



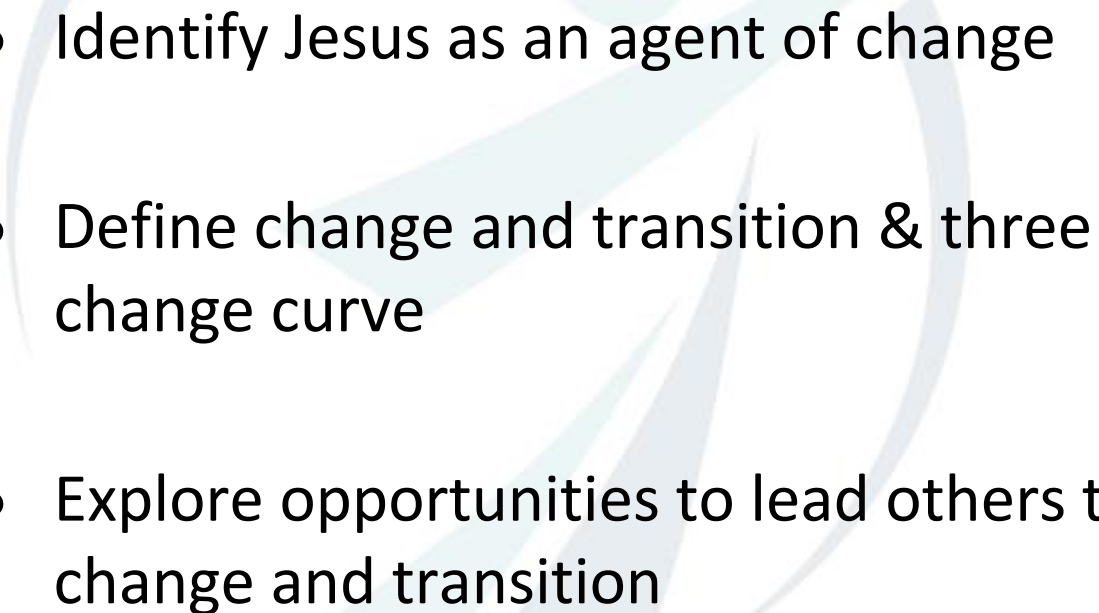
NEXT GENERATION  
LEADERSHIP PROGRAMME

Creating servant leaders for the African Church

# Leading through Change



# Our Learning Agenda

- Identify Jesus as an agent of change
  - Define change and transition & three stages of change curve
  - Explore opportunities to lead others through change and transition
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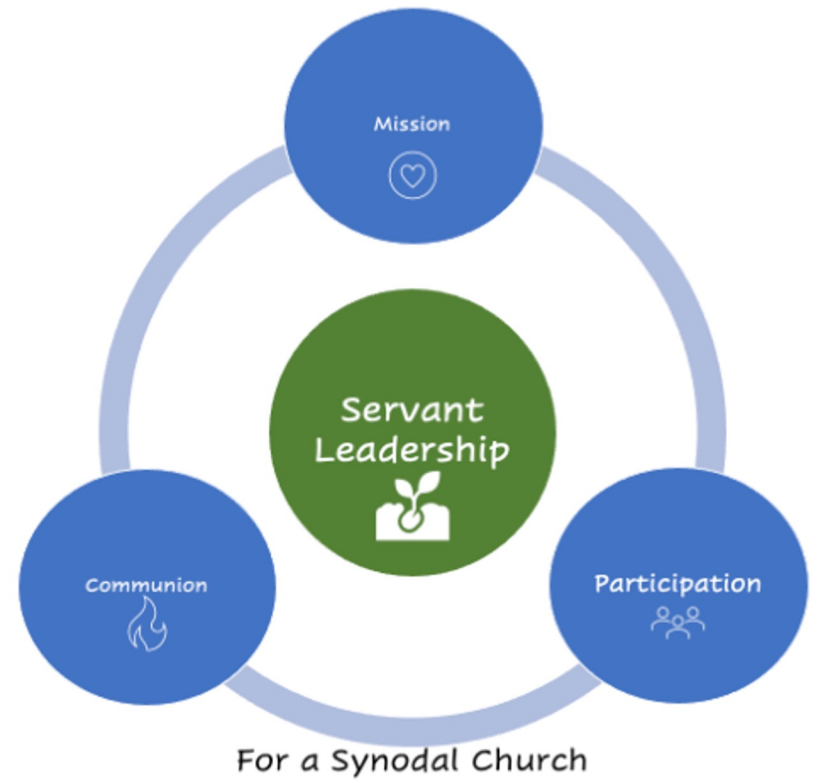
# Tenets of Synodality: **Vision & Agency**

Courage  
Humility  
Dialogue  
Openness / Non-judgement  
Discernment  
Belonging

**Vision**

Hope

**Agency**



# Vision & Agency

For the Spirit God gave us  
does not make us timid,  
but gives us power, love and  
self-discipline

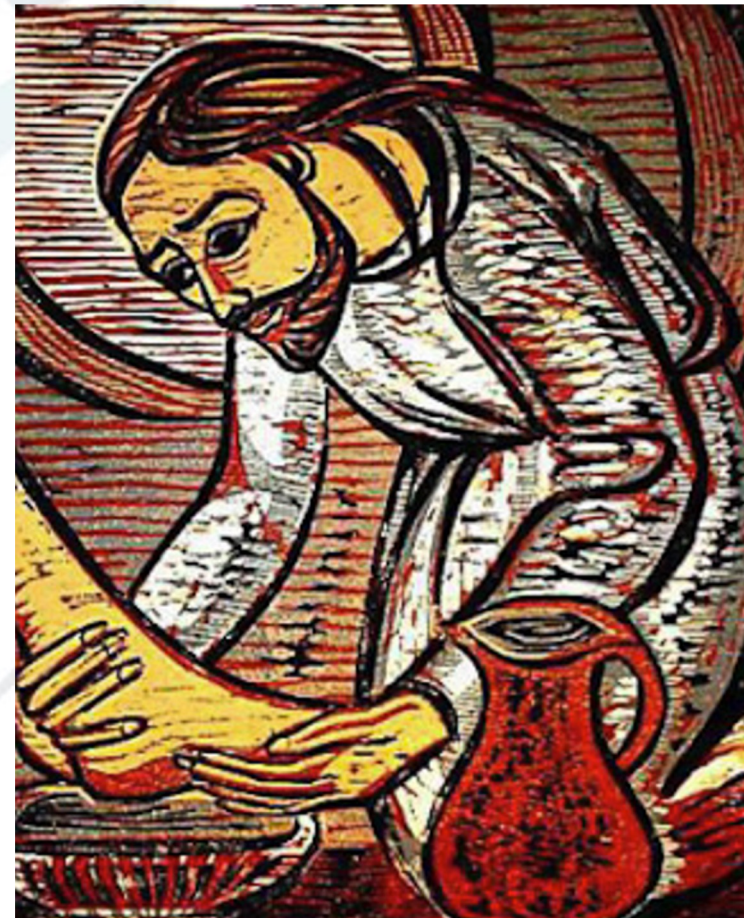
2 Tim 1:7


**Reflect:** Agency is believing you can influence your own thoughts and behaviors and handle a wide range of situations—based upon a vision of change. Jesus' power originates in the power of God. You are a child of God, and you possess this same agency.



# *Jesus as an Agent of Change*

- Leveraged his vision through faith and prayer
- Put people first
- Resolved to do what is required
- Was future-sighted rather than short-sighted
- Engaged his disciples in the larger mission
- Embraced difference; embodied a cross-cultural gospel focus
- Felt the needs of people
- Helps others to focus and re-focus on the issues
- Led a balanced life – stepped back and reflected, prayed





Case Study:  
Head Master vs.  
The Headwinds



## *ACTIVITY:* Case Study Small Group Discussion

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- Who are the “key players” in this story?
- What might their motives and concerns be related to the situation?
- What beliefs, values or assumptions are informing their actions?
- What is behind their resistance to help Sr. Theresa return Fatima to school?



# The Nature of Change



# The Nature of Change

Everyone looks at change differently

- Depends on past experience
- If it's by choice or imposed

Fight, Flight or Freeze

- Human system, guided by the brain, strives for equilibrium
- Unwanted, unanticipated change puts limbic system on high alert as if experiencing physical pain
- Exhausting emotionally, physically & intellectually



# Resistance

Human nature to choose comfort of familiarity over anxiety of the unknown

Resistance usually associated with:

- Lack of understanding
- Lack of trust
- Emotional reactions to change

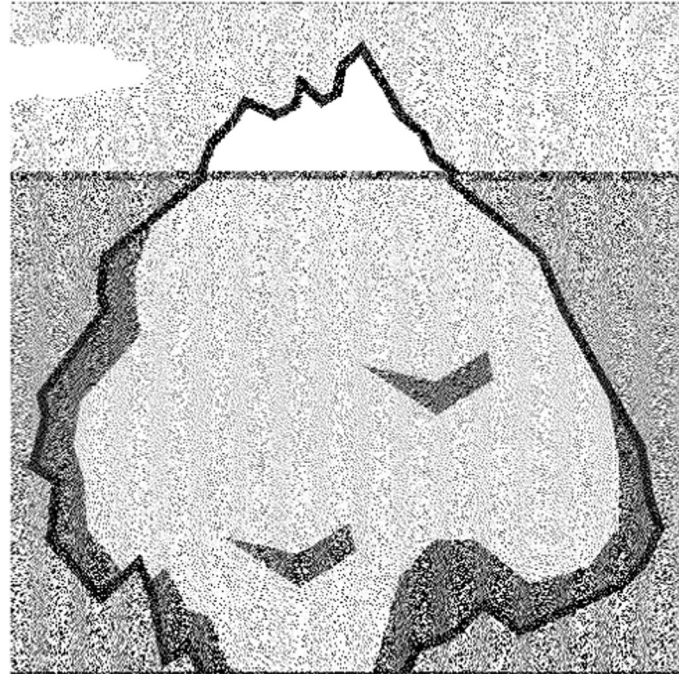
# Change & Transition

## CHANGE

- Outside/External
- Often Quick
- Tangible & Concrete

## TRANSITION

- Inside/Internal
- Takes longer
- Subtle, psychological



“It isn’t the changes that do you in, it’s the transitions.”

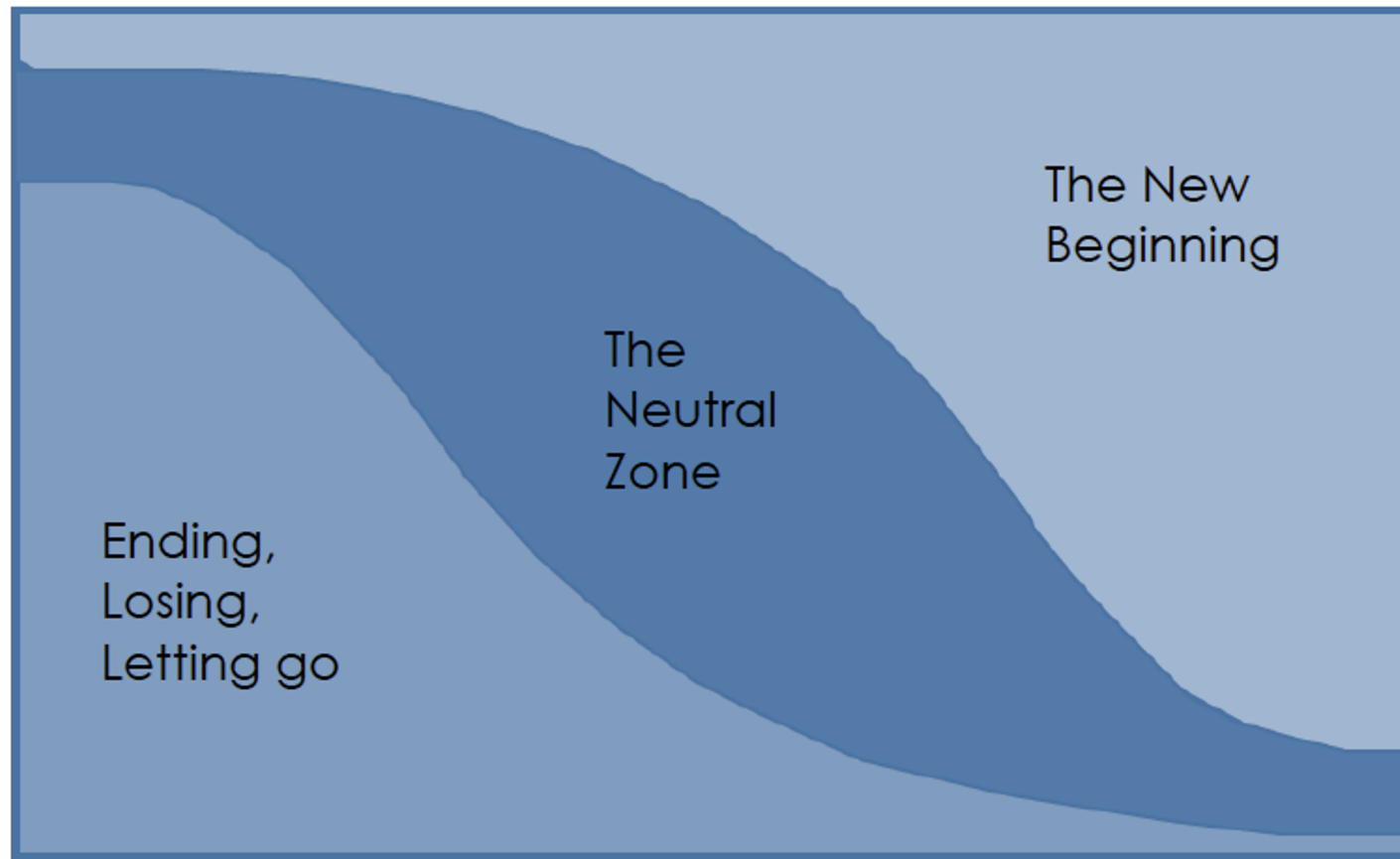
- Bridges



# Transition

- A process by which people unplug from an old world and plug into a new world
- Starts with an ending and finishes with a beginning
- Deals with psychological losses
  - Death of a loved one
  - Change in location
  - Loss of camaraderie
  - Loss of security/comfort
  - Others?

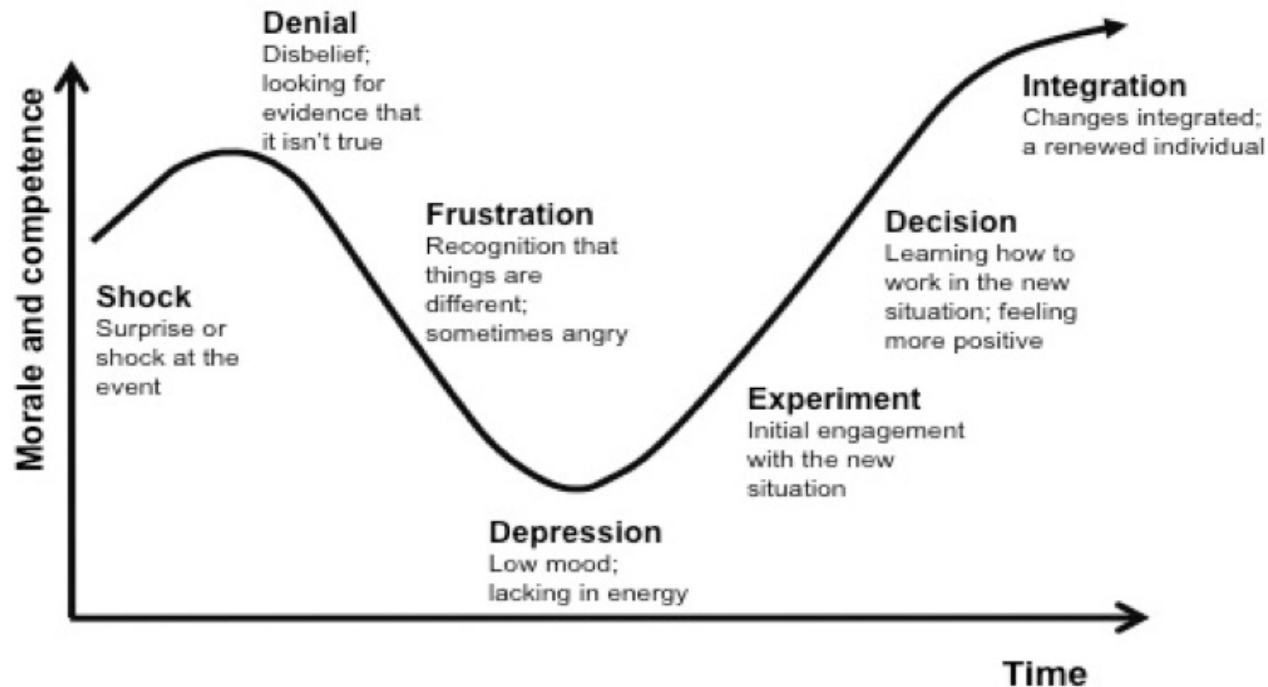
# Transition: Three Phases of Transitions



Source: William Bridges, Managing Transitions: Making the Most of Change, (Da Capo Press, 2<sup>nd</sup> Edition 2003)

# Emotional Reactions to Change and Transition

## The Kübler-Ross change curve





# Leading Through Change and Transition



## Reflection on Change & Transitions

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*What do I expect from my leaders during a transition?*



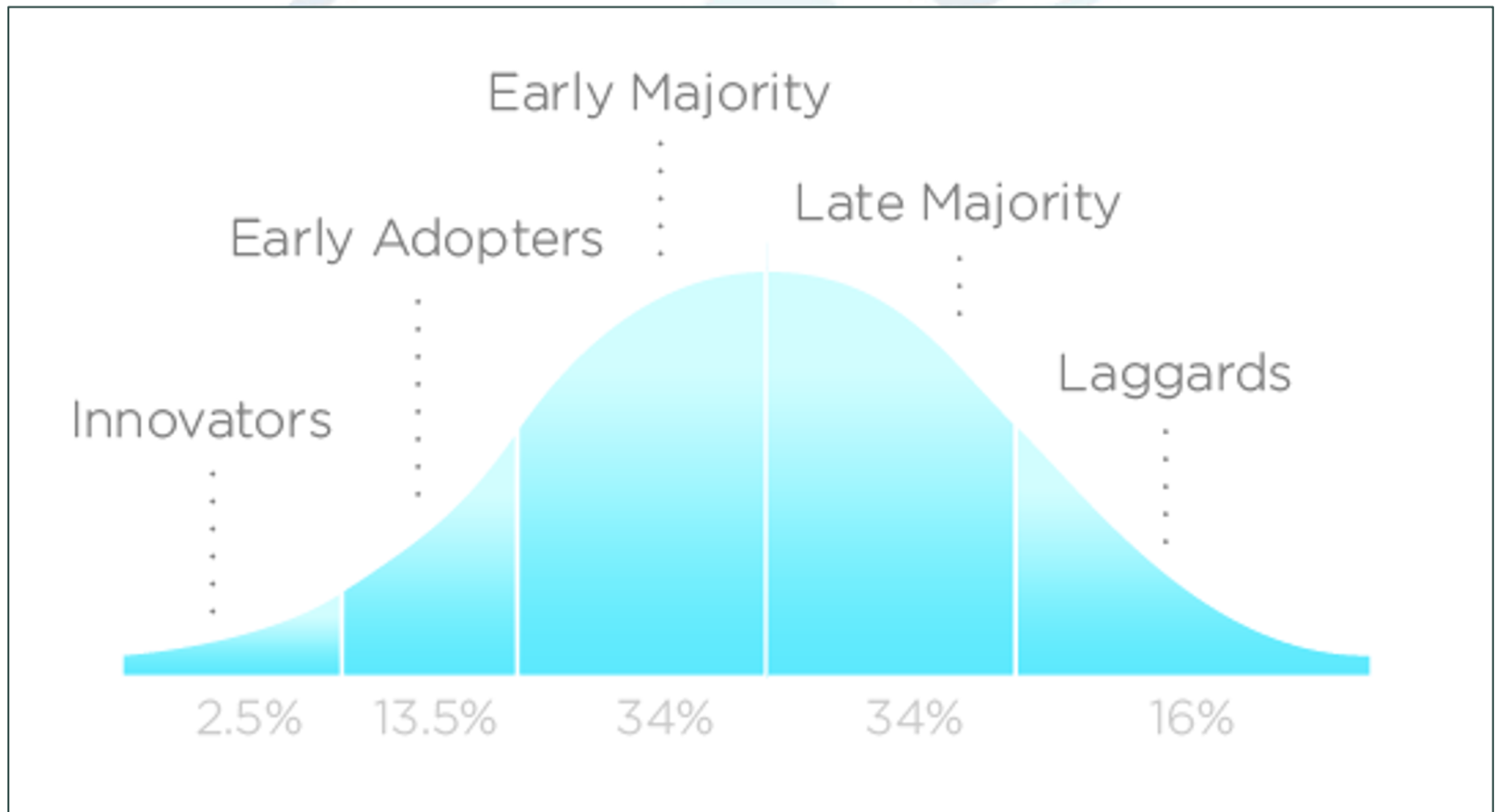
# Leading Through Transition

*If you want to lead people to somewhere new,  
then you need to meet them where they are...*

*Expect that some (even many) people aren't as far  
along as you would hope...*

Source: *Responses to Change, Helping People Manage Transition*  
Center for Creative Leadership, Kerry Bunker (2008)

# Leading Through Transition: Adoption Curve (Rogers)





## *ACTIVITY:* Reflection

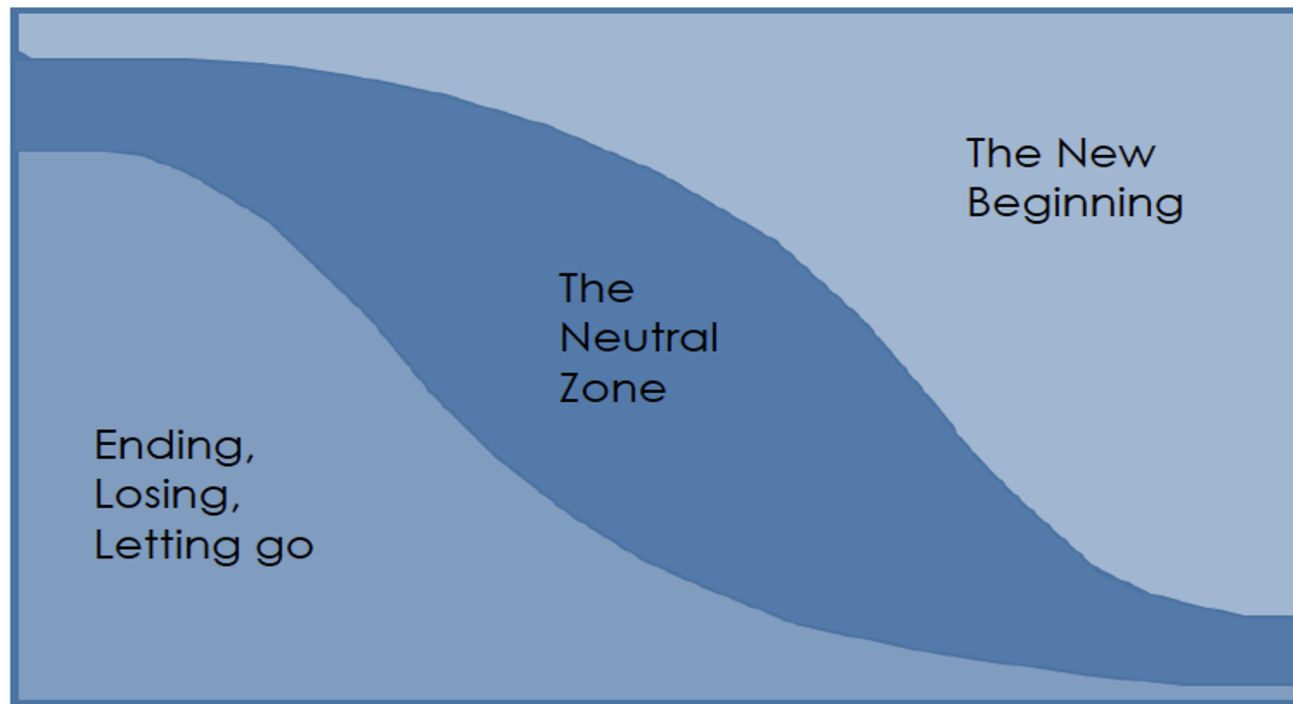
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What changes are you and others experiencing in the Church, congregation, community, organization?

Changes to

- Structures?
- Systems?
- New Approaches?
- Technology?
- Other?

# ACTIVITY: People's Responses to Transition



Source: William Bridges, Managing Transitions: Making the Most of Change,  
(Da Capo Press, 2<sup>nd</sup> Edition 2003)



## Discussion

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Where do you find yourself in the stages of transition?

Where do you think others are?



# What Leaders Do



# Leading Through Transition: What Leaders Do

- See the **bigger picture**
- Have a **high threshold for uncertainty** – use creativity to manage the ambiguity; try more than one way to achieve success
- Focus on their **sphere of influence and span of control**
- **Practice Emotional Intelligence**– help others to succeed despite discomfort



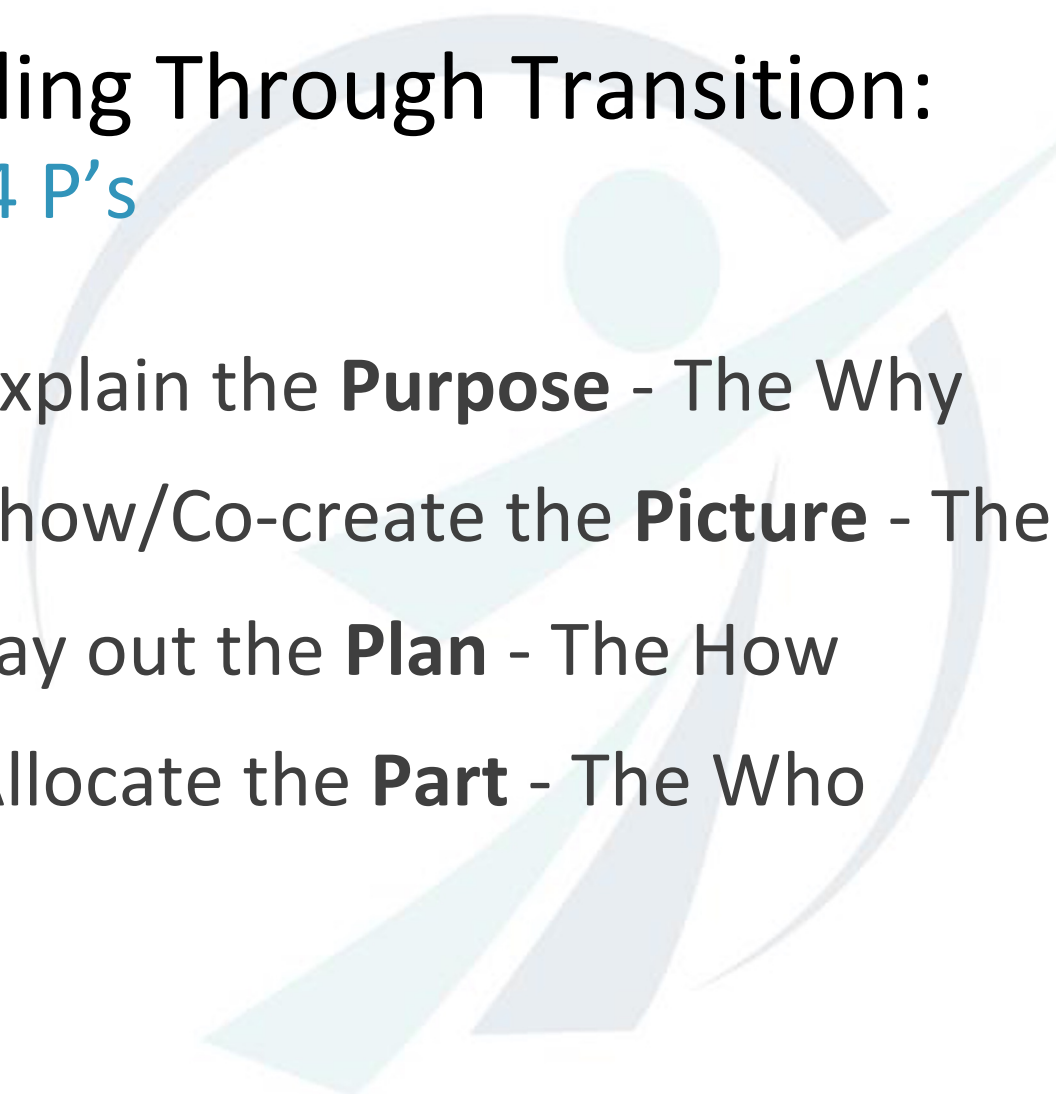
# Leading Through Transition: What Leaders Do

## **Communicate, Communicate, Communicate**

- **Link the change to what people already know and understand** – draw comparisons, use metaphors, tell stories
- **Give people advance warning** - involve them, provide advance information so that they have some control and can plan for change
- **Be specific** – ensure that individuals understand what is going to happen, be as transparent as possible
- **Practice the 4 P's** - Purpose, Picture, Plan, Part



# Leading Through Transition: The 4 P's

- Explain the **Purpose** - The Why
  - Show/Co-create the **Picture** - The What
  - Lay out the **Plan** - The How
  - Allocate the **Part** - The Who
- 



# Change Leadership Action Plan

A stained glass window depicting the crucifixion of Jesus Christ. The central figure is Jesus on the cross, surrounded by other figures. The background is composed of various colored glass panes in shades of red, yellow, green, and blue. On the left side, there are three vertical stripes in dark blue, teal, and white.

# Jesus ~ Change & Transition

*“And He died for all, that they should not live unto themselves but unto Him who died for them, and rose again.”*

*2 Corinthians 5:15*





## *ACTIVITY:* Reflection

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Reflect upon Jesus as an agent of change:

Jesus gives us hope during times of change & transition

He gives us greater purpose in our life

He reorients our desires to continue the mission of God

He gives us power and agency to effect change

# ACTIVITY: Change Leadership Strategies

**Activity: Change Leadership Strategies**

Thinking about one of the changes you listed earlier, reflect on the transition that it requires of you and others in your system. Remember that transition is experiential.

- ❖ What strategies and actions can you take to navigate the organization through change and transition in each phase?
- ❖ What strategies and actions might you take to navigate yourself through change and transition within your community, congregation or organization?

Endings	Neutral Zones	Beginnings

- Reflect upon the area of change you are facing within the Church, your congregation, community, organization.
- What might you do to navigate *yourself* through this change and transition?
- What might you do to navigate *others* through this change and transition?