

MISSIONARY LEADER *Update*

**Archdiocese of Milwaukee
Office of Missionary Planning & Leadership**

The *Update* is sent monthly via email. It is designed to inspire, inform, engage, and empower leaders in the Archdiocese of Milwaukee so that they are equipped for mission-driven/data-informed planning and leadership.



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Visionary Leadership The Art of Asking Questions

By Rich Harter, M.T.S.
Director of Missionary Planning and Leadership

When it comes to describing the traits of an effective leader, there are many qualities that can be identified. We think of things like dynamic disciple, clear communicator, strategic thinker, team-builder, inspiring visionary, creative innovator, one who delegates, coach-mentor, person of character, etc. These are important dimensions of leadership, but one dimension tends to be overlooked.



The often overlooked quality of the best leaders is this: visionary leaders practice the art of asking questions. And they ask questions fearlessly! They are not worried about appearing weak or confused. They are not worried about breaking the perception that they have all the answers. They ask questions because that is what the smartest, strongest, most courageous leaders do.

The best leaders don't just ask questions, they ask the hard questions. They ask the "elephant in the room" questions that no one wants to talk about. And they dig deeply into the hard questions to discover what root causes are under those questions. They intentionally ask the hard questions to upset the status quo, in order to discover a path toward something new and better.

Certainly, as faith-based leaders, we should be fearless about asking hard questions. Jesus has died and risen. He has promised to be with us until the end of time. The Holy Spirit has been unleashed, dwells within us, and is moving the Church with power and might. God is in charge, and he has big plans for our parishes. The battle has been won! In the confidence of steadfast faith, we can ask hard questions.

To give us practice in asking and answering hard questions, I encourage all leaders to watch the video, "*What if they don't come back?*" by Dan Cellucci. Watch the [video](#) and then discuss it at your next pastoral council or staff meeting. Better yet, don't discuss the video, discuss the hard questions raised in the video and wrestle with the hard answers.

Trust the Holy Spirit. Be bold. Be faithful. See what happens!

What's Your Parish and Community Story? Using MissionInsite in Your Planning

By Laura Engel, Associate Director
Missionary Planning and Leadership

If you've been planning at your parish for a while or are just deciding to start a new planning journey, data should play a significant role in the planning process.

Data available to you and your team can provide valuable insights and paint a clearer picture of what is going on in your parish and surrounding community. By analyzing, interpreting, and applying data, you can create your parish and community story for your planning. We have a planning process flow to help you with planning, and using data is built into that process. It can give you a snapshot of your community, along with insight into trends, and Determine Your Starting Point, making it easier to reach your goals and vision.

In your parish, you have so many sources of data to help create your story, such as membership and attendance numbers, sacramental vibrancy, financial data and facility analyses, and, of course, demographic data for parish members and your surrounding community. You may ask, "Why should we use community data – we're more concerned with data about our parish members?" But given our missionary focus – to go and make disciples, to invite others in – we need to educate ourselves on who lives in our community and what opportunities there are to invite them in, to build relationships with them, build a relationship with Jesus, and finally make more disciples!

One source of data, specifically demographic data, is MissionInsite. MissionInsite is an online demographic software tool that compiles data from the Census and other sources to describe your community and parish members. In some categories of data, it provides trend data back to 2000 and out into the future to 2030, basically a ten-year projection. This resource is provided to parishes in our archdiocese at no cost to the parish.



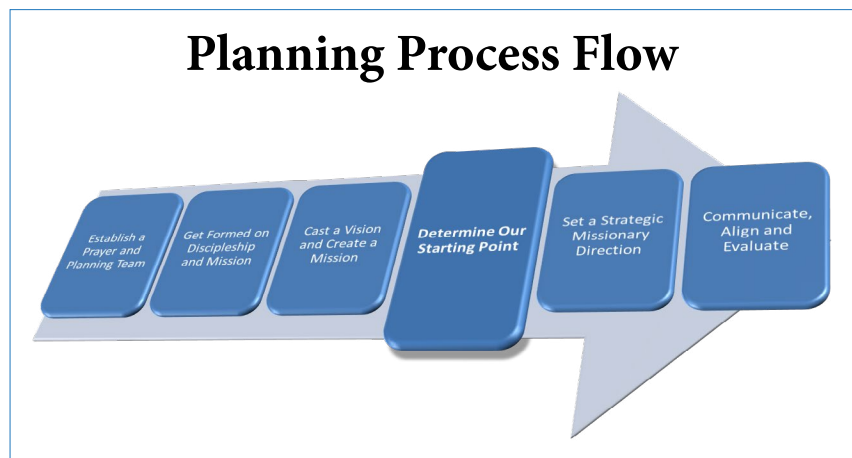
So how do you determine what is relevant to your planning? Start by considering what you need to know about your community:

- What type of households are in your area?
- Are the neighborhoods growing?
- What is the diversity of your community?
- What is the economic status in your community?

MissionInsite has standard reports that can be run in a few minutes to give you that information. A good start to understanding your community is to look at four categories of data in the MissionInsite reports:

- Population trends, and population by age groups
- Household structure
- Economic data
- Race/ethnicity data.

After interpreting your data, the application of it can help give your parish team direction in your missionary planning process. Start asking questions – this may be an opportunity to communicate your findings with a larger group, such as your pastoral council or ministry teams, and start small group discussions.



But before you start with questions, review the vision for your parish – where do you want to be, or what do you want your parish to look like in five years? How will this data help you get there?

To review some specific examples of MissionInsite reports, along with ideas on how to interpret and apply the reports' data, listen to the recording of my presentation at the recent Gigs, Geeks and

God Conference in January. The link is posted in this newsletter.

Using data can help guide you in your missionary strategic planning process – all toward accomplishing our one mission of making more disciples.

Let me know how I can help you analyze, interpret, and apply the data you've collected for your planning process. I invite you to contact me at engell@archmil.org. And, if you are not already registered to use MissionInsite at your parish, I can help with that, too.

MissionInsite Musings Helpful Hints Instructions

By Susan Skibba, Project and MissionInsite Coordinator
Missionary Planning and Leadership

Sometimes, particularly if you are not on MissionInsite regularly, you may forget how to do something. To help you out, we have Helpful Hints on the MissionInsite web page under PowerPoint Instructions.

Helpful Hints cover:

- Add a red marker (!) to the Map
- Change the map type and style
- Use zoom options, including rectangle zoom
- Turn on 3D Map
- Clear a shape before running a report
- Save map and data for future reference

If you have any helpful hint that you discovered, contact Susan Skibba, MissionInsite Coordinator at either skibbas@archmil.org or 414-769-3355 and I will add it to the PowerPoint.

As always, if you have questions or have a potential MissionInsite topic, contact Susan Skibba, Project & MissionInsite Coordinator, at either 414-769-3355 or skibbas@archmil.org.



Check Out G3 Presentation

Laura Engel, Associate Director of Missionary Planning and Leadership, presented a session, *What's Your Parish and Community Story: Using MissionInsite in Your Planning*, for Gigs, Geeks & God 2021. The link to the presentation is available on our [MissionInsite web page](#). Scroll to the bottom of the page, and click on the PowerPoint Presentations drop down box.



Talk Back February 2021 Response

Here is the response from last month's question regarding God Has Plans for Your Parish article.

The ominous black cloud above our parish; alas, your article verbalized it well - 'tribalism'. Perhaps another, more un-kind way to say it is 'unchecked parish bullies'. This is a problem that goes beyond the laity to solve. And when a pastor is in that mix, it becomes unsolvable. Sometime preserving our own faith becomes the most important thing we do - and after we've had enough, we move on to kinder, more Christ-centered parish.

To clarify my earlier statement; The strength of our parish used to be that we welcomed all forms of Catholics, and non-Catholics - all people. Each Mass had a decidedly distinct form of prayer, (conservative, liberal, traditional, hispanic) and we warmly welcomed and understood each other. But the tribal approach you speak of has taken over. Albeit not apparent from the pews. So we continue to pray, and hope our prayers are heard. Thank you for your article.

Editor's Note: *Please see page 6 for antidotes to the leadership temptations of possessiveness, control, and tribalism.*

We appreciate all comments!



Talk Back Question

What are some of the "hard question" we should be asking as parish leaders? (see the cover article)

We hope to hear from you. Email your answer, however short or long, to planningcouncils@archmil.org.

NOTE: If any answers are posted in a future issue, no source will be listed. All answers are anonymous.



Update & Submit Pastoral & Finance Council Appendices

Reminder: All parishes are required to submit updated Pastoral Council and Finance Council appendices.

As of February 28, 50 parishes have submitted both updated appendices (THANK YOU), and 17 parishes have submitted one of the two Council appendices. If you haven't already submitted the appendices, work on

them now before the summer hiatus of many councils. If you need a copy of the latest version of your appendices that our office has on file, contact Susan Skibba, and she will send them to you.

Since new Norms for the Finance Council and Pastoral Council were approved on March 2, 2020 by Archbishop ListECKI, all parishes are required to submit new Pastoral Council and Finance Council appendices so that they match up to the Norms. You can access them (in both English and Spanish) on the [Finance Council and Pastoral Council Norms web page](#). We suggest that you print a hard copy for your parish files.

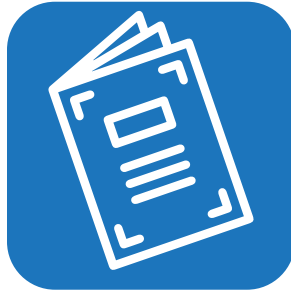
Along with the updated Norms, we have updated the instructions and templates for the appendices that go with the Norms (available on the same web page). *Norms never change; the appendices have sections to update to fit your parish or multi-parish community.*

Important to note:

- Use the updated template, which means the updated Archdiocesan logo. If we receive an appendix with the old logo or no logo, it means more work for our office as we have to check that all parts of the current appendix template are included and that the numbering is correct.
- Multi-parish communities may have a combined Pastoral Council and, therefore, a combined Pastoral Council Appendix. Each parish must have its own Finance Council and Finance Council appendix.

SUGGESTION FROM A PARISH TO UPDATE APPENDICES

To keep the process as efficient as possible, one parish Pastoral Council set up an ad hoc committee that updated the appendix and then presented the updated appendix at the next Pastoral Council meeting, reporting on its changes and asking for Council approval. The ad hoc committee compared its current appendix to the template, making the process easier since many things had not changed. The committee drafted the template in one evening,



and then one member typed it for presentation. This might work for your parish.

WHEN OPENING THE DOCUMENTS

When some people click on the document it opens as you would expect. However, some have contacted us with problems.

If you get a message that *this file does not have an app associated with it for performing this action*, you can still access the form(s) with some additional steps, basically, because the computer doesn't know how to open the file (even though it is a Word document). If you receive that message:

- Go back to the downloaded form that appears at the bottom of your screen.
- Right click on it and choose "show in folder." This will bring up your "Download" folder.
- Double-click on the document. That will bring up a box asking how to open the file.
- Click on "Word 2016" and "OK." That will open the file.

All parishes should submit the appendices as soon as possible to Susan Skibba, Project & MissionInsite Coordinator. Contact her with any questions (including problems in opening the documents) at either skibbas@archmil.org or 414-769-3355.

Finance Council Appendix Required by Law

Until all updated Pastoral Council and Finance Council appendices (see the article above) have been sent to the Office for Missionary Planning and Leadership, we will continue to request them. This is an important responsibility of the parish. Every parish is a public juridic person, and, therefore, **every parish is mandated by canon law** to have a finance council. Multi-parish communities may not combine their finance councils as they are able with pastoral councils. Finance councils of multi-parish communities may meet on the same evening or share some common agendas. However, since a finance council is mandated by law, each finance council needs a Finance Council appendix.

MissionInsite Demographic Data Updated

If you are a MissionInsite user, you may have received an email from ACS Technologies, but we want everyone aware of the information.

The MissionInsite team has updated MissionInsite's core demographic data, providing you with the latest population estimates, projects, and forecasting from Synergos. You will see that the years have changed for the projections.

Now, if you run a report, you will see:

- Current year 2020
- 5 year projection 2025
- 10 year projection 2030

Population/Households & Family Trends	2000	2010	2020	2025	2030
Population	17,778	17,170	16,700	17,515	18,154
Population Change		-608	-470	815	639
Percent Change		-3.4%	-2.7%	4.9%	3.6%
Households	7,077	6,999	6,835	7,189	7,464
Households Change		-78	-164	354	275
Percent Change		-1.1%	-2.3%	5.2%	3.8%

You may want to run some updated reports for your parish or school.

Later this year, new religious survey information will be downloaded. This will be accessed on the Quadrennium Reports. The team is also putting together webinars and product documentation so you can get the most out of MissionInsite. As we hear more, we will pass it on.

Office Services of Missionary Planning and Leadership

The Office of Missionary Planning and Leadership serves parishes in the following ways:

- Provide vision and training for centering a parish on mission
- Provide training to equip leaders for missionary leadership
- Provide coaching on organizational best practices and team-building
- Provide strategic missionary planning for parishes
- Walk parishes through the Building Commission proxy process
- Provide parishes with MissionInsite "Big Data" reports
- Walk with leaders through mergers, multi-parish configurations, and transitions
- Provide norms for parishes on Pastoral Councils, Finance Councils, and Parish Committees
- Provide manuals and training to Pastoral Councils, Finance Councils, and Trustees

The Office of Missionary Planning and Leadership serves the archdiocese in the following ways:

- Articulate and implement a parish and school plan for Post-2020
- Coordinate the Archdiocesan Pastoral Council

Holy Week Information and New Matrix Version

To keep on top of all of the information, periodically check out the [Catholic Comeback web page](#). The newest version (#7) of the [Catholic Comeback Matrix](#) is now available. Updates for Holy Week and Easter are now available, as well as many useful resources, including:



- [Updates for Parishes](#) – check here for Holy Week and Tridium information.
- [Updates for Schools](#).

Discerning New Council Members

If you haven't already started the process, now is the time to start thinking about new members for your council. [The Parish Councils Manual](#) has a section on Discerning New Leaders, that starts on page 63. It takes you through the process starting from setting up a nomination through election and discernment. You can access the manual and other resources, including a training video for parish leaders at the [Training and Formation for Parish Leaders web page](#).

Antidotes to the Leadership Temptations of Possessiveness, Control, and Tribalism

So what are the leadership implications of all of this? How do we lead to counteract these ownership temptations of possessiveness, control, and tribalism? I would recommend special attention and discipline be given to our language, our prayer, and our focus.

Regarding our language, we can get in the habit of saying things like “Jesus’ Church here in Beaver Dam,” or “Jesus’ life and mission at St. Mary Parish,” or “Jesus calling us to discipleship through the Waukesha Catholic Community.” Words have the power to create a culture in the parish that points more toward Jesus than to us. Let’s always focus on Jesus as our ultimate leader.

How we pray as leaders can help us resist the temptation to see

ourselves as in control. Let’s storm the heavens with prayers like these: “Jesus, show us what direction you want for this parish,” and “Jesus, form us as your disciples so we can lead well,” and “Into your hands we surrender this parish, let it be done unto this parish according to your word.” As we pray is how we actually believe and lead.

Our best antidote to tribalism is embracing a primary leadership focus on those not in our pews. This is a game changer because it redirects how we foster an evangelizing stance among those inside our walls, and challenges us to identify bridge-building strategies to those who are outside. Then we fully embrace the missionary call of Jesus to “Go, therefore, and make disciples” (Matthew 28:16-20).

Missionary Planning and Leadership’s Resources

- The Office of Missionary Planning and Leadership is here to help you. Be sure to take advantage of the many resources that are already on the Archdiocesan website. Check out the [Missionary Planning and Leadership web page](#) and then click on the box that can best help you.
- [Strategic Missionary Planning](#) includes PowerPoint presentations, deanery maps and reports, such as Mass Attendance, Parish Baptism, and more.
- [MissionInsite Data](#) includes PowerPoint instructions, data use and analysis articles, and PowerPoint presentations.
- [Transition and Organization Health Coaching](#) includes a merger manual, future parish models and future parish leadership models.
- [Pastoral Councils, Norms, and Guidelines](#) includes the Pastoral and Finance Councils norms, appendices, parish councils manual, parish trustee manual, parish commissions and committees manual, as well as Missionary Leader Update, and more.
- [Archdiocesan Pastoral Council](#) includes the eleven deaneries, as well as information on the next parish deanery meeting and past deanery reports.
- [Post-2020 Planning](#) includes articles written by Rich Harter to assist you with the Post-2020 planning process.

When you have a chance, check out these pages and resources.

Missionary Planning and Leadership Contact Information

For questions or to request services, please contact:

Rich Harter, Director of Missionary Planning and Leadership harterr@archmil.org, 414-758-2215

Laura Engel, Associate Director of Missionary Planning and Leadership engell@archmil.org, 414-769-3354

Susan Skibba, Project and MissionInsite Coordinator skibbas@archmil.org, 414-769-3355

Know that you can always come to us.



Contact Susan Skibba at skibbas@archmil.org if you know someone who would be interested in receiving the *Missionary Leader Update*.

