

Leadership in a New Lens

Part I: The Big Picture

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- * Having served in leadership over many years we no longer have the call & desire-- finding the emotional and psychic energy required draining rather than life giving.*
- * Having started a new ministry requiring some further education and qualifications, It does not appear that this is the right time to consider being in elected leadership. Perhaps in the future.*
- * I have physical disabilities and little energy. Further I do not feel that I have the skills and competency for leadership.*

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

- * When leadership was first elected, the concept/term circular leadership was introduced. It was not clearly communicated what this meant, what it would look like. How would communication operate - - from whom to whom. It did not appear to be inclusive of members and there was little opportunity for input from the members.*
- * Relationships, deemed important in Franciscan life have seemed to have taken a back seat. The CARE program has taken up 90% of leadership's time at the expense of fruitful, effective interactions with sisters.*
- * Do members experience leadership as life giving? Is leadership's experience life giving to itself?*
- * Could associates be a part of leadership?*

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

Personal limitations of health and energy

Willingness to serve the community if the model was more inclusive using the "wisdom of the elders" and using the different gifts of members.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

It seems as if the model is: All are involved in everything - resulting in many meetings, phone calls, much travel. There is little delegation and little time or structure to interact personally with the Sisters. They are exhausted and four years of this form of Leadership is not attractive or life-giving.

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

Since elected leadership is currently such a demanding and stressful model, we realize that a supportive stance by all members is needed, together with a willingness to participate as we are able. Our presence with one another, recognition and affirmation of each other's gifts would create more opportunities for members to choose ways of serving the Congregation.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

The gap between administrative oversight and sister-to-sister relationships by Congregational Leadership has widened over several years. It's time to explore a leadership vision that emphasizes pastoral, spiritual and circular models of service for and with sisters, in collaboration with others beyond our members.

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- 1. Our experience and fear of not being trusted or entrusted with responsibility, authority, etc. or all authority residing in one person or in a select few people.*
- 2. Our inadequacies when it comes to understanding other cultures.*

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

We are globally interconnected in a changing world so that our transformative leadership needs to be in sync with society’s issues in the “Change of Era.” Our transformative leadership should reflect our Franciscan future of hope by honoring our brothers and sisters and all creation.

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

There is a willingness to participate but not in the present structure. There is a need for a structure that allows potential leaders to be in conversation so that the elected group can be ore productive.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

The present structure is not effective:

The issue of full time leaders needs to be addressed to gain the wisdom of more members.

There is a need for more collaboration with the members, more transparency and definitely more trust.

The delegation of tasks needs to involve trust that those delegated can and will be effective in their tasks. CL does not need to be at all meetings, or intimately involved in the work that others are asked to do.

There is a need for more mutual and active communication and decisioning.

Delegation of actions needs to give authority as well as responsibility.

More 'local' gatherings could facilitate better communication with give and take between members and leadership.

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

->The leadership role is an overload of managerial tasks with too many meetings, responsibilities, and travel. Current expectations are very high and we need well-defined boundaries to allow for a balanced work and spiritual life.

->I don’t feel a call to leadership or have the energy to serve. I’ve given my time in leadership serving in various capacities, but the scope of leadership has grown much wider over the years and our Franciscan way of life takes a back seat.

->I have never been called to leadership except when coerced. I took a role only because the community insisted that a sister take on that role and there were no other sisters available to take on that role.

->don’t agree with the old time elected leadership. I would be willing to participate in helping my community determine a new system of decision-making without leadership.

->There is nothing preventing me and I am currently serving in leadership.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn't work for you, or isn't as effective as it could be, or doesn't offer a ministry that is meaningful, energizing, and life-giving?"

->We have a crisis in followership. Elected leaders become targets as soon as they are elected. We elect a person and we tear them down.

->The function of leadership goes beyond the scope of religious living. There is no time for the sisters to interact in the sister community. For example, visitations with individual sisters is not in my present experience. Focus used to be on the lives of the sisters and serving the poor.

->It doesn't offer me a ministry that is meaningful and life-giving. We are more into maintenance of our structure than in taking care of ourselves and each-other. The current leadership system is overly burdensome on our communal living impacting our ability to experience a gospel way of life.

->Need a clear demarcation between leadership and management/organization. Managerial and organizational issues should be carried out by employees who we hire to do this work. Leadership should have a greater role in taking care of the communal life and relationships among sisters living the gospel way of life, as well as focus ministry on the caring of the poor.

->Leadership is overburdened, and if we release some of those duties we can work on 1-1 relationships with the sisters focusing on our Franciscan way of life.

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- *Lack of exposure to requirements needed for leadership – e.g Team leadership – hence a feeling of incompetence.*
- *Lack of sustained energy to motivate others (due to aging).*
- *“New Blood” needed to move forward with a new vision.*
- *Limited openness /awareness of cultural differences and global vision.*

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

- *Not inclusive enough in decision making.*
- *Needs to be more spiritual i.e. reflecting Gospel and Franciscan values.*
- *Could more fully trust and empower the collective wisdom and strength of the Congregation.*

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- *Age, energy and health are deterrents*
- *One has a willingness to collaborate on a part time basis*
- *One does not feel called to leadership*
- *One is not open to elected leadership but would be willing to share responsibilities.*

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

*A new form of leadership is needed for effectiveness.
Recommendations were discussed to support/accompany leadership. Alleviate some of the responsibilities by creating committees to address various issues like ongoing formation, social justice, environment, poverty, spiritual development etc. Elected leadership can be supported by members who are willing and capable of assuming these responsibilities.*

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- I am just not a leader.*
- Willing, however, I may not be qualified for the general minister position.*
- Because of my Parkinson's disease, I have some memory loss and anxiety. I cannot take a leadership role.*
- Willing to be in leadership, however, I am not sure I have all of the skills.*
- Frequent traveling would be a deterrent to considering elected leadership.*

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

- Some members are willing to support new visions although they are not called to general leadership.*
- That the members have more input into decision making.*
- Not everything can be shared due to confidentiality.*
- That the leadership team be inclusive of all the cultures*

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

Lack some abilities some see needed e.g. ability to multi-task.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

Need to include gifts of membership who are not elected.

Moving away from a hierarchical leadership to a more participative. collegial style.

Ability to seek out other viewpoints with a sense of openness and the ability to make decisions.

Develop integration of decisions with stakeholders..

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

The complexity of issues with 5 countries prevents one from offering to serve in leadership.

A sister may not experience a "call" to serve in leadership.

Health issues prevent some from being in leadership.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

Communication between leadership and community is lacking i.e in the last 3 years leaders were so consumed with the "care" program so there was limited time spent with sisters on communal basis.

There needs to be an ongoing contact between leadership and the sisters. Sisters need leaders to share their experiences.

The present leadership has shared that they are exhausted.

How does leadership make decisions: by consensus or by the Congregational leader?

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

- i made a promise to God to a life of contemplation in the Ritiro. making congregational leadership not an option. I do have a wealth of knowledge and spiritual wisdom that could be utilized in manners other than CL that can be of service to both CL and the Congregation.

-The apparent quantity of work for so few that does not seem to offer a meaningful life-giving ministry..

- Our history of criticism of CL that at times has been very hurtful rather than constructive and loving.

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

Leadership is not comprised of sufficient members and has not utilized the expertise and interest of the members in engaging in outward movement. Such cohorts would be responsible for topics to which our Franciscan Heart demands response. They would have the authority to research, provide suggestions and opportunities for outward action by the members.

Opportunities for personal visits with sisters in some areas

Leadership in a New Lens

Part I: The Big Picture

Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Now, having heard this presentation on the Big Picture, take some time to further reflect on what you initially answered to the two questions you prepared as homework.

Regardless of all of these “good reasons,” imagine that you ARE capable, have good energy, and don’t have to move to Allegany:

Question 1: What, now, would prevent you from being willing to serve in elected leadership?

Question 2: What, about the way Leadership in your Congregation has functioned, doesn’t work for you, or isn’t as effective as it could be, or doesn’t offer a ministry that is meaningful, energizing, and life-giving?”

Continued from first submission -

Leadership has responsibility for the care of the sisters. much of is done at the Congregational staff using their expertise. Leadership. Unless residing near to those for whom she is liaison, she has little opportunity to generate face to face relationships to listen, share, and take time to know each other so as to more be more able to ask for and receive/provide help when needed.

.

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

* It does spark our curiosity and desire. There is a shift. Sisters want more participation in decision making in congregational matters.

* The key to transformation is the relational aspect among sisters and leadership. . To the extent that there is trust, openness, respect & vulnerability among the leadership and the sisters there can be transformation. It is in being open to the Spirit and of what God is asking of us that we must pursue something new. This openness is framed by our primary call to live and witness the Gospel together. It is together that both grow in the life and mission of the sisters. Perhaps the Board of Directors can be restructured to free Leadership up from some duties so that Leadership can engage more fully in building relationships with sisters.

2. Beyond structure, how might you want to transform your relationships:
a. With one another, as leaders and members?

By developing these relationships in trust, openness, respect & vulnerability without fear of reprisals and with reciprocity. By nurturing and encouraging each other in our spiritual life. By redefining what it means for our Congregation to live the Gospel life as we age. In what ways can we spread the Gospel?

b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

A desire to interact more personally with each other as members and leaders...to shape the future together. Our experiences in our clusters have been rich and life-giving - could we use similar forums to govern? to carry forward the "Acts of Chapter"? to use the gifts and wisdom of the members and leaders together?

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

Continue the call to transformation for each of us personally and as a congregation - creating "inclusive leadership " -through our shared prayer and understanding of our Franciscan Call continue shape who we are as "community"

- b. As members with other partners in mission?

did not dwell on this

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

The goal of Transformative Partnerships has shifted our thinking about the importance of building relationships and developing more unity between all of us as members, sister to sister (elected and non-elected). Each member has a voice and would welcome invitations to mutually share her dreams, experiences, and strengths without fear. We desire to become risk-takers for the good of the community, and by letting go of “roles”, which will foster mutual support for one another, and others beyond our community.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

Some ways to transform relationships include interactive gatherings with all sisters (elected/non-elected members), i.e.:

Days of prayer or weekend retreats together, at least within regions; sharing fun events together, connecting cluster groups in local areas and beyond, by creating hybrid meetings to hear one another’s perspectives, experiences, and deepen personal relationships. Create Town Hall meetings with all who are interested in joining discussions about varied topics.

- b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

2. Beyond structure, how might you want to transform your relationships:
a. With one another, as leaders and members?

We as members and leaders, need to invest our time and energy to know one another better, in a spirit of mutuality and reciprocity.

Members and leaders need to begin taking initiatives, engaging in transparent dialogue, with the help of an objective facilitator, perhaps one of our sisters who has had facilitator training, depending upon the concerns or issues.

b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

There could be a Board of Trustees with an elected sister as chair which includes an interdependent group of sisters, heads of congregational ministries and a tier of zoom sisters and associates representing every sister of the congregation that would be deliberative voices with the Board of Trustees.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?
 - b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

Leaders need to see themselves as members with specific tasks but primarily as members, sisters in the FSA.

We want to see Mission as the center with members and leaders orbiting around Mission.

We desire a broader representation at the round table for decisioning.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

We are all members, equal as sisters and this awareness will transform our relationships.

We hope to be more open and honest about areas of disagreement and grow in our ability to be a part of loving confrontations.

- b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

-> We've talked of circular leadership before. Terms of leaders and followers are contradictory to transformative partnership. I don't feel I'm a follower. Individuals can have responsibilities and specific roles, but we must partner to have our group work as a whole.

-> I wonder how to understand that inverse relationship between spirituality and structure. There must be a consideration between freedom of working with accountability.

-> Followers act in consensus with each other. There is always a gap between leaders and followers. Always need permission to act. Would like something new where decision making is more consensus than controlling leadership.

-> I desire to see leadership where the community focuses on relationships of members and sisters as equals. Responsibilities are shared and we work more as partners. Everyone is on the same level. Those that become “leaders” would work mutually with members so that the roles and responsibilities are shared moving forward together.

-> There was a period of time when I was thrust into leadership and had to live on my own. This helped me to mature in my mindset and in spirituality. Now I see a transformation in our current organization as we turn over some of our leadership to laity.

2. Beyond structure, how might you want to transform your relationships:

a. With one another, as leaders and members?

-> Do not allow structure to control what we need to do in relating to one another. This conversation we have today with tight time constraints is an example of structure impeding spirit. We might acknowledge with honesty and truthfulness our current relationships with each other. Through prayer and reflection consider how our past affects the current state of our relationships.

-> There must be give and take and we should not act rigidly in relating to one another. We must act with empathy, kindness and compassion so that we can see beyond structure and relate with kindness and love

-> The current structures must be transformed so they don't define our relationships as just leaders and followers. I don't want to feel excluded from my group because I am given a role as leader. Structure should not define how we relate to one another as sisters. Relationships are what matters. They should be mutual so that structures do not define us or define who we are. The structures are guidelines. Being a leader should not separate my relationship from the membership, but rather call me to act mutually with my sisters.

-> We've changed over the years how we see each other, and relationships have evolved in many good ways through a natural process.

-> Nothing will change if we start from a position of structure. Groups can grow naturally. Don't start with structure, allow us to begin in mutuality with conversation.

b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

☑ Jesus, the kind of leader we emulate

☑ Need to change our mindset about how a leader functions.

☑ Transformative relationships clarified to mean putting emphasis more on SPIRIT and less on STRUCTURE.

☑ Leadership which comes from right relationships is transparent, credible, inspiring, and mutual.

☑ Sharing responsibility is a characteristic of transformative partnership.

☑ How do we move from these theories to ACTIONS? (see responses to 2a below)

2. Beyond structure, how might you want to transform your relationships:

a. With one another, as leaders and members?

o Improve communication skills – i.e speaking and listening.

o Show common courtesy and respect in speaking and listening to each other.

o Speak and listen from the perspective of FAITH ; This will cultivate trust and a deeper/truer knowledge of each other.

o In situations of challenge or conflict, avoid focusing on the person and instead on the issue.

o Be aware of expectations we have of self and others: no one is perfect; we are growing together.

o We need each other to grow in love. Love, by its nature is giving and receiving.

o It is necessary for leader and members to do the personal “inner work” (prayerful reflection) in

order to overcome the natural dislikes inevitable in Community relationships.

b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

 - b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

A concrete suggestion was made to form a council (non-canonical) of Elder Sisters, who would meet periodically with CL for the purpose of "reciprocal" information exchange (e.g. Congregational information; elders' needs; what the elders are facing; how they are facing their issue and concerns/ more face to face time to shore up lost connections) The concept of Grace-filled completion in order to leave good things behind undergirded this suggestion.

A second concrete suggestion re: CL was made---To tap into the wisdom of Elder Sisters who have had leadership experience within the congregation and other places for their input and suggestions as CL navigates its role with critical issues.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

 - b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

Transformative Partnership is important as we continue to move into our future.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

Too often we expect leaders to take the step in building a relationship. We as members can take more effort in building a relationship.

To develop a more spiritual relationship we can share stories of our lives.

- b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

2. Beyond structure, how might you want to transform your relationships:
a. With one another, as leaders and members?

Add on to previous statements:

One mode of transformation that would improve relationships is to deepen the sharing at clusters.

b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

We would not be doing what we are doing if the Spirit was not impelling us to be true to who we are. She is offering us rebirth. There is no happenstance. In the messiness we can respond rather than react to the invitation. With a new form of leadership, we will be far from perfect. Explore, explore, explore

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

We are all responsible as sisters welcoming transformative partnership, to look at our own self in using Francis' own words, "Who are you oh God, and who am I", which frees us for mutual relationship.

- b. As members with other partners in mission?

Leadership in a New Lens

Part II: Transformative Partnerships Video Presentation for the Allegany Franciscan Regional Gatherings November 22 – 23, 2024

Personal Reflection and Response Form

1. How has this notion of “transformative partnerships” shifted your thinking about leadership (or not)? What, if anything, sparked your curiosity and desire to pursue something new, to think and act anew?

Transform ourselves as a person and also as a community.

Work of transformation needs to be dynamic, and we need to keep shifting, growing as we develop.

Create common ground by no longer holding tightly to our own wants and beliefs.

We need to be more curious with each other and let go of preconceived notions.

2. Beyond structure, how might you want to transform your relationships:
 - a. With one another, as leaders and members?

Dialogue and seek solutions to my problems and in the difficult situations I have with others in a way that is mature.

If there is a problem between member and leader, speak directly to them and not going to others - no triangulation.

Seek forgiveness through dialogue and be open to receive the apology from the other person.

Keep myself emotionally balanced so that I listen with an open heart.

Believe in those who are in leadership and leaders believe in the members.

- b. As members with other partners in mission?

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

1. Integrity - saying what you mean and meaning what you say; talk the talk and walk the talk.
2. Relational: meeting one another as equals
3. Trusting: when delegating responsibility refraining from coming in an micro managing.
4. Ability to motivate and inspire.
5. Ability to work as a team member.
6. Ability to collaborate

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Shared responsibility with leadership for our life and mission; and with this responsibility comes accountability.

Being a part of the decision making process.

A recognition that dance steps are required by members too.

By focusing on what will improve our quality of life (from a Franciscan Spirituality perspective) we will be more energized rather than a focus on quantity meaning administrative.

Other Comments:

Historically we had responsibility and accountability.; ex: Commissions. Historically we have had new programs for ex. speakers, days of recollection; Mary Eliz Imler, Nancy Schreck. What we are proposing we've initiated in the past but did not act on

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Elected leaders for our “crossroads” journey of transformation must be invested in the soul work needed across the Congregation, have the ability to share Franciscan spirituality, and possess a healthy self-image and awareness for necessary self-care in order to serve others. An effective leader is open to dialog and willing to be influenced; has multi-tasking ability and the motivation to develop teamwork and diversify responsibilities among all sisters (elected and non-elected).

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Specific ways of relating and interacting as a unified community of elected and non-elected sisters are:

1/ affirm, support and encourage each other to actively engage in the life and mission of the Congregation to the extent of each sister’s ability;

2/ provide frequent check-ins with one another to keep communications open and transparent

3/ move beyond personal hurts and disappointments and transform attitudes of “we vs. they” to a positive acceptance of every sister, with appreciation for her unique contribution to our flourishing future together.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Committed to being in mutual relationships, influencing and being influenced by others.

Consults and collaborates with others before making decisions

Ability to admit mistakes and learn from them.

Able to recognize personal limitations and invite others with expertise

Ability to trust and delegate

Capacity to listen to the hard truths

Accountable to Membership

Ability to follow through on tasks

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Engage in regular local/area/congregational zoom "townhall like" gatherings where members and leaders share/communicate regarding where we are, what needs have arisen, and what is happening in the Congregation as a whole.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Competencies needed for today’s elected leadership would include: a visionary, one who loves and respects all people, would be a truth-seeker and truth-speaker, trustworthy and with an awareness of global issues.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

New dance steps between leaders and members would include: humility, interdependence, one who believes and practices equality and is in tune with the world both locally and globally.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

To be risk takers, not pleasers. To be open to ongoing evaluation of our direction with consultation with the sisters.

To let go of our own opinions, to be open, influenced positively by the members.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

1. Develop the ability to address issues of completion, to not be afraid to take chances together in living out our mission.

2. To have open and honest dialogue between leadership and sisters and among sister themselves.

3. To renew emphasis on our place in the global community.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

-> Adaptability. There is going to be so much change so a leader must be open to hear new ideas. During conversation. If we have an important issue to deal with, the group shares their thoughts together in making the decision.

-> Listening to the differences in what we share. Be thoughtful that differences can be based on cultural or personal experiences.

-> Have a strong sense to explore, navigate, interact with and discern while welcoming all voices into the conversation. Have a good sense of collaborative spirit. Be inclusive of all voices of the membership. Allow all needs to be spoken and all voices heard so that a common vision can be developed. Leadership needs to consult with all members. Be a unifying force to support the members in working together.

-> Even-tempered. Have a calming effect so that all feel welcome to speak.

Approachable.

-> Humility, visionary. Humble people are more likely to be good communicators and welcoming of all voices. They see themselves as having an equal voice with other members. Visionary is someone who has insight that goes beyond the present to support members in discernment and help them move to the future. They can interpret the signs of the times beyond the present. The behavior exhibited is one of willingness to put their vision into action. Their actions have a way of renewing the spiritual life of the sister community.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

-> Would like to see the new leadership team embrace a more consultative approach to carrying out the work they do. Sisters that are primarily impacted should be consulted and brought to the table first. It would be also helpful to hear from sisters with prior experience and expertise. Would also like to bring in the congregation to the table allowing their voice to be heard. A new leadership team engages certain members of the congregation with the needed competences and skill sets to take on some major responsibilities and give them autonomy to make decisions at those levels.

-> I would like to see leaders and members reaching out to dancing with our associates and partners in ministry. Get to know our sisters in Brazil, Mozambique, and Bolivia. Explore ways to interact with each other.

-> Dancing can be fun! Pay more attention to the fun part of dancing. Dance with our associates and partners in ministry. Put aside business and embrace our relationships with each other.

-> We are going into exciting times and we need to be willing to learn new dance steps!

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

☐ Being in relationship with others (and not just for personal reasons) is the context in which the

leader must develop communication skills.

☐ A leader who inspires others by living/embodying the values of the Franciscan charism, and is

also open to be inspired by others - partnership and mutuality.

☐ Charismatic leaders whose main role is to motivate and unite the Community

☐ Team approach to leadership: ability to delegate and obtain accountability.

☐ Process as a way of doing leadership: Community life is a dance in which everyone knows and

understands the steps and the rhythm from the beginning and throughout the dance....

Inclusivity and mutuality.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Please see previous response. The responses were consolidated.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

To minister with heart and soul and not just head -- minister like Francis did -- embracing the cross and responding out of heart and soul

Be a compassionate listener

Be Confidential

Be merciful

Be a prayerful person

Be simple and have empathy

Be willing to learn to dance

Be in touch with the needs of the Church/world (visionary)

Be enthusiastic

Be willing to share responsibilities

Be proactive

Have a mutual exchange with leadership and members -- honest, direct and open communication

To encourage and engage community with social justice issues -- working with the poor - - the immigrants etc

work on forming reciprocal relationships

Need courage to begin a service to do something important for others

Leaders find ways for the community to get to know one another better

Find ways to provide opportunities for sisters to experience the reality of life in other countries where our sisters ministered

Can not expect her to be superwoman

- 2. What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

She knows her limitations

Be a good compassionate listener and be attentive to each other

Have a sense of humor

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

* openness to the new: ideas, possibilities, reality and process from both Leaders and Members.

* sincere interest in the sisters; sincere interest in the hopes and concerns of sisters related to what the future might hold.

* to live like a member: not being the leader 24/7

* able to respond (at least to a degree) on both a feeling and thinking level

* Leadership's awareness of body language when relating with Sisters and vice versa.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

* receptivity on the part of leadership and sisters to each other implies patience, openness and listening hearts

*elected leaders with delegated partners; if they are able, all members need to be proactive and possess a deep commitment to whatever are the outcomes of communal decisions.

Other Comments:

a deepening of human relationships through collaborative, communicative, caring leadership.

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

- Wisdom and courage.
- Be inclusive when making decisions.
- Have a positive attitude.
- Be open to the Spirit because it is the Spirit who transforms.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

- Create opportunities for shared reflection regarding community wide matters of concern.
- Have the ability to recognize the gifts of members that may help them to carry out the plans of the mission.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Have a sense of humor.

Sensitivity to the impact of the aging process

Ability to help others see the “big picture”

Enthusiasm for new ideas for the future

Attentive listener, including not just the words but “white spaces” (what is not said)

Ability to collaborate with others in a non-dominant manner

Ability to recognize and empower others in the use of their gifts

Humility in ability to look beyond self

Ability to work well with others

Flexibility in inviting discussion and other perspectives

Resilience in the face of failure – chaos and ambiguity

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Be present in active listening

Ability to present various ideas and openness to receive feedback

Mutuality and respect

Open mindedness

Willingness to admit mistakes

Person to person invitation

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Has the ability to influence and be influenced as a team member.

One who is attentive to what the other is saying (undivided attention).

One who is able to give feedback and receive honest feedback.

Attend and invite members to attend meetings that previously only leadership could attend e.g. LCWR

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Willing to step on one another's toes to learn the new dance together.

Listen to the music of the world around us and coordinate the steps.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

- The behavioral competencies we perceive as being needed in elected leaders now, at these crossroads are:

- Comfortable enough with self to appreciate and encourage and be influenced by diversity of opinion, ideas, and the new.
- Courage to explore with and listen deeply to others,
- Desire to listen deeply for clarity of what is being discussed and proposed.
- Unifiers, to hold us together in the chaos of transformation,
- Able to live with ambiguity.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

--Making time to know each other socially and prayerfully.

--Attuned to the prophets among us and all God's people.

--In the newness and development of leadership among the elected, members and partners, build the safety that enables feedback.

Other Comments:

Leadership in a New Lens

Part III: New processes for discerning and electing leadership
Video Presentation for the Allegany Franciscan Regional Gatherings
November 22 – 23, 2024

Personal Reflection and Response Form

Step 1: Defining characteristics

1. *Beyond any general characteristics: What specific “behavioral competencies” do you need in your elected leaders now, at these crossroads, if you are to walk a path of transformation?*

Helping the community to look and move forward.

Insure greater interaction between leaders and members.

Is able to deal with conflict resolution in a mutual way.

Work toward interculturality - thinking of the Congregation as a whole while respect diversity.

Able to share tasks, works as a team and delegate.

Appreciate and affirm the fruit of the work of teams and small groups.

Help the sisters interact communally in decision making toward the same goal and mission.

Emotional balance.

Hopeful and not pessimistic.

2. *What new dance steps, new ways of relating and interacting, would you like to see in the relationship between leaders and members? Name two specific ones.*

Mutuality in decisions and consensus.

Dialogue that is not aggressive or dominating. Authority without violence.

Honest and courage to admit that something is not working or is not in balance.

See the freedom and good of others without being oppressive.

Find the flow in responsibility and work.

More sisters involved in leadership both elected and non-elected.

Humility in our working together.

Other Comments:

Cluster/Small Group Conversations

Initial Reflections

Margaret Foley
Jo Streva

Group 3 - Florida

As you read the summary of the Cluster/Small Group conversations, think about whether you desire change and transformation or are you content and comfortable with the way leadership functions? What changes, if any, do you desire?

Although the way of transformation is difficult and challenging, there is definitely a strong desire within members to engage the process, affirm and empower one another to accept our reality, and take risks to bring new life to our community.

As to functionality of leadership, the need for more pastoral presence and spiritual enrichment is deeply felt. Also, many talents and abilities of members have been overlooked or discounted by centralizing most community efforts solely within the roles of elected leadership.

Cluster/Small Group Conversations

Initial Reflections

Cindy Matthews
Pat Klemm

Group 6 – New England

As you read the summary of the Cluster/Small Group conversations, think about whether you desire change and transformation or are you content and comfortable with the way leadership functions? What changes, if any, do you desire?

We desire changes and transformation in the way leadership functions. We've expressed those elsewhere in the responses to the rest of the questions.