

Facilitating Difficult Pastoral Planning Conversations

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Participation in
well executed
Pastoral Planning
is a pathway to a
Synodal Church in
Communion and
Mission





Overview of Presentation

- Synodal Conversations
- An Approach to Strategic Planning
- Enhancing Participation
- Adaptive Challenges
- Leading Difficult Conversations
 - A Process for Difficult Conversations
 - Virtues for Synodal Conversations
 - Leaders of Synodal Conversations



Synodal Conversations

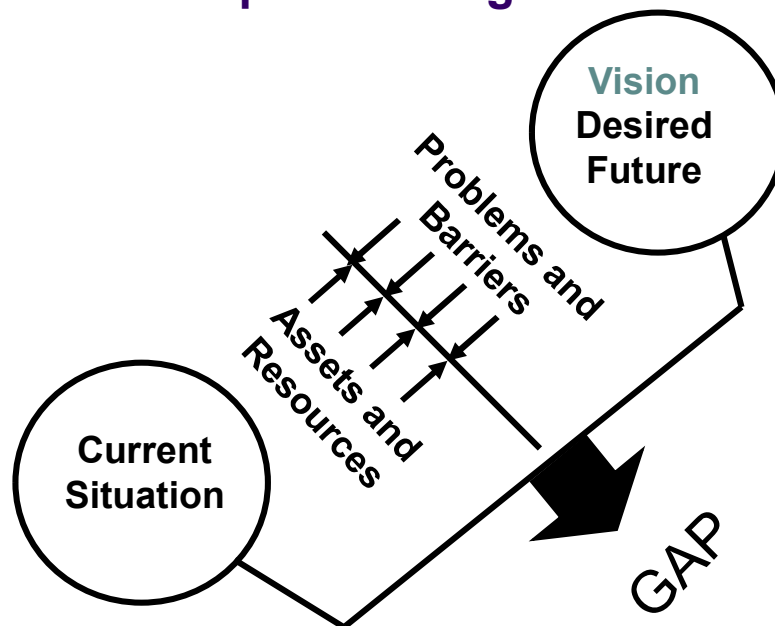
- Synodal Conversations integrates
 - a thoughtful process of problem definition and solution with
 - a prayerful invoking of Holy Spirit to guide the discernment
- Synodal Conversations provide a helpful way of addressing difficult challenges of Pastoral Planning

Conversations in the Spirit Sequence – See Handout 1



- Focus Question
 - What is the Focus Question for our Conversation?
- Personal Preparations
 - Silence, prayer over the focus question and listening to the Word of God
- Taking the Word and Listening
 - Speaking and Listening to responses on the focus question
 - Silence and prayer
- Making Spaces for others and the Other
 - Sharing how I am challenged
- Building Together
 - Formulating a consensus
- Final Prayer of Thanksgiving

The Adaptive Change Process





Structure of a Strategic Plan

Vision Desired Future			
Strategic Objective 1		Strategic Objective 2	
Program 1.1		Program 2.1	
Program 1.2		Program 2.2	
		Program 2.3	
		Program 3.1	
		Program 3.2	

Enhancing Participation The Role of Emotions



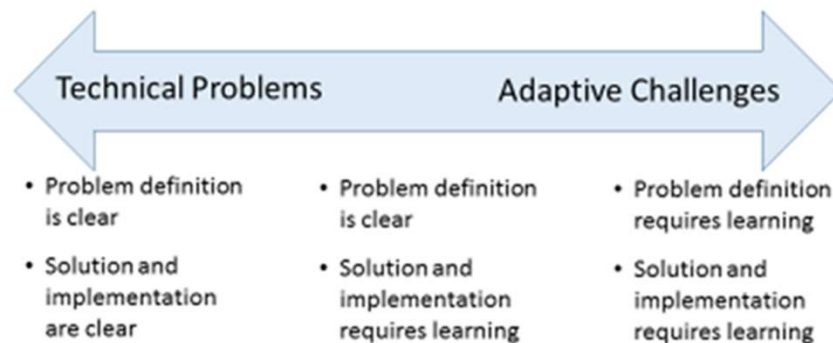
- **Appreciation** – People need to be appreciated by understanding their point of view, finding merit in what they think, feel, and do, and telling them our understanding
- **Affiliation** – People need to feel a sense of connection with others
- **Agency** – People want the freedom to affect many decisions
- **Status** – People want respect for their talents
- **Role** – People want a fulfilling role

Barriers to Participation Emotions



Core Concerns	The Concern is Ignored When...
Appreciation	Your thoughts, feeling, or actions are devalued
Affiliation	You are treated as an adversary and kept at a distance
Autonomy	Your freedom to make decisions is impinged upon
Status	Your relative standing is treated as inferior to that of others
Role	Your current role and its activities are not personally fulfilling

Problem /Challenge Continuum See Handout No. 2





Adaptive Leadership

- Adaptive leadership is an approach to constructively addressing adaptive challenges.
- Adaptive Challenges
 - Grow out of conflicting values among stakeholders or
 - Internal contradictions between the values they stand for and the realities that they face
- Adaptive Leadership – requires a period of work that can only be done with the stakeholders involved



Adaptive Leadership

- Solving adaptive challenges most often require
 - a change in values, beliefs, and behaviors on the part of those with interest in the challenge, and
 - such changes can not be externally imposed
- The central task of adaptive leadership is mobilizing people to clarify what matters most, in what balance, and with which trade-offs

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Leading Difficult Conversions

See Handout No. 3



Get to the Balcony

- A place from which to observe the patterns in the system, its wider environment, and what might be coming in the future (prerequisite for the following principles)

Identify the Adaptive Challenge

- A challenge for which there is no ready-made technical answer
- A challenge that requires closing the gap between the desired future of system and the current state of the system. This challenges requires a changes of values, beliefs, attitudes, and behavior of the people in the system

Ronald Heifetz

Leading Difficult Conversions



Create a Holding Environment

- A sequence of constructive conversations in which the adaptive work is to be accomplished

Cook the Conflict	Maintain Disciplined Attention	Give back the Work
<ul style="list-style-type: none"> • Create the heat • Sequence and pace the work • Regulate the distress 	<ul style="list-style-type: none"> • Work Avoidance • Use conflict productively • Keep people focused 	<ul style="list-style-type: none"> • Delegate responsibility • Use their knowledge • Support their efforts

Ronald Heifetz Leading Difficult Conversations



Managing Yourself as a Leader

- Having the social and emotional skills to live with the disequilibrium that you create
- Listen to Voice at the margins
- Resist being a hero. Adaptive work is a team effort

Virtues for Constructive Conversations

UD Pledge

See Handout No. 4



- Creating a Culture of Encounter
- Respectful Listening
- Thoughtful Advocacy
- Engaged in Learning
- Intellectual Humility
- Staying at the Table
- Prophetic Courage
- Practical Wisdom

Leaders of Synodal Conversations

See Handout No. 5



- A Partner in Building a Synodal Church
- Goal Oriented
- Emotionally Intelligent
- Manages Uncertainty
- Experimental
- Reflective Learner
- Patient



**Questions
Enrichments
Challenges**