

**"Animation
of the SS.CC.
life and mission"**



**Congregation of the Sacred Hearts
Rome - 2006**

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INTRODUCTION

With this document I want to present to you the book which you now have in your hands. I do this aware of the fact that many aspects of this work have already been presented and explained before. Also, throughout these pages which you are going to read you will find introductions which also give a foundation to the content of this work. Therefore that presentation may be focused more on other matters.

First of all it seems appropriate to justify the publication of this book. As you immediately are going to be aware, its content is already known or at least has been in the hands of the brothers of the Congregation for some time. In effect what you will find here are the materials that the General Government, elected by the General Chapter of 2006, has communicated to the Congregation en relation with the “Service of Authority and Leadership”. As you will remember, that Chapter treated this subject in a very explicit way and produced a document by the same title, with a series of respective orientations and decisions.

That document intended to confront a determined necessity in the Congregation of clarifying and revising the task of animation and direction of the Congregation, both on the personal as well as the

institutional level. It also focused on the formation and animation which would orient the brothers who were called to exercise the task of leadership and authority, and finally, the revision and adaptation of the levels of government in the line of interdependence.

At the time of responding to those chapter decisions, the General Government took up the task directly of the first aspect which had to do above all with putting in place a process of definition and characterization of the kind of leadership needed at this time in the Congregation. As the fruit of the development of that process, we have been producing a series of materials which have been published in a separate way. Nevertheless we have been aware for some time that it was appropriate to collect those materials and publish them together for two reasons. In the first place in order to give a unity to the whole process and to try to look at the coherence which exists between each one of the aspects treated. This can help with a better understanding and a richer assimilation. In the second place because we are convinced that this publication is a way of facilitating the use of these materials which might otherwise be more easily lost.

This book is made up of three parts, each one of them makes reference to a level of service of animation in the Congregation: the local level, the apostolic ministry level and the level of the major

community.

As you can appreciate in each one of these parts we have preferred to use the word animation in the title more than the word authority. In reality, as you all know, the word authority in its origin has a great deal to do with the capacity to “make somebody grow up” which without doubt is a fundamental consequence of animation, which at the same time originally takes its meaning to give life. The use of the word authority in some contexts has been identified with a “type of exercise of authority”, above all with “authoritarian type”, because of which we have sought to avoid that identification by using the word animation.

The term leadership is perhaps a little more complicated, but in reality it also refers to the capacity to lead, to guide, to move forward, etc. Therefore it is also related to animation. It is always appropriate to remember that, on the one hand, authority and leadership are not synonymous, and, on the other hand, at times there is a formal authority without leadership, and other times, leadership without incumbency or formal authority. Therefore it is appropriate to use both terms.

As is explained in the respective introductions of the two first parts of the book, the documents, which are presented, are the result of a collective work. In effect the method sought after has been an interactive method which would permit a good number of

members of the Congregation to participate in the process of definition and characterization from the point of situations, experiences, ministries and diverse community services.

In that sense, we have counted on a whole series of consultations, with both groups and individuals. Without attempting to be exhaustive here, we remember that it has been carried out with consultations, previous to the General Chapter of 2000, directed to Interprovincial Conferences, Provincial Commissions, etc; consultations with provincial superiors, interactive guides of experiences directed to local superiors, to pastors and directors of apostolic works, major superiors meetings, provincial councils...; 11 consultors involved in the process of producing the documents, five redactors, the General Government, the meeting of the General Governments of both the brothers and the sisters; the General Secretariate, translators, and editors among whom there were 4 ss.cc. brothers and 3 laity. A total of 217 persons were involved.

It is timely to confirm the valuable collective effort carried out with the character of cooperative work which incorporates so many in the study and analysis of the reality. To all the collaborators we are sincerely grateful and, in part, we give to them that which they have contributed to us, with the enrichment of so many others.

Special mention belongs in this presentation to

the third part of this book. It is precisely because that part does not have its own proper introduction. The major superiors and provincial secretaries are going to recognize in this part a document sent out already many years ago and recently revised by the Procurator General. This is a document which has been converted into a kind of “vademecum” in order to deal with practical matters in the exercise of government, above all on the provincial level. Certainly this part has a character that is eminently practical and which has not been the fruit of a process of definition and characterization which the General Chapter asked for. It tries, however, to respond to the necessity of orientation and guidance in order to realize certain tasks of government more along administrative lines than animation, but which are no less necessary for the good functioning of our congregational community, above all if we want that to function in a way that is more interdependent in all its consequences.

Because of this one must say that this part covers its importance and should not be isolated from the general exercise of animation of the major community which gives title to this third section. We have precisely wanted this title by keeping the same style of the previous sections and by reminding all that surely on this level the major community must keep working to deepen the type of service which is required therein.

Really one must recognize that we have not made explicit some orientations on the level of provincial,

vice-provincial or regional animation. There have been two reasons for this: firstly because in the two levels (animation of the local ss.cc. community and apostolic ss.cc. service), worked on before, there are some elements which “mutatis mutandi” are also valid for the animation on the Provincial level. Therefore we could very easily fall into repetitions if there were some type of publication along these lines. The second reason is the impression that the work of sensitizing and training on this provincial level is the most important one and requires a more direct training that just theoretical material.

In this sense we could say that the third section of this book remains open to that work of formation and training and therefore might permit us to give a wider title, with a subtitle referring directly to the materials which are published.

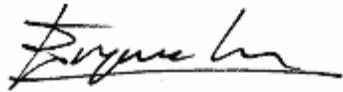
For the specific character of that part of the work we reserve here our thanks to the general procurators and to the members of the General Secretariate which have been carried out in the last ten years and which have contributed with their work to the publication of these orientations which we have incorporated into this book and in which they have found a suitable place.

In this presentation it can be appropriate to remember some aspects which stand out through the whole lived process as a Congregation. Without intending to exhaust the reflection nor the orientation that that process can promote, we would indicate here

several aspects: that the concept of the service of animation and leadership is a dimension where great care should be taken and that it has a great importance at the time of deepening the renewal of our religious life; that this dimension points to a central reality of the life and development of every group or human institution; that we can and ought to use as an instrument the resources and means of social sciences in the manner we can to help us in this aspect of our life; that this subject is very connected with our renewal in creative fidelity and, therefore, in our response to the actual challenges which we have; that the authority and the leaders should and ought to be formed as “agents of change”, that the characteristics of leadership that the Congregation needs at this time in its history require a study and reflection that these processes of definition and characterization have been and which should continue to take place.

Finally, we wish to say that the publication of this book coincides with the end of the period of the General Government which took up the chapter decisions regarding “The Service of Authority and Leadership”. Surely this fact has caused us to produce this work at this time. We feel that what has been realized up until now does not exhaust the complete horizon of perspectives that this subject raises. In some way in offering this publication what we want to do is to leave, as such, an orderly produced material, so that the work can continue to be widened and deepened. We also believe that the use of these documents can

open new possibilities of study and work on this subject
and therefore we invite such a possibility.

A handwritten signature in black ink, appearing to read 'Enrique Losada', written over a horizontal line.

Enrique Losada ss.cc.
Superior General

Subject I:

"The service of
animation of the
local community
SS.CC."



Congregation of the SACRED HEARTS

General House



GENERAL GOVERNMENT SS.CC.
TO THE MAJOR SUPERIORS AND
REGIONALS SS.CC.

PRESENTATION

Dear brothers:

Greetings from Rome! Continuing with the process which the General Government has begun, regarding one of the decisions of the General Chapter 2000 (36th General Chapter 2000, document 5, decision 1), we are sending you a document which we have titled "Orientations: Animation of the Local SS.CC. Community."

The text ,which we are sending you, is **a work document**. So don't treat it as a text of rules or obligatory, it is better seen as a text of suggestions, which may permit each community to elaborate some orientations for the brothers who exercise the role of authority in the local community. However we do not only consider this document to contain suggestions, we present it you as an exhortation. It is not a conclusive

text, both in its content and in its form, you may use this as a basis for reflection on the theme of animation of the local community, and you may adapt it to the local circumstances of each community.

The contents of this document, which we are presenting to you, were taken in a large part from; **"Guide for an exchange of experiences"**. In which we received replies from many local superiors throughout the congregation.

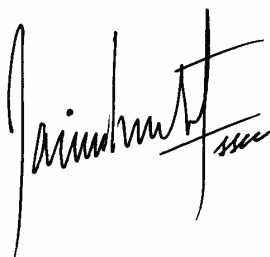
Following that which was signaled at the last General Chapter (2000), we think that this document could be an important and practical contribution for the various provinces, vice provinces and regions. It is a way in which you can remind and propose attitudes, orientations and responsibilities to those brothers who carry out the service of animation in local communities.

Another concrete use of this document is that we think each provincial, vice provincial or regional community, helped by these proposed orientations could form their own. And with the help of the brothers, who are involved in the role of animation, adapt the orientations to their concrete reality. It is possible, also, that this material when dealt with by each of the major communities or regions, could serve as a base for and reflection and exchange at the level of the inter-provincial conferences.

We are very conscious that the great majority of our communities are small, formed by a small number of brothers, and for many the service of animation is seen as something simple, sometimes little valued and sometimes seen as unnecessary. We understand that the variety of different communities require different answers on the part of the brothers who are in Service of Authority. However, we think that the diversity of communities should not be a motive for us to neglect or forget this important dimension of our necessary animation.

We hope that the orientations which you may elaborate in each major community or region could be a simple and motivating tool in the hands of the brothers and serve as food and *memory* to the animators who exercise service of animation in the local community.

With brotherly affection

A handwritten signature in black ink, appearing to read 'Javier Cerda F. ss.cc.', with a stylized flourish at the end.

Javier Cerda F. ss.cc.

GENERAL GOVERNMENT SS.CC.
Service of the Authority and the Leadership
2001 – 2006

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**ORIENTATIONS:
ANIMATION of the LOCAL SS.CC.
COMMUNITY**
Taken from
“Guides for an interchange of experiences”
(Vademecum)

**TESTIMONIES: Images of Service of
Authority.**

Some SS.CC. brothers who exercise the role of animator of the local community have expressed, in a simple and brief form, their understanding of "Service of Authority" (superior, animator, responsible). We present some of these descriptions in their original languages.

Le Supérieur «est la personne choisie par Dieu et les frères pour guider en grand frère la communauté; les aider à prendre des décisions et les stimuler à mener une vie religieuse chaque fois plus vérace... La fonction du "service de l'autorité" est d'aider les frères à être fidèles à la vocation commune, à discerner les enjeux concrets, à les assumer et à y répondre personnellement et communautairement».

«The Superior should lead the brothers to

a Community Lifestyle, emphasizing Eucharistic, adoration and a keen interest in the international dimension of the Congregation... Should be enable to lead the community in mission».

«El superior es un “acompañante” y ayudador del crecimiento de la comunidad y de cada uno de los hermanos. Sin juzgar, sin reprochar (sí confrontar y hacer de espejo); escuchando mucho; respetando ideas, ritmos, situaciones; separando lo que depende de él y lo que depende de los otros (no es responsable de todo lo que sucede en la comunidad)... Y debe aprender cada día a ayudar: no "suplicando" y haciendo lo que cada hermano puede y debe hacer... El animador de la comunidad comparte las tareas, hace participar e involucra en el crecimiento de los lazos fraternos y espirituales».

«O superior serve a comunidade velando pela fidelidade ao que se estipulou... Alguém que sabe ouvir, acolher, perdoar e direcionar as pessoas para uma experiência de Deus misericordioso... Penso que a terminologia superior dificulta o serviço de animação nas comunidades, o papel de animador responde mais ao serviço fraterno».

«Den einzelnen Mitbruder als Person respektieren und seine menschliche Entwicklung und religiöse Berufung fördern. Ein Klima der Freiheit und der

Partizipation schaffen. Führungsfunktion (informieren, planen, entscheiden) in regelmäßigen Zusammenkünften wahrnehmen. Ausübung der Autorität unter Beachtung des Subsidiaritätsprinzips. Ordnungen in geordneter und transparenter Weise treffen”».

Without judging, without reproach; listening a lot, respecting ideas, rhythms, situations; separating that which depends on him and that which depends on others (he is not responsible for all that happens in the community)... and he should learn each day to help: not supplying and making up what each brother should do... the animator of the community shares tasks he helps everyone participate and builds up spiritual and fraternal ties.

I. THE PERSONALITY OF THE ANIMATOR OF THE LOCAL SS.CC. COMMUNITY.

"The living out of communion in mission, treated in Chapter 3 of the Constitutions, requires a style of a authority that fosters participation and co-responsibility. Authority must be discharged in the congregation in the spirit of service to the brothers, just as Jesus presents it in the Gospel" (Constitutions, 90-91).

"Seek to guide and inspire the community toward an ever greater faithfulness to the ideal all have freely chosen" (Rule of life 49).

The attitudes and talents of the animator: how would we like to see our brother superior, responsible or animator?

You have been called to the service of animation of your community, look for the will of the Lord and always have present that which the brothers hope for in you. Never forget that all the brothers who make up your community have a responsibility to animate your life and your mission, and that each one of them, the same as you, has received particular Charisms and gifts. These gifts when viewed in common constitute the richness of the community and contribute to your growth. Depending also on your attitudes and talents for the service of animation.

1. Remember that there is no other style of animation other than that which recognises as its first condition that the animator is to be brother-server of persons, of the community and of the Sacred Hearts mission.

2. As brother-server, try to transmit with authenticity, that which you are, that which you look for, and try to develop as a disciple of the one **Master**, son of the one **Father** and as one sent by the **Spirit** of love. The most important thing that the community asks of you is that you live an authentic desire for the Lord and that you take care of the good of your community.

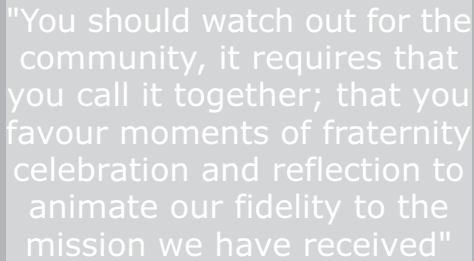
3. As server-brother, try to live as a companion on the same road (Constitutions, 91), in this way you can develop a significant meetings, in which, brothers will feel themselves listened to, welcomed, understood and respected.

4. Try to insure that the animation of the community is characterised by an attitude of "Cordiality" (Of the Heart), in such a way that this generates relations of closeness, attention, tolerance and fraternal affection. An impartial and unifying cordiality brings out in the brothers fraternal communion; cultivates respect for differences, avoids selfish preferences and brings about an appreciation of the each one of the brothers for what they are.

5. Consider at the same time that, as animator, you can be a stimulant in the care and growth and development of each brother (effective, intellectual, Apostolic, and spiritual). You can help in their self-esteem by their truthful acceptance of themselves; in

their preoccupation for their spiritual and physical

health; and with an attitude based on the Gospels try to take special care of the weak and the sick, for the old, for the good of each one.



"You should watch out for the community, it requires that you call it together; that you favour moments of fraternity celebration and reflection to animate our fidelity to the mission we have received"

6. In the same way you should watch out for the community, it requires that you call it together; that you favour moments of fraternity, celebration and reflection to animate our fidelity to the mission we have received. As animator it is hoped that you have an appreciation and evaluation of the dynamism of "Communion And Mission" as a fundamental dimension to our vocation. The climate of communion, closeness and security, liberty and participation at the centre of the community, is strengthened by your attitude of joy, peace and patience (Constitutions, 92,2).

7. Your brothers in community will feel themselves encouraged to appreciate and to assume their own place and participate fully in the congregation, if you try to live these realities of heart, and discover in our charism, a real

authentic way to be in life and service. As animator you are the bond of belonging both inside and outside of the community. You can facilitate a fluid communication, as much with the provincial, vice provincial or regional; as with the other communities of the province and with the sisters. You also can facilitate communication with the secular branch if they are present in your province (Constitutions, 46).

8. The Community is constituted in its fidelity to the mission received. It is hoped that the animator could be a living memory for the community. He can remind the community from time to time of fundamental values (Fidelity). He is like a guardian looking to the future, promoting the creativity necessary to remain faithful to those fundamental values (creativity).

9. One other important thing to remember is that as animator, you do not make the community, the community makes itself by itself; you are not necessarily the author of all the positive results in the community, nor are you responsible for the negatives. It requires on your part to be patient, persevere, and that you exercise your service on the principle of subsidiarity; that you invoke always the wisdom of the spirit to take seriously, people, and situations, without exaggerating or underestimating the reality that each one is living.

10. Live your service of animation in a spirit of conversion and permanent prayer looking to be faithful

to the project of the congregation and the project of the community. Try to live and be conscious with the brothers of the community, the priority to live today, our calling as Sacred Hearts religious.

11. It is hoped that the animator would have a humble spirit, but that he would avoid ambiguity in such a way that he could demonstrate to the community that which is proper to their vocation and mission with clarity.

II. THE TASK OF ANIMATION.

The task of animation and the style, in which it is exercised, should be related to the orientations and historic legacy of the congregation. As the animator you are invited to live this service inspired by the spirit and charism of our community. Helped by the input of many brothers we intend to describe some tasks which they consider to be the tasks of the animator, knowing that your first task is to put in the hands of the Lord the service which the community has asked of you.

II.a. Animation of the Spiritual life: "contemplate the redemptive love of God" (Constitutions, 50-59).

12. To contemplate the love of God is one mission in your service to the community. Take care to look for a personal deep spiritual life and be consistent in your life. From your contemplative attitude, be more authentic and convinced of your invitation to fidelity to our common vocation and mission, and to the project of Apostolic life assumed by the community as a whole and by each brother.

13. Prepare yourself to animate and motivate, by example and by word, the life of prayer. See that this life of prayer is the heart of the life of the brothers and community and that this is the spirit in which we live our consecration.

14. The celebration of the Eucharist constitutes us as community, and reparative adoration permits us to continue the spirit and attitude of the Heart of Jesus. Depending on the circumstances he should motivate and organise, with the community these moments (Constitutions, 4-5; Statutes No 16).

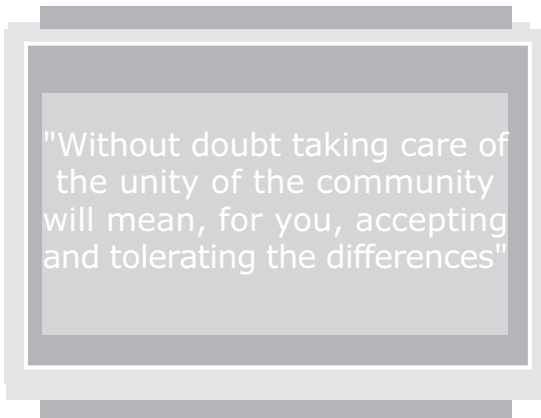
15. Encourage in the brothers a contemplative attitude when facing reality, which commits them to discover the will of God and to announce the Gospel

from this experience.

16. Remember that the congregation asks you, as animator, to remind everyone in the community of all the richness and spiritual tradition which we have as a family within the Church and, especially, expressed in our Constitutions and Rules of life.

II.b. Animation of the fraternal life: "live the redemptive love of God" (Constitutions, 44-49).

17. Remember in our communion and mission that our local communities, are in the ideal, inspired by the first Christians who had; "one heart, and one soul" (Constitutions, 38, 2).



18. We hope that in our communities we live "and family spirit", in a climate of freedom and participation. As animator you should stimulate this atmosphere

and promote this spirit by means of meetings,

celebrations,...; and if it is possible, make visible our family spirit of brothers and sisters.

19. Without doubt taking care of the unity of the community will mean, for you, accepting and tolerating the differences. Your respect and patience with the brothers will motivate everyone to bring about peace and the unity desired, this necessarily presuppose forgiveness and conversion.

20. Remember the experience of obedience of Jesus who "although he was Son, he learned... what is obedience" (Hebrews, 5, 8). as animator you should also obey the community, and avoid attitudes which make you seem like the boss or the administrator.

21. In Your relations and your communication with the brothers, try to be firm but open to dialogue and understanding. Be humble enough to receive the observations of your brothers in community.

**II.c. Animation of the Mission: "Announce the love of God"
(Constitutions, 40-43).**

22. Remember, "*We consider community life to be a fundamental part and the primary witness of our mission*" (Constitutions, 40).

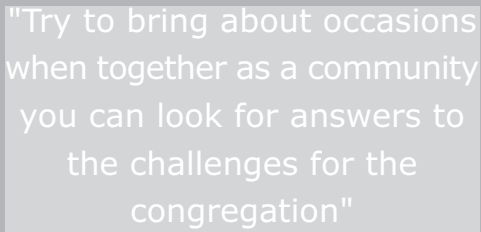
23. In order to construct community life, which is truly based on a common mission, encourage the brothers to value and to respect the moments when the community comes together to share, reflect and pray together. Inevitably this requires that each brother collaborates and gives the necessary time to this with an attitude of interest and participation.

24. Ensure that the community develops an interest, exchange and assumption of the diverse apostolic ministries of the brothers, looking for the possibility to collaborate with each other in these ministries.

25. Always conform to our congregational tradition, encourage the presence and participation of the brothers in the local church, their participation in the Ministry of the Diocese, the Presbyterate and collaboration in mission with the Sacred Hearts Sisters.

26. Encourage in the brothers an understanding of the participative, communitarian and co-responsible nature of the Church. Encourage the brothers in their ministries to work closely with the lay people and other pastoral agents.

27. Depending on the concrete circumstances of the community, promote a style of community life which is open to other persons and outside realities,



"Try to bring about occasions when together as a community you can look for answers to the challenges for the congregation"

always careful, to preserve the intimate moments necessary for the life of the community.

28. Taking into consideration that we belong to a Congregation with a strong family spirit, try to bring about occasions when together as a community you can look for answers to the challenges for the congregation. For example the secular branch, the missions of the congregation, are insertion and commitment to the cause of the poor, the PPC and vocations.

II.d. The style used in Animation (Constitutions 38 & 39).

29. As animator, it is important that you're open, and that you bring about the more personal meeting with the brothers of the community, (that which we referred to in points 3,4&5) try to have with them a dialogue which is kind, understanding and which commits them to feel listened to, understood and accepted.

30. Try to encourage the recognition, emergence and development of the individual talents of each brother, their charisms, and their own possibilities of leadership.

31. Also, it has asked of you as animator, that you accompany the group/community. Prepare yourself to animate the community and stimulate their participation. To facilitate this delegate tasks and functions between at the brothers, each task given to the brothers to suit their charism. This will help co-responsibility and integration grow in the community. Remember that participation promotes personal initiative, responsibility and commitment.

32. As animator, as well as the importance of a fluid communication with the Provincial Superior and taking care that your community is in communion with the other communities of the province, remember that it falls to you to represent your community in many situations and that in this representation you also express your service. Never forget to be really interested and to help brothers in their ministries and activities of service.

33. To sum up, you should animate the community:

- with a spirit of service for the brothers, following the model of Jesus;
- personally stimulate personal development;
- with a spirituality, which enables the interpreting

of our lives with the eyes of faith;

- you should convoke and strengthen the community and the family spirit.
- you should stimulate *communio in missio*;
- you should favour the participation, belonging, solidarity and unity with the entire congregation;
- and in the Ecclesial and social sense, he should favour ties with organisations or movements in the Church and society.

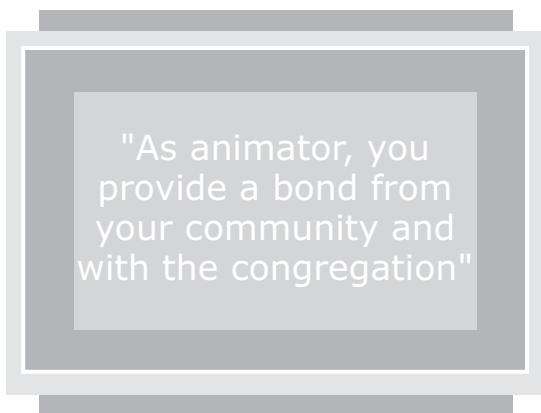
II.e. The project and organisation of the community: local norms and orientations.

34. It is desirable that, as animator, you invite the brothers to look at the future in the light of the Gospel, aware of our condition as religious and awake to initiatives and aspirations of the brothers, promoting creativity and change (Fidelity and creativity)

35. The community is always changing, encourage this constant process of construction and organisation. Animate the life of the group remembering the values of liberty, openness and Fidelity in the road of continuous conversion.

36. One of the most important services you will carry out is the preparation up and animation of regular meetings of the community, these ensure that the brothers can share their life, their activities and their projects.

37. It is asked of you at the beginning of each year, to facilitate the drawing up of a "Project of Community Life" (Constitution, but 45, 4; Statutes, 11, 1 & 2). and you must begin the financial planning for your community. Make sure that it is put into place and facilitate its evaluation. Encourage each brother to make his own "Personal Project" (Constitutions, 58). Make sure that the personal projects coincide with the commitments taken on in the community project.



38. As an animator, you provide a bond from your community to your region, your major community (province or vice province) and with the congregation as

a whole. Promote co-responsibility and interdependence and reinforce always the sense of belonging to the congregation among the brothers.

39. Given the close collaboration which should exist in service of the community, look after in a special way the relationship between yourself and the brother who is the economer: communicate well with each other, study and prepare financial reports together which will

be presented to the community.

40. Remember to ensure that the house is that pleasant space but simple, that it facilitates meetings and fraternal well being, and where a place of prayer can exist and a place for meeting and rest.

III. SOME SPECIFIC OBSERVATIONS

III.a. Meetings of the Community and with the Community:

41. Take care to fix times for meetings of the community which are regular, as frequent as possible, and have it prepared by yourself or another brother, in such way that it is an important moment of celebration, exchange... and ensure that the Eucharist has its place in these moments and has the respect due to it (Constitution 52). Taking into consideration that the styles of the meeting of the community could be very different, ensure that they deal with the common good, and fidelity to our consecration.

42. This special time of community is a good occasion, among other things, to inform, plan and take decisions in common. In as much as is possible, try to look for consensus between the brothers in important decisions and ensure that the decisions and orientations that affect everybody are taken in the community meeting.

43. Each year, it falls to you to direct and motivate the timetabling of activities (Project Of Community Life, finance...) including aspects already laid down with regard to community prayer. There are special moments

in the year (community retreats; assemblies or meetings of the province, vice provinces or regions; religious feasts; annual retreat; meetings of the local superiors etc). Also you must motivate the way in which we assume together the common mission, plan holidays and rest. And present this timetable to the major superior or regional.

44. Knowing the value of meetings between the brothers and diverse communities, and the opportunity that this provides for help between small communities in the same sector or region, bring about occasions when your community can invite or visit brothers of another community and in this way sharing among the brothers.

45. Encourage the brothers of your community to take part in a assemblies and retreats of the major community and other area meetings.

46. One of your functions as animator is to work for the "COMMUNION" of the province, vice province or region; it falls to you especially, to help build good relations between your community and the province particularly:

- Present the preoccupations or problems of the community to the meeting of local superiors when it exists, or directly to the provincial.
- Communicate all the news that comes from the province or the congregation to your community.
- Maintain good relations with those brothers

who are in charge of the communications at the level of the province or the congregation.

- Make sure that you community pray for both the living and the dead of the congregation.

III.b. The taking of decisions:

47. Make sure that all important decisions are decided and discerned upon in community, and taken with the consent of the majority which binds everyone. In cases where you do not reach an agreement, having given it the necessary time to reach consensus, you should take the decision.

48. This is very important with regard to:

- For the drawing up annually of the Project Of Community Life.

- For the drawing up of a concrete timetable, a calendar of activities which form part of the community project.

- For the drawing up of a financial plan and for the occasional revisions of outgoings and bills throughout year.

49. In the cases of where you think that the reasons for a decision should not be made public to the community, decide this in conscience, having previously consulted your superiors (Provincial,

Superiors And Zonal Delegates).

III.c. The Community Goods

(Constitutions, 25, 26, 30, 39, Statutes, 5, 1-7)

50. As animator, you should see that the community gives a testimony to poverty by its simplicity of life, and by its spirit of solidarity, which encourages a sensitivity to the poorest. Invite and encourage the brothers to live by their own work, to carry this responsible attitude towards economic solidarity both inside the local community, the major community and the general community.

51. Taking into account that our consecration commits us to hold in common all our goods, help and motivate the brothers to ensure that this is a reality in the community but not only with regard to goods but also with regard to the spirit.

52. Remember at the beginning of each year to encourage the community to complete their personal financial report and at the end of the Year to study the balance; this reflection on the balance is an occasion in which the community can reflect upon its outgoings. The animator should seek that the economer guides these actions.

53. In the case of journeys outside the major

community by one of the members of your community, try to see that these journeys are discussed in community (32nd General Chapter); however, the authorization of these journeys usually depends upon the major superior or regional.

54. If in your function as animator you must make an extraordinary reserved payment it will be necessary to inform your corresponding superior.

III.d. The animator, and conflicts in the Community:

55. A religious community is a communion of different persons, who come and live in different historical and personal contexts, pastoral, social, Ecclesial... unity in diversity presuppose this that there are present some tensions. These tensions are dynamic and can be fountains of energy and change, both for growth of the community, and, when gone wrong, for its detriment.

56. It is important to know that some of these conflicts and tensions are to do with things, which are essential to our life. We mention some here:

- The tension between spirit and institution, the cause of tension in the relation between Jesus and the

Pharisees and with their disciples; this is tension which we could express as the polarisation between a charism and the rules. Jesus resolved it in this respect when he said; "it is not the man who is created for the Sabbath, but it is the Sabbath which is created for a man.

- The tension we experience between contemplation, personal and community, and the action of our ministries which is external, open and inserted. It is a common experience, conflict in ourselves between "to-do" and "to be".

- The inevitable tension between the person and the community, frequently we express this tension, precisely because religious life is a form of life which calls us to "we" and not to "I".

- The tension between the past and the future, between tradition and innovation which sometimes manifests itself in the ideas of religious life which we express, we usually express them because of the formation which we have received. Sometimes there are ideological tensions; tensions between different generational groups. From this perspective we could include the tension between tradition and creativity which frequently can be difficult to find agreement between theory and practice in the understanding of our "Creative Fidelity".

- The tension between dependence and independence, with all the problems that this throws up for us.

57. Frequently, coming from these basic tensions we have outlined, conflict is generated between the

brothers. As animator it is your job to mediate and to bring about a resolution in the Gospel spirit. Caring for the sense of forgiveness (Constitutions 45.3).

Support Materials

We propose the following materials (texts) which could help in your communities:

- * Constitutions: 87 to 140 (especially numbers 90-92).
- * Rule of life: number 46-50; 81 to 88.
- * Vita Consecrata, 43.
- * "Instruction: Starting Afresh from Christ: A Renewed Commitment to Consecrated Life in the Third Millennium (June 14, 2002)2.
- * Congregavit nos in unum Christi amor (1994) "Fraternal life in Community" Numbers 47 to 53.