

## TEACHING NOTES

What are the challenges facing this organization (financial, scandals, priest shortage, changing ethnic mix, declining attendance)

Do they face a crisis? Is a crisis a good or a bad thing? Is this a survivable crisis?

Faced with a situation of this kind, what is a strategy for organizational change? How is transforming a non-profit different than a for-profit? How is this particular organization different from other non-profits?

What is the power structure? Describe the different actors and how they fit together? Does the Bishop have a good deal of power? Can he exercise command and control? Who has to be convinced in order to meet the challenges?

Lay out the change strategy actually followed. Does this meet the challenges you've described and the realities of the power structure?

What was the balance of participation and direction in this process? Was it the right balance?

Are you optimistic about the outcome? Why/why not?