

Change Stewardship

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Change Stewardship

- ▶ Change leadership vs. change management

▶ Change Stewardship

- ▶ Stewardship connotes leadership, responsibility, and action
- ▶ Having the vision for the future AND tools/processes on how to implement it
- ▶ Shepherding changes

7 Elements of Change Stewardship

1. Establish a Sense of Urgency
2. Build Strategic Alliances
3. The Future, Clearly Defined
4. Communicate to Cultivate Buy-In
5. Align, Equip, Empower
6. Early Wins that Energize
7. Don't Let Up

Influenced and adapted from the best-selling book, Leading Change by John Kotter, Harvard Professor Emeritus, business entrepreneur, and award-winning business and management thought leader.

#1 - Establish a Sense of Urgency

“People will find a thousand ingenious ways to withhold cooperation from a process that they sincerely think is unnecessary or wrongheaded.”

(Leading Change, p. 38)

- To move towards change, first need to convince people that changing is the only real way forward.

Urgency vs. Anxiety

- ▶ Don't confuse urgency with anxiety
- ▶ Driving up anxiety will likely push people into fearful response
 - ▶ Catastrophizing, avoidance, feeling overwhelmed and reduced motivation
 - ▶ Will head for comfort zones, less willing to change
- ▶ Urgency says “there’s a need to change because the matter is pressing, BUT if we act now we can make a difference.”

Ways to Create Urgency

1. Circulate data about trends in membership and men's experiences

FJMC's Urgency

- ▶ Despite new club affiliation and new regional expansion, membership numbers, overall, are down
- ▶ Fundraising plateaued and showing signs of decreasing
- ▶ Fewer clubs due to shrinking of Conservative Judaism and clubs choosing not to formally affiliate
- ▶ Men are in a relationship recession
 - ▶ 2021 Survey Center on American Life report shows only 27% of men say they had at least six close friends, down from 55% in 1990
 - ▶ Declining involvement in civic or religious organizations, changes in the workplace, and/or more reliance on isolating activities.
 - ▶ Fewer opportunities for men to develop friendships with other men

“Why Friendships Among Men Are So Important,” Jill Suitte, Greater Good,
https://greatergood.berkeley.edu/article/item/why_friendships_among_men_are_so_important

Ways to Create Urgency

1. Circulate data about trends in membership and men's experiences
2. Allow a crisis to happen
3. Press leadership to speak regularly with unsatisfied members/those who choose not to be members
4. Set goals high - realistic vs ideal
5. Emphasize future opportunities and the reward for capitalizing on those

Important Reminder

- ▶ While establishing urgency, two crucial elements:
 - ▶ Change is not an indictment of the past. Rather, new factors/learnings/larger trends dictate a new path.
 - ▶ Give space and grace to past and current leaders

#2 - Build Strategic Alliances

- ▶ Since there is a natural resistance to change, need a powerful force to drive and sustain the effort - can't be just one person
- ▶ Two parts of the strategic change alliance
 - ▶ Guiding coalition
 - ▶ Bought-in stakeholders

Guiding Coalition

- ▶ Coalition needs to be made up of powerful individuals that, together, have the right set of skills and relationships to shepherd change
- ▶ Composition Considerations
 - ▶ Title
 - ▶ Authority
 - ▶ Experience
 - ▶ Skill Set
 - ▶ Reputation
 - ▶ Relationships

Power

Expertise

Credibility

Leadership

Guiding Coalition

- ▶ Other key components among guiding coalition
 - ▶ Trust
 - ▶ Shared objective
 - ▶ Eagerness to participate
 - ▶ Egos in-check

Bought-in Stakeholders

- ▶ Change impacts them and/or they are looked to within the community
 - ▶ Rabbi
 - ▶ Executive Director
 - ▶ Synagogue president
 - ▶ Past Men's Club president
- ▶ Have the power to encourage or derail change
 - ▶ Help them understand the “why” (urgency) and the “how” tactics and in what ways this will positively impact what they care about

#3 - The Future, Clearly Defined

- ▶ Vision needs to create a picture of the future that appeals to head and heart
 - ▶ Not just the what, but the why
- ▶ “Elevator Pitch” - you should be able to describe the vision driving a change initiative in 5 mins or less and get a reaction that signifies both understanding and interest

Benefits of Effective Vision

- ▶ Simplifies hundreds of more detailed decisions
- ▶ Motivates people to take action, even if it feels personally painful
- ▶ Helps coordinate actions of people, even if they are physically far apart

FJMC Vision

Men will cultivate physical, emotional and spiritual health, meaningful relationships, and purpose through communities rooted in Jewish values and brotherhood

#4 - Communicate to Cultivate Buy-In

- ▶ Often with significant change top leadership spends a lot of time immersed in the work to get to a new vision and plan
- ▶ Need others to attach and internalize new vision and plan in a fraction of the time
- ▶ Communication of the Vision and Plan are key

3 Elements of Effective Communication

1. Communication is consistent and pervasive
 2. Messaging coming from a broad set of communicators
 3. Words and actions match
- Without credible communication and a LOT of it, you don't capture hearts and minds

Guidelines for Communication

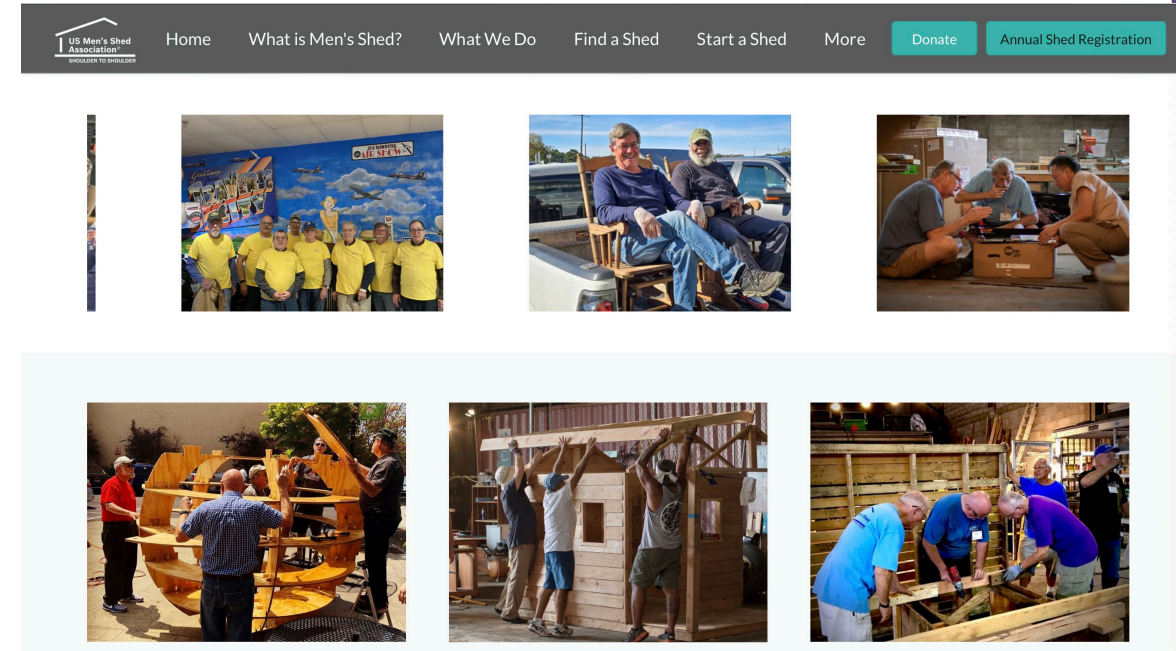
- ▶ Keep the message simple
- ▶ Get the word out in multiple types of communication
- ▶ Repetition - ideas sink in deeply only after they have been heard many times
- ▶ Lead by example
- ▶ Make it two way

Digestible & Memorable

- ▶ Use metaphor, analogy, and/or examples to capture the essence of a big idea
 - ▶ Big Idea: Evolve into communities that nourish the whole person—body, heart, and soul—through Jewish values and brotherhood.
 - ▶ *Metaphor*: “We are a greenhouse, where men have the right environment to grow stronger, deeper roots and bear meaningful fruit.”
 - ▶ *Analogy*: “It’s like trading a group chat for a campfire—moving from minimal to meaningful.”
 - ▶ *Example*: “Men’s Sheds”

Men's Sheds - An Example

- ▶ Men's Sheds motto:
*Men don't talk face to face, we talk **SHOULDER TO SHOULDER**.*
- ▶ Sheds provide a safe environmental where men can have a purpose and a meaning to their lives. There is documentation that Shed members increase their self-esteem and self-worth by employing their talents and skills while establishing a new circle of friends. As social beings, we need community and connections to thrive.



Men's Sheds - An Example

[Home](#)[What is Men's Shed?](#)[What We Do](#)[Find a Shed](#)[Start a Shed](#)[More](#)[Donate](#)[Annual Shed Registration](#)

MEN'S SHED = MEN'S HEALTH

Good health is based on many factors, including feeling good about yourself, being productive, and contributing to your community. By maintaining a healthy body and mind, becoming a Men's Shed member provides a safe and sometimes busy environment where men can find many things to do in the atmosphere of true friendship. There is no pressure to participate though there are many active events, many men just come in for good conversation and being a part of something bigger than themselves.

Anticipate Resistance & Communicate With It In Mind

- ▶ Consider what will be the likely resistance to the urgency and vision you are creating
 - ▶ Attempt to understand it so you can really address it
- ▶ Frame changes as an evolution
 - ▶ Avoid actively blaming, disparaging past behaviors
 - ▶ “One reason we resist change, at least unconsciously, is that [we feel like] it invalidates years of earlier behavior.” (Change or Die, Deutschman, p. 85)
- ▶ Address in your visioning and communication

#5 - Align, Equip, Empower

- ▶ Evaluate current resources and structure, find gaps
- ▶ Fill gaps with right people, right training, right resources
- ▶ Opportunities to take action and lead

Evaluation

- ▶ Do you have people with the necessary skills to affect change?
 - ▶ Explore competencies of existing leaders and look outside standard circle of involvement
 - ▶ Example: creative programmer or strong networker
- ▶ Here's what we need to do and why. What can we do to help you help us?

Evaluation

- ▶ Do you have the monetary or physical resources?
 - ▶ Thinking outside the box may require a new space or new funding
 - ▶ Example: speaker fees for name recognition speakers, place to gather
- ▶ Is your organization structured in a way that can adjust to any needed changes?
 - ▶ Leadership structure, bureaucracy, IT systems, processes
 - ▶ Example: way to collect dues if they are not charged through synagogue membership

Training and Support

- ▶ Provide resources to adapt to new ways
 - ▶ Programs & Initiatives on fjmc.com
 - ▶ Club Consultants 311
- ▶ Support network for changes
 - ▶ Accountability partners/Peer support
 - ▶ Support available from all levels of FJMC leadership

#6 - Early Wins that Energize

- ▶ Short-term wins provide an emotional boost and help build credibility to sustain efforts over the long haul
 - ▶ Provide evidence that sacrifices are worth it
 - ▶ Reward change agents with a pat on the back
 - ▶ Counter-point to cynics and resisters
 - ▶ Help fine tune the vision and strategies
 - ▶ Builds momentum

What Classifies as a Short-Term Win?

- ▶ Visible (people can see the results for themselves)
- ▶ Unambiguous
- ▶ Clearly related to the change
- ▶ Within 6 - 12 months of initiation of change

Short-Term Wins Don't Just Happen. Plan for Them.

- ▶ Seek out moments that are ripe for a short-term win
- ▶ Consider a few large changes, likely to have big impact
 - ▶ May seem paradoxical, but sometimes this is easier for people than small, incremental ones
 - ▶ Big splash, more visible results, highly differentiated from what came before
- ▶ Publicize the win
- ▶ Recognizing progress helps build resilience and a belief that setbacks are temporary

Energizing Win - JMen

- ▶ Synagogue leaders helped identify a few key individuals as potential leaders of a new initiative for men, ages 35-45
- ▶ Set the stage with the vision and invitation
- ▶ Removed obstacles (funding, pleasing older members, being a member of the synagogue, new name)
- ▶ Created programming that would attract guys like them
- ▶ In one year, went from a concept to an active group of younger men

#7 - Don't Let Up

- ▶ Early wins create powerful momentum that can be used to propel further forward
- ▶ Should not be seen as end point, or “mostly done”
- ▶ Momentum Mindset
 - ▶ Time to reflect, adapt or repeat
 - ▶ Leverage success to attract additional support and talent

Persistence

- ▶ Change takes root when:
 - ▶ People have seen the benefit
 - ▶ Internalized the why
 - ▶ Upcoming leadership is grounded in the new approach
- ▶ Can take years of effort for it to be second nature

Connect with Good Questions Consulting



Break-Out Groups

▶ “Headlines”

- ▶ Picture 5 Years in the future...you’ve made a significant beneficial change to your club and now there’s a news story about it.
- ▶ What’s the headline? Where is it published? Write the 1st sentence.
- ▶ What are some changes you need to do to make that story a reality and how are you going to use the 7 Elements of Change Stewardship to accomplish your goal?
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Appendix



Rabban Yochanan Ben Zakai

- ▶ Does not want to fight with the zealots
- ▶ Sees another future ahead
- ▶ Asks to be granted peace in Yavne, along with the “sages”
- ▶ Re-envisions the heart of Judaism
 - ▶ *It happened once that Rabban Johanan b. Zakkai was coming out of Jerusalem, followed by R. Joshua, and he beheld the Temple in ruins. ‘Woe to us,’ cried R. Joshua, ‘for this house that lies in ruins, the place where atonement was made for the sins of Israel!’ Rabban Johanan said to him, ‘My son, be not grieved, for we have another means of atonement which is as effective, and that is, the practice of lovingkindness, as it is stated, For I desire lovingkindness and not sacrifice’. (Avot d’ Rabbi Natan 4)*
 - ▶ From sacrifice to practice of lovingkindness
 - ▶ From priests to rabbis
 - ▶ Lead teaching to help with transition

Change leadership refers to the actions and behaviors that guide and inspire others through the change process. It involves setting a vision, inspiring and motivating others, and driving organizational change from a strategic perspective.

Change management is a framework and methodology to create tangible plans to spur specific actions toward a distinct change event.

Kris Taylor, Evergreen Leadership

Change management, which is the term most everyone uses, refers to a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change.

Change leadership, on the other hand, concerns the driving forces, visions and processes that fuel large-scale transformation.

John P. Kotter, Professor Emeritus at Harvard University,
business and management thought leader

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling and problem solving.

Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.

John P. Kotter, Leading Change

Short-Term Wins Don't Just Happen. Plan for Them.

- ▶ Seek out moments that are ripe for a short-term win
- ▶ Intentionally implement in stages/phases
 - ▶ Get first successes
 - ▶ Build momentum
 - ▶ Prove the concept
- ▶ Step by step process of tackling a bigger issue so it's not overwhelming
 - ▶ Recognizing progress, even in the face of setbacks, helps build resilience and a belief that setbacks are temporary

7 Elements of Change Stewardship

- ▶ Influenced and adapted from John P. Kotter's best selling book, Leading Change.
 - ▶ Kotter is regarded by many as the authority on leadership and change.
 - ▶ Award winning business and management thought leader, business entrepreneur, inspirational speaker and Harvard Professor Emeritus
- ▶ Why 7?
 - ▶ The 7th day - a day of Shalom, shleimut - wholeness
 - ▶ Together, they are complete