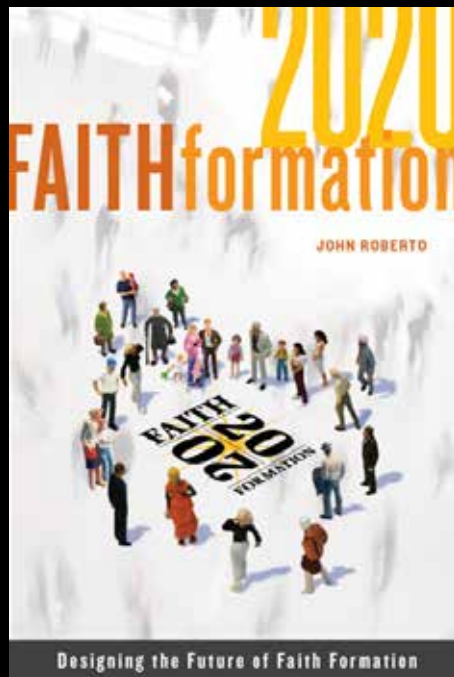
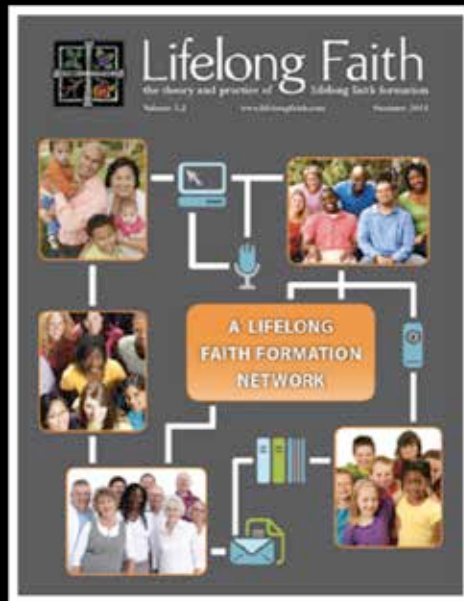


Developing Adaptive Responses to the Changing Context

Lutheran Outdoor Ministries Conference
(Wednesday Session)

John Roberto
LifelongFaith Associates
(jroberto@lifelongfaith.com)





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LifelongFaith Associates

Latest News

- The *Spirit & Culture of Youth Ministry* book is now on sale: \$18 for a single copy; \$16 for 5-24; and \$15 for 25+, plus shipping. Take advantage of this sale to buy copies for your church staff and youth ministry team, and to use the book in courses and workshops. Go to the Lifelong Faith Store to purchase copies.
(Click here for an article that introduces the research findings.)
- The Spring 2011 Issue of *Lifelong Faith* focuses on "Leadership for 21st Century Faith Formation." Download a free copy of "Becoming a Faith Formation Curator" and subscribe to the Journal. Click here to get the article and subscribe.
- The Faith Formation 2020 website is redesigned and expanded with new resources and features. Go to www.FaithFormation2020.net.

Welcome to LifelongFaith.com

LifelongFaith Associates is committed to helping congregations develop lifelong faith formation for all ages and generations, increasing the capacity of leaders and communities to nurture faith growth.

Welcome to the new online home of LifelongFaith Associates. At LifelongFaith.com you can learn about the projects and publications of John Roberts and LifelongFaith Associates.

1. *Lifelong Faith Journal* - our quarterly journal
2. *Faith Formation 2020 Initiative* - our multi-year project to help congregations envision and design 21st century faith formation which includes a new book and website
3. *Faith Formation in Christian Practices* - resources for home and congregation that equip individuals and households to integrate Christian practices into everyday life
4. *Faith Formation Learning Exchange* - a new online center, developed by John Roberts, for Wisdom Faith managers - just follow the link below

Join our mailing list and get announcements and our occasional e-newsletter.

www.faithformation2020.net

The screenshot shows the homepage of the Faith Formation 2020 Resource Center. At the top left is the 'FAITH 2020' logo. The main header reads 'Faith Formation for the 21st Century'. A left sidebar contains a 'Home' link and a list of categories: 'FF 2020 Book', 'FF 2020 Driving Forces', 'FF 2020 Scenarios', 'FF 2020 Developing a Lifelong FF Network', 'FF 2020 Designing Innovations', 'FF 2020 Strategies & Resources', 'FF 2020 Leadership', and 'FF 2020 Presentations'. The main content area features a 'What's New in the Faith Formation 2020 Resource Center' section with a welcome message and a 'What's New' graphic showing people around a 'FAITH 2020' logo. Below this is a 'Welcome to the Faith Formation 2020 Online Resource Center' section with a detailed welcome message and a link to 'Read an Introduction to Faith Formation 2020.'

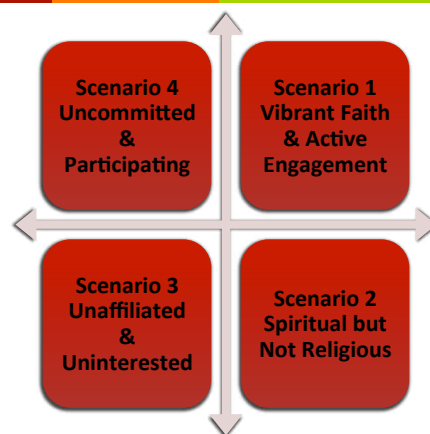
www.FaithFormationLearningExchange.net

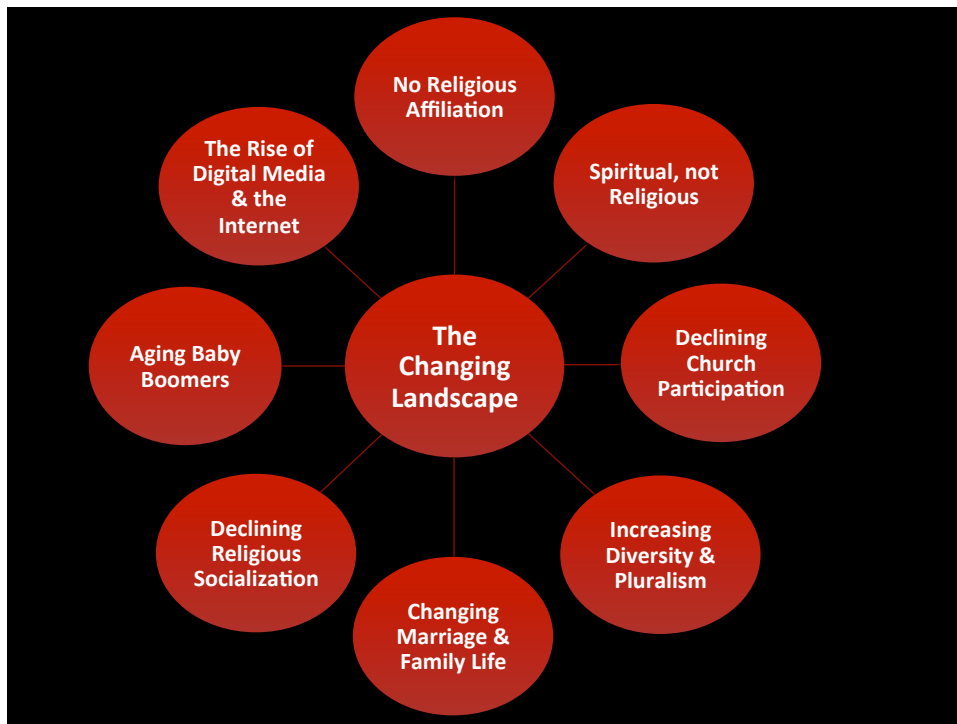
The screenshot shows the homepage of the Faith Formation Learning Exchange. The header includes the 'FAITH FORMATION LEARNING EXCHANGE' logo and the tagline 'VIBRANT FAITH MINISTRIES'. A left sidebar lists navigation options: 'Home', 'Search the Exchange', 'FLLI Video Podcast', 'New Featured Books', 'Children', 'Adolescents', 'Young Adults', 'Adults', 'Families & Parents', 'Lifelong & Multigenerational', 'Diversity & Culture', 'Online & Digital Media', and 'Leadership'. The main content area features a 'Your source for research, practices, resources & approaches in faith formation across the whole life span.' graphic with a photo of a family. Below this is a 'Special Feature: Faith Formation with Baby Boomers' section, which includes a photo of a group of people and a text box explaining that the 'Adult Center' now has a new 'Baby Boomers' section, highlighting that the oldest Baby Boomers turned 85 in 2011 and that by 2050, about 10,000 more will cross that threshold.

Topics

1. Interpreting the Spiritual and Religious Needs of People Today & Envisioning the Possibilities
2. Addressing Adaptive Challenges
3. Entering the Innovation Design Process

Part 1. Interpreting & Envisioning

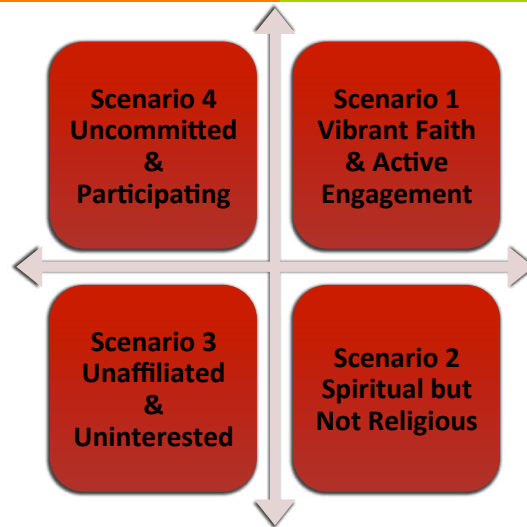




Four Scenarios for the Future



4 Scenarios for the Future



Thinking about Session 1

- What are 2 or 3 “take-aways” (insights, feelings) from yesterday’s look at the changing context that are especially important for you?

Assessing

Viewed through the lens of the 4 Scenarios...

- Who is your outdoor ministry programming serving today?
- Who do you need to reach and engage?
- Whose spiritual and religious needs are your programs addressing?
- Whose spiritual and religious needs do you need to address?

Approach 1. Targeting Audiences & Needs

Scenario #4

Scenario #1

Scenario #3

Scenario #2

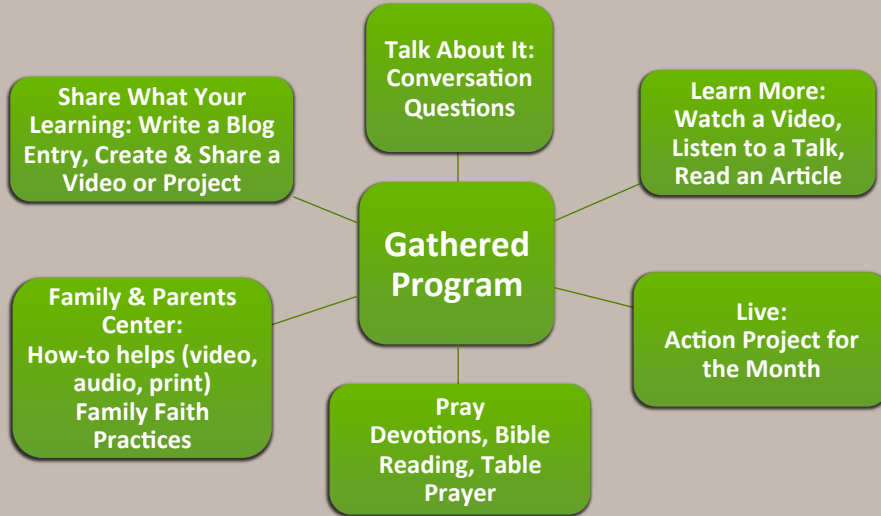
Example: Targeting Audiences & Needs

<p>Scenario #4</p> <ul style="list-style-type: none"> + Marriage & FF + Baptism & FF + Family faith formation in the 1st decade of life + Milestones faith formation + Pathways to deepen faith & engagement 	<p>Scenario #1</p> <ul style="list-style-type: none"> + Millennial Generation + Marriage & FF + Baptism & FF + Baby Boomers FF + Empowering people to share their faith
<p>Scenario #3</p> <ul style="list-style-type: none"> + Third Place settings + Family life center + Events (movie nights, concerts, festivals) + Community-based ministry (service, recovery ministry) 	<p>Scenario #2</p> <ul style="list-style-type: none"> + Third Place settings + Targeting 20-30 year olds + Service: local - global + Spiritual formation + Pathways to deepen faith & engagement

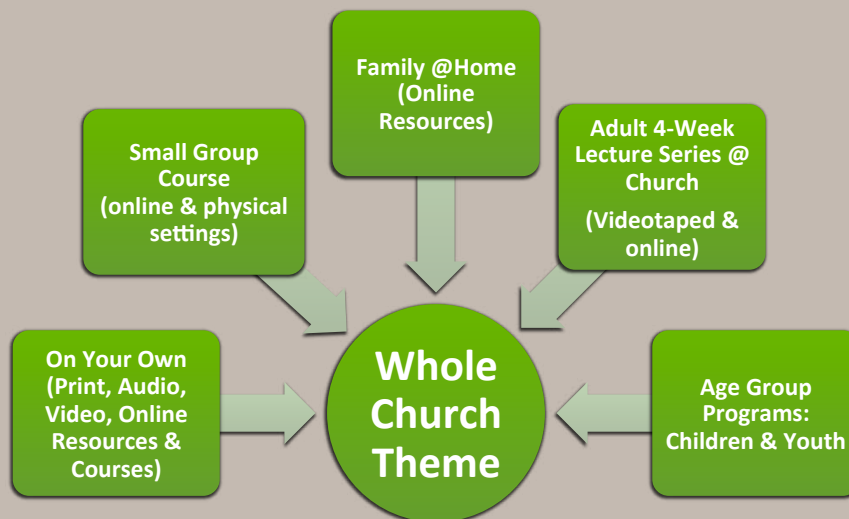
Approach 2. Diversify Formats



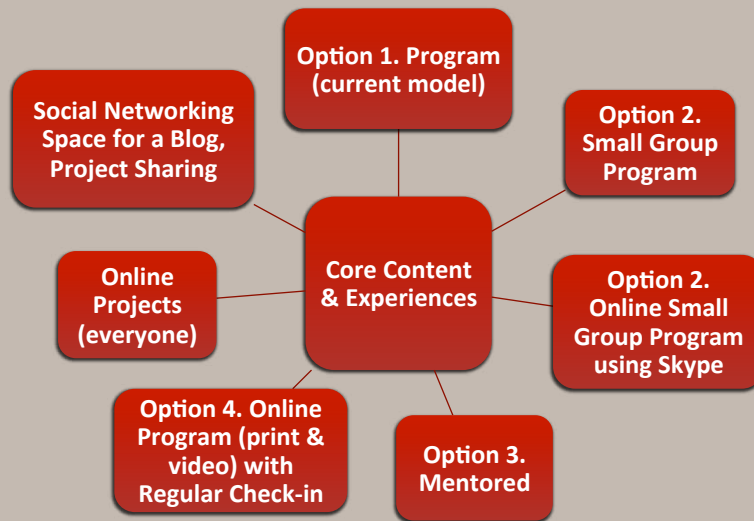
Example: Extended a Program



Example: 1 Theme + Variety of Formats



Approach 3. Differentiate Faith Formation



Example: Confirmation

All Youth

- Sunday Worship
- Service projects
- Confirmation blog & online confirmation projects
- Celebration of confirmation

Example: Confirmation

Scenario 1 (In-Depth Experience)

- In-depth faith formation in theology, Bible, spirituality, and Christian practices offered in different formats, customized to the needs of the young people: small group program, online courses and resources, and mentors
- Spiritual formation experience (retreat) on spiritual practices and disciplines
- Whole group confirmation-specific content

Example: Confirmation

Scenario 4 (Foundations Experience)

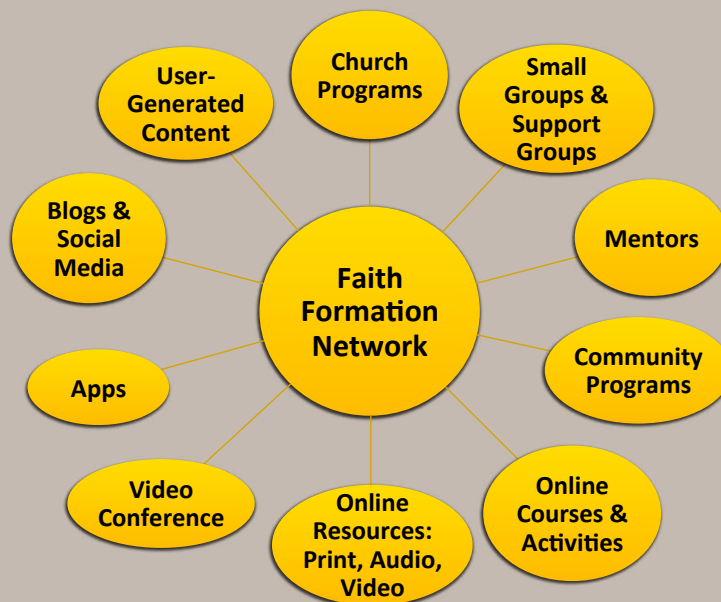
- Foundational program in Christian life essentials offered as a whole group experience, integrating confirmation-specific content
- Experience of Christian practices and spiritual disciplines
- Active participation in the activities of church life and ministries; apprenticeships with ministries and leaders to experience church life as “insiders”
- Mentors to guide growth and participation in church life
- Whole group confirmation-specific content

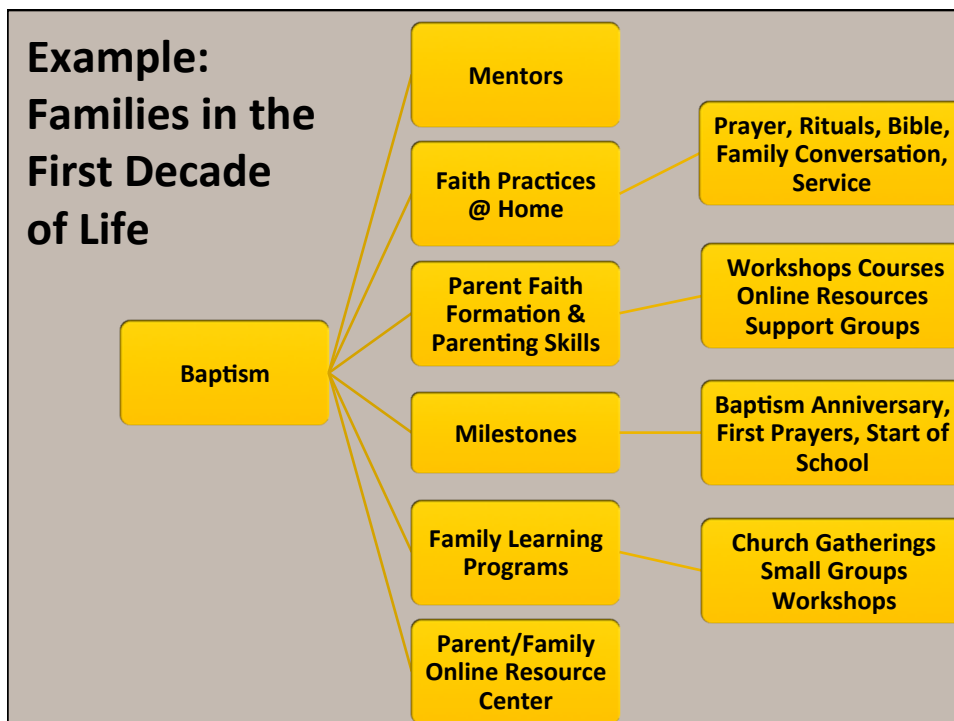
Example: Confirmation

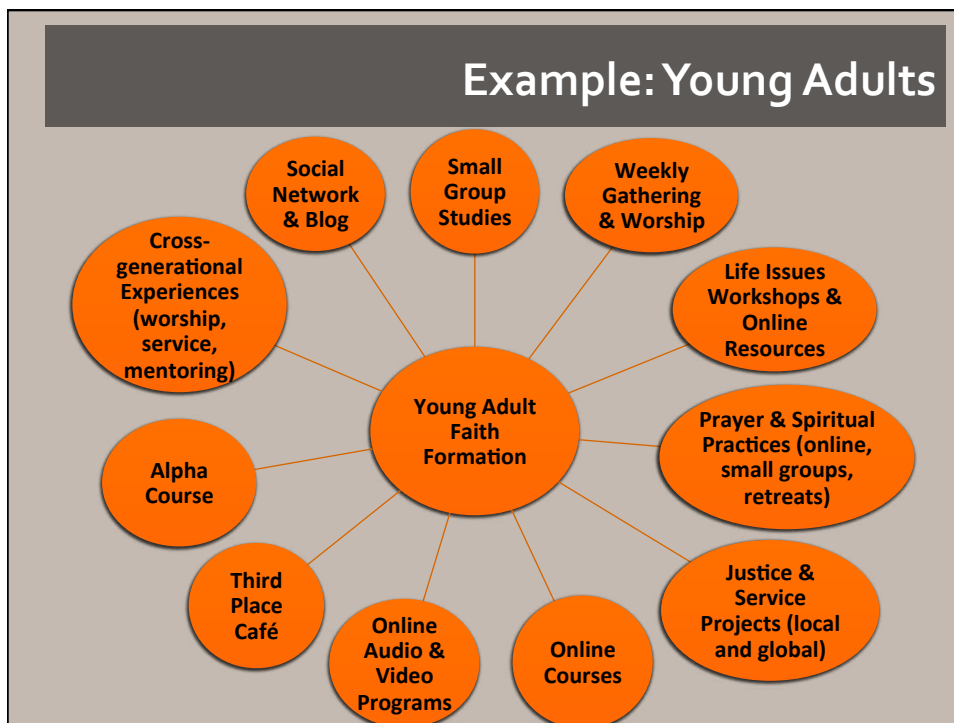
Scenarios 2 and 3 (Exploration Experience)

- Exploration experience to investigate the claims of the Christian faith in an informal, no pressure, non-judgmental, and friendly environment, offered in small group settings with a meal and including topics such as: Who is God? Who is Jesus? Why did Jesus die? Who is the Holy Spirit? How can we have faith? Why and how do I pray? Why and how should I read the Bible? How does God guide us? How can I resist evil? What about the Church? How can I make the most of the rest of my life?
- Introductory experiences of Christian life through participating in Christian practices, service, worship, and so on.

Approach 4. Build A Network Approach







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You Don't Know Jack... about the saints

by The Editors

Jack is back, this time hitting the streets of New York City's East Village to find out what people know about the saints. Are they all perfect people? Do they have to be Catholic? What are their best qualities? Follow our friend and colleague, Fr. Jack Collins, CSP, as he journeys the city to find out what people know.

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COLUMNISTS

What Works: SAD That DST is Ending
Phil Fox Ross
Every year, at the beginning of warm weather, I encourage everyone to get out in the sun and ...
Previous What Works columns

BUSTED HALO DAILY JOLT
My mother wanted us to understand that the tragedies of your life one day have the potential to be comic stories the next. — Nora Ephron
microCHALLENGE
Recall a funny family memory.
Previous Daily Jolts

GOOGLING GOD
Resources for the spiritual seeker

Did Mary write a Gospel?
#599-Is it correct to say that we Christians "build up the Kingdom of God?"
Busted Halo CAST
00:00 00:00

Facts of Faith
The Big Bang Theory (Fr. Georges Lemaître)
00:00 00:00

St. Isaac Jogues – To Whom Much is Entrusted, Much is Expected...
00:00 00:00

Saints and All Hallows Eve
What does All Saints Day have to do with Halloween?

SERIOUS XM RADIO SHOW
Why Are We Changing The Mass? It Seems Fine to Me...
About the show

GAMES
Donte's Trivia Inferno
Advance from Earth to Heaven while avoiding Hell by answering a set of questions related to the Catholic Church and faith.

October 28-30, 2013
Moreau, Michigan

Discerning Jesus in "The Mass of Jesus" With Sr. Clare
Discernment Retreat for Catholic Women 10-30
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BLOGGERS

Mister Rogers and Quotes to Live By
Monica, Annie & Farrah
Last week, Monica posted her reaction to a film we saw together, "Mister Rogers & Me." I interviewed filmmaker Benjamin Wagner before the New York premiere ...
Read the Girls Meet G-O blog

Dia de los Muertos
Vanessa Gonzalez Kraft
I've never celebrated Dia de los Muertos. I've never heard La Luce speak of celebrating it, either. But I'll get back to that in a minute.
A lot of people wrongly ...
Read the La Luce blog

Think Different
Tom Gibbons
"We believe that people with passion can change the world for the better."
This summer, I spent a lot

VIDEO

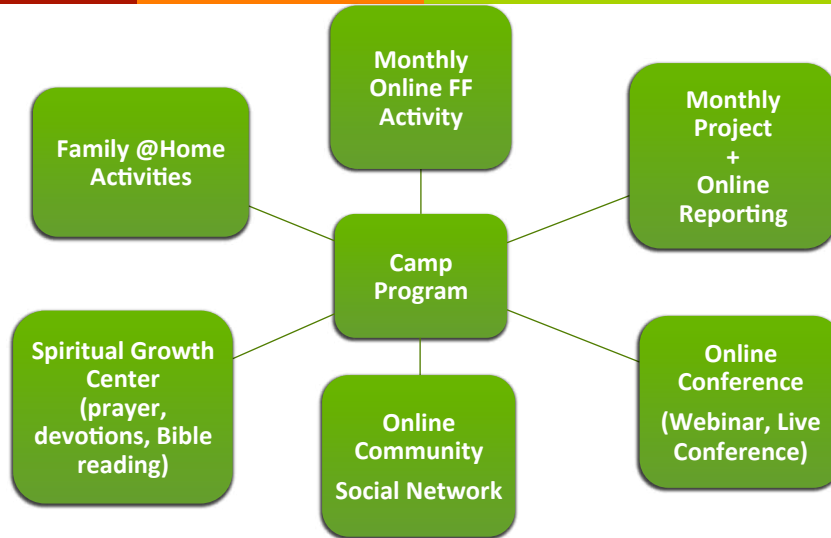
Sacraments 101: A
Anointing of the Sick (who it's for)
More video features

MOST RECENT COMMENTS

Jake writes... "I would like an extra hour of light in the winter. When I get home I need daylight to do the outside chores. It's not necessary in the summer when the..."

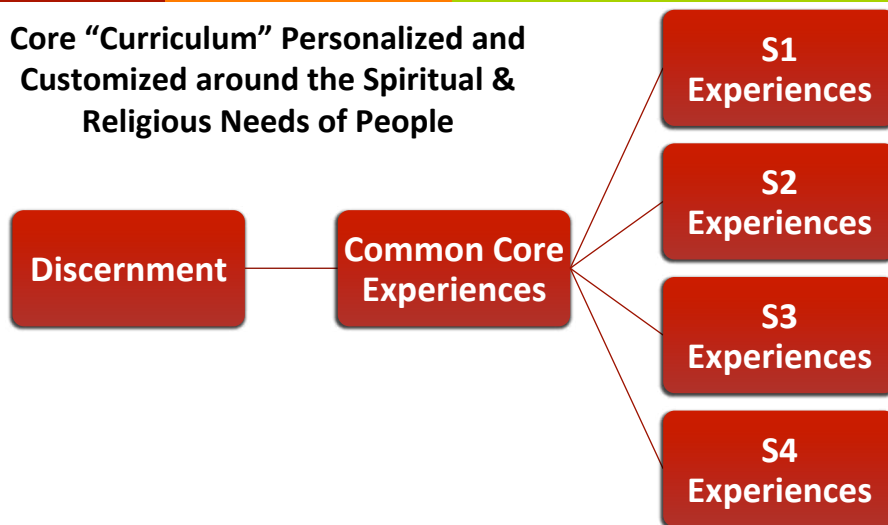
M writes... "Check out Tomie deBona's books about saints for your son, as well as his other wonderful"

LOM Application: Extended a Program throughout the Year

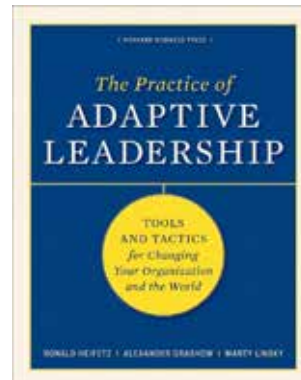
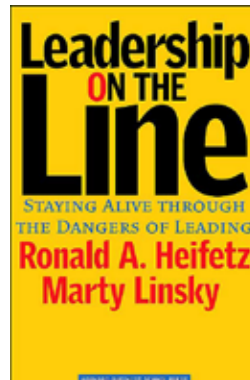
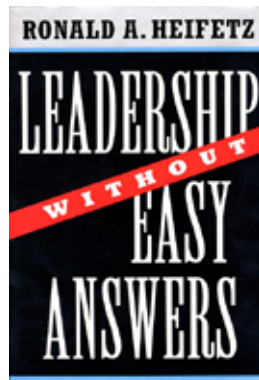


LOM Application: Differentiated Experiences

Core "Curriculum" Personalized and Customized around the Spiritual & Religious Needs of People



Part 2. Adaptive Leadership



The Challenge of Adaptive Change

“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein

Technical Problems - Adaptive Challenges

Problems that we can solve through the knowledge of experts are technical challenges. Problems that experts cannot solve are called adaptive challenges. Solutions to technical problems lie in the head and solving them requires intellect and logic. Solutions to adaptive problems lie in the stomach and the heart and rely on changing people's beliefs, habits, ways of working or ways of life.

(Ronald Heifetz and Martin Linsky)

Technical Problems

- *Technical problems* (even though they may be complex) can be solved with knowledge and procedures already in hand.
- Leadership would be an easy and safe undertaking if organizations and communities only faced problems for which they already knew the solutions. Everyday, people have problems for which they do, in fact, have the necessary know-how and procedures—*technical problems*.

Adaptive Challenges

- *Adaptive challenges* require experiments, new discoveries, and adjustment.
- To make the adaptive leap to survive in the new environment requires people to learn new ways of behaving and adopt new values and attitudes. Sustaining change requires the people with the problem to internalize the change itself. Without learning new ways—changing attitudes, values, and deep-seated behaviors—people cannot make the adaptive leap necessary to thrive in the new environment.

Adaptive Challenges

- *Adaptive challenges* call for changes of heart and mind—the transformation of long-standing habits and deeply held assumptions and values.
- Leadership is “*the activity of mobilizing people to tackle the toughest problems and do the adaptive work necessary to achieve progress.*”

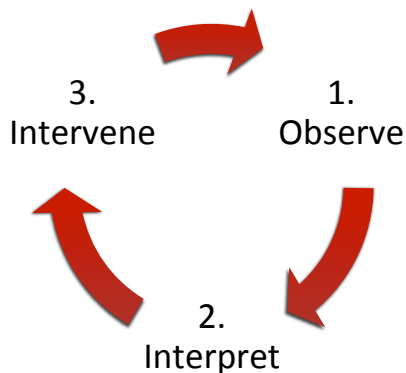
(Heifetz and Linsky)

Adaptive Work as Spiritual Work

What Heifetz describes as adaptive work is, at its heart, spiritual work. It involves the central dynamics of the spiritual life and of transformation, which includes loss, risk and trust, even death and resurrection. Our sacred Scriptures, sacraments and our symbols are all powerful resources for adaptive challenges and adaptive work that we face at this time. No program, effort at restructuring, or 'right' pastor alone will meet this challenge. It involves our own changes of minds and hearts."

(Anthony Robinson, *Leadership for Vital Congregations*)

Process of Adaptive Leadership



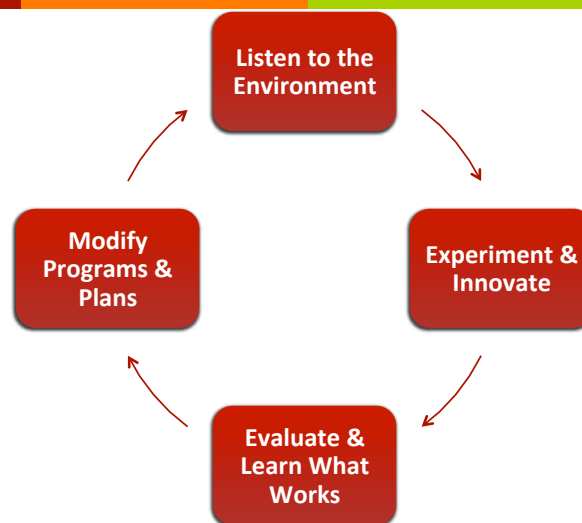
- 1. Observing** events and patterns around you;
- 2. Interpreting** what you are observing (developing multiple hypotheses about what is really going on; and
- 3. Designing** interventions based on the observations & interpretations to address the adaptive challenge you have identified.

Your Adaptive Challenges

➤ **What are the greatest adaptive challenges facing ministry & faith formation in your setting that you must address to make progress into the future?**

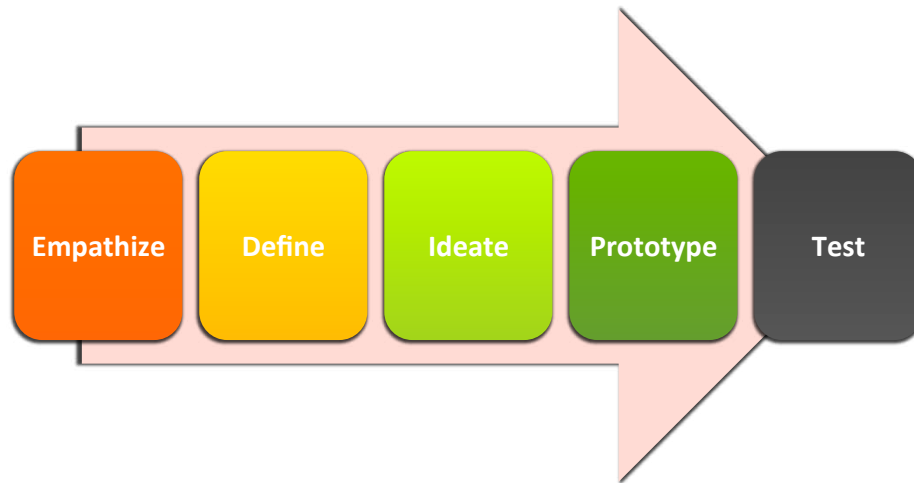
Leadership is “the activity of mobilizing people to tackle the toughest problems and do the adaptive work necessary to achieve progress.”
(Heifetz and Linsky)

Cycle of Adaptation



Part 3. Innovation Design Process

Stanford School of Design



1 - Empathize

Empathy is the foundation of a human-centered design process. To empathize, we:

- **Observe.** View users and their behavior in the context of their lives.
- **Engage.** Interact with and interview users through both scheduled and short 'intercept' encounters.
- **Immerse.** Experience what your user experiences.

Empathy Map

SAY What do you hear your target group saying?	DO What actions and behaviors do you notice in your target group?
THINK What might your target group be thinking? What does this tell you about their beliefs/convictions?	FEEL What emotions might your target group be feeling?

Empathy Map

1. Define Needs (verbs not nouns)
2. Identify Insights – to better respond to a design challenge

POV – Point of View

- A point of view (POV) is your reframing of a design challenge into an actionable problem statement that will launch you into a generative ideation.
- A good POV will allow you to ideate in a directed manner, by creating How We Might (HWM) questions based on your POV.
- Most of all your POV captures your design vision.

POV – Point of View

A POV MADLIB

**[USER] needs to [USER'S NEED]
because
[SURPRISING INSIGHT]**

2 - Define

- The define mode is when you unpack and synthesize your empathy findings into compelling needs and insights, and scope a specific and meaningful challenge. It is a mode of “focus” rather than “flaring.”
- Two goals of the define mode are to develop a deep understanding of your users and the design space and, based on that understanding, to come up with an actionable problem statement: your **point of view**.

2 - Define

- Your **point of view** should be a guiding statement that focuses on specific users, and insights and needs that you uncovered during the empathize mode.
- More than simply defining the problem to work on, your **point of view** is your unique design vision that you crafted based on your discoveries during your empathy work. Understanding the meaningful challenge to address and the insights that you can leverage in your design work is fundamental to creating a successful solution.

2 – Define

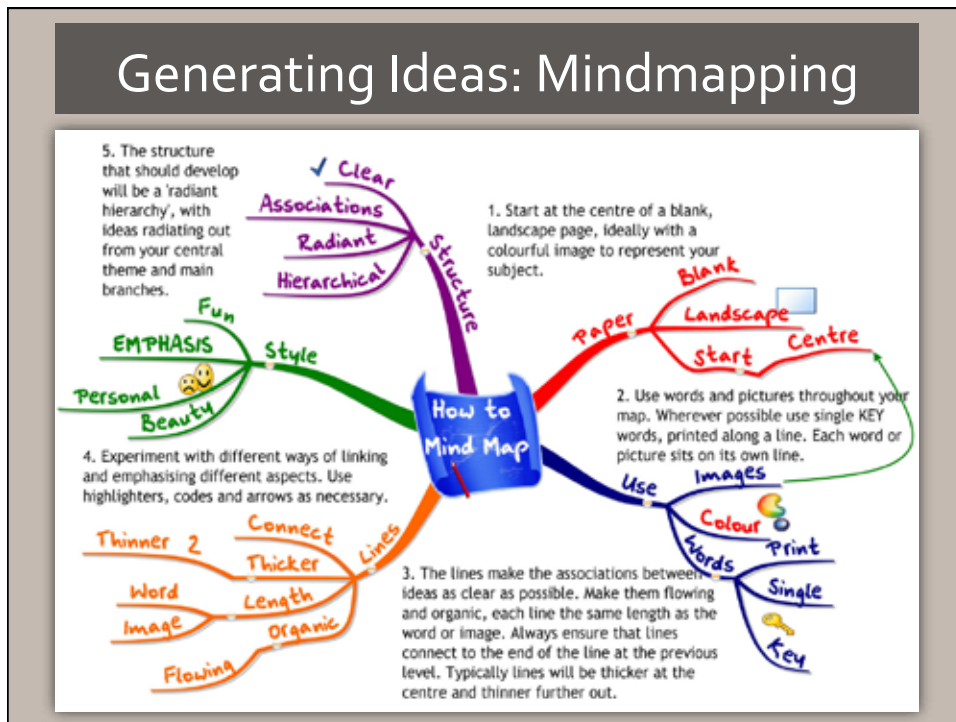
In order to be truly generative, you must first craft a specific and compelling problem statement to use as a solution-generation springboard. As a test, a good point of view (POV) is one that:

1. Provides focus and frames the problem
2. Inspires your team
3. Provides a reference for evaluating competing ideas
4. Fuels brainstorming by suggesting “how might we” statements
5. Captures the hearts and minds of people you meet
6. Saves you from the impossible task of developing concepts that are all things to all people
7. Is something you revisit and reformulate as you learn by doing
8. Guides your innovation efforts

3 - Ideate

- Ideate is the mode during your design process in which you focus on idea generation.
- Mentally it represents a process of “going wide” in terms of concepts and outcomes—it is a mode of “flaring” rather than “focus.”
- The goal of ideation is to explore a wide solution space – both a large quantity of ideas and a diversity among those ideas. From this vast depository of ideas you can build prototypes to test with users.
- You ideate in order to transition from identifying problems into exploring solutions for your users.

Generating Ideas: Mindmapping



4 - Prototype

- Prototyping is getting ideas and explorations out of your head and into the physical world.
- A prototype can be anything that takes a physical form – be it a wall of post-it notes, a role-playing activity, a space, an object, an interface, or even a storyboard. The resolution of your prototype should be commensurate with your progress in your project.
- In early explorations keep your prototypes rough and rapid to allow yourself to learn quickly and investigate a lot of different possibilities.
- Prototypes are most successful when people (the design team, the user, and others) can experience and interact with them. What you learn from those interactions can help drive deeper empathy, as well as shape successful solutions.

4 - Prototype

Traditionally prototyping is thought of as a way to test functionality. But prototyping is used for many reasons, including these:

- **Empathy gaining:** Prototyping is a tool to deepen your understanding of the design space and your user, even at a pre-solution phase of your project.
- **Exploration:** Build to think. Develop multiple solution options.
- **Testing:** Create prototypes (and develop the context) to test and refine solutions with users.
- **Inspiration:** Inspire others (teammates, clients, customers, investors) by showing your vision.

4 - Prototype

We prototype to:

- **Learn.** If a picture is worth a thousand words, a prototype is worth a thousand pictures.
- **Solve disagreements.** Prototyping is a powerful tool that can eliminate ambiguity, assist in ideation, and reduce miscommunication.
- **Start a conversation.** A prototype can be a great way to have a different kind of conversation with users.
- **Fail quickly and cheaply.** Creating quick and dirty prototypes allows you to test a number of ideas without investing a lot of time and money up front.
- **Manage the solution-building process.** Identifying a variable to explore encourages you to break a large problem down into smaller, testable chunks.

5- Test

Testing is the chance to refine our solutions and make them better. Prototype as if you know you're right, but test as if you know you're wrong.

- **To refine our prototypes and solutions.** Testing informs the next iterations of prototypes. Sometimes this means going back to the drawing board.
- **To learn more about our user.** Testing is another opportunity to build empathy through observation and engagement—it often yields unexpected insights.
- **To test and refine our POV.** Sometimes testing reveals that not only did we not get the solution right, but also that we have failed to frame the problem correctly.

The 8 "ations" of Innovation

(Rick Warren)

1. **Termination:** What do we first need to stop, before we can have room for new ideas?
2. **Collaboration:** How can we do what we are already doing faster and on a larger scale by incorporating a team?
3. **Combination:** What great ideas or programs do we already have that we could mix together to make something new?
4. **Elimination:** What part could we take out to make an idea or process simpler?
5. **Reincarnation:** What has died that we could resurrect in a new form?
6. **Rejuvenation:** How could we change the purpose or motivation for what we do to bring new energy and new life to an idea?
7. **Illumination:** How can we look at this idea in a new light, from a different angle?
8. **Fascination:** How can we make this idea more appealing and fun?

Design an Implementation Plan

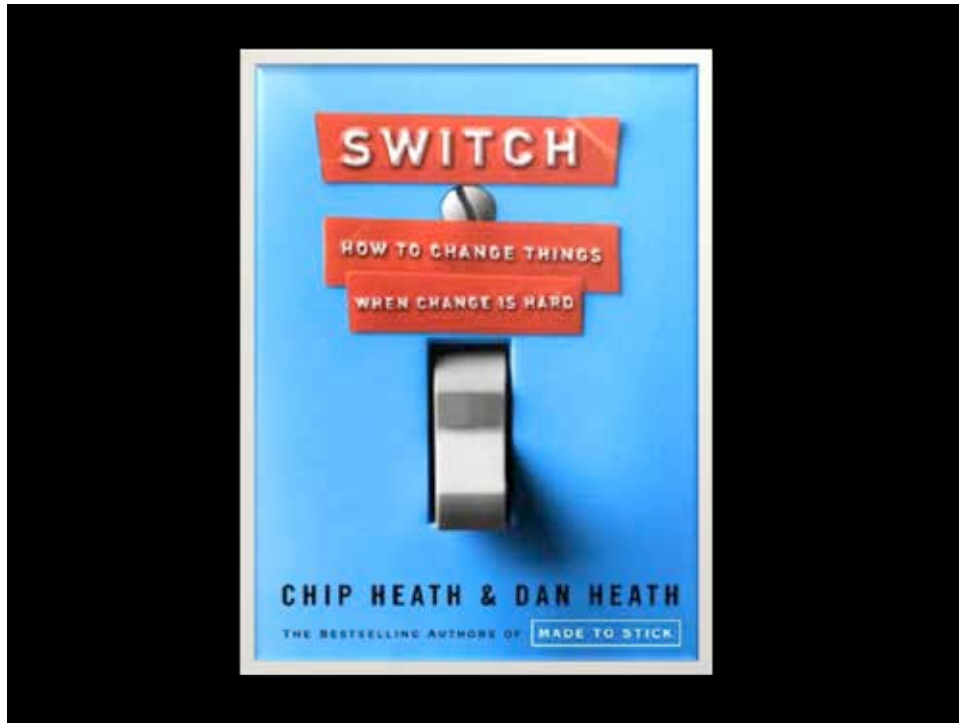
1. What are the dates and times?
2. What is the location: physical/facility and/or online/website?
3. What are the implementation steps and target dates (timeline) for completing each step.
4. What resources will you need to implement the initiative.
5. How much will the initiative cost?
6. How many leaders will you need to implement the initiative, how you will find them, and how you will prepare them?

Facilitating Change

Lutheran Outdoor Ministries Conference

(Thursday Session)

John Roberto
LifelongFaith Associates
(jroberto@lifelongfaith.com)



A Framework for Change

Direct the Rider (the conscious mind), eliminating what looks like resistance but is more often a lack of clarity by providing crystal-clear direction.

- Following the bright spots: investigate what's working and clone it.
- Script the critical moves: don't think big picture, think in terms of specific behaviors.
- Point to the destination: change is easier when you know where you're going and why it's worth it.

A Framework for Change

Motivate the Elephant (the subconscious), eliminating what looks like laziness but is more often exhaustion by engaging emotions to get people on the same path as you.

- Find the feeling: knowing something isn't enough to cause change. Make people feel something.
- Shrink the change: break down the change until it no longer spooks the Elephant.
- Grow your people: cultivate a sense of identity and instill the growth mindset.

A Framework for Change

Shape the Path (the situation), eliminating what looks like a people problem but is more often a situation problem, by making the environment more conducive to the change you seek.

- Tweak the environment: when the situation changes, the behavior changes. So change the situation.
- Build habits: when behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits.
- Rally the herd: behavior is contagious. Help it spread.

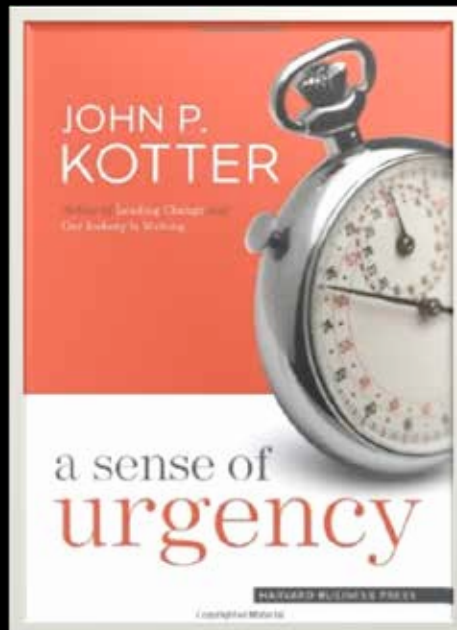
Making Change Stick

1. Understand and spell out the impact of the change on people.
2. Build an emotional and rational case for change.
3. Ensure that the entire leadership team is a role model for change.
4. Mobilize people to “own” and accelerate the change.
5. Embed the change in the fabric of the organization.

How Do We Make Change?

(Transforming Congregational Education Project)

1. Substantial change takes time and does not proceed smoothly.
2. Take action and be ambitious: “boldly go...”
3. Vision, action, reflection, and conversation feed off one another to drive the process forward.
4. Getting the right people engaged and empowering them is critical. “Get the right people on the bus...”
5. The change process is powered by and largely about learning.
6. Quality outside assistance can help the process tremendously.
7. Because change is complex, a multi-pronged support system is needed.
8. Financial resources can help “lubricate” change.



Increasing a True Sense of Urgency

Strategy

Create action that is exceptionally alert, externally oriented, relentlessly aimed at winning, making some progress each and every day, and constantly purging low value-added activities—all by always focusing on the *heart* and not just the mind.

Increasing a True Sense of Urgency

1. Bring the Outside In

- Reconnect internal reality with external opportunities and hazards
- Bring in emotionally compelling data, people, video, sites, and sounds.

Increasing a True Sense of Urgency

2. Behave with Urgency Every Day

- Never act content, anxious, or angry.
- Demonstrate your own sense of urgency always in meetings, one-on-one interactions, memos, and email, and do so as visibly as possible to as many people as possible.

Increasing a True Sense of Urgency

3. Find Opportunity in Crises

- Always be alert to see if crises can be a friend, not just a dreadful enemy, in order to destroy complacency
- Proceed with caution, and never be naïve, since crises can be deadly.

Increasing a True Sense of Urgency

4. Deal with the NoNos

- Remove or neutralize all the relentless urgency-killers, people who are not skeptics but are determined to keep a group complacent or, if needed, to create destructive urgency.