting a mutually shared vision with respect to Eucharist, prayer, stewardship, evangelization

What's required from the Family?

1. Publicize, publicize, publicize!

- Share the link with your parishioners
- Make announcements at ministry meetings
- *If allowed:* Host coffee/donuts or fellowship after Mass with opportunities for people to complete the survey

2. Discern

- Receive, reflect, and dig into the feedback
- Identify the top strengths and opportunities

3. Communicate

- Thank parishioners for their feedback
- 76 Summarize and share findings



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Top 12 Frequently Asked Questions

1. How long does it take a parishioner to complete the DMI?
 - Typically 10-15 minutes
2. When is it typically administered?
 - Usually during Lent, feedback available after Easter
3. Do all parishes have to do the DMI?
 - No. The opportunity is open to all Families throughout the Archdiocese
4. Will each individual parish receive an individualized report?
 - Yes, and you can look at the feedback together for a Family



Top 12 Frequently Asked Questions

5. What's the average response rate?
 - 15-20% of Mass-going Catholics in your parish
6. What is the cost to a Family?
 - The Archdiocese will subsidize, the Family is responsible for \$1,000
7. Who can view the results?
 - The Pastor and the "Primary Point of Contact" will be given access and they can add other leaders they choose
8. Can we add questions to the survey?
 - No, we don't want to extend the length and also want to make sure that we can provide helpful benchmarks



Top 12 Frequently Asked Questions

9. Should we mail the survey out?

- No, the best way to promote is electronically and paper surveys are best used in conjunction with a ministry meeting, parish gathering

10. Who has access to this information?

- Diocese, Pastor, Primary Point of Contact, CLI, Key Parish Leaders
- CLI will not share your information (parish or individual priest) with any party without expressed written permission

11. Is the survey anonymous?

- Yes – the DMI does not collect any personal information. The priest inventory is not anonymous.

12. Can people write comments on the DMI?

- 79** • The purpose is to take a snapshot of the faith community.



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DON'T'S!

1. Try to lead the same way – this is different
2. Try to go it alone
3. Be careless in what you say to parishioners
4. Assume pushback is a sign something is wrong
5. Forget that small moments matter the most

DO's!

1. Focus on ministry of presence
2. Ask specifically for what you need
3. Receive support and training
4. Be good to each other
5. Search for God in every challenge

What questions do you have?

