



FOUNDATIONS | TŪĀPAPA

No one can lay any foundation other than the one that has been laid; that foundation is Jesus Christ.

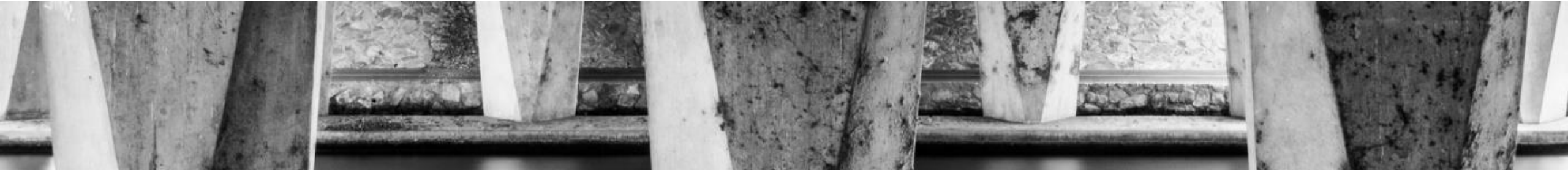
A specific written question to be answered by the presenter.

A general comment or reflection.

An oral question. (Unmute!)

- All panelists
- ✓ All panelists and attendees

To: All panelists and attendees





... We are God's servants, working together; you are God's field, God's building.

¹⁰ According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it. ¹¹ For no one can lay any foundation other than the one that has been laid; that foundation is Jesus Christ. ¹² Now if anyone builds on the foundation with gold, silver, precious stones, wood, hay, straw— ¹³ the work of each builder will become visible, for the Day will disclose it, because it will be revealed with fire, and the fire will test what sort of work each has done. ¹⁴ If what has been built on the foundation survives, the builder will receive a reward. ¹⁵ If the work is burned up, the builder will suffer loss; the builder will be saved, but only as through fire.

New Revised Standard Version, 1 Co 3:9

Culture and Leading Change

Chris Clarke



“Seriously ...you want us to
change?”

DIOCESE OF WAIKATO AND TARANAKI

MINISTRY CONFERENCE

Zoom

28 July 2020

“How many Anglicans does it take to change a light bulb? Ah, if only it were that simple! What sort of bulb are you talking about?

Furthermore, we need to discuss the whole concept of bulbhood –is it timeless, or can it be contextualized? Who decides, and on what basis?

After decades of anguished debate the C of E is more or less OK with screw-in as well as bayonet fittings –for table lamps, that is. When it comes to overhead lights, bayonet remains less controversial; but so long as it’s shining, most good-hearted folk won’t insist on scrutinizing the packet it came in. In theory we can even use screw-in bulbs in chandeliers –provided the screw-in bulbs aren’t ever actually screwed in. You’re asking me how many Anglicans it takes to change a light bulb? Thousands. Hundreds and hundreds of thousands. Millions, maybe. And how long does it take? God only knows. In the meantime, it’s night; and from the outside it seems for all the world as though the Church is dark and closed.”

Catherine Fox, *Acts and Omissions*



Crossing the River Jordan

The Four Camps

Want to go back to Egypt
("Nostalgics")

Happy to stay on East Bank
("Pragmatists")

Waiting for the right conditions
("Conditionalists")

Willing to go on the journey
("Adventurers")



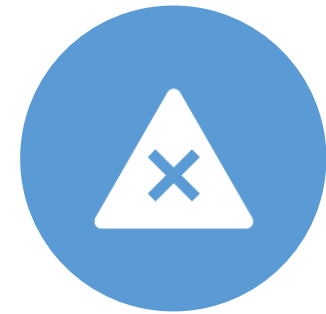
**IN WHICH CAMP IS YOUR
FAITH COMMUNITY?**



IN WHICH CAMP ARE YOU?



**IN WHICH CAMP(S) DO YOU
THINK THE DIOCESE IS?**



**HOW ARE YOU MANAGING
THE DISSONANCE (IF ANY?)**



Faith and Belief in New Zealand

MAY 2018

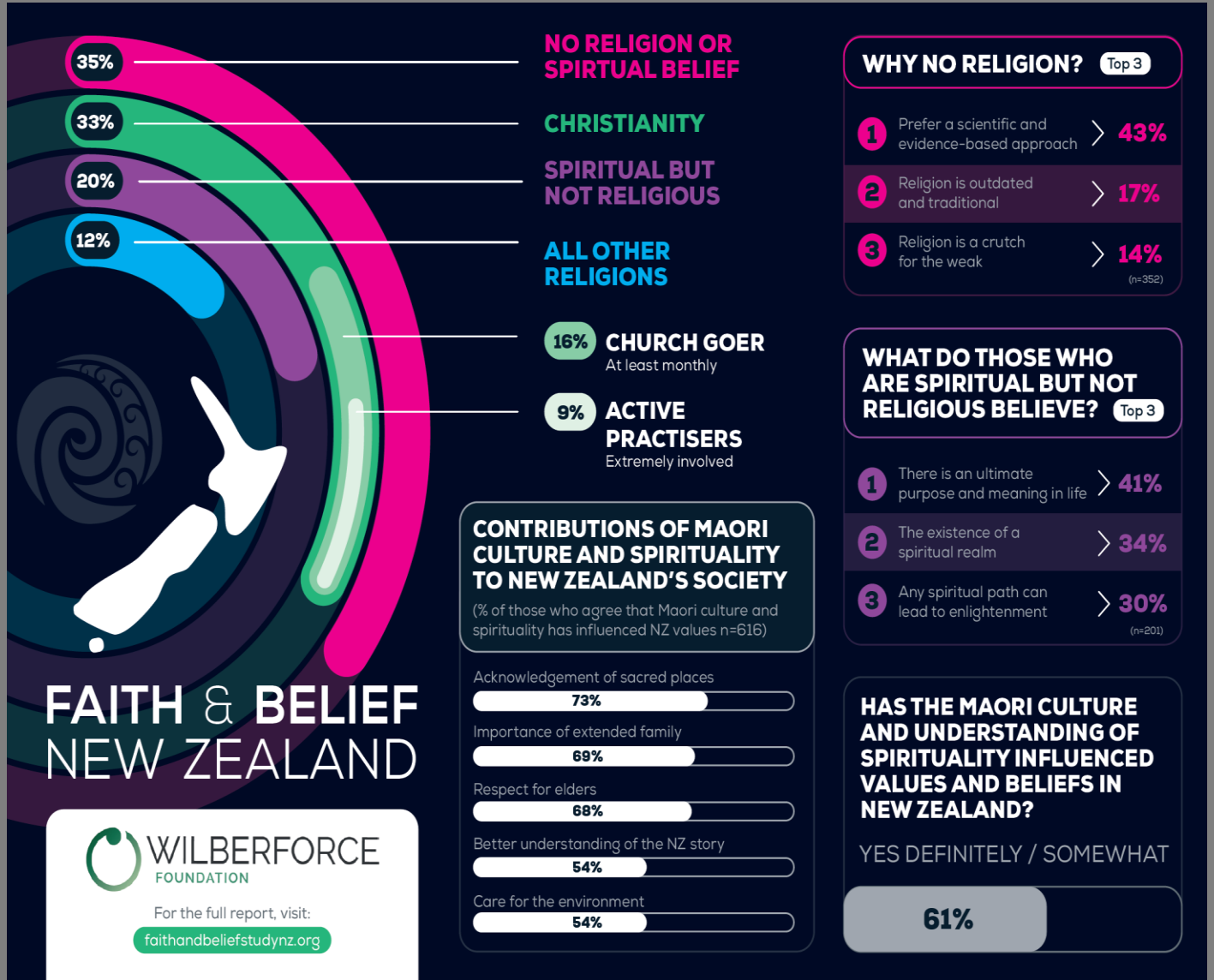
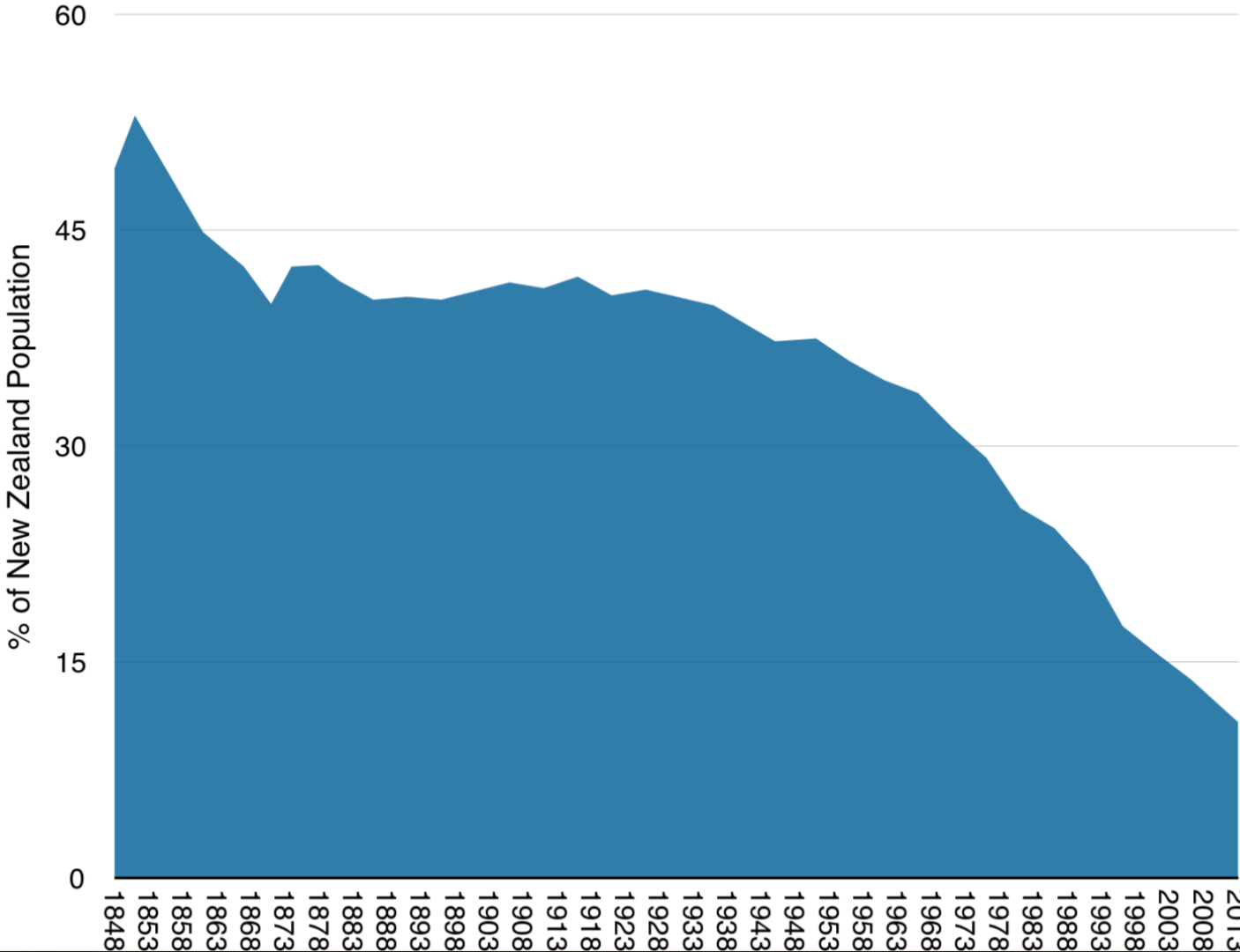


Figure 2.1 New Zealand Population and Anglican Affiliation 1848-2013



CAMERAS

Kodak

FILM



Kodak – 100 Year Moment

1880 - invented Film

Iconic Brand – the ‘Google’ of their day

Stunning Products

\$10.6 Billion (1981)

Invented Digital



My reaction to going digital

- Curious
- Initial resistance – invested a lot in my camera
- Staunchly defended film cameras
- Sought reassurance from those I respected
- Doubled down on my efforts to take great photos
- Appetite had been whetted
- Pain – had to do something
- Took the plunge – sort of (kept my old camera just in case)
- Convert

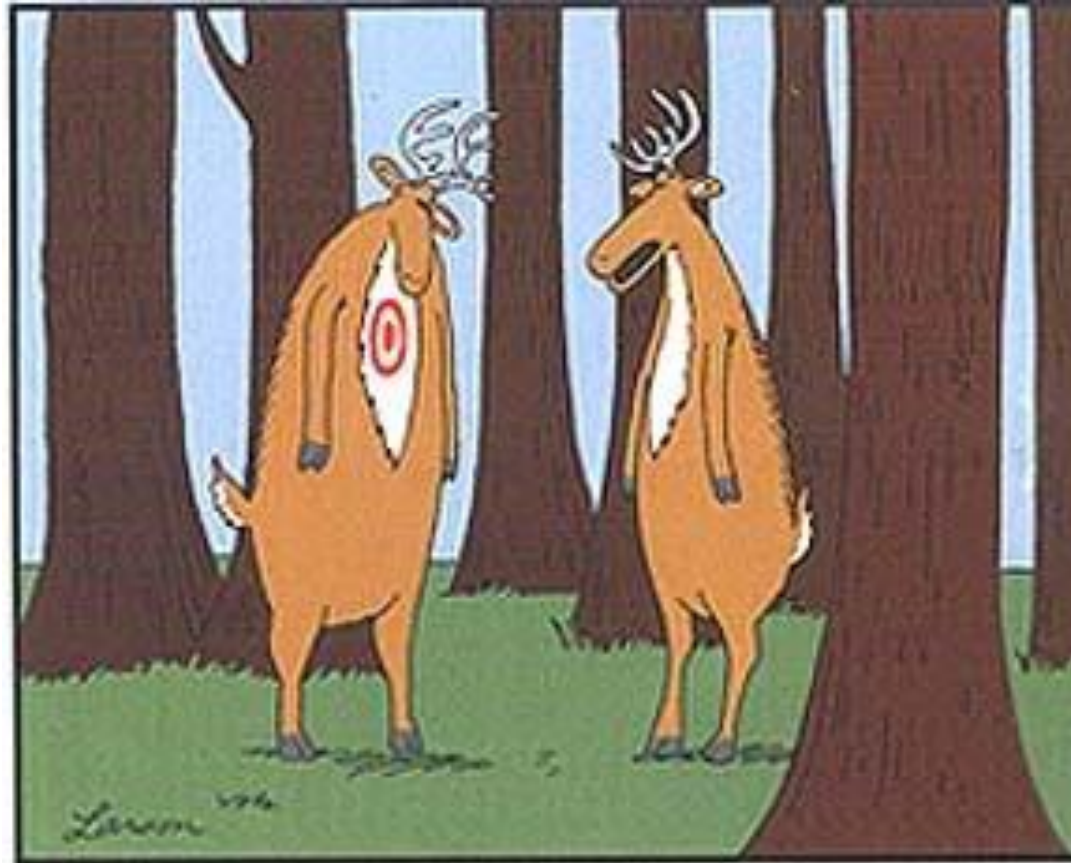


Your Experiences of Change

- What was it?
- How did it go?
- What did you learn?
- What would you do differently?

What change have you coming
up?

“Even seeing the
oncoming train heading
down the tracks does not
make it avoiding it any
easier”



"Bummer of a birthmark, Hal."



What did Jacinda Ardern do right?

- What did she do?
- How did she do it?
- What can we learn from her example?
- What would you do differently?

Most Change fails because:

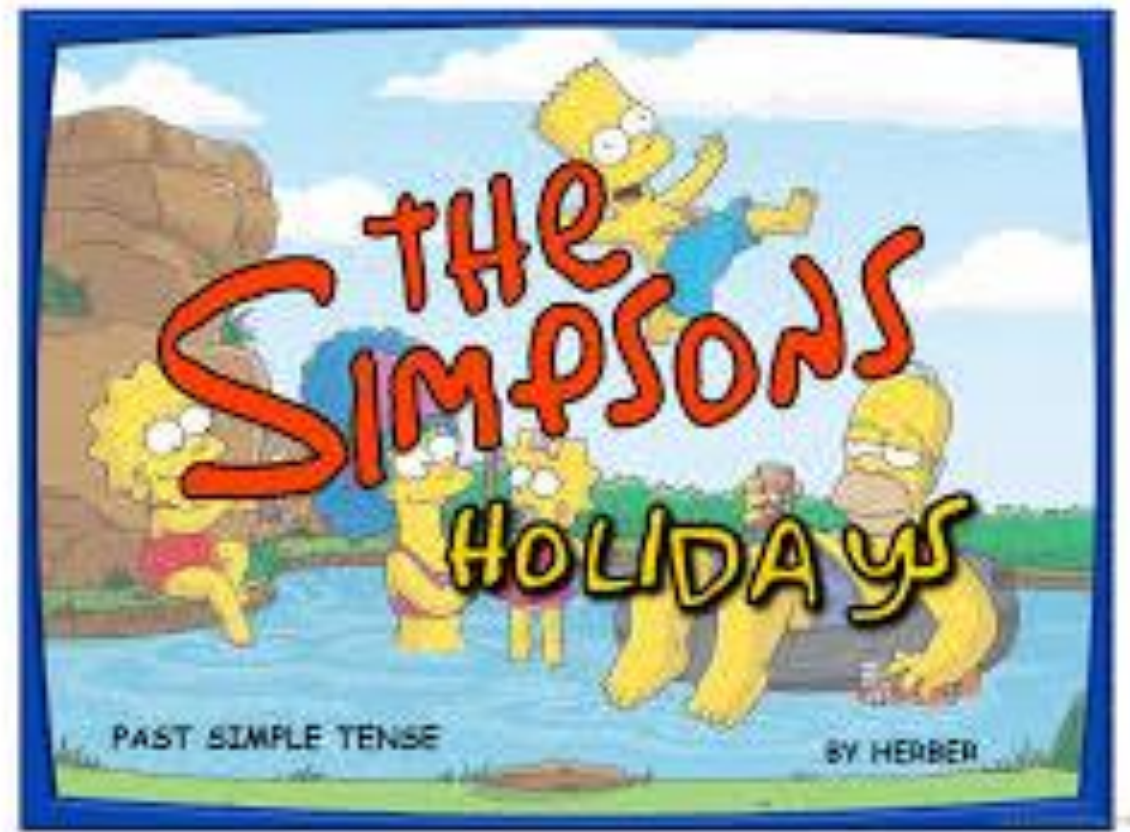
Not because it was a bad idea:

- Lack of resolve on part of the change leader
- Poor execution
- Unintended consequences
- Playing draughts not chess
- Overstating benefits/underestimating the time involved

COURAGE

I learned that courage was not the absence of fear but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.





We're going somewhere new!

“Packing the Car”

- Must convince yourself that the change is necessary
- Whose decision is it anyway? (might be yours all along)
- Is it tell, sell, consult, co-create?
- Is the time (Kairos) right – what else is going on?
- Identify key stakeholders (power and influence)
- Research change history – what are people going to be fearful of?
- Build the team around you
- Accept adopting a higher level of risk than normal
- Identify the change blockers – people, finance, tradition
- Accept changes is messy – will not get everything right

**The Long
way is
usually the
shortest**

The Road Trip ...

Establish the Case for Change – “burning platform”

Communicate, communicate, communicate - stories

Find and Celebrate Small Wins

Be very alert to the changing power balances – influencers

Don't get distracted by the noise

Use of metaphor – find a new language

Ensure you honour those who are being 'changed'

Focus on the needs of key team

Resist the temptation to overshare – on stage all the time

So ... don't neglect your backstage

Manage Self – don't underestimate the personal toll



Not for the Faint Hearted

Face brutal facts & confront sacred cows

Heightened pre-existing internal tensions

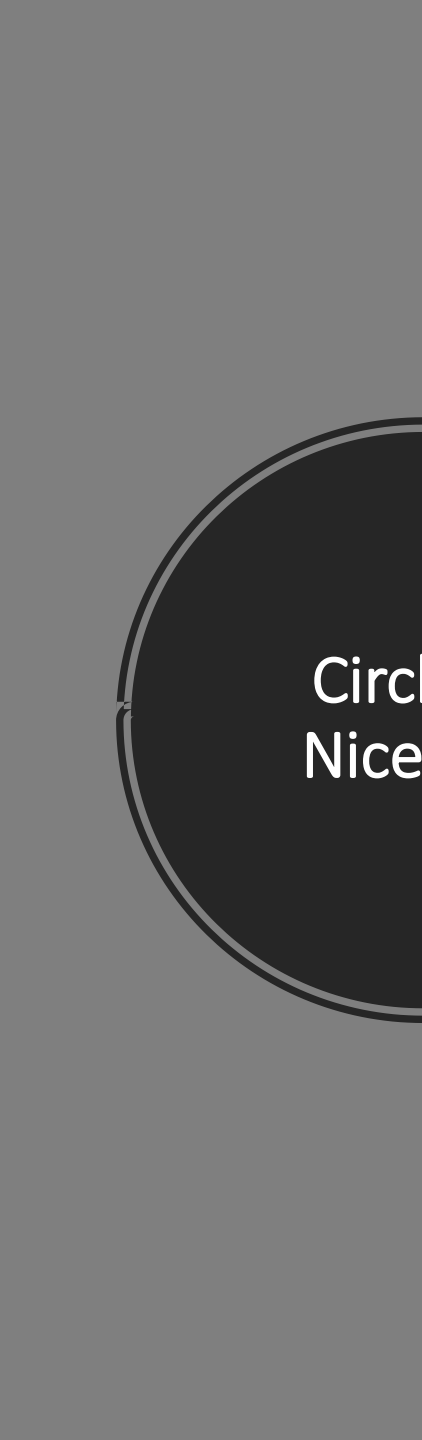
Loss of Momentum

Not everyone came on journey


Cost of clarity

Rediscovered mission and trust in God

Unleashed untapped potential in people



Circle of Niceness

- 
- Stop listening
 - Commitments start being broken
 - Group think
 - Passive Aggressive
 - Focus on process not content
 - Decision making slowed
 - Inflexible in response to the need for change
 - Poor manners
 - Lack of self control



T. Clarkson

Arrival

Don't relax!

Capture the learnings –
personal/collective

Celebrate with those who came
on the journey

Honour those who stayed behind

Leading through Change



CONSTANCY



**STORY TELLING –
KEEPER OF THE VISION
AND VALUES**



**SANCTITY OF THE
MUNDANE**



**FINDING LEADERS IN
UNEXPECTED PLACES**



**CARE OF SELF –
LIGHTENING UP AND
LIGHTENING THE LOAD**



MORAL COURAGE



**FORGIVENESS –
SELF/OTHERS**



Leadership Demands – my experience

- **Boldness and Courage**
- **Starts with Lament**
- **Slaying the temptations to be nice, popular, successful**
- **Askesis – period of confinement**
- **Confronting the Circle of Niceness**
- **Accepting that not everyone will make it**
- **Understanding your Shadow Side**
- **Small Circle of Trust**

The Ethics of Change

Honour the Present - never criticize the current to justify the need for change

Recognize that all people have unique value in God's eyes – never personalize

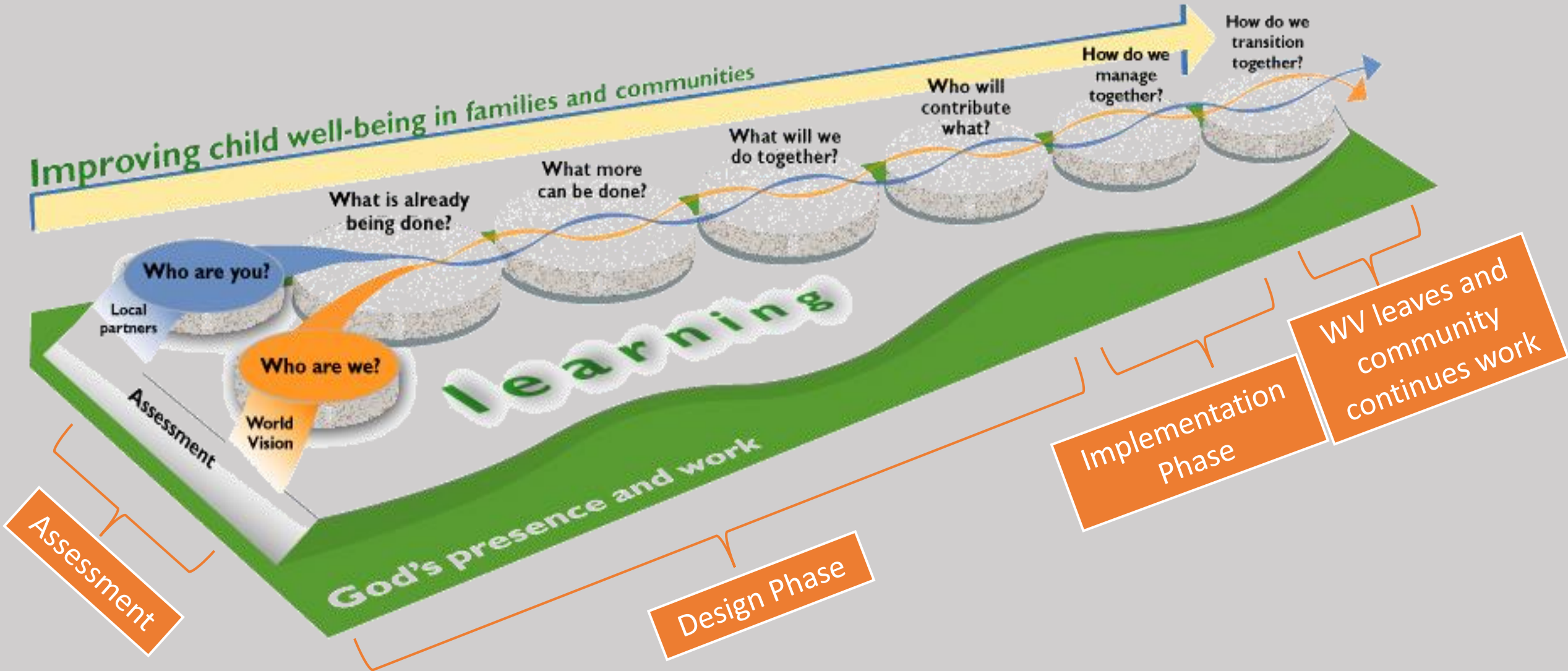
Never put people through change that you would not put yourself through

Don't oversell – at best it is a more 'promising land'

Be alert to the power you have – use it wisely

You are called to be courageous not nice!

World Vision's critical path for community development



CULTURE DESIGN CANVAS

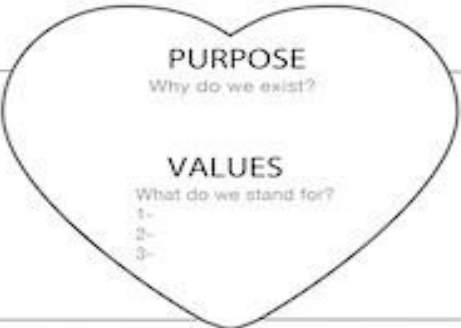
Design a culture that propels you into the future.

liberationist.org

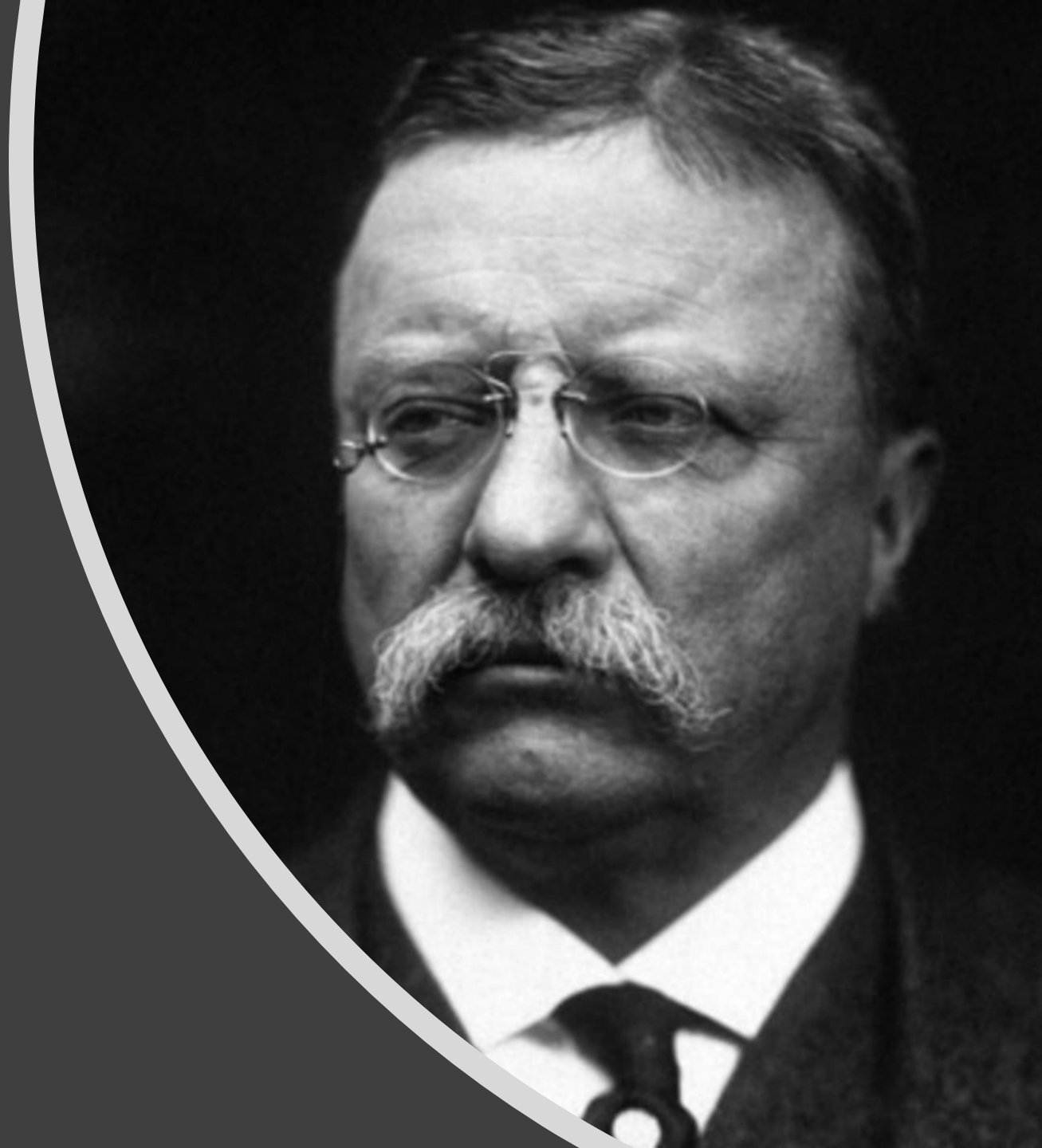
stretch@liberationist.org

Team name

Date

DECISION-MAKING How do we share authority? What methods we use to make decisions?	PRIORITIES Select top three strategic priorities using the ever/over statements	RITUALS What are our peculiar ways of starting, managing, and celebrating projects?
MEETINGS How do we convene and collaborate?	 <p>PURPOSE Why do we exist?</p> <p>VALUES What do we stand for? 1- 2- 3-</p>	FEEDBACK How do we help each other grow?
NORMS & RULES How do we clarify expected behaviors without hindering autonomy?	BEHAVIORS What do we punish? What do we reward?	PSYCHOLOGICAL SAFETY How do we encourage everyone to speak up? How do we promote participation and candor over groupthink and silence?

It is not the critic in the stands who counts:
not those who point out where strong people stumbled
or when the doer of the deeds could have done better.
The credit belongs to those who are actually in the arena.
Whose faces are marred by dust and sweat and blood;
who strive valiantly, who err and come short again and
again;
Who know great enthusiasms ;
who at best know the triumph of high achievement;
and who at worst if they fall, at least fall while daring
greatly.
So that their place will never be with those cold and timid
souls
who know neither victory nor defeat.



Oscar Romero Prayer

It helps, now and then, to step back and take a long view. The kingdom is not only beyond our efforts; it is even beyond our vision.

We accomplish in our lifetime only a tiny fraction of the magnificent enterprise that is God's work.

Nothing we do is complete, which is a way of saying that the kingdom always lies beyond us.

No statement says all that could be said.

No prayer fully expresses our faith.

No confession brings perfection.

No pastoral visit brings wholeness.

No program accomplishes the church's mission.

No set of goals and objectives includes everything.

This is what we are about.

We plant the seeds that one day will grow.

We water seeds already planted, knowing that they hold future promise.

We lay foundations that will need further development. We provide yeast that produces far beyond our capabilities.

We cannot do everything, and there is a sense of liberation in realizing that.

This enables us to do something, and to do it very well. It may be incomplete, but it is a beginning, a step along the way, an opportunity for the Lord's grace to enter and do the rest.

We may never see the end results, but that is the difference between the master builder and the worker. We are ministers, not messiahs.

We are prophets of a future not our own.”

By Bishop Ken Utener of Michigan