

Educational design STP 2011-12

Weekends and Assignments

For Diocesan Programs

This is our standard diocesan program. Revisions can be made to fit the needs of a particular diocese. For example weekends 1 and 4 might be reversed to take advantage of when a long holiday weekend occurs. For the same reason weekends 1 and 2 could be shifted.

Every weekend:

- Has an exam. You are given the questions in advance in the participant manual. Many of the answers are in the readings; others are applications to your own situation.
- Has a Take-Away Assignment: A relatively simple assignment to use a skill or method introduced that weekend. To be done as soon after the weekend as possible, no later than two weeks after.
- Includes working in a team and receiving feedback on the impact of your leadership and participation.
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Developmental Initiatives

Participants will design, implement and reflect on six developmental initiatives over a period of 18 to 20 months. Trainers and facilitators will provide substantial support and guidance in helping participants carry out parish initiatives to foster health and spiritual and emotional maturity. A schedule for reports and implementation will be provided. As part of designing and assessing all the Developmental Initiatives read and use “What we seek in making an initiative,” “Outcome Considerations,” and “Process Considerations” from *Interventions: Methods and Processes for Building Healthier Parishes, Vol 1, Michelle Heyne & Robert Gallagher, Ascension Press, 2011*

Weekend #1 Emotional & Social Intelligence

This is usually a human interaction workshop done over a long weekend. The schedule is usually:

- Friday 2:30 - 8:30 p.m.
- Saturday 9:00 a.m. - 8:30 p.m.
- Sunday 2:30 - 8:30 p.m.
- Monday 8:30 - 11:00 a.m.

Emphasis: The weekend is a T-Group (please read [“About T-Groups”](#)) with an emphasis on core skills for emotional and social intelligence. On occasion this weekend and weekend #2 may be done in reverse order.

Advance Assignment for Weekend #1: Completing instruments: MBTI, KGI (bring results with you to the program), Read reports related to instrument results, Read 1) *Introduction to Type*

and *Emotional Intelligence*, Roger R. Pearman, CPP (Please bring with you) and 2) *Primal Leadership: Learning to Lead with Emotional Intelligence*, Goleman, Boyatzis, McKee, HBS Press, 2002.

Weekend #2 Spiritual Practices

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Spiritual maps, creating a spiritual practice /discipline, designing parish ed/training for spiritual practice, personality type and spirituality

Advance Assignment for Weekend #2: Read *In Your Holy Spirit: Traditional Spiritual Practices in Today's Christian Life*, Michelle Heyne, Ascension Press, 2011. *Pastoral Theology: A Reorientation*, Martin Thornton, SPCK, 1961 (Out of print). [Was also issued by Cowley as *The Heart of the Parish: Theology of the Remnant*, 1989.] Chapters 2 through 8 and 18 through 22.

Weekend #3 Change Theory & Methods

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Seeing, understanding and influencing the spiritual dynamics in the parish church

Advance Assignment for Weekend #3: Read 1) *Fill All Things: The Dynamics of Spirituality in the Parish Church*, Robert A. Gallagher, Accession Press, 2008, (read the whole book, focus on understanding the four core frameworks and material on Pages 15 – 16, 50 – 51, 107 – 121, 142 – 156, 205 – 206); 2) *In Your Holy Spirit: Shaping the Parish Through Spiritual Practices*, Robert A. Gallagher 2011, Accession Press, 2011, 3) Survey Feedback paper (see [Free Documents](#));

Weekend #4 Emotional & Social Intelligence

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Self-differentiation as a member and a leader, working effectively with groups & teams

Advance Assignment for Weekend #4: Read 1) *Congregational Leadership in Anxious Times*, Alban, 2006, Peter L. Steike; 2) *Introduction to Type and Leadership*, Sharon Lebovitz

Richmond, Consulting Psychologist Press, CPP (*Please bring with you*), Review *Primal Leadership* pages 171 - 190; Shared Leadership - available at <http://www.shapingtheparish.com/free-documents>

Weekend #5 Spiritual Practices

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: The dynamics of Benedictine Spirituality in self and parish, shaping the parish climate and culture

Advance Assignment for Weekend #5: Read *Seeking God: The Way of St. Benedict*, Esther de Wall, Liturgical Press (Read chapters 2-5). *The Corporate Culture: Survival Guide*, Edgar Schein, Jossey – Bass, San Francisco, 1999. Preface, Chapters 1 – 4 and 9.

Weekend #6 Change Theory & Methods

The schedule for this last weekend will usually be:

- Friday 10: a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 8:00 p.m.
- Sunday 2:00 - 6:30 p.m.

Emphasis: Conflict management, intervention strategy and methods, negotiation skills

Advance Assignment for Weekend #6: Read 1) *In the Grip: Understanding Type, Stress and the Inferior Function*, Naomi L. Quenk, CPP, (*Please bring with you*); 2) *Type and Conflict* (*Please bring with you*); 3) *Getting to Yes: Negotiating Agreement Without Giving In* (2nd ed), Fisher, Ury, Patton

The Sixth Developmental Initiative

Participants need to submit their Action Planning segment of the report for Initiative 6 shortly after the sixth weekend.

Shaping the Parish

Trainer design

Weekend One	2
Weekend Two	
Weekend Three	
Weekend Four	
Weekend Five	
Weekend Six	
Expectations of Trainers & Facilitators	
Ethics	
Required Reading List	
Background Reading List for Trainers/Facilitators	

As of 2/15/11

Weekend One: Emotional & Social Intelligence

This is usually a human interaction workshop done over a long weekend. The schedule is usually:

- Friday 2:30 - 8:30 p.m. -Saturday 9:00 a.m. - 8:30 p.m.
- Sunday 2:30 - 8:30 p.m. -Monday 8:30 - 11:00 a.m.

Emphasis: The weekend is a T-Group with an emphasis on core skills for emotional and social intelligence. On occasion this weekend and weekend #2 may be done in reverse order.

Advance Assignment for Weekend #1: Completing instruments: MBTI, FIRO B (bring results with you to the program), Read reports related to instrument results, Read 1) *Introduction to Type and Emotional Intelligence*, Roger R. Pearman, CPP (Please bring with you) and 2) *Primal Leadership: Learning to Lead with Emotional Intelligence*, Goleman, Boyatzis, McKee, HBS Press, 2002.

TRAINERS: Have your *Human Interaction Participant Manual* with you.

FRIDAY 2:30 - 8:30 p.m.

Time	Activity	Notes
	Session 1	

2:30 – 3:30

Introductions & Overview

LOGISTICS

In plenary

1. Welcome - **Bob**

-Susan Burns if available –greet

-Intro training staff (Tom needs to note how his role will shift this weekend)

2. Overview of weekend -Schedule, objectives **Bob**

3. Connecting exercise **Michelle** [20 – 25]

-Groups of 4 plus Washington trainer (all participate). Susan and Susan join a group.

Participants count off -1 through 6

- 1) Go around circle: Something I have energy around/excitement for in doing

Shaping the Parish [7 – 8 min]

-2) Go around again: Something I hope for in this weekend [7 – 8 min]

4 Logistical issues **Michelle**

-Meals, worship, registration (M Hagans), etc.

5. Core elements and assumptions of the program **Bob** [10]

1) Demand System – you want to put in place a demand system around strategic issues - Present – discuss – draw demand system? Need something on clergy time on the center. Shift from demand systems focused on people with problems, complaints, etc of misc programs to the apostolic, those near apostolic – time with individuals and in groups

2) Create momentum – jump start

3) Method

- a) Do it!
- b) Be competent

- 1. Bathrooms
- 2. Make up work
- 3. Schedule
- 4. Any registration issues
- 5. Learning Agreement (handout)
- 6. Trainer role

c) Reflect – gives capacity to adapt

6. Turn in Learning Agreements **Bob**

3:30

Break [10]

By 3:40 – 4:40

Content Exam Michelle

-In plenary

1. Take exam

2. Michelle facilitates group through the answers – exploring as we go along, trainers, participants add in.

By 4:40

Introduction to T-Groups Susan Adam [20]

-In plenary

-How you learn in T-groups (on newsprint for each group)

-Some group exploration – maybe having those who have done T-groups describe 1) the hardest part for me was ... 2) The best part was ...

Note: This weekend is not enough T-group work to serve as a prerequisite in the LTI or NTL systems. Total Shaping the Parish program might be – to be seen.

By 5:00

Self select into groups Bob

-In plenary

-Each group must be 8 participants

-No group is settled until all are settled

-Trainers will assign if process takes more than 15 min

-Stand, move away from chairs, move about

Trainers – note inclusion dynamics ; could be of use in an early EIAG

- Bob will assign trainer teams to groups

Break on way to EP

5:20 +/-

Evening Prayer Michelle

-With introduction to how we do it

Might start as late as 5:30

6:00 – 6:45

Dinner

Session 2

6:45 – 8:30

-In groups

T-Groups

- By 7:30 introduce EIAG
- Invite identification of significant moments, turning points, a time when you experienced “energy” (in the life of this group – could be formation process when self selecting, or something from first few minutes)
- Trainer select one “I” and do an EIAG; use newsprint
- If time permits, reflect on the EIAG process (Impact, places you were uncertain/unclear,)

If you work with self selecting process for EAIG – Might try reenacting the process as a kind if “I” – have them physically connect just as they did earlier.

SATURDAY 9:00 a.m. - 8:30 p.m.

Session 3

9:00

Morning Prayer **Tom**

9:20

-In groups

T-Groups

Introduce and do feedback during morning session.

- Presentation on feedback
- Needs to be very structured
- Possibly: 1) Each write own notes – for each in the group – “something I have appreciated” and “what I think might be said about me” 2) Take a moment to turn the broad appreciative statement into feedback that fits the standard; 3) move around circle; others offer appreciative feedback

Opportunity for an intern to introduce feedback. See Manual.

12:00 – 1:00

Lunch

Session 4

1:00 – 5:05 **T-Groups**

-In groups Include Feedback and/or EIAG (keep it structured; coach in the moment)

5:15 – 5:30 Evening Prayer **Michele Hagans**

5:30 – 6:30 Dinner

Session 5

6:30 – 7:50 **Facilitative intervention – on S&EI Michelle and AMJ**

-In plenary -Presentation (30) – consider using two trainers, have trainers move back and forth in introducing elements (vary the voices)

 -Something you are working on

 -Two lines exercise. One side clients, other consultants; pair up

 -Consultants – all move one chair left. Reverses roles

 -Debrief after each round

If there are two groups can make each group a line. Allows consultation with people you aren't in group with

By 8:00 **Return to T-Groups**

-In groups Possibly share anything coming off the Facilitative Process exercise. Or possibly pick up on something left hanging.

8:30 **END**

SUNDAY 2:30 - 8:30 p.m.

Session 6

2:30 MBTI on EI **Bob and Joey**

-In plenary -Move to location in room process **Bob** [15]

 -Present a few core understandings re. Type **Joey** [25]

3:15 **T-Groups**

-In groups Might: Do on Type (how related to this group? Individual functioning in this group) OR Pick up on something left hanging OR

5:15 – 5:30 **Evening Prayer** **AMJ**

5:30 – 6:30 Dinner

Session 7

6:30 **T-Groups**

T-group is closing

-In groups

-Pick up on anything from afternoon [30 min]

-Feedback process [50 min] – move around circle, each may ask for feedback (general or around something specific); group may offer feedback, including things not initially requested though they would need to ask receiver if she/he was OK with that

8:00 – 8:30 **Sharing Learnings and Challenges**

Good-by to Susan and Susan

-In groups

1. Have each person write down:

- A learning this weekend for me is
- A challenge I'm leaving with is

2. Move around circle twice – first sharing the learning; second time sharing the challenge. Trainers need to offer their own.

MONDAY 8:30 - 11:00 a.m.

Session 8

Additional LTI trainers not needed for this session.

8:30 **Morning Prayer** **Joey**

8:50 **Overview of morning session** **Michelle**

-In plenary all morning

Take-away assignment [8 min] Michelle

-Identify a new behavior/stance you want to take based on this weekend's work. Use that skill/stance several times in the next week. Reflect on your use of it (a personal EIAG)

By 9:10

Work on Dev Initiatives Bob

-Walk through some of the "considerations" as participants make notes about how that may connect to a specific D.I.

-Make brief connection to FIRO B – Could relate to "use of self"

By 10:45

Check-in assessment

-What were the points of most energy for you?; Things unclear for you?

11:00

Close

Weekend Two: Spiritual Practices

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Spiritual maps, creating a spiritual practice /discipline, designing parish ed/training for spiritual practice, personality type and spirituality

Advance Assignment for Weekend #2: Complete Developmental Initiative One. As part of designing and assessing all the Developmental Initiatives read and use "What we seek in making an initiative," "Outcome Considerations," and "Process Considerations" from *Interventions: Methods and Processes for Building Healthier Parishes*, Michelle Heyne & Robert Gallagher, Ascension Press, 2011,

Read *In Your Holy Spirit: Traditional Spiritual Practices in Today's Christian Life*, Michelle Heyne, Ascension Press, 2011. *Pastoral Theology: A Reorientation*, Martin Thornton, SPCK, 1961 (Out of print). [Was also issued by Cowley as *The Heart of the Parish: Theology of the Remnant*, 1989.] Chapters 2 through 8 and 18 through 22.

Time	Activity	Notes
	Session 9	
	Morning Prayer – need to redo all times	
10:00 am	Intro and Overview (15)	
10:15	Exam & Exploring the Ideas 1. Take exam (in manual) (30) 2. Review answers and discuss in small groups (lead by interns in 2011) (30)	
11:15	Break	
11:30	3. Plenary – Sr. trainers facilitate and respond -Interns report from groups 1) a significant insight 2) a question or something needing clarification (20)	
By 11:50	Communication Skills Practice (30) Active listening, paraphrase, Itemized response (Ask participants to use during work on case)	Create exercise
By 12:20	Introduce Case	

By 12:30	Lunch – <i>working lunch</i> -Get lunch, short break, gather in teams	Possibly same teams as in Weekend One
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Time	Activity	Notes
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Session 10

By 12:45	Case work: Diagnosis (40) -Feedback/EIAG (40) – Trainer decide on feedback or EIAG, use a very structured form (connect with E&SI categories)	Dev case
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By 2:05	Break (15)	
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By 2:20	Case work: Strategy (40) -Feedback/EIAG (50) – Trainer decide on feedback or EIAG, use a very structured form (connect with E&SI categories)	
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By 3:50	Break (10)	
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By 4:00	Type & Spirituality Use the charts on Type and Spirituality in the manual: 1) To explore and clarify – where you are in relation to these ways of understanding spiritual life 2) To do the same in relation to the parish as a body. 3) To state any insights you may have about either and the relationship between the two. 4) Share what you are willing to share (as assigned by training staff)	Need to do details
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By 5:15	Evening Prayer	
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By 5:45	Dinner	
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Time	Activity	Notes
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Session 11

6:30 **Presentation:** Designing parish education & training on spiritual practices (20)

By 6:50 **Eucharistic Practices Program**
1. Do a significant segment of that program (45)
2. Short debrief – questions about doing, most interesting, etc. (10)
3. Individuals – write out rough design ideas for a revision of an element or better, some new element.(10)
4. In 2's or 3's participants share design ideas (15)

Trainers need Facilitator's sheet, copies of usual handouts; handout for participants on resources

8:30 pm **End**

Time	Activity	Notes
	Session 12	
9:00	Morning Prayer	
9:20	Spiritual Practices 1. Introduction – process of assessing and developing spiritual discipline (Rule) 2. Participants go through process 3. Debrief process – how to use in parish (in general, as take-away assignment)	This is segment that take-away work is based upon need to do details of design

12:00 **Lunch**

Time	Activity	Notes
	Session 13	
12:45	Facilitative Intervention Process On individual spiritual practice	
By 1:45	Stretch break (5)	
By 1:50	Developmental Initiatives - check-in If anyone needs more – to contact Sr. Trainer	Or do in teams??

By 2:10	In teams: Learnings & Challenges -Move around circle twice First time: What is an important learning you're going away with? Second time: What is a significant challenge this weekend has raised for you?	Trainers/interns offer own answers
2:30	END	

Weekend #3 Change Theory & Methods

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Seeing, understanding and influencing the spiritual dynamics in the parish church

Advance Assignment for Weekend #3: Complete project two. Read 1) *Fill All Things: The Dynamics of Spirituality in the Parish Church*, Robert A. Gallagher, Accession Press, 2008, (read the whole book, focus on understanding the four core frameworks and material on Pages 15 – 16, 50 – 51, 107 – 121, 142 – 156, 205 – 206); 2) *In Your Holy Spirit: Shaping the Parish Through Spiritual Practice*, Robert A. Gallagher 2011, Accession Press, 2011, 3) Survey Feedback paper

Friday

Time	Activity	Notes
	Session 14	
10:00 am	Morning Prayer	
10:20	Intro and Overview (15)	
10:35 – 11:35	Exam & Exploring the Ideas 1. Take exam (in manual) (30) 2. Review answers and discuss in small groups (lead by interns in 2011) (30)	

11:35	Break	
11:50	Case -Introduce (10 min) -Diagnosis using each core framework (15 min/ total 1 hour) -Identify strategic issues -10 min	Need to make up case, consider data gathering within teams – on one of the parishes with a team in the program
1:00	Lunch	
	Session 15	
1:45	Reflect on team work – feedback, EIAG (connect with E&SI categories) Reflect on use of core frameworks Present Change Formula (long presentation)– include work of Schein and others regarding change process	
2:45	Break	
3:00	Return to Case – strategy re health	
3:45	-Reflect on team work – feedback, EIAG (connect with E&SI categories) -Reflect re use of theory	
4:45	Plenary – pulling things together Time on whatever is needed – theory, Q&A,	
5:30	Evening Prayer	
5:50	Dinner	
Time	Activity	Notes
	Session 16	
6:45 – 8:30	Presentation: SF testing process as a form of SF	

Time	Activity	Notes
	Session 17	
9:00 am	Morning Prayer	
	Assess parish using IYHS map –Introduce TA use - Use “Assessing the Parish’s Spiritual Practices” with a parish group (e.g., vestry, congregational forum, wardens) p.155 from <i>In Your Holy Spirit: Shaping the Parish Through Spiritual Practice</i> , Robert A. Gallagher 2011, Accession Press, 2011.	Do more with this – planned change
11:45	Lunch	
	Need something on clergy time on the center. Shift from demand systems focused on people with problems, complaints, etc of misc programs to the apostolic, those near apostolic – time with individuals and in groups	
	Session 18	
12:30	Facilitative Intervention -influencing the spiritual dynamics in the parish church	
1:30	Developmental Initiatives check-in	
	In teams: Learnings & Challenges -Move around circle twice First time: What is an important learning you’re going away with? Second time: What is a significant challenge this weekend has raised for you?	
2:30	END	

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Weekend #4 Emotional & Social Intelligence

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: Self-differentiation as a member and a leader, working effectively with groups & teams

Advance Assignment for Weekend #4: Complete project three. Read 1) *Congregational Leadership in Anxious Times*, Alban, 2006, Peter L. Steike; 2) *Introduction to Type and Leadership*, Sharon Lebovitz Richmond, Consulting Psychologist Press, CPP (*Please bring with you*), Review *Primal Leadership* pages 171 – 190, Shared Leadership - available at <http://www.shapingtheparish.com/free-documents>

Time	Activity	Notes
	Session	

Active Inquiry –use on Sat afternoon

Self diff as member and leader

Shared Leadership

Groups & teams – ICO, other gr dev? Trust dev, experiential with task and feedback/EIAG

Feedback – connect with E&SI categories

Take-away assignment

-Identify a new behavior/stance you want to take based on this weekend's work. Use that skill/stance several times in the next week. Reflect on your use of it (a personal EIAG)

Weekend #5 Spiritual Practices

The schedule will usually be:

- Friday 10:00 a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 2:30 p.m.

Emphasis: The dynamics of Benedictine Spirituality in self and parish, shaping the parish climate and culture

Advance Assignment for Weekend #5: Complete project four. Read *Seeking God: The Way of St. Benedict*, Esther de Wall, Liturgical Press (Read chapters 2-5). *The Corporate Culture: Survival Guide*, Edgar Schein, Jossey – Bass, San Francisco, 1999. Preface, Chapters 1 – 4 and 9.

Time	Activity	Notes
	Session	

Active Inquiry –use on Sat afternoon

Feedback – connect with E&SI categories

Weekend #6 Change Theory & Methods

The schedule for this last weekend will usually be:

- Friday 10: a.m. - 8:30 p.m.
- Saturday 9:00 a.m. - 8:00 p.m.
- Sunday 2:00 - 6:30 p.m.

Emphasis: Conflict management, intervention strategy and methods, negotiation skills

Advance Assignment for Weekend #6: Complete project five. Read 1) *In the Grip: Understanding Type, Stress and the Inferior Function*, Naomi L. Quenk, CPP, (Please bring with you); 2) *Type and Conflict* (Please bring with you); 3) *Getting to Yes: Negotiating Agreement Without Giving In* (2nd ed), Fisher, Ury, Patton

Time	Activity	Notes
	Session	

Active Inquiry –use on Sat afternoon

Feedback – connect with E&SI categories

The sixth project

Participants need to submit reports on the completion of the last project no later than 3 months after