



InFormation

News for Pastoral Planners and Those Making the Plan a Reality!

The InFormation is Primarily Electronic

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<http://www.archphila.org/pastplan/INDEX/InFormationindex.html>



SERVANT LEADERSHIP

I think it is important not to confuse pastoral administrative positions and pastoral leadership.

Pastoral administrative positions define work in a parish but leadership is a way of being in the parish. Someone once said that management is doing things right but leadership is choosing to do the right thing. Anyone can be a leader.

The goal of thinking hard about leadership is not to produce a great or charismatic leader. **The signs of outstanding leadership appear primarily among the followers.** Are the followers reaching their potential? Are they learning? Serving? Do they achieve the required results? Do they change with grace? Do they manage conflict?

I would like to ask you to think about leadership in the words of the gospel writer Luke as "one who serves". The idea here is that leaders are like stewards who have an obligation to leave the parish better than they found it. They are responsible to leave the parishes that they serve with greater assets. They need to identify, develop and nurture future leaders. They encourage quality. They provide maturity as expressed in a sense of self worth, a sense of belonging, a sense of responsibility, a sense of accountability, and a sense of equality.

Leaders owe people space as in a sense of freedom that enables them to use their gifts to grow, to be themselves, and to exercise their diversity. Leaders are obligated to provide and maintain momentum. Momentum is the feeling among a group of people that their lives and work are intertwined and moving toward a recognizable and legitimate goal. Momentum comes from a clear vision of what the parish ought to be, from a well thought out strategy to achieve that vision, and from carefully conceived and communicated plans that enable everyone to participate and be publicly accountable in achieving those plans.

Robert Greenleaf has written an excellent book about this idea called "Servant Leadership". According to Greenleaf, the leader " ...takes people and their work really seriously. We're talking beyond empowerment here, beyond freeing the troops to better pursue the purposes of the organization. 'The servant leader says human beings have value in their own right,' argues Peter Hammerschmidt, professor of Economics. 'He doesn't have to have an end beyond that. He calls for doing what's good even if it doesn't pay off.'"

In Greenleaf's view, valuing people this way entails an ethic that is quite consistent with the teaching of the Church regarding work: The work exists for the person as much as the person exists for the work. Put another way, the organization exists as much to provide meaningful work for the person as it exists to provide a product or service.

The leader also, " ...listens and takes his lead from the troops." The servant leader today doesn't have answers, he has questions. The people in the pews are the ones with the answers.

We all have the potential to be servant leaders and to change the people and the part of the world in which we work. Organizational position defines the space that we are obliged to influence (like a pastor or business manager, a principal or a DRE) but our own leadership abilities have no limit. Leaders influence much more than managers but managers have a responsibility to lead.

References: Leadership is an Art Max DePree, 1987
The Leader's as Servant Walter Kiechel III Fortune, 1992

Article by Dr. Robert Miller Director of The Office for Research & Planning Archdiocese of Philadelphia



QUOTE

"The best test (of a servant leader) ... is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And what is the effect on the least privileged in society: will they benefit, or at least will they not be further deprived?" *Robert Greenleaf*

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those who implement those plans.

Suggestions for future articles should be directed to Ron Lill *editor*

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Education & Formation in Our Faith is a Major Roll of the Entire Parish

The future needs of religious education in the parish should be put in place and monitored on an ongoing basis. Pastors are receiving a presentation on Catholic education in the parish. This presentation is for the parish staff and the parishioners. It is intended to highlight one of three conclusions:

1. *No action is required at this time. However continuous monitoring of our religious education for parishioners will insure that programs of quality will be provided for our parish and evaluated at the next annual review.*
2. *The following areas need to be strengthened (a list generated and a plan for action initiated) and followed up, and reported at next the annual review*
3. *Recognition that change is needed and a full study be started immediately.*

The future needs of religious education in the parish should become an important part of the ongoing parish planning process.

-Ron Lill, Editor-



The Top 20 Diocese in the US by Population

2004 Rank	2005 Rank	2006 Rank	Catholic Population	(A=Arch) DIOCESE
1	1	1	4,448,763	(A) LOS ANGELES
4	4	2	3,974,846	(A) BOSTON
2	2	3	2,542,432	(A) NEW YORK
3	3	4	2,348,000	(A) CHICAGO
5	5	5	1,556,575	BROOKLYN
12	13	6	1,495,030	GALVESTON-HOUSTON
7	7	7	1,462,388	(A) PHILADELPHIA
6	9	8	1,431,774	ROCKVILLE CENTRE
9	10	9	1,319,558	(A) NEWARK
8	8	10	1,286,985	(A) DETROIT
11	6	11	1,146,960	SAN BERNADINO
10	11	12	1,131,464	ORANGE, CALIFORNIA
13	12	13	1,063,808	SAN JUAN, PR
15	16	14	955,298	DALLAS
14	14	15	950,743	SAN DIEGO
16	15	16	943,611	BROWNSVILLE
		17	797,964	TRENTON
18	18	18	797,898	CLEVELAND
17	19	19	781,811	PITTSBURGH
		20	752,025	MIAMI

Prayer for a Meeting



Compassionate and merciful God, you have called us to be members of the Body of your Son, Jesus Christ and to continually build up that Body. For us to stay united in that Body we need to lift our spirits to you as Creator and God of us all. Without you we have no hope, we have no call, no courage to go on. With you we can accomplish all you call us to when we are open to your divine inspiration through the coming of your Spirit upon us, again and again.

Lord, thank you for this opportunity to learn from one another. Help us to share our ideas more effectively, and to learn from the knowledge and experience of each other. Let this meeting assist us in doing your will in our lives. Father, eternal Shepherd, hear the prayers of your people for your servant Justin Cardinal Regali, whom you entrusted the care of your Church with love. In your mercy bring him with the flock entrusted to his care to the reward you have promised your faithful servants.

We ask this through our Lord Jesus Christ, your Son, who lives and reigns with you and the Holy Spirit, one God, for ever and ever. Amen.



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Is your parish or cluster entering into a formal planning process?

Do you need a professional Facilitator?
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222 n. 17th Street Rm.216
Phila, Pa 19103

tn#215-587-3545 E-mail orp@adphila.org

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[http://www.archphila.org/pastplan/INDEX/
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Note:

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Trivia Question!

In the Archdiocese, how can I find the right office to answer my questions

Answer on page 4

“Communicating in groups”

“Communication is the basis for all human interaction and for all group functioning. Every group must take in and use information. The very existence of a group depends on communication, on exchanging information and transmitting meaning”

“Effective communication exists between two persons when the receiver interprets the sender’s message in the same way the sender intended it.”

David W. Johnson and Frank P. Johnson,
“Joining Together: Group Theory and Group Skills”

The three essential elements of communication are: the sender (speaker), the receiver (listener) and the message (meaning).

Listening: Being attentive to the verbal and non-verbal messages

Pay attention to the speaker

- keep eye contact with the speaker
- avoid taking notes when one person is speaking
- listen for both the message and the meaning: what is the person telling you? What is the person saying about the situation that helps you understand their feeling as well as their ideas?
- ask questions that will clarify what you have heard (“You were saying that you felt that our parish needed to be more welcoming. Is there a specific way that you had in mind?”)
- listen for verbs since these indicate action. Most people want action.
- be aware of the non-verbal messages being sent. (Observe facial expressions and body language)
- if you are not sure about something, check it out with the speaker

Speaking: Make your message clear

Deliver accurate information

- Avoid general and sweeping statements. Limit your use of absolutes: words such as always, never, everyone, no one. Words that better define most situations are some, many, few, often, rarely, sometimes.
- Do not speak for the unnamed others (“some groups want to” or “some people feel that”)
- Be brief, no one really wants the long version of your story
- Avoid anecdotes and little shorts, people want substantive information
- Speak for yourself and no one else
- Make “I” statements, take ownership of your thoughts and suggestions (example: I think/feel/ believe...”. or “It has been my experience.....”)



Use provisional language:

This is a softer way of delivering your message. It is an important tool when collaborating with peers. It may require some practice, since in other aspects of their lives the members of the Parish Pastoral Council or other parish groups may need to give instruction, make decisions or be in charge.

Avoid normal manner of speech (N)

Use provisional language (P)

“We should take this course of action.” (N)

“I wonder if we might consider...” (P)

“This is the way to do it” (N)

“It might be beneficial to try...” (P)

<> These statements give insight into the direction in which the speaker would like the group to go but they also allow others to develop their own opinions about the recommendation. Provisional statements invite discussion.

Choose encouraging words to get action:

Avoid normal manner of speech (N)

Using positive speech (P)

There is not enough time (N)

We will need to set priorities (P)

It’s a risk (N)

It’s an opportunity (P)

What we have is good

enough (N)

We can probably make it better (P)

There is no way we can do all this work (N)

We will need to set priorities (P)

Understanding: Message received

Be aware of your personal assumptions and biases, these are your personal filters of information

- Try not to assume that you know more than you do
- Hold your opinion lightly
- Be willing to be influenced

Ask sincere questions, ones that will increase your understanding (example: “can you tell me more about” or “I am not certain what you meant by... could you clarify.”)

Avoid questions that are meant to tell the person more about your opinion than to gather information (example: “have you gained weight?”)

This and other group skills information is available on our web site under Education Resources. GOTO:

<http://www.archphila.org/pastplan/INDEX/EduResindex.html>

Office for Research & Planning Honored by The CPPCD !

At their Annual gathering the Conference for Pastoral Planning and Council Development (CPPCD) chose to recognize The Office for Research and Planning of The Archdiocese of Philadelphia with the Lumen Gentium Award. This award is presented in recognition of distinguished pastoral leadership in the utilization of planning and broad consultation processes, influencing a significant number of people, structures and programs and showing initiative and creativity while raising awareness of the principles of the document, Lumen Gentium. This award recognizes a person or group inside or outside the membership of CPPCD that has implemented the direction and goals of the Second Vatican Council in an extraordinary manner. In particular the award acknowledges: distinguished pastoral leadership in the utilization of planning and broad consultation processes; initiative and creativity in responding to parish or diocesan changing needs; significant contributions to raising awareness of the principles of the document, (*Lumen Gentium*); plus a significant number of people, structures, or programs influenced.

April 15th to the 18th 2007 the Conference for Pastoral Planning and Council Development (CPPCD) held its' annual Convention in Pittsburgh, Pa. The CPPCD promotes and advocates consultative processes that fosters effective planning for the pastoral life of the Church. It promotes structures grounded in shared leadership and dialogue fostering research and pastoral planning, theological, professional development, and relationships with other church affiliated organizations. CPPCD serves pastors, lay leaders and diocesan staff with: research, theories, skills and models, with opportunities for theological and professional training, and resources for information, sharing and networking. (*To learn more about CPPD You can visit the Website www.CPPCD.org*) We were exited and honored to be recognized by a large group of our counterparts and peers from around the country. This Award is a tribute to the leadership of the Archdiocese for the support and trust they've given us over the years. It is also a reflection on all of the many men and women who have worked so hard on the planning and implementation of the many programs that were developed. Thank you to everyone who participated in those programs and congratulations to you all!



Our Director Dr. Robert J. Miller Receiving the *Lumen Gentium* award on behalf of The Office for Research and Planning of the Archdiocese of Philadelphia Pictured from left to right : Rev. James Lang Diocese of Syracuse, Current CPPCD Pres., Dr. Miller, John Flaherty, Mary Ann Gubish

Some Past Recipients of the Lumen Gentium Award

- 2007 Office for Research & Planning Archdiocese of Philadelphia
- 2004 Center for Applied Research in the Apostolate
- 2001 The Leadership Conference of Women Religious
- 1997 Loughlan Sofield
- 1996 Joseph Cardinal Bernardin
- 1994 Planning and Research Staff Archdiocese of Seattle
- 1993 Archbishop William Borders

The Office for Research & Planning Staff



Fran Stratton Dr. Miller Ron Lill Tom Denton

ORP Celebrates!



Fran, Bob, Tom and Ron proudly pose with the L.G.



Bob toasts all that contributed



A few of those who worked long and hard were able to attend

A Mass of Thanksgiving for the graces and blessings received with this award was held on Wednesday, May 30, 2007.

Bishop McGinnis was the main celebrant assisting were Monsignors: McDonough and Sullivan. Immediately followed by a dinner at the Top of the Twos. Those able to at-

tend greatly enjoyed the evening. The celebration was topped off with some humorous stories about some of the struggles and growth we experienced over the years of Research & Planning . **Thank you again to all who took a part in the work that lead to this recognition!**

- Ron Lill Editor-