

point of view of faith, then such small groups will be alive and active. For example, you can start by examining the common practical needs of young married couples, adolescents and senior citizens. Later you can gradually expand the level of participation to include other groups.

3) Sufficient preparatory work should be done. This includes promotion, antecedent formation of the parish organizers, a detailed working plan, and an on-going formation program.

4) It is also necessary to have a small team to supervise the work of other units, and to determine the work to be done each month and the frequency of each Association's meetings. This is necessary because an individual group often needs outside people or outside structures to stimulate it.

5) In order that the work can develop smoothly and systematically the establishment of an over-all planning committee is very important. The objectives of this committee are to draw up the plan, to decide on suitable times for its implementation, to organize the content of the formation courses, to gather materials and to seek appropriate methods. This committee's work is vital to the whole project.

6) The members of the parish's traditional societies who are not facilitators or contact persons in the estates, can best serve by actively participating in the Associations' meetings in their buildings where they can become yeast in the dough.

In summary, the following points cannot be neglected if the work of developing small Christian communities is to succeed: an awakening of consciousness, determination of motive and means, formation of leaders, group participation, and an organization that is structurally strong and sound.

Is the Parish Priest a Leader or a Manager or Both?



by John Cioppa

All priests are expected to be leaders; it is hoped that they can also be good managers. The commission to lead, to preach, to teach, to baptize and pastor comes from Jesus himself. He doesn't say much about running a good parish plant, supervising a school or paying salaries at the end of the month.

WHAT IS A LEADER?

Pick up any literature on leadership and immediately the first statement is that it is a quality which is impossible to define. No one really knows what it is. It's what leaders do; it's an art; it's caught not taught. It is basically getting things done through people; that talent to be able to combine ideas, people and things, to achieve a goal. Those who can do it are few. Nicholas Murray Butler, a former President of Columbia University in New York, says there are three kinds of people in the world: 10% who make things happen, 80% who watch things happen and 10% who do not know what's happening. In a diocese or parish, the leader is one who is able to encourage, inspire and facilitate others to maximize their efforts in the pursuit of a vision and agreed upon goals. His principal role is one of motivation; helping to set goals and then moving people to achieve them.

As pastor/leader he does this by sharing with his Christians his own values, entering into dialogue with them to evoke from them the best which is in them--a response of faith. It's very similar to the conversion process, involving encounter at a deep level. As a result the leader becomes vulnerable and open to hurt. The "wounded healer" is an appropriate description of his role.

KINDS OF LEADERS

There are basically two kinds of leaders: (1) PLANNED LEADERS or those appointed or sent by superior authority in response to the felt needs of the sending organization, and (2) EMERGENT LEADERS or those that emerge or arise from the group and who coordinate the fulfillment of the needs of their followers. Both aim at influencing and directing the attitudes and activities of others.

Planned leaders are appointed or sent by the organization to achieve the objectives of the organizations and the anticipated needs of their followers. For example a parish priest is appointed to carry out the directives of the Church and to satisfy the needs of his parishioners for guidance in their Christian formation.

Planned leadership is most common in the Church since almost all positions are filled by appointment by higher authority: e.g. Cardinals, Local Ordinaries, Parish Priests, Assistants and Diocesan Officials.

Strange as it may seem, the Pope, whose appointment may be in the overall plan of God, is actually an emergent leader elected by his peers,

the College of Cardinals. There are few emergent leadership roles in the Church; however, the elected members of the diocesan senate and the officers of parish and diocesan lay organizations are examples of emergent leadership. Actually one of the roles of planned leaders is to try to introduce greater participation in the organization, thus encouraging greater emergent leadership. A struggle in this regard is presently taking place in the Church as pastors try to encourage greater lay participation and as Rome tries to democratize some of its curial structures.

Even if leaders are planned or appointed, knowledge and skills are necessary, so formation is required. Much of the basic training for priests is provided in the seminary: theology, scripture, homiletics, canon law, etc. On the job training is also provided today by various types of practical experiences in parishes, hospitals and other pastoral situations. Further ongoing training is provided by seminars, meetings, sabbaticals and study programs. Often what is lacking is training or techniques for specific tasks, e.g. school supervision, personnel and financial management, and counseling.

WHAT ARE THE FUNCTIONS OF PASTORAL LEADERSHIP?

There are three functions of pastoral leadership: (1) prophecy, (2) organization and (3) mediation. While all three are essential for all parish priests, usually a specific priest is stronger in one or other of the three functions. Some priests are good at firing up the enthusiasm of people; others are better at planning and using resources to get things done; while others are best at keeping people working harmoniously together.

THE PROPHET: This person has a clear theological vision of what church is today and what the role of a parish is in society. He has a vision of church which often goes beyond the ideals and feelings of his followers. His role is to communicate and convince others of this vision. Communications skills are key. If parishioners have different goals and expectations from the pastor, it is impossible to achieve unity of action and a smooth running parish. Often this type of pastor runs into opposition from both his unsympathetic flock and more traditionally minded fellow priests. The clergy in general are weakest in this function of leadership, perhaps because it can often entail confrontation.

THE ORGANIZER: This priest is one who attempts to translate the vision into reality. He assesses the parish situation, makes necessary decisions, sets a plan, marshals his parishioners and gets the job done.

He is usually action orientated and an achiever. This quality is strong among Western clergymen.

THE MEDIATOR: This person nourishes, supports and protects the fellowship of community in his parish. The function of the mediator is to maintain relationships and cohesiveness among the people involved in implementing the vision. He fosters good feeling, self-confidence, and amiable relationships, as well as cooperation and communications at all levels. Because of the pressures of society today this type of leader is much in demand. Chinese clergy are probably better at this type of leadership than Westerners.

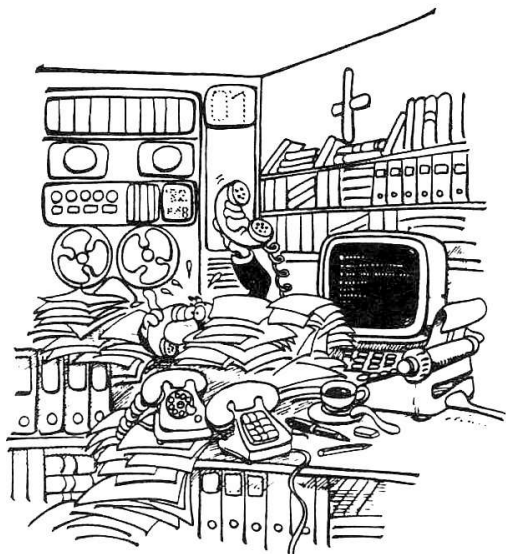
WHAT IS MANAGEMENT?

Many do not make a distinction between leadership and management and certainly there is a great deal of overlap between the two. For convenience in our consideration of parish work, let us define management as organizing and controlling resources especially time, money and material for a purpose. Resources can be organized; people must be led. A good leader requires a vision and provides direction; management is concerned about getting things done, production and control. Leadership is a quality; management is a technique or a science. A leader deals with concepts and exercises faith; management relates to data, facts, and figures. Every parish priest is expected to instill purpose and move people to work together. All also have managerial tasks, but some have more of these than others.

WHAT DOES THE PRIEST MANAGE?

1. **THE ORGANIZATION:** The parish priest manages the whole parish structure. Viewed as a community, the parish priest leads the parish; viewed as a structure he manages it. It is most important to define the mission and goals of the parish, e.g. evangelization, including catechesis, formation and service, since his job is to oversee the carrying out of that mission. This is best done by having a plan which articulates the mission of the parish with long-range objectives, shorter-ranged goals and well-defined tasks or targets, designating who will do what and when they will do it.

2. **THE PHYSICAL FACILITY:** All parishes have a church or mass centre, a rectory, some office space and meeting rooms. Some parishes have schools, kindergartens or other service organizations. Some have more than one mission station.



All parishes have some sort of record keeping system, a financial system, bank accounts, automobiles, electrical equipment and some have computers. All of these systems and equipment must be maintained, periodically reviewed, replaced, cleaned and their performance enhanced, so that they can contribute to the smooth running of the parish. Thus the parish will be enabled to achieve its principal goal

of evangelization. These systems and services require management.

3. PEOPLE: Every priest works with people to achieve the goals of the parish. He does not manipulate people or arrogantly push them around, but he tries to motivate, inspire and facilitate their performance as members of the parish community. In this sense he manages people. Some feel that the word leadership is better applied only when speaking about people. In any case elements of management are involved.

The parish priest relates upward to his superiors: the Bishop, the Bishop's delegate, etc. He relates horizontally to other priests (fellow leaders/managers) in his own parish, neighboring parishes and in the local deanery. He relates vertically to his staff. Most parishes have secretaries, cooks, gardeners, cleaners, school principals, teachers and catechists to whom the parish priest relates as manager. In addition, he must relate to the various groups in the parish; young and old, male and female, those with a vision similar to his own and those with a different vision. This is the challenge of managing the parish.

His role is not an easy one. He is expected to foster discussion and dialogue, guide and give direction and set priorities, unify by reconciling conflicts, encourage creative activity, motivate by his enthusiasm, explore new pastoral possibilities, assist others in performing their tasks and insure the well-being, job satisfaction and happiness of both paid employees and volunteers.

All of these functions of the leader/manager require frequent and sustained personal relationships, a capacity to listen and an ability to communicate. The priest should understand the points of view of his Christians, be aware of their expectations and needs, and be able to express new ideas in a way which is both meaningful and compelling.

4. THE WORK: In order to achieve the goals of the parish, the priest should understand clearly what he wants to do. He should then break down the task into manageable sections, divide the workload, and integrate and coordinate the efforts of all. Good results depend on two ingredients: (1) an acceptance or consensus concerning the tasks to be performed, and (2) the ability to maximize the capabilities of the people involved. It is important to organize projects in such a way as to overcome the limitations of individuals and multiply their strengths.

5. SELF: The parish priest should identify his own strengths and weaknesses and deal realistically with them. He should foster the strengths of others and have compassion for their weaknesses. Public rebuke or a show of strength or power undermines his own credibility. Enthusiasm is essential and contagious. A priest cannot lead or manage well if he is not convinced about what he is doing. A good attitude for the priest to have is to consider himself as a fellow Christian working in this community with a specific role and function to achieve commonly accepted goals.

In order to perform well a priest must manage **his time and space** well, so that he is physically fit, psychologically **healthy and spiritually strong**. This means he should have a comfortable **and restful** living situation, get adequate sleep, eat a balanced diet, **get sufficient exercise** and take time off regularly. It also means **having a counselor or spiritual guide**, and good friends to provide the **support and encouragement** he needs. Most priests complain about being busy and tired, which basically means that they are not managing their time and space well. All successful leaders/managers need some "private time" away from distractions to plan, reflect and pray. This, of course, is easier said than done.

SOME STYLES OF PASTORAL MANAGEMENT/LEADERSHIP

To begin with there is no "fixed" or "best" style of leadership. There is only the most effective style for a particular situation. Four basic styles are:

1. Laissez-faire: This is practically no leadership at all. This type of parish priest provides minimal direction and allows total freedom. The parishioners set their own goals; the priest is one of the group, recedes to the background and allows the parish to run itself.
2. participative: This priest sees consensus as an ideal. He facilitates communication, helps the parishioners define their

aspirations, and tries to create goal ownership and shared purpose. He spends much time in motivating people to participate in parish life. He stresses teamwork and commitment.

3. Autocratic: This is the "one man bus" model. This pastor is fatherlike and basically "paternalistic". He has all the answers and makes most of the decisions with little or no consultation. As long as the people like him, things run smoothly. If they do not, there are tensions.

4. Bureaucratic: This pastor has great concern for organization, rules and constitutions. He uses authority with little delegation. He feels that if you organize the parish well it will run itself. He may get things done but provides little formation for his people.

There are many factors which determine a person's style of leadership. For example, his personality. Is he strong or gentle, a theologian or a builder, a listener or a doer? The character of the parish itself will also affect the style used, for instance, is the parish mostly older people or mostly teen-agers white collar or factory workers? The situation itself will also elicit different types of responses, e.g., are we dealing with a life-threatening situation or a parish meeting? Finally, a person's basic attitude towards people is a key factor. Is the parish priest basically an optimist or a pessimist? Does he see the glass as half full or half empty?



Style depends on many factors and those factors will differ from parish to parish, from person to person and from time to time. While every parish priest will have a basic style, that style will also fluctuate from day to day depending on such a simple thing as the weather.

We started this paper with the question of whether the parish priest of today is basically a leader or a manager or both. I think the answer is clear: he has to be a leader, and at the same time he cannot avoid some managerial functions. If he can manage well, he will be an even better leader.