

Diocese of Syracuse: Leadership Formation

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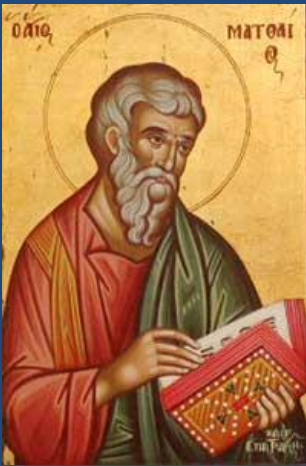


“Missionary Disciples”



- “Called forth” to “come and follow” Jesus
- Our mission as disciples is to take on the mission of Jesus, and in the process, to be transformed by our relationship with Christ.

Dropping our Nets



“As he was walking on the Sea of Galilee, he saw two brothers, Simon who is called Peter, and his brother Andrew, casting a net into the sea; they were fishermen. He said to them, ‘Come after me, and I will make you fishers of men.’ At once, they left their nets and followed him.”

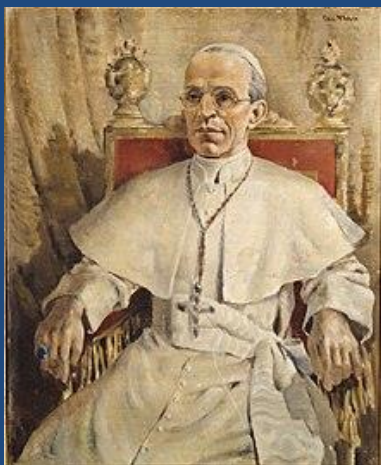
Matthew 4:18-20



Visionary Apostles

- We are also called to become “apostles” – those who are “sent forth” as leaders, teachers and evangelists.
- When we practice leadership, we share in the vision of Jesus to build the Kingdom of God “on earth as it is in heaven.”

“Lay Apostles”



Pope Pius XII
1952

“We would love to have vast phalanxes of apostles rise up, like that the Church knew at her origin... Yes, bearers of life, penetrate, in every place – factories, workshops, fields - **wherever Christ has the right to enter”**

Leadership



The Church and the World needs change.
And a new model for leading change.

Theme of my books...



- Organizations need leadership!
– From all levels

Leadership is about building our **capacity for change** – collectively and individually, **inwardly** and outwardly.

Leadership... for the Greater Good



Anyone can lead !!
– with or without authority

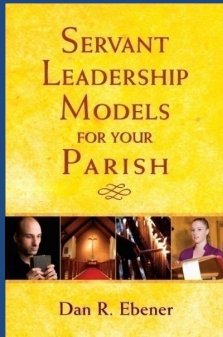
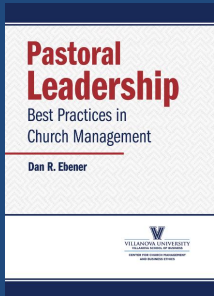
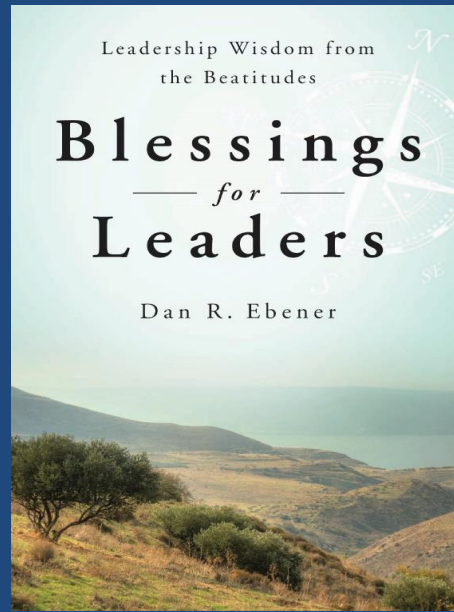
– Leadership is an **Activity**

- Not a position
- Not a title
- Not a promotion

Servant Leadership

- What is it anyway?

Greenleaf: “Motivated to serve, then to lead”.



Five Themes from Your Questions and Comments about *Pastoral Leadership*

1. Changing the Culture

- Adaptive Challenge: A Culture of Love
- From “Pay, Pray and Obey” to Engagement

2. Opening our Hearts

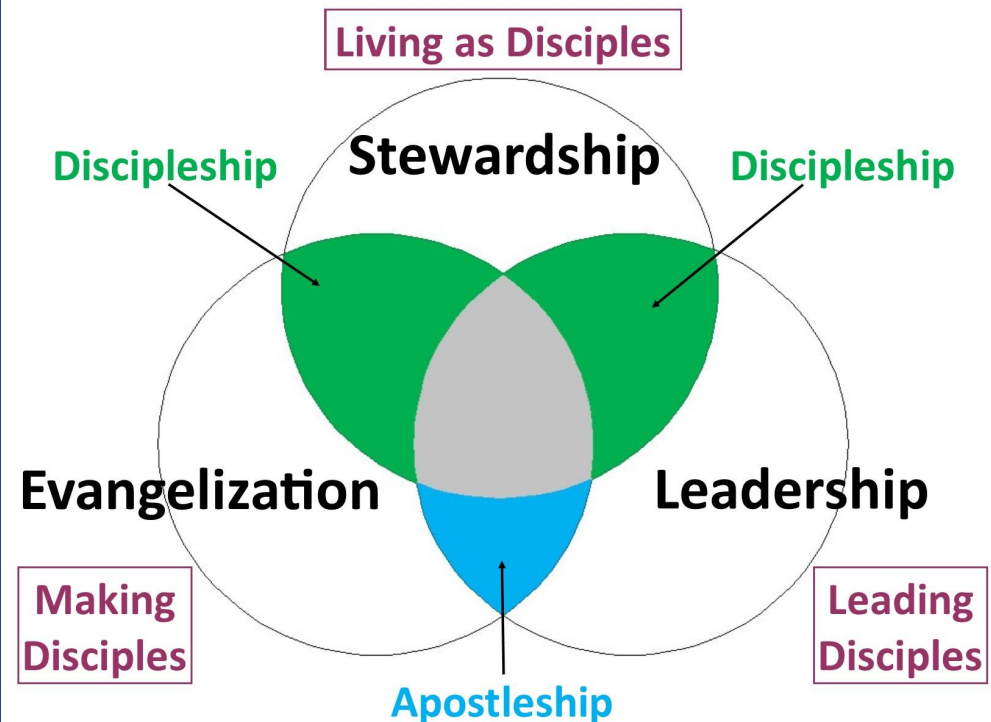
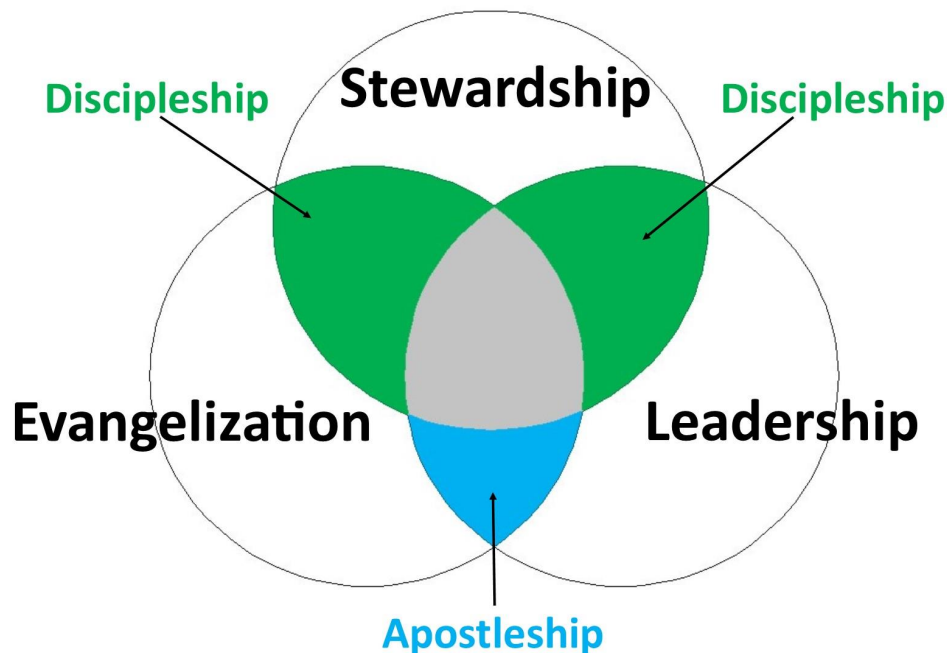
- Self-Talk/ Self-Awareness/ Self-Control

3. Opening our Minds

- Leading with Questions
- Social Awareness/ Empathy

4. Facilitation Skills

- Social Skills/ Humble Inquiry



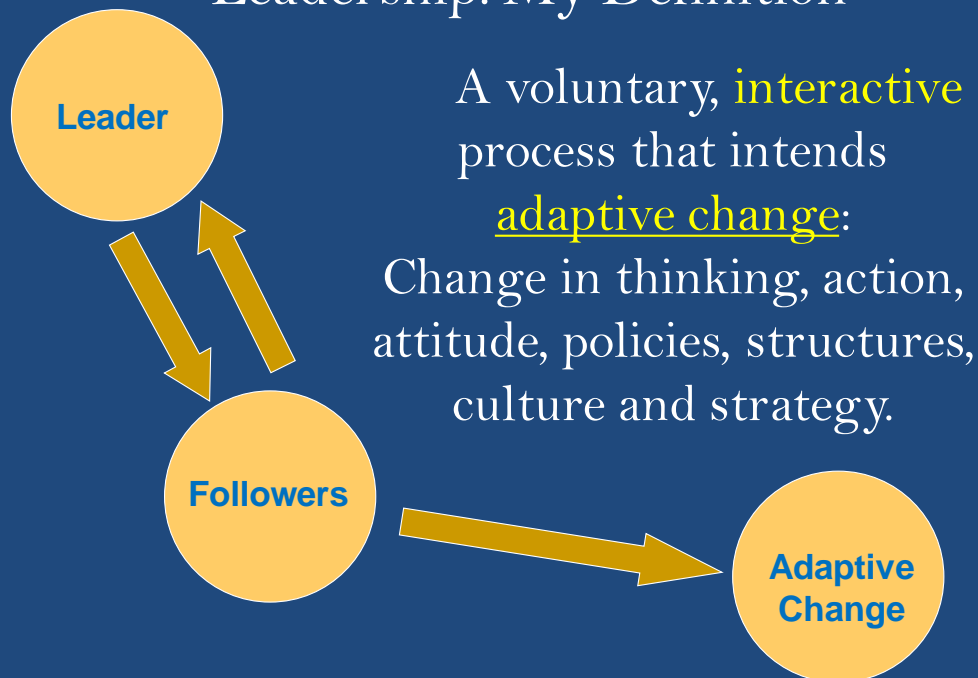
Before we can “Go and make disciples”, we must be disciples.



Theme #1
Building a “Culture of Love”



Leadership: My Definition



Adaptive Leadership



- “Adaptive” challenges cry out for leadership
- No easy solutions
- No “technical” fixes
- Changes of culture, attitude and behavior

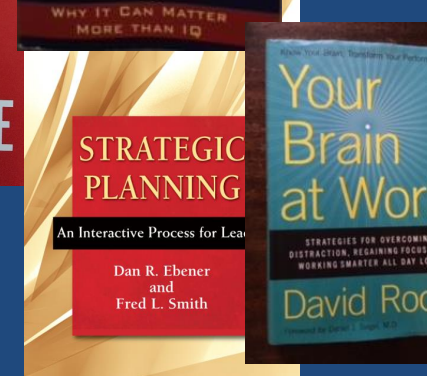
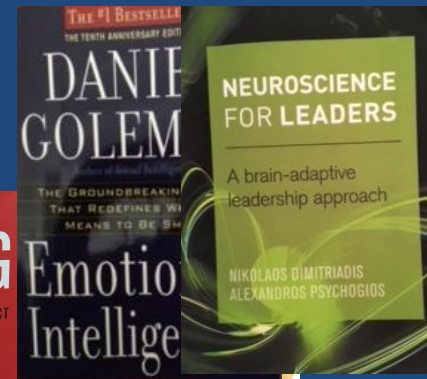
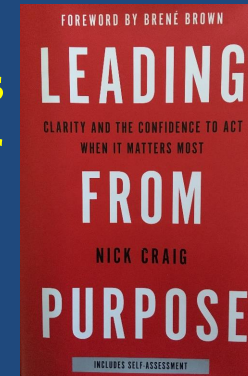
- Organizational challenges have changed
 - They are more adaptive in nature
- Therefore, we need more “leading change”
 - Less “managing change”



Engagement

Human Brains are hungry for for a sense of:

1. Purpose
2. Direction
3. Connection

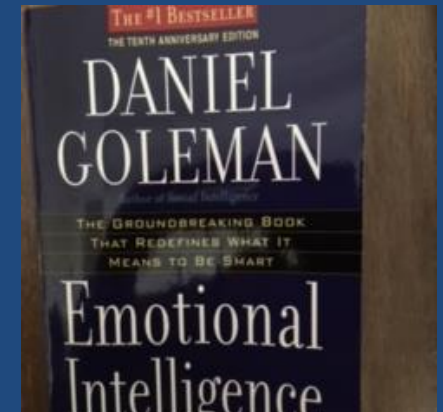


Theme #2 Opening Our Hearts



Emotional Intelligence: A Definition

- *“The capacity to recognize and to regulate our emotions, and the emotions of others.”*



To become socially aware,
we must first become self-aware.

Awareness:
What I See

Self

Self-
Awareness
(Mindfulness)

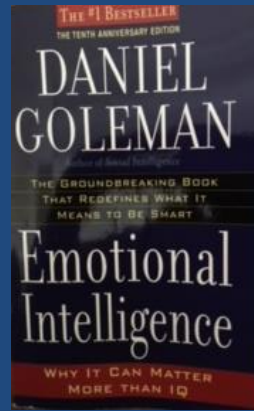
Others

Social
Awareness
(Empathy)

Action:
What I Do

Self-Control
(Temperance)

Social
Skills
(Listening)



We can Change!

- Research shows that the adult human brain is change-able.
- The mind changes the brain



To engage people
in their hearts, and
the deepest part of
their brains, we
must articulate a
sense of purpose
(mission) and
direction (vision)





To reach “full, active and conscious participation” in prayer and liturgy, we must develop the connections between our hearts and the prefrontal cortex.

Brain Function

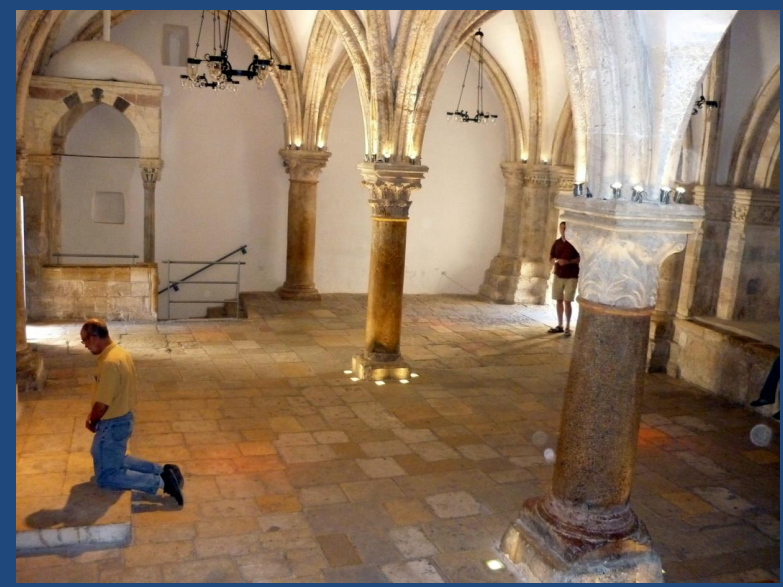
- Amygdala ->
- Limbic System ->
- Neocortex ->
- Prefrontal Cortex
- Ten times more signals going from limbic system to the neocortex than the other way around.
- Connections to the Heart !!



To develop the connections between the heart and the prefrontal cortex, spend time in “mindful” behaviors – prayer, liturgy, meditation, Eucharistic adoration



Prayer can change our self-talk, and prepare us for evangelization



Theme #3
Opening Our Minds



Before we can change minds about Christ, we must first take on the “Mind of Christ”.



The “Mind of Christ” is Ever-Mindful of Opportunities to Evangelize

- Be mindful of opportunities and ready to evangelize when the moment comes.



The “Mind of Christ” has Courage:
Go to the Peripheries

Be ready, willing and able to serve when the opportunity presents itself

...“Be Not Afraid”





The “Mind of Christ” is **Humble** => Being “Fully Human”

- Grounded in the reality of our own human strengths and weaknesses.
- “Blessed are the meek”

The “Mind of Christ” Cares: **Empathy**

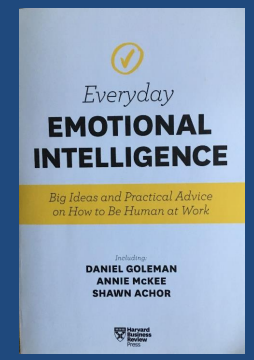
- To “feel inside”
- “Blessed are they who mourn”
- Identify with the “least of these”

To exude the positivity (joy) of discipleship, we must nurture positivity in our brains.



- Extended venting can lead to poor outcomes.
- A better approach is cognitive reappraisal (self-talk).
- Emotions are contagious.
- Those in authority must especially demonstrate positive emotions.

Positive Emotions in the Culture



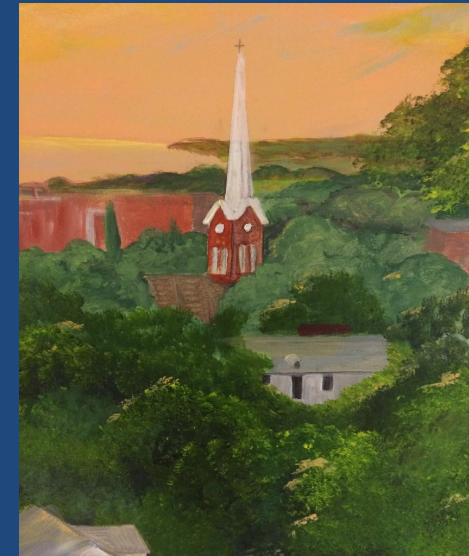
Outward Signs of Missionary Discipleship

The Joy of the Gospel

Theme #4 Facilitation Skills



- Joyful celebration of the Eucharist
- Newer, younger, diverse members of the community
- Authentic hospitality
- Lay engagement
- Shared leadership
- Grateful stewardship
- Hearts for social justice



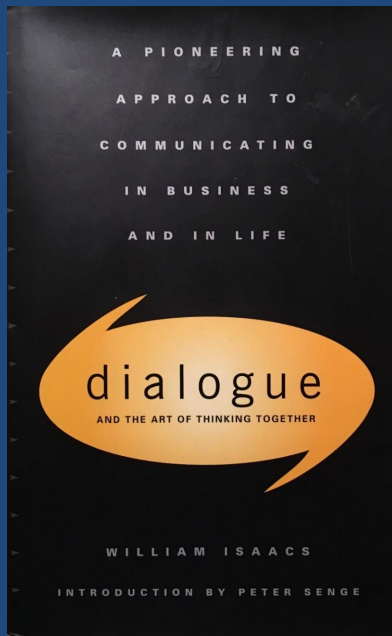
Dialogical Leadership

- Mutual influence... two-way exchange
- Opens up opportunities
- Builds trust
- Uncovers multiple perspectives and solutions
- Increases engagement by gaining buy-in

Dialogical Leadership

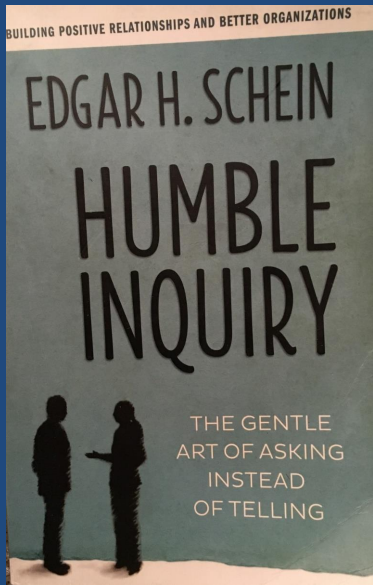
Moving away from:
"Command and Obey" (Compliance)

Moving toward:
Invite, Influence,
Engage, Inspire
(Collaboration)



Practice Vulnerability:

Make it Safe for Others to Speak Out

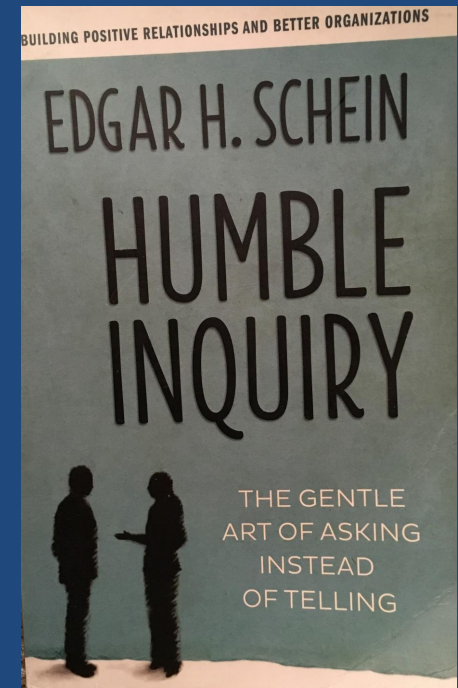


- Wisdom to know you don't have all the answers.
 - Plus...
- Humility to admit that to others.

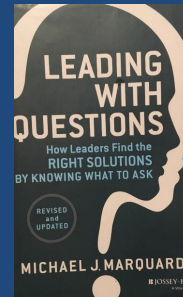
To Identify Adaptive Challenges and their Solutions:

Humble Inquiry

- Curiosity
- Humility
- Empathy



Leading with Questions



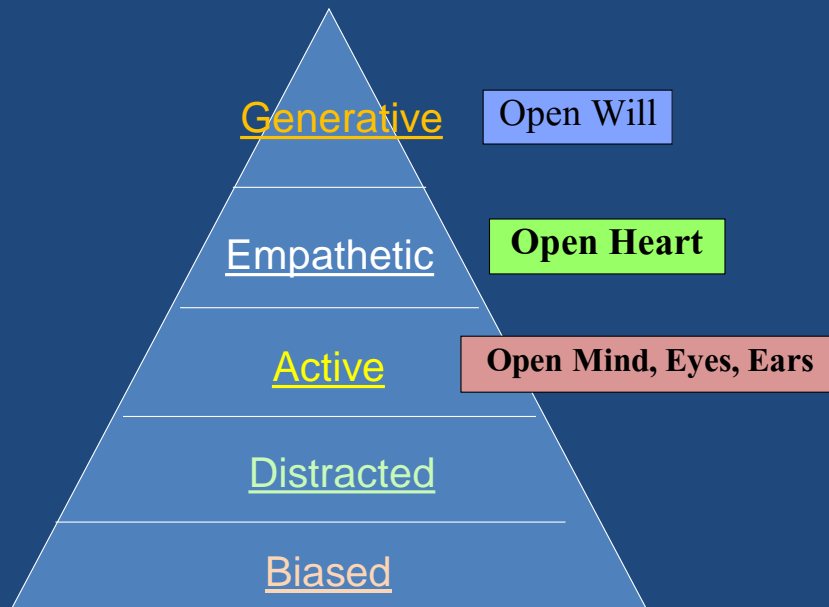
- Jesus asked 308 questions in the 4 gospels
- Lead with questions by showing genuine interest in the other person
 - Open-ended questions
 - Asked with curiosity, empathy and humility

To speak with love,
we must listen with love



Five Levels of Listening

(Borrowing from Scharmer, Thomas and Jesus)



Generative Listening

Generative listening requires engaging:
(1) the brain, (2) the mind,
(3) the heart, and (4) our neighbors (Luke 10:27)



Listening is a Solo Task

- If you are multi-tasking, and one of the tasks is listening, **you are not listening.**



Remember...

- Research shows that the adult human brain is change-able.
- **Billions of neurological pathways that are altered every day**
- Therefore, we can change!!!

NEUROSCIENCE FOR LEADERS

A brain-adaptive leadership approach

NIKOLAOS DIMITRIADIS
ALEXANDROS PSYCHOGIOS



- “What we would like to do is change the world — make it a little simpler for people to feed, clothe, and shelter themselves as God intended them to do...
- We can work for the oasis, the little cell of joy and peace in a harried world...
- We repeat, there is nothing we can do but love.
- Dear God, please enlarge our hearts to love each other, to love our neighbor, to love our enemy as ourselves.”
- -- **Dorothy Day**

Called to be Disciples and Apostles

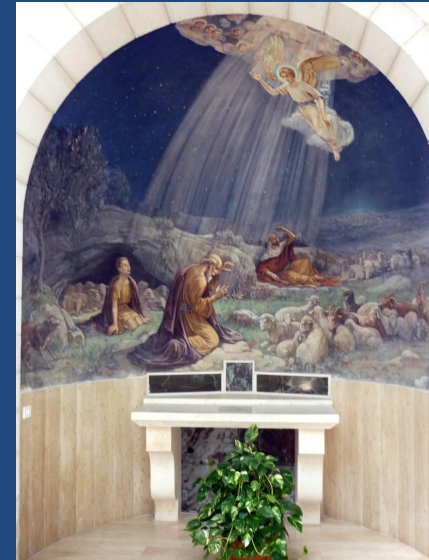
- From the Great Invitation to the Great Commission:

From Students to Teachers.

From Followers to Leaders.

From Disciples to Apostles.

From Stewards to Evangelists.



Go, and Make Disciples



Pray and Invite

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Thank
YOU!