



D: TRAINING FOR PARISH TEAMS

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Leadership in the New Way of Being Church Animating Leadership

TOPICS OF AsIPA TEXTS:

A : GOSPEL SHARING

B : SMALL CHRISTIAN COMMUNITIES

C : A PARTICIPATORY CHURCH

D : TRAINING FOR PARISH TEAMS

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LEADERSHIP IN THE NEW WAY OF BEING CHURCH - ANIMATING LEADERSHIP

This text is designed for use in a workshop or retreat and not in a short meeting. One section can be used if you have only 20 minutes. Time is needed for prayer, in order that leaders can experience the presence of Christ, realize their behaviour and change their attitudes.

If we want to change our communities in any sense, we have to be changed ourselves and give an example of participatory and animating leadership. In the four sections we will look at the practical aspects of animating leadership and the attitudes needed by an animating leader.

It is recommended that one section be done at a time (pages 3-6). Use a section as an occasional means of formation for deeper reflection for leaders.

INTRODUCTION

In order to grow into a really participatory church people have to realize that they have a place, an important role. They also need to feel that they have the appropriate skills for what is being asked of them. In this session we would like to examine closely our leadership style as parish leaders in order to become the kind of leaders that can actually promote the New Way of Being Church today.

A. THE LEADERSHIP STYLE OF JESUS

Read the scripture text twice and answer the questions given below.

*Let us read **Luke 10:1-11, 17-21** (Jesus sent the 72 disciples out in pairs).*

Use the 7-step method of Gospel Sharing with this text if you have a retreat day or a longer workshop.

Questions for discussion

- 1. Describe the way Jesus exercised his leadership in the above text of scripture.***
- 2. Why would Jesus want to share his missionary responsibility when he was more capable and could do it by himself?***

Supplement

- His leadership was participatory & animating.
- He shared his authority with them.
- He gave his disciples the necessary skills and practice to participate in his mission fully.
- He shared the joy of their success.
- He was challenging and inspiring.
- He led by example.

- He wanted the disciples to grow and learn.
- He trusted people with important work.
- Jesus trusted that his father was working through the disciples and that God could work through failure or success.
- He wanted the disciples to learn to be detached from worldly things and from the opinions of people.

B. MOVING FROM THE DOMINATING TO THE ANIMATING LEADER

☞ Divide the large group into smaller groups of 4 to 6 persons.

- *Choose one section for all the groups.*
- *Allow for some personal quiet reflection after reading the section.*
- *Discuss the question at the end of the section in the group of 4 to 6.*
- *Report to the whole group your discussion on the questions.*

1. Moving From Teaching others To Searching and learning together.

Teacher	Animator
<p>*One who knows; others are ignorant.</p> <p>*Teacher has done so much study and has so many degrees.</p> <p>*Teacher gives inspiring talks and the people listen well.</p> <p>*People are passive recipients of information.</p> <p>*Teacher has nothing to learn; only the people have to learn.</p> <p>*Teacher must have all the answers to questions.</p> <p>*Teacher stands in front while others sit like in a classroom as students.</p>	<p>*All have some knowledge and contribute to learning.</p> <p>*Adults have wisdom and experience that does not come from books.</p> <p>*Adults will remember and learn more if they could interact with each other.</p> <p>*Adults will learn better is they have a chance to search together for information.</p> <p>*Animator is a learner too.</p> <p>*It is OK not to have all the answers; we can search together as a group of believers.</p> <p>*A group of learners sits around a table or in a circle so that no one is all-knowing.</p>

Question for reflection in small groups

What blocks do we find in ourselves as Church leaders that prevent us from becoming animators of learning rather than dominating teachers?

2. Moving From not trusting people To trusting people

Not Trusting people	Trusting people
<ul style="list-style-type: none">*People do not know anything: I have to do everything myself*People will make mistakes; I have to see that they don't make any mistakes*People have no initiatives or take the wrong initiatives*People must be controlled lest things go out of control *People are selfish and look only for their own gains. *Count every failure of people and account for them as reasons why they cannot be trusted.	<ul style="list-style-type: none">*People have lots of expertise which is not being tapped*People will learn from their mistakes and it is only normal to make mistakes*People have plenty of initiative, if only the leaders know how to build their confidence.*People need to be animated and inspired, not controlled.*People are good and generous. Certain ways of using them can make them resentful. Giving them love and trust will make them more selfless and generous.*Count every good deed and help them to rise above their failures.

Question for reflection in small groups

What basic attitudes and ideas in the leader need to change so that he/she will have greater trust in his/her people?

3. Moving From a priority on efficiency To a priority on participation

Insisting on Efficiency	Encouraging participation
<p>*I know better and must organize things because the people are poor organizers</p> <p>*I can run the show well, the people mess things up</p> <p>*The boss would like everything to run smoothly and efficiently so I must do this myself</p> <p>*My reputation is at stake if things go wrong</p> <p>*My way of doing things has always worked well so there is no need to change</p>	<p>*Involving people from the start will give everyone the right sense of their part in church events.</p> <p>*The people have a right to participate and to learn their part</p> <p>*The whole community needs to feel that they belong by participating in main functions</p> <p>*People will become more experienced only if I give them a chance to learn by doing and reflecting.</p> <p>*Other ways of doing things can enrich the event and the experience for everyone and they will feel 'We did it ourselves'.</p>

Question for reflection in small groups

Suggest concrete ways that a leader can move towards greater participation rather than insisting on efficiency only.

4. Moving From unplanned actions To regularly and systematically planned actions

Unplanned actions	Planned actions
<ul style="list-style-type: none"> *Leader decides by himself *Leader suddenly has an excellent idea *Leader stays back with a few friends after a meeting and they make new decisions *Leader persuades others of his good idea *Leader finds it difficult to get support in the long term *Relationship between the leader and the team is strained due to lack of commitment to the plan of action *People want to please the leader by saying yes but they do not continue to support the idea. 	<ul style="list-style-type: none"> *Team decides together *Good ideas from the whole team are shared and discussed *Only decisions taken at meetings are carried through. No new decisions are made without discussion in the team. *Leader puts his idea forward with the others *Leader is ready to let go if he no longer needed. *Leader remains detached from his plan and lets the team decide. *Leader does not look for support for him/her self, rather for the mission in hand.

Questions for reflection in small groups

What are some of the disadvantages and advantages of unplanned and planned actions?

Which way of planning would encourage greater participation in a parish and why?

C. WHAT NEEDS TO CHANGE

(20 minutes)

- 1. Report from all the small groups on the question.*
- 2. Allow free and frank discussion after the reports.*
- 3. Give some time for members of the group to reflect personally on what is more difficult for them and what is urgently needing to be changed in them. Do not criticize other people's leadership - only our own.*

CONCLUSION

- Read the scripture text: **Philippians 2:6-8** and pray together in your own words as you feel led by the Holy Spirit.

METHOD OF ASIPA TEXTS

ASIPA TEXTS are compiled for Christian men and women at grass root level of the parish. They can be conducted most fruitfully in Small Christian Communities, Neighbourhood Communities, Parish Pastoral Councils or any other small groups in the parish.

ASIPA TEXTS can also be used with larger groups, e.g. in the parish hall - provided the “participatory method” is maintained in smaller working groups.

Features of the “ASIPA approach”

1. ASIPA TEXTS adopt a **“participatory approach”** in which all participants of a group search and discover for themselves as far as they are able to.
2. The texts are compiled in such a way that the facilitator can use them with a **minimum of preparation**.
3. The facilitator is requested to **follow the text** as closely as possible and allow the participants to contribute when indicated in the text.
4. The facilitator is not content with one answer to a question but he/she encourages as many participants as possible to search for an answer. **“Buzz groups”** of 2/3 are helpful to achieve maximum participation.
5. The **SUPPLEMENT** can help add to the findings of the participants and summarize them.
6. The **SUMMARY** is meant to be used as ‘input’.

ASIPA:

As-ian -I-ntegral -P-astoral -A-pproach

The Asian Bishops declared in the Final Statement of their Fifth Plenary Session in Bandung: The Church of 1990s has to be a "Participatory Church", a "Communion of Communities", a Church that "witnesses to the Risen Lord" (*FABC5,#8*).

The question was, how to promote this "new way of being Church". Therefore, late in 1993, jointly sponsored by the FABC Offices of Human Development and of Laity, a consultation meeting was held in Malaysia. It was during this consultation that the pastoral process for promoting a "Participatory Church" in Asia was termed ASIPA: Asian Integral Pastoral Approach.

ASIPA TEXTS (training programmes) follow this directive:

ASIAN

They want to implement the vision of the Asian Bishops and help Asian Christians face Asian life in the light of the gospel.

INTEGRAL

They aim at achieving a balance between the "spiritual" and the "social", between the individual and the community, between hierarchical leadership and the co-responsibility of the laity.

PASTORAL

They train the laity in their pastoral mission in Church and world.

APPROACH

The process of ASIPA TEXTS can be described as a pastoral approach which is "Christ- and Community centred". It involves the participants of workshops to search for themselves and allows them to experience a "New Way of Being Church."
