

MISSIONARY LEADER

Update

Archdiocese of Milwaukee
Office of Missionary Planning & Leadership

The *Update* is sent monthly via email. The Newsletter 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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The Leader as Listener

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

False Leadership

Leadership is a subtle and tricky thing. There are many pitfalls that we can blindly stumble into as we mistakenly think that we are great leaders. Without realizing it, we become anti-leaders who are actually tearing the fabric of the community apart.

A good example of this misdirected leadership is living by the erroneous belief that a true leader is “out in front” of the people showing them the way to go. The leader is blazing the trail so the people can find their way. This leadership is grossly egocentric, dismisses the wisdom of the people, and will ultimately fail because there is no one actually following.

The Leader as Listener

While the leader definitely needs to be the “vision-caster,” the way forward needs to find firm footing in and enthusiastic adoption by the people being led. They need to believe in it and actively share in its realization. Leadership is not a solo enterprise, but the act of coalescing the community around a shared passion and direction.

That is why the true leader spends more time listening than speaking. In evangelization we say, “You can’t evangelize someone that you do not first know and love.” This principle applies in a parallel way to leadership. You cannot lead people until you know their hopes, dreams, fears, doubts, and longings. Leadership is first and always relational.

Leadership in Context

Put another way, leadership is contextual. It is not a “one size fits all” formula. True leadership listens to the context of the people. This is true when moving from one community to another, but it is also true when leading the same community. The community context can change when forces inside or outside the community change. Leadership must now change as well.

Given the seismic social shifts our people have recently experienced – pandemic, loss of Mass, economic turmoil, racial injustice, etc. – it might be a good time for leaders to spend some time listening. What do the people need right now? What are their questions? What vision will give them hope? How can the Gospel speak powerfully to their context?

Can You Hear Me Now?

By Laura Engel, Associate Director
Missionary Planning and Leadership

Verizon coined that phrase in its ad campaign in the early 2000s as the company advertised its expanded mobile phone network. Jump forward nearly 20 years, and we've seen how the phrase has been used humorously by many, and at times, to mock the listening skills of others or to emphasize the perception of the speaker not being heard. Potentially, those reiterating the campaign slogan are not asking if they can be heard, but more likely, if anyone is listening.

Leaders who master the skill of listening are able to develop strong relationships, which lead to a better understanding of their audiences' needs. Leaders also understand that purposeful communication is a two-way street, back and forth engagement. Otherwise, it becomes a lecture.

The challenges of this pandemic have limited our usual communications because of Safer at Home guidelines, and now, some may perceive communications as only one way. Strong leaders understand this is the exact time to maximize opportunities to encourage conversations and interactions, solicit feedback, and hone their listening skills.

Solicit Meaningful Interactions

-)] Email addresses: in addition to email blasts with updates, reach out to parish or ministry team members with a personal email asking how they are doing or their concerns about re-opening guidelines
-)] Calling tree: create a team to call not only isolated elderly, but also young families who may be challenged with kids at home with no external activities, or singles who may have lost a job and are experiencing loneliness
-)] Online office hours or group chats: consider hosting a time when members can join online group meetings to interact with you and others, or create themes for meetings among various groups to spark conversations and sharing
-)] Pen a letter: because not everyone has an email address! Or establish pen pals across groups not likely to regularly communicate with one another

With more communications, leaders can practice listening skills and evaluate *how* they listen. Ask yourself, "How do I demonstrate that I'm interested and really listening? How often do I interrupt? Am I preparing my next response or problem-solving when I should be just listening?"

A Few Thoughts on Listening

-)] Be present and open your mind to what the person is saying without judging or trying to solve the person's problems.
-)] Demonstrate empathy by putting yourself in their shoes.
-)] Listen to understand and learn, and become aware of the other person's stress or mood.

Some estimate we retain only 25% of what we hear because of our busyness and lack of listening skills. Listening to conversations now and increasing that retention rate can help us as leaders identify feelings of fear or loneliness, or uncover an urgent need or even an increased desire to help. Let's turn "*Can you hear me now?*" into "*What are we hearing now?*" and continue to develop our strong relationships.

Talk Back

In what ways have you solicited feedback from members of your parish, ministry teams, or community during this pandemic?

Talk Back is a new addition to *Missionary Leader Update*. Each month we will list a new question and 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 confidential.

Parish 15-Year Summary Reports Now Available

The 2019 parish summary report for each parish and multi-parish community in the Archdiocese is now available by request. The summary report gathers 15-years of annual reports which have been submitted to the Archdiocese. These reports give parishes insight from the comparison with last year's data or trends over the full 15-years. Along with the report are eight graphs that give you a visual of some of the data. Pastors, business managers or council chairs must request these as the information is submitted in confidence. Contact Susan Skibba – skibbas@archmil.org – to receive your report(s) electronically.

Highlights from the June 27, 2020 Archdiocesan Pastoral Council (APC) Meeting

The Council met with Archbishop Jerome ListECKI via Zoom. These were the items discussed and the actions taken.

- J **Immigration** – Fr. Javier Bustos (bustosj@archmil.org) presented and indicated that many offices and groups in the Archdiocese work with Immigration Ministry. We work in three main areas, all founded on Catholic Social Teachings: Education, Advocacy and Direct Service. The three largest immigrant populations in the Archdiocese are 1) Spanish-speaking, 2) Asians, particularly from Burma, and 3) Africans.
- J **Community Relations** – The goal of this office is to create and maintain positive relationships and to develop a sphere of influence that reflects positively for the Catholic Church. Lydia LoCoco (lococol@archmil.org) meets with different people and organizations to keep us collaborating with others and being part of the conversation.
- J **Soles for Catholic Education Walk** – Donations for the 2020 Walk will be collected online and local walks will be held October 17. The [new website](#) offers new and exciting changes and options.
- J **Dates to Mark Down** –
 - o October 17 – Soles for Catholic Education – This year it will be local walks and online giving.
 - o December 5, 2020 – Synod Anniversary Celebration – It will be livestreamed. Simultaneous translation into Spanish will be offered at the Pastoral Center.
- J **Call for More Initiative** – The Archdiocese is working with Catholic Leadership Institute. Currently the results of the Disciple Maker Index and other surveys are being tallied. Once done, the process will assist priest placement and help the leadership of parishes.
- J **Prayer Service for Racial Justice** – A prayer service was held at the Cathedral on Racial Justice to add a religious aspect to Black Lives Matter.
- J **Sunday Initiative** – Archbishop ListECKI proposes we offer a response to the COVID pandemic with a special Sunday Initiative for 2021. Details about the Sunday Initiative will be shared at the Synod Anniversary Celebration, December 5, 2020.

The next meeting of the Archdiocesan Pastoral Council will be held on September 19, 2020.

What Can Population Trends Mean for Our Parish?

Population trends in MissionInsite reports can vary greatly depending on the community in which your parish resides. While some areas within the Archdiocese will see little change projected over the next 10 years, other areas can expect moderate growth, or even a decline. MissionInsite also gives population changes since 2000, drawing a more complete picture.

But those overall population numbers can become much more meaningful if we analyze which segments of the population are expected to change. Let's consider population changes among various age groups. Here are some ways to evaluate and apply the data.

Simple Analysis

After defining a geographical area around your parish, with either a polygon outlining where your members reside or a radius around your parish, look at the population trends for the area. By 2029, will there be little change, moderate decline, significant growth? What was the trend since 2000? How did your parish membership and attendance trends compare to area population trends? Consider rerunning the report for a different geographic area, such as surrounding communities, or the entire county or Deanery, for comparison.

Although ExecutiveInsite, QuickInsite and FullInsite reports all provide population trends, QuickInsite and FullInsite reports color code 10-year population trends in their StoryView on page 2 of the reports.

Interpretation

Below are portions of MissionInsite reports for two different areas in Milwaukee's Archdiocese.

In this first example, population aged 25-34 is projected to grow by 60%, whereas overall population will increase only 10%. Not only will the population of singles and young families grow significantly in this area, but it will far outpace the overall population growth for the area. In fact, based upon growth rates of certain age segments, this same area showed a decline in median age, from 44 to 42 over the next 10 years - a reverse of the usual graying population trend.

Phase of Life	Actual Population by Year & Phase			
	2010	2019	2024	2029
Before Formal Schooling: 0 to 4	1,548	1,356	1,529	1,949
Required Formal Schooling: 5 to 17	6,201	4,445	3,921	3,967
College/Career Starts: 18 to 24	1,873	3,760	3,432	2,659
Singles & Young Families: 25 to 34	2,381	3,377	4,887	5,410
Families & Empty Nesters: 35 to 54	9,831	7,054	5,944	6,405
Enrichment Yrs Singles/Cpls: 55 to 64	3,962	5,680	5,731	4,741
Retirement Opportunities: 65 & over	3,142	5,471	7,360	9,271
Total:	28,938	31,143	32,804	34,402

← 60% growth 2019-2029

← 10% growth 2019-2029

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What Can Population Trends Mean for Our Parish? – continued

In this next example from another area, the population of school-aged kids is expected to decline by 1% within five years, however, upon further investigation, population of early elementary kids will actually *increase* by 10%, late elementary to middle school kids will *decrease* by 11%, and high school kids will decline by nearly half that rate at 6%. Both ExecutiveInsite and FullInsite reports detail population trends in school-aged kids.

School Age Population Trends	Study Area					
	2010		2019		2024	
Early Elem: 5 to 9	1,144	34.22%	943	35.12%	1,034	39.42%
Late Elem-Mid: 10 to 14	1,320	39.49%	1,093	40.71%	977	37.25%
High School: 15 to 17	879	26.29%	649	24.17%	612	23.33%
Totals:	3,343	100.00%	2,685	100.00%	2,623	100.00%

Annotations: 10% increase (pointing to 1,034), 1% decline (pointing to 2,623)

Application

After reviewing population trends in your reports, what can you learn from this information to strengthen your ministries? Which age groups will be growing in numbers? How might you reach out to those groups in the community? How could growth in the 25-34-year-old population and subsequent birth rates affect sacramental numbers and associated preparation, as well as faith formation? Consider how changes in the number of adults with families, empty nesters, or retiring might affect ministry involvement and leadership at your parish. Will significant changes in the number of older adults change your outreach and spiritual support to seniors who are no longer able to get to Mass or will it inspire more end-of-life conversations?

Exploring population trends among age groups, discovering the story they tell, and applying them to your mission can be fascinating. How can I help you analyze, interpret and apply data for your parish? I look forward to hearing from you. I can be reached at engell@archmil.org.

Blessings,
 Laura Engel, Associate Director
 Missionary Planning and Leadership

Post 2020 Planning Continues

Despite the pandemic,
 the Post-2020 Planning Process continues in earnest!
 Watch next month's newsletter for an update.

Synod Anniversary Event Rescheduled Mark Your Calendars with the New Date – December 5, 2020

With COVID-19 the Archdiocese has officially postponed the May 30, 2020 Synod Anniversary Event. The new date is Saturday, December 5.

If you have not registered for the Synod event yet, you can do so on the [Synod Anniversary Event](#) webpage.

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 Committee 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

Census 2020 on MissionInsite

As you know, the 2020 Census is being conducted this year. We checked with MissionInsite for an approximate time when the census data would be available through MissionInsite. Although no firm date is set at this time, I was told that block level data would not be available to MissionInsite until 2021 and it would be mid- to late 2021 before the numbers are reflected on MissionInsite. Of course, as we receive updated information, we will let you know.

Missionary Planning and Leadership Contact Information

For questions or to request services, please contact:

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

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

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

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

MissionInsite Musings Quadrennium Reports

Back in March 2018 we discussed Quadrennium Reports. The Quadrennium Project national survey is held every five years. Currently, the uploaded data is from the 2017 survey. This survey includes religious and ministry information for our community and its information is broken into four reports designed around mission questions. Check out the sample reports below:

- J [MinistryInsite Report](#) – life concerns, reasons for non-participation, reasons to consider non-participation, program or ministry preferences, and information sources & social media preferences
- J [MinistryInsite Priorities](#) – top priorities lists (companion piece to MinistryInsite Report)
- J [ReligiousInsite Report](#) – beliefs about God, beliefs about Jesus, beliefs about social & moral values, and faith & religious involvement
- J [ReligiousInsite Priorities](#) – top priorities lists (companion piece to ReligiousInsite Report)

There are two ways to run your own predefined Quadrennium Reports:

If on **PeopleView** – Where the cubes appear:

- J Choose *Generate Demographic Reports*.
- J Choose *Radius* or *Polygon Draw*, enter your parish address and click *Next*.
- J Choose *Radius* (easiest) or *Polygon* (draw your own shape). Default radius is 2.5 miles, but you can change it. Click *Next*.
- J Choose *Predefined* to bring up not only the four Quadrennium reports, but also *ExecutiveInsite*, *FullInsite* and *QuickInsite*.
- J Choose the report(s) you want. If you choose multiple reports; they will run one after the other. The cube turns blue to show what you have picked.
- J Before clicking on *Next*, at the top of the page you can change the title and name of your study. Once satisfied, click *Next*.
- J This brings up a summary of what you have chosen. If everything is fine, click *Finish*.

If you have a saved shape, I suggest that you go directly to **Map View**:

- J Click on *Shapes* on the Navigation Bar (bottom). Then go to the Control Bar (on the right) and choose your saved shape.
- J Click on the *Draw* Function and the shape will appear on map.
- J Click on *Demographics* on the Navigation Bar. Then under *Predefined* (on the Control Bar), use the drop down box to choose the appropriate report. Then click *Generate Report*.

Either way the report(s) will come up as a PDF. **Remember:** MissionInsite only saves reports for 30 days, which is why I prefer to open it and then save it to my computer.

As always, contact me, Susan Skibba, at either 414-769-3355 or skibbas@archmil.org if you have any questions.