



BUILDING SUSTAINABILITY & MANAGING TRANSITION &

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Building Sustainability & Managing Transition

Focus: Strategies for PLCs when encountering changes in leadership: how to navigate, what to be prepared for, and how to frame past experience as transition to new framework,

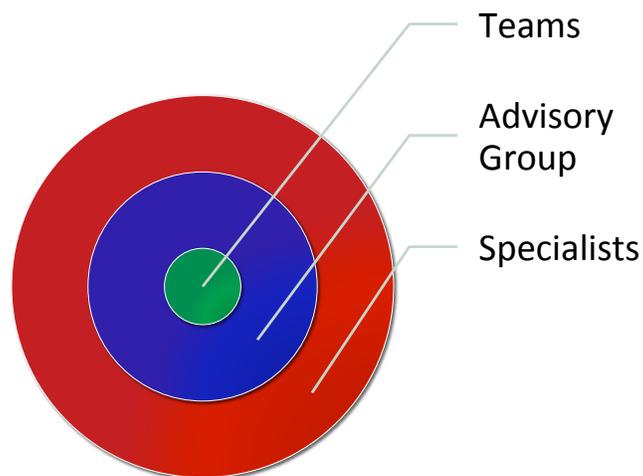
Part 1. How to Building Sustainable Systems

Part 2. How to Manage Transitions

Building Sustainability for Faith Formation in a Parish

1. Have a clearly articulated vision statement, rooted in the GDC and NDC, and a 2-minute elevator speech for faith formation.
2. Have clearly developed outcomes for faith formation – the impact it will make on people’s lives: for age groups, for families, for the church community, etc.
3. Build support systems: teams, advisory group, specialists

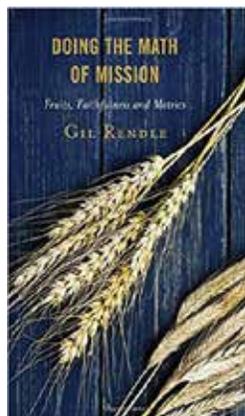
Building Sustainability



Building Sustainability

4. **Develop a systems view of faith formation:**
 - * connected to parish life and the faith forming power of the parish community
 - * intentionally intergenerational
 - * lifelong – addressing every stage of life
 - * engaging families – at church and at home
5. **Develop metrics for measuring effectiveness**
 - * How are you counting?
 - * How are measuring impact?

Doing the Math of Mission



- * **Counting – what are you counting?**
 - * Use the right verbs
 - * Count more comprehensively
- * **Measuring: what are you measuring**
 - * Impact on people's lives
 - * Change that can be measured over time

Outcomes & Benefits

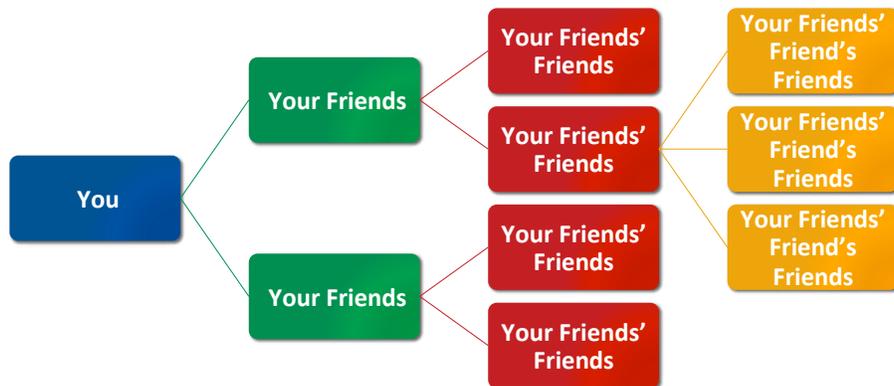
- ✓ How will participants benefit from and be affected or changed by their involvement in faith formation?
 - * Initial or immediate impact
 - * Intermediate impact
 - * Long-term impact
- ✓ How will you develop and document evidence?
 - * Surveys (SurveyMonkey)
 - * Focus Groups
 - * Videos
- ✓ How will you communicate the results?

Building Sustainability

6. Develop multi-audience communication:
 - * Communication to target audiences
 - * Communication to whole parish community
 - * Communication to the wider community
7. Use multiple communication approaches to promote, to share stories, experiences:
 - * Print, Audio, Video
 - * Email, Email Newsletters, Text (Constant Contact, Mail Chimp, Flocknote)
 - * Website
 - * Social Media: Facebook, Twitter, Instagram
 - * Live Streaming: Facebook, Zoom Web Conferencing
 - * YouTube Channel

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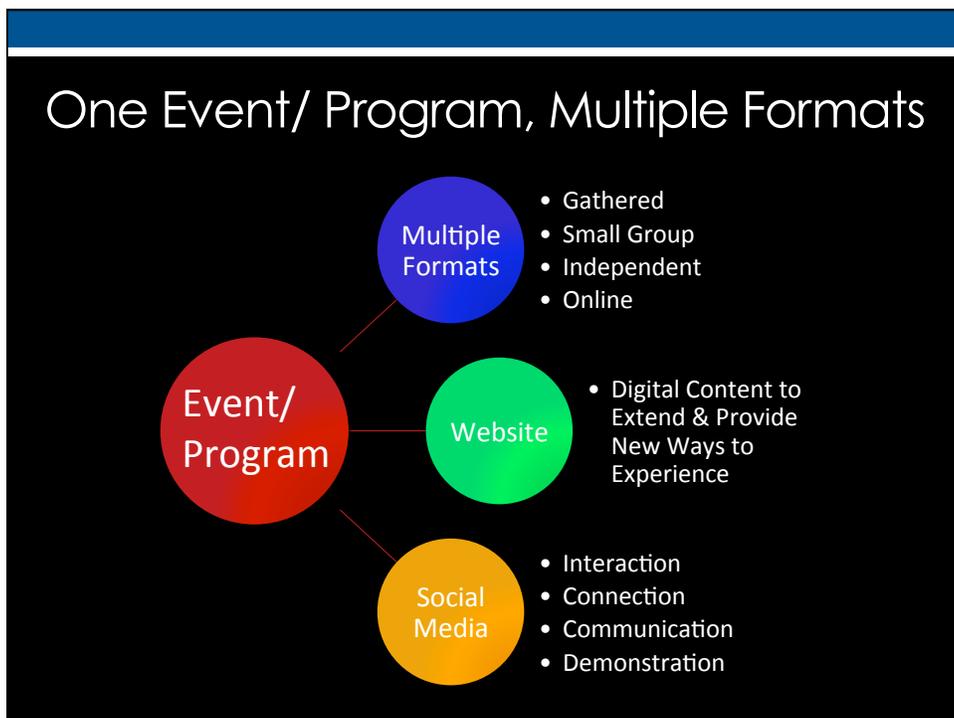
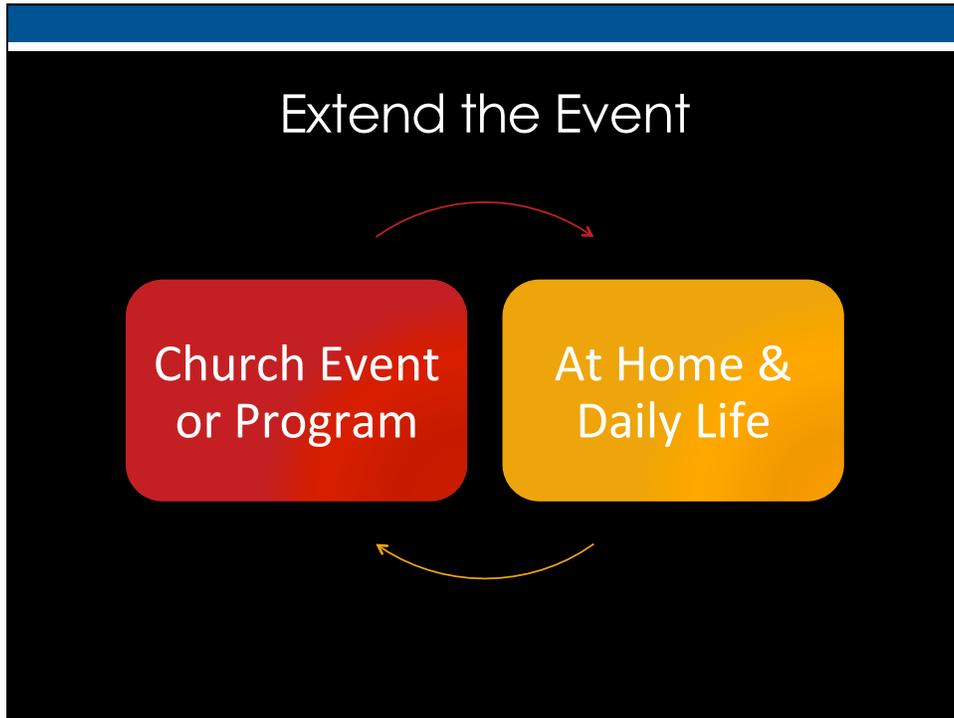
8. Connect to social networks in the parish community—in person and online.



Building Sustainability

9. Utilize digital approaches to extend the reach and impact of faith formation

- * Build a digital platform for faith formation
- * Extend on-campus events/programs/activities into daily and home life through digital media and activities on your website
- * Develop multi-versions of the same program using digital strategies and your website
- * Use digital media and activities to prepare for... and to live out... a gathered experience/event.





Managing Transitions

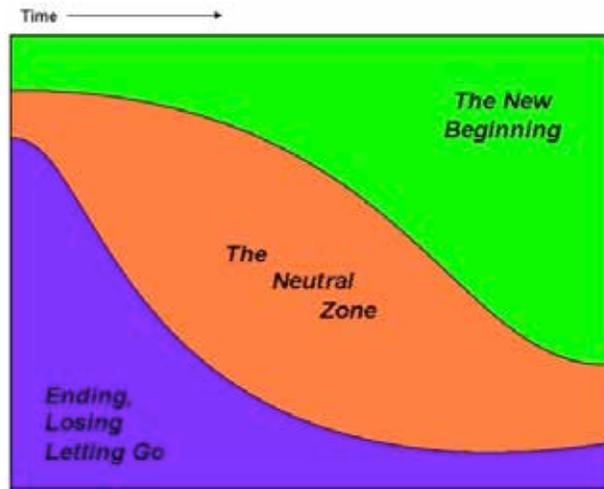
It isn't the changes that will do you in; it's the transitions. They aren't the same thing.

Change is situational.

Transition, on the other hand, is psychological; it is a three phase process that people go through as they internalize and come to terms with the details of the new situation that the change brings about.



“Transition begins with an ending and finishes with a beginning” (William Bridges)



The three phases of transition

William Bridges, *Managing Transitions*, USA, 2003

Managing Transitions: Endings

Transition starts with an ending. This is paradoxical but true. This first phase of transition begins when people identify what they are losing and learn how to manage these losses. They determine what is over and being left behind, and what they will keep. These may include relationships, processes, team members or locations.

- ★ What is actually ending, and who is losing what?
- ★ Acknowledge losses openly.
- ★ Work through the signs of grieving
- ★ Define what's over and what isn't
- ★ How will individual's behavior and attitudes change?
- ★ Mark endings and treat the past with respect

Managing Transitions: Neutral Zone

The second step comes after letting go: the neutral zone.

People go through an in-between time when the old is gone but the new isn't fully operational. It is when the critical psychological realignments and re-patterning take place. It is the very core of the transition process. This is the time between the old reality and sense of identity and the new one. People are creating new processes and learning what the new roles will be, but it's in flux and doesn't feel comfortable yet. It is the seedbed of the new beginnings that are sought.

Managing Transitions: Neutral Zone

- * A difficult time. . .
 - * Anxiety rises and motivation falls
 - * People are overloaded
 - * Polarization: some want to move ahead, others hold on
- * A creative time. . . innovation, creativity
- * Normalize the neutral zone – think Moses and the people in the desert for 40 years
 - * Time to “take stock”
 - * Time to live with ambiguity
 - * Time for learning and experimentation – testing new ideas and projects
 - * Time for developing new patterns

Managing Transitions: New Beginnings

Beginnings involve new understandings, new values and attitudes.

Beginnings are marked by a release of energy in a new direction – they are an expression of a fresh identity. Well-managed transition allows people to establish in new roles with an understanding of their purpose, the part they play, and how to contribute and participate most effectively. They are reoriented and renewed.

Managing Transitions: New Beginnings

- ★ Deal with the promise and fear of new beginnings
- ★ New beginnings. . . .
 1. Clarify and communicate **Purpose**
 2. After purpose, a **Picture**
 3. Create a **Plan**
 4. Identify the **Part** people play
- ★ Reinforce New Beginnings
 1. Be consistent
 2. Ensure quick success
 3. Symbolize the new identity
 4. Celebrate the success

How do I get rid of the fear?

Alas, this is the wrong question.

The only way to get rid of the fear is to stop doing things that might not work, to stop putting yourself out there, to stop doing work that matters.

No, the right question is, "How do I dance with the fear?"

Fear is not the enemy. Paralysis is the enemy.

(Seth Godin)