

1: Mission – Family YMCA of Greater Augusta

Jul 23, 2014. The World Bank represents a particularly difficult case of organizational culture change. Its formal goal – "development" – is ambiguous. The institution itself is a peculiar mix of a philanthropic.

Lead Leading Change -- Creating an Organization That Lives Change To effectively lead change, you must recognize that the phenomenon of "change" does not need managing as much as do the people involved with it. By Chris Musselwhite There is a lot to learn about the human relationship to change. Just as the nature of change varies, so do the human responses and reactions to it. Some people seem confused and confounded by change and unpredictability, and do their best to avoid it. Others find the prospect of uncertainty invigorating, often seeking out situations that promise opportunities for new adventures and exploration. You can see this difference in how people experience things in the way two people will describe the same event. What is exciting to one may be a major crisis to another. The ancient Chinese seem to have understood this paradox of perspective well, as the character for the word crisis is a combination of the characters for the words danger and opportunity. Likewise, people relate to change in unique, varied, and sometimes unpredictable ways. While people may feel differently about change in general, when it comes to change in the workplace, research shows that most people are open to it -- an astounding 78 percent in fact. The good news is, they and you can learn. The problem with this thinking is that the people who frame these arguments have their own unique attitudes, beliefs and preferences about change. In other words, personal change styles are often confused with change competency. Understanding change styles Research indicates that people have different habits and preferences when faced with change. If you can recognize these differences in yourself and others, and address them when communicating and implementing change, you are much more likely to face fewer misunderstandings, complaints and saboteurs along the way. In the effort to help organizations recognize these differences, Discovery Learning Inc. Conservers, Pragmatists and Originators. Conservers prefer to work within the existing structure to create change incrementally. When facing change, Conservers appear deliberate, disciplined and organized. They prefer change that maintains the current structure. They honor tradition and established practices and usually operate from conventional assumptions. Conservers enjoy predictability so they may appear cautious and inflexible. Pragmatists deal in outcomes and seek practical, functional solutions to problems. When facing change, Pragmatists appear practical, agreeable and flexible. They often operate as mediators and catalysts for understanding and are open to both sides of an argument. They may take more of a middle-of-the-road approach and often appear more team-oriented. To the far right are the Originators. When facing change, Originators may appear unorganized, undisciplined, unconventional and spontaneous. They prefer change that challenges current structure and are likely to challenge accepted assumptions. Originators enjoy risk and uncertainty. While they may appear as visionary and systemic in their thinking, they can also be impractical and miss important details and often treat accepted policies and procedures with little regard. These descriptions make it easy to see how all three change styles are necessary when leading and accomplishing change within an organization. The key to making these styles work best for your organization is to know your own change style preference and understand how that dictates the way you should interact with people with similar and different preferences. For example, if you are an Originator many entrepreneurs are you might be perceived by others as impulsive and unfocused. If your colleague is a Conserver, you may view him as too cautious or as inflexible. If your direct report is a Pragmatist you might view her as indecisive. Change agents can also be overenthusiastic members of your own organization who, just like their external counterparts, run the risk of alienating the very people necessary to make the change work. Being able to tell the difference between hardcore resisters who will fight any change no matter what and the concerned employees described here is crucial. If you treat every skeptic as a hardcore resister, you risk encouraging alliances between these two groups that could further stall needed changes. Conclusion To effectively lead change, you must recognize that the "change" itself does not need managing as much as do the people involved with it. In order to successfully manage and lead people through any size change, it helps to be aware of the different ways people prefer to deal with change; and to realize that your perceptions of the

change styles of others are colored by your own. When everyone in the organization becomes more aware of their own and others preferences when dealing with change, understanding and acceptance of differences overall will increase across the entire organization. This resulting acceptance and valuing of differences is what separates dynamic organizations that "live" change from organizations that simply react to change to try and stay competitive. Not surprisingly, most individuals are a blend of Conserver-Pragmatist or Pragmatist-Originator. Of the entire population surveyed, 51 percent of managers 57 percent were men and 43 percent were women scored in the pragmatist range, 26 percent in the originator range and 23 percent in the conserver range. Jun 1, More from Inc.

2: Our Mission – Leading Change Canada

A powerful mission for a powerful group of impact-makers. The mission of Boomers Leading Change is to mobilize, connect and empower Adults 50+ to utilize their skills, experience, passion and energy to create positive, lasting social change.

This remarkable and significant historical shrine provides an understanding and appreciation of the beginning of Catholicism in this corner of the world, so remote from the Mother Country of Spain and yet so similar. Today the Mission, which was founded in , serves as an active parish church and cultural center for people of all faiths who are welcome to visit and relive the grandeur and excitement of more than two centuries of California history and tradition. For thousands of years, the American Indians lived in this area that we now know as the great state of California. The Californias were the most unattractive territory to the ambitious, success-seeking colonists of the New Spain. After rough seas and many hardships, they anchored in San Diego Bay in April. The total casualties of the expeditions were high. According to a letter written by Father Serra and dated July 3, , "The San Carlos is without sailors, for all have died of scurvy, save one and a cook. Of the who comprised the first four expeditions, slightly more than half survived. Father Serra, a native Majorcan, was nearly 56 years of age. On July 16, , Father Serra established Mission San Diego and the California mission system was begun on a site overlooking the bay. The mission remained at this site for only five years; the water supply was not reliably sufficient to sustain the crops. The soil was not fertile enough and the American Indians were intimidated by the military. The decision to move the mission six miles east was made by the pastor, Father Luis Jayme a young Majorcan and approved by Father President Serra. Father Francisco Palou, in his Historical Memoirs of New California states, "The days while we were detained at the mission of San Diego about September , we went to examine some places in search of a site suitable for planting. For this purpose we examined the banks of the river in the same valley of San Diego, about two leagues from the mission the Presidio Hill , although there was danger that the flood would carry the crops away, for they told us that in that place the rains begin early and last longer than at the mission. On the other hand, in case the rains should be short, it would be possible, with some trouble, to dam up the water of the river. This decided, the fathers at once set a hand to preparing the ground at that place, which is named Nuestra Senora del Pilar. Survivors of the night long attack were one corporal and three Leather Jacket soldiers, one blacksmith, two children who were the son and nephew of the Presidio commandant, and Associate Pastor Father Vicente Fuster. Reestablishing the mission was a long, difficult process. This mission was always one of the poorest. The land was difficult to till, the water scarce. According to the Mission San Diego Accounts Book, from to Mission San Diego became known as an efficient horse and mule breeding farm, providing other missions in Alta and Baja California an average of 16 animals per year. San Diego would in turn receive farm products from the surplus of successful grain producing missions. The mission land area encompassed about 55, acres, harvesting corn, wheat, barley, kidney beans and chick peas; vineyards produced enough grapes for wine and gardens yielded vegetables. Sometime after , following a two-year drought, the mission Padres and Diegueno Indians built a dam across the San Diego River bed, about feet long, 13 feet wide, and 12 feet high, approximately five miles east of the mission. From the dam, an aqueduct was constructed. It consisted of tiles, resting on cobblestones in cement, and carried by gravity flow a stream one foot deep and two feet wide to mission lands. It was built through the north side of a dangerously steep gorge, impassable on horseback. It is believed that by the work was completed. By the mission owned 19, sheep, goats, 8, cattle, horses and mules. The olive in California was first cultivated at Mission San Diego. Zephyrin Englehardt believed that the olive came to the mission after Fr. Fermin Francisco de Lasuen succeeded Fr. Serra as Father Presidente in . In his missions Biennial Report for the Years , Fr. Eventually trees from San Diego furnished cuttings used to start olive orchards at other California missions. Four years after the Decree of Confiscation, a Mexican government report described two olive orchards at Mission San Diego, one of trees and another of trees. In John Russell Bartlett, U. Boundary Commissioner wrote about Mission San Diego: Mission San Diego olive trees were the source of cuttings used to produce new trees for the California olive planting boom of . In ,

Mexico gained its independence from Spain and the Mexican government did not have the same allegiance to the missions. Owing to the poverty and insignificance of the place, with the assistance of San Diego merchant and cargo ship owner Don Jose Antonio Aguirre on January 11, 1822, Bishop Diego removed his residence to Mission Santa Barbara. The Army made numerous modifications on the mission grounds, including the conversion of the church into a two-story building, and the establishment of a military cemetery. The school at the mission closed in 1822 and was moved to Banning, California. After detailed historical research, in 1922 the Mission was rebuilt to what architects J. Marshall Miller determined was what the church must have looked. Today it is an active Catholic parish of the Roman Catholic Diocese of San Diego, and every year is visited by thousands of fourth graders from throughout the state studying California history.

3: Leadership Lessons: 5 Critical Requirements When Leading Change | Lisa Petrilli

Organizational cultures form over years of interaction among participants in the organization. It usually takes a significant event for people to consider culture change, such as flirting with bankruptcy, a significant loss of sales and customers, a new CEO with a different outlook and agenda, or losing \$1 million.

Douglas Reeves Consider the following laments that I have heard recently from school leaders: In the last decade, the education standards movement has taught us that policy change without cultural change is an exercise in futility and frustration. How do you change the culture of schools? When it comes to lasting cultural change, four essentials are consistent across many leadership contexts. First, define what you will not change. Identify specific values, traditions, and relationships that you will preserve. Rather than make every change a battle that exhausts political capital and diminishes trust, effective leaders place change in the context of stability. Effective change leaders identify and build on traditions rather than compete with them. The trophy case bursting with evidence of athletic championships can share space with exceptional student artwork, outstanding science projects, and superb essays. Second, recognize the importance of actions. Speeches and announcements are not enough. To lead challenging reform efforts, you must be willing to make personal changes in decision-making policies Who has the authority to decide what? The greatest impediment to meaningful cultural change is the gap between what leaders say they value and what they actually do. Leaders speak most clearly with their actions. When staff members hear the call for transformation from a leader whose personal actions remain unchanged, their hope turns to cynicism. Third, use the right change tools for your school or district. Christensen, Marx, and Stevenson differentiate culture tools, such as rituals and traditions; power tools, such as threats and coercion; management tools, such as training, procedures, and measurement systems; and leadership tools, such as role modeling and vision. Leaders must choose the appropriate change tools on the basis of a combination of factors, including the extent to which staff members agree on what they want and how to get there. Leaders who approach reform determined to apply a particular change method are making the mistake of the person holding a hammer who therefore sees only nails. The Quest of Dr. Paul Farmer, a Man Who Would Cure the World, Tracy Kidder describes a renowned infectious disease specialist and leader in international health care. Farmer has revolutionized the beliefs and practices of stakeholders ranging from the poorest rural villagers in Haiti to the faculty of Harvard Medical School to policymakers at the United Nations. Combining his extensive field experience with sophisticated research and medical analyses, Farmer has upended traditional notions of health care. What does Farmer cite as one of his secrets? When the school leader puts down the briefcase and picks up a stack of trays in the cafeteria or a pile of writing portfolios for personal review, then everyone knows that the leader takes every job in the school seriously. If you believe that every job has value and there is no such thing as unimportant work in schools, then demonstrate that belief through your actions. Meaningful school improvement begins with cultural change—and cultural change begins with the school leader. The tools of cooperation and change. Harvard Business Review, 84 10 , 72 The quest of Dr. Paul Farmer, a man who would cure the world.

4: Deerfield Academy Student Council

Leading Change: The Campaign for USD spanned eight years, from to We are thrilled to have exceeded our \$ million goal, but more importantly, we are excited that our collective efforts will positively enhance the student experience for years to come.

Strategic change is about forging organizational robustness in the face of environmental pressures. Hence, an accurate and insightful view of the current reality is as important as a clear vision Senge Robustness is the timely capacity to anticipate and adapt to environmental change in order to maintain competitive advantage. Improving and maintaining robustness takes three interdependent forms. First, it is a function of comprehensive environmental scanning, accurate articulation of values, beliefs, and assumptions, the freedom to question values, beliefs and assumptions, creativity to formulate new options, and tolerance of risk in the pursuit of a new course. Second, robustness is about resource self-sufficiency. Third, robustness is about maintaining contact and managing credibility with strategic constituencies. Change can be evolutionary or revolutionary. It can take place gradually within an existing paradigm, or it can be a dramatic shift to an entirely new paradigm. In addition to being gradual, evolutionary change usually is linear, and sequential. The downside of evolutionary change is that it is predictable. Competitors can figure out what your organization is doing and where it is going. Revolutionary change is about transforming the organization. The revolution can be small or it can be sweeping. The path of transformational change, while not linear and sequential, can be made predictable to people inside the organization through proper planning and communication. Both evolutionary and revolutionary change can be legitimate strategic choices under the right environmental conditions. Environmental conditions can be defined by velocity, mass, and complexity. The velocity of change is the rate change takes place. The mass of the change is how widespread it is. And, the complexity of change means that change never occurs in isolation. Within the domain of human behavior, the answer is yes. Four main effects are salient: Change can cause people to feel incompetent, needy, and powerless, in short, to lose self-confidence. It is essential for the people in the organization to be involved in planning and executing change, to have opportunities to develop new skills required by the change, and to depend on psychological support mechanisms put in place before, during, and after the change is implemented. Change can create confusion throughout the organization. Change alters the clarity and stability of roles and relationships, often creating chaos. This requires realigning and renegotiating formal patterns of relationships and policies. By definition, change creates loss and therefore generates interpersonal conflict. Change can create loss of meaning and purpose. People form attachments to symbols and in symbolic activity. When the attachments are severed, people experience difficulty in letting go of old attachments. Avoiding or smoothing over these issues drives conflict underground, where it can fester and boil over. The answer comes from being broad-minded rather than narrowly focused. A strategic leader must develop sensing networks, expand the target audience, gather and broaden the power base, alert the organization that change is coming, actively manage the planning and execution processes by linking every day-to-day action to the vision for change, continually communicate the vision for change to key internal and external constituencies, know about and plan for overcoming resistance, and be prepared for unexpected but necessary mid-course corrections Goodfellow Most strategic leaders consciously develop and maintain a variety of information and power networks. These networks may be the sources of information that change is necessary. In addition to serving as sources of information, these networks also serve as sounding boards for new ideas. What type of change is needed? The answer depends on the nature of changes in the environment, how well strategic leaders have scanned the environment and anticipated the need for change, and the nature of the organization itself. Two forms of interest here are revolutionary change and evolutionary change. Research shows that organizations can get so immersed in inertia that they require revolutionary changes to adapt successfully to the changing environment. In other words, some organizations may not be able to change in spite of warnings from the environment. General Motors and IBM are two examples of organizations that almost became irrelevant because they persisted with their unimaginative products despite the risks imposed by Japanese car manufacturers and the rise of the

personal computer. They could not visualize another way of doing things. Can you think of examples within the defense establishment where change mistakenly was avoided, or the wrong kind of change was selected? In "stuck" organizations, quantum changes seem to occur only after a significant decline in organizational performance; often a leader is recruited from outside the organization. This is because leaders from outside the organization bring a new way of seeing the world; they are not trapped by the cultural norms and conventions that created the inertia. Revolutionary change is the way to save an organization that has lost its competitive advantage and slipped perilously close to the abyss of irrelevancy. The downside to revolutionary change is that it tends to accentuate the negative generalized effects discussed earlier. The alternative approach argues that successful change does not come from tumultuous and radical change, but from gradual and incremental change. Gradual and incremental change is easier to plan for, easier to implement than revolutionary change, and tends to be less bloody. Arguably, gradual change is the preferred method; however, the choice between evolutionary change and revolutionary change will be driven by the pace of change in the environment and how well strategic leaders have kept up with those environmental changes. The underlying issue with selecting a metaphor is the connections or mutual influences among words, mind-sets, and behaviors. Second, listen closely to how the change is being talked about—the words and metaphors used. This allows you to test the clarity of intent and understanding of the change. Inconsistencies in language and metaphor can lead to unnecessary fear and unwarranted confusion about the nature and scope of the change. Third, help people shape language and metaphor so that the message is consistent. Helping people find appropriate words and symbols will make it possible for them to move in the same direction. Fourth, examine the efficacy of metaphors that may be expressions of your own mind-set. When attempting to replace an old system with a new one, a poor choice of metaphor may imply that the old system is being left in place, or being merely upgraded. Terms such as "problem-solver," "trouble-shooter," and "change agent" may be more limiting than useful. Fifth, explore imaginative ways of talking about change that may excite people. Try to avoid slogans, jargon, and euphemisms such as "no more Task Force Smiths," "right-sizing," and "total quality management. Successful change is hinged on a picture of a desirable future. Vision can provide both a corporate sense of being and a sense of enduring purpose. Without a sensible vision, change efforts can dissolve into a list of confusing projects that take the organization in the wrong direction. It is important that the vision be easy to communicate.

Kotter As the need for change begins to crystallize, the strategic leader can begin to expand discussions to a broader cross-section of organizational members, paying careful attention to their reactions, suggestions, and alternatives. This actually is a search for allies within the organization and with strategic constituencies outside the organization. Expanding the discussion is a way to gain greater clarity around the issues, to get key people to begin to talk about the issues, and to build support. Gradually, people in the organization will become aware that change is imminent. Their expectations will begin to build that problems are going to be solved, things are going to get better, and procedures are going to change. But, at this point, there will be few if any specifics to complete the picture.

Goodfellow Study groups, part of participatory decision making, require personnel involvement and build pockets of support in the organization. By setting the agenda of study groups, timing the sequence of studies, and selecting the leaders and members of each study group, the strategic leader maintains influence over the process. Study groups can serve the purpose of educating, generating cohesion and support, coopting power figures, and building momentum for change. Yes, giving the issue of change to a study group also can be a way to impede or retard change. Individual and collective discussions surrounding the recommendations of various study groups generate give-and-take exchanges regarding specific proposals until a broad consensus is reached about the need for and direction of change. If study groups come up with recommendations opposed by the strategic leader, the leader usually can establish hurdles and blocks to such ideas without openly opposing them. As consensus within the organization is reached, the strategic leader begins to describe an emerging vision, often in very specific terms, for the organization as a whole. For the first time, the leader may affix a stamp of approval to new thrusts or new initiatives.

Goodfellow, At some point, after studying the issues and building support for change both inside and outside the organization, the strategic leader will make a formal announcement of the change. Announcing change should be carefully planned and well-timed for maximum effect. The announcement can,

and should, take many forms, from speeches to the board of directors, to distributing pamphlets, to dinner or lunch presentations, and to informal discussions. Getting the word out is key. Change is not possible unless people are willing to help. Speeches and newsletters help communicate the vision, but the most powerful medium is the behavior of the strategic leaders in the organization. Very visible executive-level leaders must behave in ways that are consistent with the vision. Strategic leaders, those who communicate the vision well, must incorporate messages about the vision into their hour-to-hour activities and use every communication channel to get the word out. Kotter, If people think that the organization is doing fine, there will be little motivation for change. A strategic leader can create that sense of urgency by painting the facts and by presenting the undesirable outcomes that may result from maintaining the status quo. The first key to turning a strategic vision into reality comes in linking actions, accountability, and time-lines to the vision for change, and then working the plan. The second key in turning a strategic vision into reality is to designate a person charged with the everyday orchestration of the change. The strategic leader should avoid getting into the weeds of change management, and remain at the strategic level, scanning the environment, servicing strategic constituencies, and communicating the vision. The champion or change agent must be a credible member of the organization who has the trust and respect of key power figures and constituencies inside and outside the organization. This person must be committed to the change, must have the power and resources to make things happen, and must clearly support the change through everyday behaviors, communication, and execution management.

5: Missionary - Wikipedia

Steve Woodruff and I couldn't be happier to be welcoming our leadership colleague Mike Henry Sr. as this week's Leadership Chat Guest Host. Mike is the Founder and fearless leader of the Lead Change Group, of which I am a member. The group's mission is to "Encourage, Energize and Equip.

Senior leadership begins the change process by rallying the organization to act. It does this by creating a sense of urgency for a needed change. Second, senior leadership forms a credible guiding coalition and then delegates the authority to them to work across the organization. Organizations sometimes rush through this step too quickly. When done correctly, however, it requires time to get a change vision and strategy right. To rally the organization to change, senior leadership has to create a change vision and strategy of an appealing future – an ideal future state. [Click To Tweet What the Change Vision and Strategy Accomplishes](#) The change vision and strategy give the organization a picture of what the future looks like after the change is implemented. It creates a sensible and appealing picture of the future, and it provides guidance for organizational decision-making. Sensible and appealing are important. Managers and employees especially will want to know that the proposed change is feasible and desirable. If either is missing, they will not embrace the change. It is not in the managers and employees best interests to make the necessary sacrifices now for a future that is worse than the present. Senior leadership and the guiding coalition must develop a compelling message that will tell managers and employees that the future is a desirable place to go. [Click To Tweet How the Change Vision and Strategy is Developed](#) A critical responsibility for leadership is setting the direction for the organization for the future. For this reason, senior leadership must retain some of the responsibility for creating a high-level description of the change vision and strategy. Delegating all of the responsibility for this step to the guiding coalition is not desirable. Often, it is best for a single senior leader or a small group of senior leaders to make a first draft. From there, the guiding coalition can refine the draft. An effective process uses data to produce the vision and strategy. For example, company business data, market data, emerging business trends, forecasts, etc. Some patience is required for this step as different individuals will have various perspectives on the best route to reach the desirable future. Many roads lead to a destination, but not all routes make sense! As smart and opinionated people work on developing a change vision and strategy, sufficient time should be allowed for the two steps forward and one step back group dynamic. [What Does a Successful Change Vision and Strategy Look Like](#) Once completed, senior leadership and the guiding coalition should be able to describe the change vision and strategy in five minutes. It will be easy to communicate. Complexity is not good here! If employees and managers do not understand the desired future, the resulting organizational change initiatives will be unsuccessful. [Click To Tweet Senior leadership](#), in conjunction with its guiding coalition, greatly enhances the chances of success for a change effort when it develops a sensible and appealing picture of the future. This sensible and appealing change vision and strategy provides the rationale for the necessary hard work and sacrifice to create that future. Communicate the Change Vision.

6: Vision and the Management of Change

In and , Xenos underwent a massive structural change. The elders called for change in response to an array of problems confronting the church. Their task force had spend over six months studying and re-thinking the organization of the church before delivering their recommendations.

Bezdeklik , 9thth century; although Albert von Le Coq assumed the blue-eyed , red-haired monk was a Tocharian , [41] modern scholarship has identified similar Caucasian figures of the same cave temple No. The Emperor Ashoka was a significant early Buddhist missionary. In the 3rd century BCE, Dharmaraksita â€”among othersâ€”was sent out by emperor Ashoka to proselytize[citation needed] the Buddhist tradition through the Indian Maurya Empire , but also into the Mediterranean as far as Greece. Gradually, all India and the neighboring island of Ceylon were converted. Dharmaraksita came to the Chinese capital of Luoyang in CE, where he made the first known translations of the Lotus Sutra and the Dasabhumika Sutra , which were to become some of the classic texts of Chinese Mahayana Buddhism. Buddhism expanded rapidly, especially among the common people, and by most of the people of northwest China were Buddhist. Seong of Baekje , known as a great patron of Buddhism in Korea , built many temples and welcomed priests bringing Buddhist texts directly from India. In , Baekje officially adopted Buddhism as its state religion. He sent tribute missions to Liang in and , on the second occasion requesting artisans as well as various Buddhist works and a teacher. According to Chinese records, all these requests were granted. A subsequent mission was sent in , only to find the Liang capital in the hands of the rebel Hou Jing , who threw them in prison for lamenting the fall of the capital. He is credited with having sent a mission in to Japan that brought an image of Shakyamuni and several sutras to the Japanese court. This has traditionally been considered the official introduction of Buddhism to Japan. First supported by the Soga clan, Buddhism rose over the objections of the pro-Shinto Mononobe [46] and Buddhism entrenched itself in Japan with the conversion of Prince Shotoku Taishi. The use of missions, councils, and monastic institutions influenced the emergence of Christian missions and organizations, which developed similar structures in places that were formerly Buddhist missions. Blavatsky and the Buddhist Society, London spread interest in Buddhism. Writers such as Hermann Hesse and Jack Kerouac , in the West, and the hippie generation of the late s and early s led to a re-discovery of Buddhism. During the 20th and 21st centuries Buddhism has again been propagated by missionaries[citation needed] into the West such as the Dalai Lama and monks including Lama Surya Das Tibetan Buddhism. Tibetan Buddhism has been significantly active and successful in the West since the Chinese takeover of Tibet in Many non-Asian Canadians embraced Buddhism in various traditions and some have become leaders in their respective sanghas. In the early s, the French Buddhist Union UBF, founded in estimated that there are , to , Buddhists in France, with , French converts among them. Plum Village , a monastery and retreat center in the Dordogne in southern France, is his residence and the headquarters of his international sangha. This group has a relatively large centre where a teacher and some students live permanently. Perhaps the most widely visible Buddhist leader in the world is Tenzin Gyatso , the current Dalai Lama , who first visited the United States in He has attracted celebrity religious followers such as Richard Gere and Adam Yauch. Thurman , now an academic supporter of the Dalai Lama. Hopfe in his "Religions of the World" suggested that "Buddhism is perhaps on the verge of another great missionary outreach" Hindu missions[edit] Hinduism was introduced into Java by travelers from India in ancient times. When the early Javanese princes accepted Hinduism, they did not give up all of their early animistic beliefsâ€”they simply combined the new ideas with them. Several centuries ago, many Hindus left Java for Bali rather than convert to Islam. Hinduism has survived in Bali ever since. He was an important promoter of the idea of moksha in Indonesia. He founded the Shaivite priesthood that is now ubiquitous in Bali, and is now regarded as the ancestor of all Shaivite pandits. Since the s, many westerners attracted by the world view presented in Asian religious systems have converted to Hinduism. Paramahansa Yogananda , an Indian yogi and guru , introduced many westerners to the teachings of meditation and Kriya Yoga through his book, Autobiography of a Yogi. Sikh missions[edit] Sikhs have emigrated to countries all over the world, especially to English-speaking and East Asian nations. In doing so they have retained, to a

high degree, their distinctive cultural and religious identity. Sikhs are not ubiquitous worldwide in the way that adherents of larger world religions are, and they remain primarily an ethnic religion. However, they can be found in many international cities and have become an especially strong religious presence in the United Kingdom and Canada.

7: How Do You Change School Culture? - Educational Leadership

Consistent with the mission of the Building on a long tradition of leadership and service, SAMHSA is focused on leading change to Leading Change

How to View Change in the Church Author: Dennis McCallum In and , Xenos underwent a massive structural change. The elders called for change in response to an array of problems confronting the church. Their task force had spend over six months studying and re-thinking the organization of the church before delivering their recommendations. When they rolled out their new plan, the church went into an uproar that eventually ended in a large division. Senior pastor, Dennis McCallum wrote this essay in the midst of the uproar to answer challenges to the change agenda. What is wrong when local leadership keeps finding it necessary to call for new changes when they just got through asking for other changes? A biblical and Godly response to these issues must include several points. Problems with the Established Church First, let us consider the criticisms that many of us have raised against the traditional church in the modern west. So many of us have been mystified by the strange and out-of-date practices in the modern church. They may alienate and confuse the unchurched. And yet, the church refuses to change! Culture rolls forward, but in the church the anthem is the same, "As it was in the beginning, is now, and ever shall be. But even then, they often continue to refuse change in structural and cultural areas. This is the worst case scenario--changing the things we should never change, but holding fast to the things we should be willing to change. Biblical Example Secondly, it is instructive to look at Scripture. Acts documents the struggle between the Holy Spirit and the humans running the church. But he was met by hyper-conservative foot-dragging Christian believers who were not willing to change. Acts 10 and 11 are some of the clearest passages on this unfortunate tendency. Luke goes to great lengths to demonstrate that God practically had to thrash Peter into preaching to Cornelius and his household in Acts God was calling him to change. Nevertheless, he carried out his mission and the entire household was converted. Afterward, the brothers in Jerusalem called Peter on the carpet accusing him of sin for visiting a gentile. A long, 7-point defense follows in chapter 11 of Acts, including a complete repetition of the vision already described in chapter 10 and citations of Scripture and the words of Christ. Luke is again at pains to indicate how difficult this transition was. Finally, even these stubborn ones were convinced. Verse 19 declares that "those who had been scattered. Is it possible that even after such a convincing episode, they still had not changed? Yes, only a few radicals were nutty enough to preach even to gentiles, and they wound up in the city of Antioch. Jesus warned that old wineskins become rigid and brittle. They will not flex enough to contain his new wine. What is wrong with leaders who call for change all the time? There will never be a time when substantial and even sweeping changes will not be necessary. No decision is so correct that it removes the need for subsequent change. A church that cannot change, even in deep ways, has erected an idol which offends the character of God. Jesus said, "You have a fine way of setting aside the commands of God in order to observe your own traditions! God is not pleased, and he will move on to find another group that is willing to change to do his bidding. Difficulties Caused by Change But how can we justify a leadership who have called for changes that led to trouble, or were downright mistaken? To this, I answer that change will always lead to errors and problems from time to time. The severity of the problems have to be weighed over time when evaluating the wisdom of given leaders. However, anyone who wants an error-proof system is also insisting on a change-proof system. But as soon as we refuse to take chances, we are also refusing to follow God. As a Christian leader, I have had the experience of leading people off in the wrong direction on a number of occasions. On other occasions, the direction I set was good, but there were attendant problems that I had not anticipated. The realization that people get hurt and time is wasted because I called for the wrong thing is part of the sometimes sickening burden of leadership. However, I will continue to insist on forward movement and change as long as the responsibility of leadership lies upon me. Howard Hendricks has written an interesting article called "Good reasons for doing nothing. The proposal would set a precedent! There is no precedent to guide us! Anyway, how do we know whether the new one can? Do we have to wait until there is absolutely no hope of using the old method at all? If so, we would have trouble getting anyone to change from the traditional

church model. The time is not ripe. The ground swell of children in the church threatens to bury any church based on childless people unless that church is capable of timely, massive change. Certainly, we must be vigilant. But we must also change--and after all the nuisance of this change, no doubt God will call us to change yet again.

8: Dr. Frances Hesselbein: Leading With a Purpose

To effectively lead change, you must recognize that the phenomenon of "change" does not need managing as much as do the people involved with it. There is a lot to learn about the human.

Grandmother Wicks had a very special room at her house, a music room with an arching ceiling, stained-glass windows, and a pipe organ. On a high shelf, beyond the reach of young Frances, sat two ornate Chinese vases. Frances wanted to play with them, but her grandmother would never let her. One day, her grandmother sat Frances down and told her the story of the vases. Many years earlier, Mr. Yee, the local laundryman, had knocked on her door, tears streaming down his face. He was holding a package with the two vases. He told her that he wanted her to have them. He was returning to China to reunite with his family. It taught me everything, about respect and dignity as well as diversity and inclusion. Drucker Foundation for Nonprofit Management, named for the management guru and her mentor. This past November, Hesselbein, along with all the other Presidential Medal of Freedom recipients, were honored in the White House by President Obama on the 50th anniversary of the award, which was initiated by President John F. As a teenager, she aspired to be a playwright and enrolled at the University of Pittsburgh at Johnstown. But six weeks into her freshman year, her father died and she had a decision to make: She stayed in Johnstown, found a job to support her mother and two siblings, and took classes on evenings and weekends. This was an early example of the core message she would promote throughout her career: Hesselbein settled down into a life of domestic tranquility. Then, in the early s, she got the call that would change her life. Even though she had no daughters, she was invited to be a volunteer Girl Scout troop leader. She initially agreed to serve for six weeksâ€”until a real leader could be found, she thought. Hesselbein ended up staying eight years. In , she was selected as the executive director of the Girl Scouts Western Pennsylvania council. In the beginning, just as she does now, she focused on his five questions: What is our mission? Who is our customer? What does the customer value? What are our results? What is our plan? Her success and innovative management style caught the eye of the Girl Scouts of the USA, the largest organization for women and girls in the country. One day she received a phone call asking her to apply for the CEO position. Two days later, I got the call: It was July 4, , and for the next 13 years there I never had a bad day. Hesselbein was an early adopter of diversity and inclusion. She began by throwing out the standard Girl Scout handbook and hiring educators and artists to write four different handbooks reflecting the different cultural identities of the members. Her efforts were met with resistance. We opened new doors. These principles include a focus on ethics and value-based leadership, valuing the nonprofit sector, the importance of inclusion within and between organizations, and a customer-centric, rather than profit-centric, outlook. Therefore, one of her first projects was leading the internal team in creating its memorable mission statement: In the years after leaving the Girl Scouts organization, she has served on the boards of directors and consulted for many companies. She also has a special relationship with the U. She has been invited to the Pentagon to speak to the Corps of Army Generals. Every other month, she goes to West Point and teachesâ€”make that dialogues withâ€”a class of cadets. Hesselbein has a sharply honed philosophy of leadership. She frequently uses the words mission, innovation, and diversity. One of the primary focuses of the Frances Hesselbein Leadership Institute is collaboration, particularly in building relationships among the three sectors: The way she sees it, every corporation, every organization, and every government entity has a responsibility to one another and to the whole community. For example, it would be a mistake to venture in her presence that women have butted up against a glass leadership ceiling. She gives the example that when she was in the Girl Scouts, she joined the board of the Pennsylvania Power and Light Company now PPL , which at the time was building two nuclear power plants in the state. How would that look for the Girl Scouts? How else do we effect change? We should be engaged and involved in moving across sectors. She has conferences to attend, speeches to give, and companies to consult with, as well as her daily responsibilities leading an international leadership institute. She also has awards to receive. Hesselbein is, understandably, very proud of the Presidential Medal of Freedom. During the interview on Skype , Hesselbein is wearing it pinned to her black sweater, along with a cadet saber pin, given to her at West Point. She considers these not

only personal honors but also symbols of duty, to both her country and the values they represent. Above all, Hesselbein believes that leadership is about giving back. He found the heart and the language to bring a broken country together.

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