

The “E-5” Change Model

Everyone knows change isn’t easy, and experts tell us that roughly 70% of change efforts fail. How then can we move forward with confidence that our efforts will bear fruit?

First, here’s what not to do:

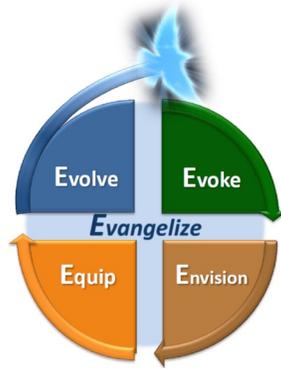
- ⇒ Expect that a few Strong Catholic Parent (SCF) sessions, or a handful of meetings will do the trick.
- ⇒ Abandon everything you’ve been doing and start with a blank slate.
- ⇒ Fall into blaming or shaming anyone. That will only drive them away.

Become an “Adaptive Leader”

Since we’re doing what change experts call “adaptive change,” it calls for “adaptive leadership.” Adaptive leaders understand that:

- ⇒ The deeper and longer people are used to the status quo, the more difficult change will be.
- ⇒ The only way to get traction for long-term change that really sticks is to help people learn that change is imperative and urgent; that there’s much to be gained through change, and much to be lost if we don’t change; that there are no easy answers or quick fixes; and that together we can move to a better future.
- ⇒ Leaders must stay committed, focused and on track over the long haul, over years if necessary, by staying on message, celebrating short-term and long-term victories, and anticipating inevitable blockages so as to prevent the forces of the status quo from derailing us.

Leaders do these things not by edict but by engagement: by engaging people in widening circles of conversation, guided by what we call the “E5” change model or strategy. These are the five Es: **Evoke, Envision, Equip, Evolve and Evangelize.** (Important: even though “evangelize” is last on the list it’s undoubtedly not only most important, but also penetrates and unifies each of the other steps. Without ongoing, meaningful, in-depth and interpersonal engagement with the Good News, the changes we seek will lack grounding in real, lived faith.)



The E5 Change Model

Here’s how the E5 change model unfolds over time:



EVOKE: Unless there’s a sense of shared urgency for change, the status quo will prevail. Organizations and people are alike in this: they resist change unless there’s a compelling reason for it. The Archdiocese is prepared to offer presentations on the best available research that makes a powerful case that our sacramental ministry needs to change: **they leverage our best and most compelling research to convince people that change is essential, inescapable, and urgent**, that in fact both the faith of our children and the survival of our faith are at stake. The presentations can be like setting a match to a fire. Leaders need to fan the fire, add fuel, and tend it, or it will go out. If leaders have the such presentations without planning how to keep the urgency sizzling and growing, the momentum will be lost and people soon will be back to business as usual. **Rule of thumb: make it sizzle, or it watch it fizzle.**



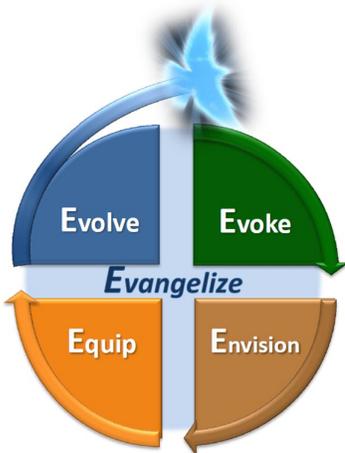
ENVISION: Intense and shared urgency needs focus or it dissipates or degrades into discouragement. People need hope, and a compelling vision in response to the urgent need for change. Leaders work with their people to generate clear and specific possible futures to pursue, and **the more compelling, interesting and engaging the vision is, the better.** **The framework in “Revitalizing Sacramental Ministry” points the way:** Its purpose is to galvanize and focus the evoked energy into positive, future-directed action. A compelling vision naturally leads to strategies, goals and action steps.



EQUIP: Inevitably if the compelling vision is challenging and worth pursuing it will take tools, skills, money, time, energy and education to accomplish it. Smart leaders will anticipate these needs and early on plan to allot or find the necessary resources. For instance, if our sacramental ministry will be revitalized, our pastoral leaders will need not only a sense of urgency and a compelling vision, **they will also need the knowledge, skills, inspiration, support and perhaps mentoring.** Those whose faith has grown cold will need evangelization. Parish staffs may need significant retooling, including redirecting resources and perhaps even changes in job descriptions. Pastors may seek education and resources for homilies.



EVOLVE: Substantive long-term change that revitalizes our sacramental ministry will involve ongoing learning, experimentation, reflection, assessment, and celebration of short-term and long-term victories. **It's an evolutionary process that won't happen overnight but over years.** Sustaining the sense of urgency, the vision, and equipping ourselves for a different future requires steady and consistent leadership lest people slide back into old ruts and routines. Leaders must find ways to keep people energized, focused, and engaged over extended time periods.



EVANGELIZE throughout: Of course all of this effort is organized around the central mission of the Church to evangelize. Igniting a sense of urgency will include a summons back to the core of the Gospel, to the Paschal Mystery, to God's promises and their fulfillment in Christ. A compelling vision will include the inspiration of the Kingdom of God, life in the Spirit, and discipleship. Equipping will include ongoing faith formation and spiritual nurture. Evolving includes all of the above – in fact each step becomes a context for more faith sharing, prayer, deepening, development and growth.

How Smart Adaptive Leaders Put E5 To Work

The E5 model lays out a step-by-step process for leaders to orchestrate their next steps. Before getting started, smart leaders will engage in a CATC consultation and then organize a Christ at the Center team to plan for and manage each step of the process. Ideally, the team will be large enough to represent a variety of voices in the faith community, and small enough to be manageable – a half-dozen is on the small side, and more than a dozen too many. The team ought to have a leader who has the time, talent and credibility to facilitate and implement the planning for these efforts:

EVOKE

- ⇒ Schedule parish presentations with compelling research to convince everyone that change is not only necessary, it's urgent. In parishes this includes not only pastor and staff, but also the pastoral council, education and finance commissions, and volunteer leaders of parish ministries. In schools it's not just the faculty and administration, but also governing boards, commissions, campus ministry teams, chaplains, etc.
- ⇒ Schedule follow-up gatherings so they can be announced at the presentations, ideally soon after the presentations. These gatherings provide opportunities for prayer, faith sharing, discussing the presentations, and beginning to generate ideas that later will gel into a compelling vision.

ENVISION

- ⇒ Gather a sizable group of leaders and parents to develop a compelling vision that is specific, inspiring, and well worth pursuing, (Note: the vision will be as helpful as the number of people who have had a say in developing it. This is not something for the pastor or principal to write and broadcast, but the product of collective effort that leads to ownership and passionate commitment.)
- ⇒ In a parish, have all the leadership groups and ministries grapple with the mission, discuss it thoroughly so they understand it, and begin to fashion plans to pursue it, support it and build towards it. Gather leaders to share what they plan to do and pull it all together in an overall, vision-driven master plan.
- ⇒ Leaders assess the resources that will be necessary to make the vision a reality, and start lining up those resources, whether people, money, staff time, administrative support, education, books – whatever is needed.

EQUIP

- ⇒ Use the resources to leaders, sacramental ministers, and catechists.
- ⇒ Explore other available resources from other sources.
- ⇒ Schedule immediate and ongoing education and training.
- ⇒ Use all the communication capabilities at your disposal (e.g., email, FaceBook, website, bulletins, newsletters, homilies, announcements, etc.) to provide information, especially practical and specific suggestions for action and activities.

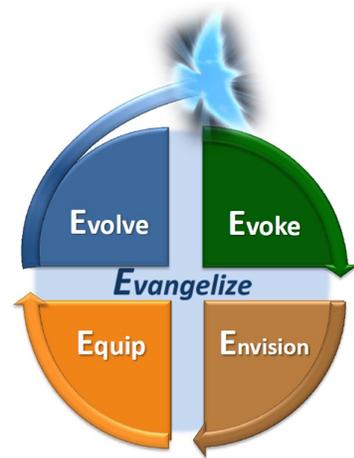
EVOLVE

- ⇒ Establish gathered and non-gathered forums for sharing of the best ideas, support and prayer.
- ⇒ Use the opportunities presented by the liturgical calendar, scheduled sacramental ministry, and other scheduled events as platforms to keep the focus and momentum going.
- ⇒ Celebrate goals accomplished, both short-term and long-term.
- ⇒ Assess what's worked well and what hasn't, learn from that assessment, and build on successes.
- ⇒ Continue to apply the E5 model in planning: continue to evoke, envision, equip and evolve, so as to incorporate new people into the community and its efforts.
- ⇒ Share your learnings, best practices, successes and failures with other parishes and schools in the Archdiocese so we can all benefit from your wisdom and experience.

Putting it all together: Your E5 To Do List

- ⇒ **Schedule a CATC Consultation:** Meet with Archdiocesan staff to explore your needs and vision.
- ⇒ **Get Organized and Plan:** Appoint a team leader, and recruit and build your team: gather, pray together, share faith, and clarify what you want to accomplish. Use parish presentations to get the team focused and motivated. Plan your follow-up gatherings. Schedule multiple sessions to get the word out to as many people as possible, and ideally schedule follow-up sessions soon after, so you don't lose momentum.
- ⇒ **EVOKE:** Offer as many sessions as needed, At every session announce the scheduled follow-ups and be sure to take names and contact information of those people who are interested in follow-ups.
- ⇒ **ENVISION and EQUIP:** Use the sacramental ministry framework and your own creativity to ENVISION and EQUIP.
- ⇒ **EVOLVE** by continuing to meet, reflecting on what you've learned, discussing next steps and how to keep the momentum going, and continuing to plan.
- ⇒ **EVANGELIZE** throughout: Every time people come together be sure to build in significant time (not just a perfunctory prayer or brief Scripture reading) to share prayer, read Scripture, share faith, and immerse them and ourselves in the good news of Jesus Christ.

Your E5 Worksheet



1. Schedule a CATC consultation:
 - Who's invited? When? Where?

2. Get organized and plan:
 - Team leader?
 - Team members?
 - When & where to meet?

3. How will we EVOKE?

4. How will we ENVISION?

5. How will we EQUIP?

6. How will we EVOLVE?

7. How will we EVANGELIZE throughout?

*Pope Benedict XVI on the New Evangelization:
"...No more business as usual."*