



Uniting Church in Australia
SYNOD OF VICTORIA AND TASMANIA

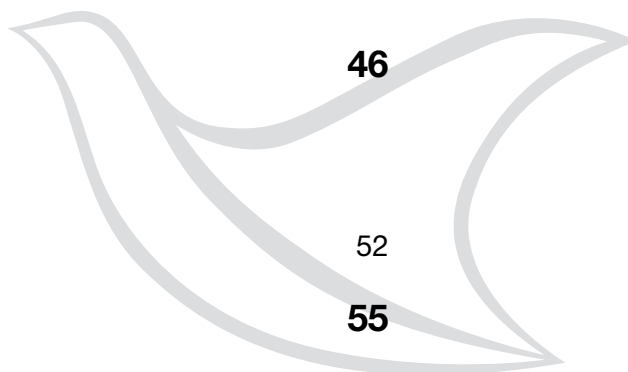
On the Way Together

Priorities

Section Five

Sustaining momentum: keeping change alive

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Section Five – sustaining momentum: keeping change alive.

Have you seen or read the book, *Who Killed Change - Solving the mystery of leading people through Change*, by Ken Blanchard? The book is available through www.amazon.com.

It is a witty little story, an allegory with a serious message. The central character is a detective who methodically pursues the case of the murder of 'Change'. Change's dead body was found on a deserted Board Room floor.

The following chart draws on the message behind the allegory. The chart below provides a simple tool for planning groups to use when working through the actions that will 'keep change alive' in your own situation.

Nine key areas of activity are identified for attention.

These are:

1. **Culture**
the predominant attitudes, beliefs, values, behaviours and disposition of the Church body
2. **Commitment**
the motivation and confidence to engage in new initiatives that express the four *On the Way Together* PRIORITIES
3. **Sponsorship**
a senior leader or group, well respected and aligned to the *On the Way Together* PRIORITIES who is an early adopter and demonstrator of the *On the Way Together* PRIORITIES in their work
4. **Leadership and the Change Management Team**
the key groups of leaders responsible for achieving the changes planned
5. **Vision**
the missional imagination that enables people to see the results of the change before the changes have actually been accomplished
6. **Plan**
the overall action set out in an orderly manner, clearly understood and agreed to by all involved
7. **Budget**
prioritizing resources to allocate the change process
8. **Training**
provisions for new learning that help to engage and embed change
9. **Incentive**
ways to recognize reinforce and reward key learnings and behaviours that will result in change being accomplished.

Sample Chart

Use the sample chart that follows as a guide to developing your own checklist of practices and uses of the *On the Way Together* materials to ensure that you keep the change process alive.

The sample chart was developed for the Synod of Victoria and Tasmania's Senior Leadership Team. Ideas presented may change, of course. Only two of the rows are completed as samples. This is sufficient to demonstrate how the chart can be used.

Note the following in particular.

1. **definitions**
given for each of the 9 areas of activity.
2. **practices**
these are the 'down-to earth', actual things that we will be doing
3. **We will be looking for**
these are signs that change is actually alive and well
4. ***On the Way Together* provisions**
these are the *On the Way Together* materials that we will be using at particular point through the change process.

Use the empty chart that follows the sample chart below as a template to make a photocopy and begin your own chart.

*"People responsible for planning and implementing change forget that while the first task of **change management** is to understand the destination and how to get there, the first task of **transition** is to leave home.*

You'll save yourself a lot of grief if you remember that"

William Bridges

Are we ready for OTWT PRIORITIES?



SAMPLE Chart – Keeping Change Alive

Elements to effective change	Practices	On the Way Together provisions
<p>Culture: <i>The predominant attitudes, beliefs, behaviours and disposition of the Church</i></p>	<p>Values that work at two levels:</p> <ul style="list-style-type: none"> • Overt, stated values • Actually embodied values <p>We will be looking for</p> <ul style="list-style-type: none"> • <i>rehearsing & reinforcing the theological foundations for our identity in Christ;</i> • <i>consistency of culture of the Church across the various Commissions, Committees and various Councils;</i> • <i>each commission, committee, board or council monitoring & managing their own 'performance', but also practicing interconciliar accountability;</i> • <i>paying attention to and rectifying the gap between overt and actual values in action;</i> • <i>opportunities to align PRIORITIES and resultant changes with values and ethos</i> • <i>every opportunity to communicate the 'why we do, what we do, the way we do' message. This means some direction to Crosslight, website messages and other major organs of communication.</i> 	<p><i>What can we do to align change with the values?</i></p> <ul style="list-style-type: none"> • We have the <i>Basis of Union</i> paras 3 – 4; <i>Where Did the Joy Come From?</i> by Andrew Dutney (JBCE 1996); and <i>Towards Intentional Missional Communities, Section One</i> as a resource to help open up these paras about the nature of the Church • We have 5 Life-giving themes to connect to and explore as a five-fold clustering of values held by the UCA • We have <i>On the Way Together</i> REPORT to refer to, and ENGAGE to use as a means to exploring the values and gaining alignment • <i>On the Way Together</i> PRIORITIES PostCard series to facilitate conversations about Church culture arising from its stated values as per the 5 Life-giving themes. • Each <i>On the Way Together</i> PRIORITY has a shorter and longer definition. These can be used to recognise, explore and modify culture, especially when taken in association with the BoU.

SAMPLE Chart – continued

Elements to effective change	Practices	<i>On the Way Together</i> provisions
<p>Commitment: <i>Motivation & confidence to engage new initiatives that express the priorities adopted</i></p>	<p>Conversations:</p> <ul style="list-style-type: none"> • Forums in which the <i>On the Way Together</i> PRIORITIES and discussed, made real in stories, illustrated, provoked, named, explored • Workshops offered to various Commissions, Boards, committees, and groups to exploring the 4 <i>On the Way Together</i> PRIORITIES, and facilitate conversations about engaging them. • Use Crosslight and the Synod website and related blogs, as well as other communication tools to tell stories about implementation of the four PRIORITIES <p><i>We will be looking for</i></p> <ul style="list-style-type: none"> • Multiple, frequent opportunities for conversation, including <ul style="list-style-type: none"> - active listening to local or specific comments and stories - asking questions, - seeking clarification, - repeated rehearsing of the 5 life giving themes, - stimulating imaginations and - testing innovations, about <i>On the Way Together</i> PRIORITIES; • Joiners, who enthusiastically adopt, comply with, and implement the PRIORITIES and <i>On the Way Together</i> processes • Joiners who seek to get involved with an influence the change process; • evidence of PRIORITIES directing goals and objectives of various commission and committees, agencies; • reports that observe and comment on implementation, and which raise issues inhibiting implementation and ways of dealing with these; 	<p>We have various printed resources...</p> <ul style="list-style-type: none"> • <i>On the Way Together</i> INNOVATE, which provides 3 workshops to facilitate conversations about the vocation of the Church, and its faith-filled responses to the Spirit's sending • <i>On the Way Together</i> PRIORITIES Post Card series – to facilitate conversations • <i>On the Way Together</i> website, with video clips to assist the Appreciate Conversations from IMAGINE to INNOVATE • Synod meeting's 2010 decisions adopting certain proposals for action, etc • <i>On the Way Together</i> PATTERNS as included in the Synod Papers (2010) Appendix document, <i>We will know we are on the Way together when...</i> <p>(These are listed in Section Three of this workbook,)</p>

Are we ready for OTWT PRIORITIES?

Are we ready for OTWT PRIORITIES?

SAMPLE Chart – continued

Elements to effective change	Practices	On the Way Together provisions
<p>Sponsorship: <i>A sponsor is a senior leader, well respected and aligned to On the Way Together, who models the On the Way Together changes and evidences the PRIORITIES in her or his ministry and leadership</i></p>		
<p>Change Leadership Team: <i>The key group of leaders responsible for executing leadership strategies for implementing the On the Way Together PRIORITIES</i></p>		
<p>Vision: <i>A prophetic foresight, a missional imagination, that enables people to 'see the results' of the changes they are about to implement before they have actually happened</i></p>		
<p>Plan: <i>Each part of the Synod utilizes the On the Way Together PRIORITIES to inform, direct and guide its planning</i></p>		
<p>Budget: <i>Prioritising the allocation of resources to ensure the best possible outcomes of initiatives arising from On the Way Together PRIORITIES</i></p>		
<p>Training: <i>Provision of learning for staff, committee and Board members who will each work with the On the Way Together PRIORITIES as a means to transforming the Church's capacities to respond faithfully to the call to God's mission</i></p>		
<p>Incentive: <i>Recognises and reinforces desired behaviours and results that enable changes in the light of the On the Way Together PRIORITIES.</i></p>		

Action we will take to ensure change

Elements to effective change	Practices – we will be looking for...	On the Way Together provisions
Culture:		
Commitment:		
Sponsorship:		
Change Leadership Team:		
Vision:		
Plan:		
Budget:		
Training:		
Incentive:		

Are we ready for OTWT PRIORITIES?

