

PROTOCOL FOR FORMATION FOR TRANSFORMATION

Practical Tools for Implementation

Introduction and Overview

The **Protocol for Formation for Transformation** translates the vision of the Forge into a practical pathway for everyday formative accompaniment. It is intended to help formators accompany individuals or small groups in a structured yet flexible manner, integrating spiritual direction, formative dialogue, discernment, evaluation, and ongoing growth. Rather than introducing a new formation model, it provides practical tools for implementing the transformative vision of the Forge presented throughout this guide.

The protocol is rooted in the conviction that authentic formation is a gradual process of transformation. It seeks not merely to solve problems or evaluate performance, but to accompany the missionary in becoming a person who is increasingly purified in truth, configured to Christ, tempered through life's challenges, and sent with apostolic freedom and generosity. Each accompaniment session therefore becomes an opportunity to cooperate with the action of the Holy Spirit, who remains the principal agent of all formation.

The protocol follows a simple sequence of seven interrelated steps. Although presented in order, these steps are not rigid stages. Formation rarely follows a straight line. At times the formator may need to return to an earlier step as new experiences, struggles, or insights emerge. The protocol should therefore be used as a **discernment pathway**, not as a checklist.

The seven steps are:

Step	Forge Image	Primary Goal
1. Establish Trust and Availability	Preparing the Iron for the Fire	Build a relationship of trust, openness, and mutual commitment.
2. Discern the Dimensions of Transformation	Reading the Iron as It Is	Understand the person's present reality across the different dimensions of formation.
3. Assess Capacities, Virtues, and Practices	Identifying What Can Be Forged	Recognize the strengths that support growth and the areas that require strengthening.
4. Name Priority Growth Areas	Where the Fire Must Be Applied	Identify one or two priorities that will most promote transformation.
5. Design a Focused Formative Plan	Shaping the Work of the Forge	Develop realistic goals and practical strategies for growth.
6. Accompany the Process of Growth	Sustaining the Heat and the Hammer	Support and encourage steady growth through regular accompaniment.
7. Review, Integrate, and Discern Readiness	Testing the Tempering	Evaluate growth, celebrate progress, and discern readiness for greater responsibility and mission.

These seven steps provide a common formative language that can be adapted to every stage of formation. In the **Pre-Novitiate**, the emphasis is on vocational discernment, self-awareness, and building trust. During the **Novitiate**, greater attention is given to purification, spiritual integration, and the formation of identity. In the **Post-Novitiate**, accompaniment focuses increasingly on responsibility, apostolic integration, and missionary resilience. In **Ongoing Formation**, the same process supports continual renewal, leadership, and lifelong conversion. Thus, the protocol accompanies the missionary through every stage of life while remaining faithful to the developmental rhythm of the Forge.

The practical tools that follow are intentionally simple. They are designed to assist ordinary formators rather than specialists. They provide enough structure to ensure continuity and depth, while

leaving ample room for personal dialogue, attentive listening, and the guidance of the Holy Spirit. Not every tool will be used in every situation. Formators should select and adapt them according to the age, stage of formation, personal circumstances, and developmental needs of the formandus.

Formative Principle: This protocol is not a method for controlling people but a process of accompanying persons. It respects the uniqueness of each individual, the gradual pace of human and spiritual growth, and the primacy of God’s grace. When used with wisdom, patience, and pastoral charity, it helps create an environment in which the Forge becomes a lived experience, where the missionary is continually formed through truth, freedom, community, and mission into an ever more faithful disciple of Christ the Missionary.

The Seven-Step Protocol at a Glance

The **Protocol for Formation for Transformation** unfolds through seven interconnected steps that guide the formator from the first encounter with the formandus to the ongoing discernment of missionary readiness. Each step builds naturally on the previous one, while remaining flexible enough to respond to the person’s pace of growth. Although presented sequentially, the protocol is not rigid. Formators may revisit earlier steps whenever new insights, challenges, or developmental needs emerge.

Together, these seven steps reflect the pedagogical rhythm of the Forge: the person is first welcomed and understood, then accompanied in discerning reality, identifying priorities, growing through intentional practice, and finally integrating that growth into a mature missionary life.

The Seven-Step Formative Path

Step	Forge Image	Purpose	Principal Tool
1. Establish Trust and Availability	<i>Preparing the Iron for the Fire</i>	Build a relationship of trust, openness, and mutual commitment.	Initial Accompaniment Guide
2. Discern the Dimensions of Transformation	<i>Reading the Iron as It Is</i>	Gain a holistic understanding of the person’s present reality.	Holistic Formation Mapping
3. Assess Capacities, Virtues, and Practices	<i>Identifying What Can Be Forged</i>	Recognize the strengths that support growth and the limitations that require attention.	Integrated Growth Profile
4. Name Priority Growth Areas	<i>Where the Fire Must Be Applied</i>	Identify the one or two areas that will have the greatest formative impact.	Formative Discernment Matrix
5. Design a Focused Formative Plan	<i>Shaping the Work of the Forge</i>	Translate discernment into realistic goals and concrete actions.	Personal Formation Plan
6. Accompany the Process of Growth	<i>Sustaining the Heat and the Hammer</i>	Encourage steady growth through regular accompaniment and review.	Session Review Sheet
7. Review, Integrate, and Discern Readiness	<i>Testing the Tempering</i>	Evaluate progress, integrate learning, and discern readiness for greater responsibility and mission.	Growth Review Form

How to Use the Protocol

The protocol is intended to accompany the ordinary rhythm of formative meetings rather than to replace personal dialogue. The formator need not complete every tool at every meeting. Instead, the tools provide a common framework that helps both formator and formandus remain attentive to the essential movements of growth.

Some steps naturally require more time than others. Building trust and discerning the person's reality may take several meetings, while reviewing progress becomes a regular feature throughout the formation journey. Likewise, the Personal Formation Plan should be revised periodically as new challenges and opportunities emerge.

Throughout the process, the formator should remember that the purpose is formation rather than evaluation, discernment rather than diagnosis, and transformation rather than mere behaviour modification. The tools serve the relationship; they should never replace attentive listening, prayerful discernment, or sensitivity to the action of the Holy Spirit.

Formative Orientation

The protocol invites the formator to accompany the formandus through four recurring movements of the Forge:

- **Purification** – helping the person grow in truth, freedom, and self-knowledge.
- **Configuration** – fostering a deeper identification with Christ and the Claretian missionary vocation.
- **Tempering** – strengthening perseverance, responsibility, resilience, and apostolic maturity.
- **Sending** – preparing the missionary for generous and discerning service in the Church and the world.

Every accompaniment session, whether it addresses a difficulty, celebrates progress, or discerns a new step, participates in this ongoing work of the Forge. The tools that follow are intended to make this process practical, consistent, and life-giving, while always respecting the uniqueness of each person and the primacy of God's grace.

Step 1. Establish a Relationship of Trust and Availability

Preparing the Iron for the Fire

Goal

To establish a relationship of trust, respect, and mutual commitment in which authentic formative accompaniment can take place. Before any meaningful discernment or intervention can occur, the formandus must experience the accompaniment relationship as a safe space where he can speak honestly, be listened to attentively, and grow without fear of judgment. Trust is therefore not simply the beginning of accompaniment, it is the foundation on which the entire formative process rests.

Just as the blacksmith first prepares the iron before placing it in the fire, the formator begins by preparing the relationship. Through attentive listening, genuine interest, consistency, and respect for the dignity and freedom of the person, the formator creates the conditions in which transformation becomes possible. Without trust, even the best formative interventions are likely to be resisted or misunderstood. With trust, correction can be received as care, challenge as encouragement, and accompaniment as a shared journey toward Christ.

Guidelines for the Formator

During the initial meetings, the formator seeks to:

- Welcome the formandus with openness, respect, and genuine interest.
- Listen attentively without rushing to analyse, advise, or correct.
- Encourage the formandus to share his personal story, vocational journey, hopes, and concerns.
- Clarify the purpose of accompaniment and the respective responsibilities of the formator and the formandus.
- Explain the importance of confidentiality and its appropriate limits.
- Establish a regular rhythm of meetings.
- Invite the formandus to commit freely to a process of ongoing personal and spiritual growth.

The primary objective during this stage is not to solve problems but to build a relationship in which honest dialogue and discernment can gradually flourish.

Tool 1: Initial Accompaniment Guide

This guide is intended for the first one or two accompaniment meetings. The questions are meant to foster conversation rather than to complete an interview. Formators should adapt them according to the person's age, stage of formation, culture, and individual circumstances.

A. Opening the Conversation

Invite the formandus to speak freely using questions such as:

1. What brings you most hope and enthusiasm at this stage of your formation?
2. Looking back on your journey, what experiences have shaped you most deeply?
3. What do you feel God is inviting you to become during this stage of formation?
4. What challenges or concerns are you carrying at the moment?
5. How do you hope accompaniment will help you grow?

Allow time for silence and reflection. Follow the natural flow of the conversation rather than moving mechanically from one question to another.

B. Clarifying the Accompaniment Process

Discuss together:

- The purpose of formative accompaniment.
- The frequency and approximate duration of meetings.
- Confidentiality and its responsible limits.
- The shared responsibility of both formator and formandus.
- The importance of honesty, openness, and regular participation.

C. Mutual Commitments

Invite both parties to make a simple commitment.

The Formator commits to:

- Listen respectfully and attentively.
- Accompany with truth, charity, and discernment.
- Respect confidentiality and the dignity of the person.
- Encourage growth without manipulation or control.

The Formandus commits to:

- Participate faithfully in the accompaniment process.
- Share honestly and responsibly.
- Be open to reflection, feedback, and discernment.
- Take personal responsibility for his own growth.

These commitments need not be signed formally. They simply express the spirit in which accompaniment will take place.

Tool 2: Trust Indicators Checklist (*for periodic review*)

Trust develops gradually and should be discerned over time rather than assumed. Every few months, the formator may reflect on the following indicators.

Trust Indicator	Emerging	Growing	Integrated
Shares personal experiences honestly	☐	☐	☐
Speaks about difficulties without excessive fear	☐	☐	☐
Accepts feedback with openness	☐	☐	☐
Participates regularly and prepares for meetings	☐	☐	☐
Takes responsibility for personal growth	☐	☐	☐
Shows increasing freedom and authenticity	☐	☐	☐

Questions for the Formator

After reviewing the checklist, reflect prayerfully:

- Where is trust growing?
- What signs of fear, hesitation, or defensiveness remain?
- What can I do to create a safer and more supportive environment?
- Is my way of accompanying encouraging greater freedom and responsibility?

The checklist is not intended as an evaluation of the formandus but as a tool for improving the quality of the accompaniment relationship.

Formation Across the Stages

- **Pre-Novitiate:** Emphasize welcoming, listening, vocational motivation, and the development of basic trust.
- **Novitiate:** Foster deeper openness, honest self-disclosure, and freedom in sharing one's interior life.
- **Post-Novitiate:** Encourage mature dialogue, responsible self-evaluation, and greater ownership of the formative journey.
- **Ongoing Formation:** Build relationships of mutual trust that support ongoing conversion, leadership, and missionary renewal.

Formation Insight: Trust is not built through techniques but through faithful presence. When the formandus experiences that he is listened to with respect, challenged with charity, and accompanied with patience, he gradually becomes free to encounter himself in truth before God. Only then can the deeper work of the Forge begin, where the Holy Spirit transforms not merely outward behaviour but the heart of the missionary.

Step 2. Discern the Dimensions of Transformation

Reading the Iron as It Is

Goal

To help the formandus understand his present reality as an integrated whole and to recognize where God is already at work, where growth is taking place, and where further transformation is needed.

Once a relationship of trust has been established, the next task of the formator is to accompany the formandus in reading his life with honesty and hope. The purpose is not to evaluate performance or identify deficiencies, but to cultivate a truthful awareness of the whole person. Authentic transformation begins when the formandus sees himself as he truly is, neither idealizing his strengths nor becoming discouraged by his limitations.

The Forge reminds us that before the blacksmith can shape the iron, he must first understand its condition. In the same way, the formator helps the formandus recognize how the different dimensions of his life, human, spiritual, intellectual, pastoral, charismatic, and community, interact and influence one another. Such awareness becomes the foundation for discernment and growth.

Guidelines for the Formator

During this stage, the formator seeks to:

- Encourage honest self-reflection without self-condemnation.
- Explore all the major dimensions of formation as an integrated whole.
- Help the formandus identify both life-giving experiences and recurring struggles.
- Recognize areas of balance as well as areas of fragmentation or imbalance.
- Listen for recurring themes rather than isolated incidents.
- Foster gratitude for growth while remaining realistic about areas needing attention.

The emphasis is on **understanding before intervening**. The formator accompanies the formandus in discovering his present reality rather than offering immediate solutions.

Tool: Holistic Formation Mapping

This tool helps the formandus reflect on the principal dimensions of formation and identify where he experiences growth, challenge, and God's invitation.

Instructions

For each dimension, reflect on three questions:

- What gives me life in this area?
- What challenges or limits do I experience?
- Where do I sense God inviting me to grow?

Formation Dimension	What Gives Me Life?	Current Challenge	God's Invitation
Human			
Spiritual			
Intellectual			
Pastoral			
Community			
Charismatic			

The emphasis should remain on concrete experiences rather than abstract ideas. The conversation is enriched when the formandus illustrates each reflection with examples from daily life.

Guiding Reflection Questions

After completing the mapping, the formator may invite deeper reflection through questions such as:

1. Which dimension of your life is most life-giving at this stage?
2. Which area currently requires the greatest attention?
3. Where do you notice harmony among the different dimensions of your life?
4. Where do you experience tension, imbalance, or fragmentation?
5. What do you believe God is inviting you to develop during this stage of formation?

Allow sufficient time for silence. Often the deepest insights emerge gradually rather than immediately.

Notes for the Formator

While accompanying this reflection, pay attention to:

- Does the formandus demonstrate realistic self-awareness?
- Are strengths and weaknesses acknowledged with honesty?
- Are recurring patterns beginning to emerge?
- Which dimensions appear to influence the others most significantly?
- Is there evidence of increasing interior freedom and vocational integration?

Avoid reducing the conversation to scores or comparisons. The purpose is not to measure the person but to understand the direction of his growth.

Optional Tool (Appendix)

Formation Radar Chart

Some formators and formandi find it helpful to represent the six dimensions visually using a simple radar chart. The chart is not an assessment instrument but a conversation aid that helps identify areas of balance and imbalance at a glance.

It should always be interpreted together with the personal reflections above and never as an objective measurement of maturity.

Formation Across the Stages

- **Pre-Novitiate:** Emphasize self-knowledge, vocational motivation, interpersonal relationships, and the development of healthy human foundations.
- **Novitiate:** Give greater attention to spiritual integration, affective maturity, prayer, evangelical freedom, and identification with the Claretian vocation.
- **Post-Novitiate:** Focus on integrating study, community life, pastoral ministry, and missionary responsibility into a coherent way of life.
- **Ongoing Formation:** Help the missionary review his life in the light of changing responsibilities, new apostolic challenges, leadership roles, and ongoing conversion.

Formation Insight: Discernment begins by seeing reality truthfully. The formator's role is not to tell the formandus who he is, but to help him recognize the work of grace already present in his life and the areas that still await transformation. When a person learns to read his life with honesty, gratitude,

and hope, the Forge becomes more than a symbol, it becomes a living process through which the Holy Spirit gradually brings every dimension of life into greater unity in Christ.

Step 3. Assess Capacities, Virtues, and Practices

Identifying What Can Be Forged

Goal

To identify the personal strengths that support growth and the limitations that hinder it by discerning the self-capacities, virtues, and formative practices that shape the missionary's life.

Having gained a holistic understanding of the formandus' present reality, the next step is to examine the inner resources that either facilitate or impede transformation. Human and spiritual growth depends not only on good intentions but also on the capacities that enable a person to live those intentions consistently. Likewise, virtues provide direction to life, while formative practices sustain growth over time.

The Forge reminds us that not every piece of iron responds to the fire in the same way. Its quality, strength, and flexibility determine how it can be shaped. Similarly, each person brings unique gifts, limitations, habits, and patterns into formation. Discernment at this stage seeks to answer three essential questions:

- What supports this person's growth?
- What limits this person's growth?
- What will help this person become more fully configured to Christ the Missionary?

This step is not intended to diagnose weaknesses but to identify the resources that God has already placed within the person and the areas that require further strengthening.

Guidelines for the Formator

During this stage, the formator should:

- Help the formandus recognize both strengths and limitations realistically.
- Distinguish between **self-capacities**, **virtues**, and **formative practices**.
- Encourage concrete examples rather than general impressions.
- Look for consistency between values, behaviours, and daily habits.
- Avoid perfectionism; focus instead on steady and sustainable growth.
- Remember that development is gradual and different capacities mature at different rates.

The purpose is not to complete an inventory but to identify the factors that most influence the person's formation.

Tool: Integrated Growth Profile

Invite the formandus to reflect on each area using the following scale:

- **Emerging** – beginning to develop; requires considerable support.
- **Growing** – becoming more consistent but still needs attention.
- **Integrated** – generally stable and evident in daily life.

Area	Emerging	Growing	Integrated	Evidence from Daily Life
Self-Capacities				
Emotional regulation	☐	☐	☐	
Self-awareness	☐	☐	☐	
Responsibility	☐	☐	☐	

Relational maturity	☐	☐	☐	
Resilience	☐	☐	☐	
Virtues				
Humility	☐	☐	☐	
Charity	☐	☐	☐	
Perseverance	☐	☐	☐	
Prudence	☐	☐	☐	
Obedience	☐	☐	☐	
Formative Practices				
Personal prayer	☐	☐	☐	
Eucharist	☐	☐	☐	
Examen	☐	☐	☐	
Spiritual reading	☐	☐	☐	
Community participation	☐	☐	☐	
Apostolic commitment	☐	☐	☐	

The list may be adapted according to the stage of formation and the priorities established in the General Plan of Formation.

Guiding Reflection Questions

After completing the profile, invite the formandus to reflect on the following questions:

1. Which personal strengths support your growth most at this stage?
2. Which capacity or virtue most needs to be strengthened?
3. Which formative practice nourishes you most consistently?
4. Which practice has become irregular or merely routine?
5. Which one area, if strengthened, would positively influence many other areas of your life?

Encourage the formandus to support each answer with concrete experiences rather than general statements.

Notes for the Formator

While reviewing the profile, pay attention to several important points.

First, **self-capacities** provide the human foundation for growth. Difficulties in emotional regulation, responsibility, or self-awareness often affect many other areas of formation.

Second, **virtues** reveal the habitual orientation of the person's life. They show not merely what the person is capable of doing, but the kind of person he is gradually becoming.

Third, **formative practices** sustain the process of transformation. Regular prayer, community life, study, mission, and discernment keep the person within the "fire of the Forge." When these practices weaken, growth often becomes fragile.

Finally, avoid concentrating exclusively on weaknesses. Genuine accompaniment begins with gratitude for the gifts already present while honestly recognizing what still requires attention.

Formation Across the Stages

- **Pre-Novitiate:** Give particular attention to basic human capacities such as self-awareness, emotional regulation, responsibility, discipline, and healthy interpersonal relationships.
- **Novitiate:** Emphasize evangelical virtues, interior freedom, prayer, discernment, and the integration of the evangelical counsels into daily life.

- **Post-Novitiate:** Focus on resilience, pastoral responsibility, missionary charity, intellectual discipline, community living, and perseverance in apostolic commitments.
- **Ongoing Formation:** Encourage periodic review of personal capacities, missionary virtues, leadership practices, emotional well-being, and spiritual renewal in response to changing life circumstances.

Formation Insight: Transformation is sustained by the harmonious development of **capacities, virtues, and practices**. Capacities make growth possible; virtues give it direction; formative practices nourish and sustain it. When these three elements develop together under the guidance of the Holy Spirit, the missionary gradually becomes more integrated, resilient, and available for mission. The Forge therefore shapes not only what the missionary does, but who he is becoming in Christ.

Step 4. Name Priority Growth Areas

Where the Fire Must Be Applied

Goal

To identify one or two priority areas that will have the greatest impact on the formandus' overall growth and to foster personal ownership of the formative journey.

After gaining a holistic understanding of the person's life and discerning the capacities, virtues, and practices that support or hinder growth, the next step is to identify the priorities that deserve focused attention. Effective formation does not attempt to address every weakness at once. Rather, it concentrates on those areas that most influence the person's freedom, vocational identity, relationships, and missionary effectiveness.

In the Forge, the blacksmith does not strike the entire piece of iron indiscriminately. He applies the fire and the hammer where they are most needed. Likewise, the formator helps the formandus discern the one or two areas where sustained attention will lead to the greatest transformation. Such focus prevents discouragement, avoids superficiality, and makes growth both realistic and measurable.

This stage also marks an important shift in accompaniment. The process moves from **awareness** to **intentional growth**. The formandus is no longer simply discovering himself but beginning to assume responsibility for his own transformation.

Guidelines for the Formator

During this stage, the formator should:

- Review the insights gathered during the previous steps.
- Identify recurring patterns rather than isolated incidents.
- Distinguish between root issues and their symptoms.
- Focus on one or two priorities rather than a long list of improvements.
- Connect each priority with the appropriate Forge movement.
- Encourage the formandus to recognize and freely own these priorities.
- Present growth as an invitation rather than as criticism.

The objective is not merely to identify problems but to discern where the Holy Spirit is inviting the person to deeper conversion and freedom.

Tool 1: Formative Discernment Matrix

Complete the matrix together after prayerful dialogue.

Priority Area	Present Reality	Impact on Formation	Forge Movement	Priority
			Purification / Configuration / Tempering / Sending	High / Medium
			Purification / Configuration / Tempering / Sending	High / Medium

Guidelines for Completing the Matrix

Priority Area: Identify one or two areas that influence several dimensions of formation (for example: emotional dependence, inconsistent prayer, difficulty accepting correction, lack of responsibility, weak community participation).

Present Reality: Describe what is actually happening using observable behaviours rather than labels.

Impact on Formation: Reflect on how this area affects the person's spiritual life, relationships, community life, apostolic ministry, or vocational growth.

Forge Movement

Discern which movement of the Forge is most needed.

- **Purification** – greater truth, healing, freedom, or detachment.
- **Configuration** – deeper conformity to Christ and missionary identity.
- **Tempering** – perseverance, responsibility, resilience, and stability.
- **Sending** – greater apostolic availability and missionary generosity.

Tool 2: Growth Naming Formula

One of the most delicate responsibilities of the formator is helping the formandus recognize areas that require growth. The way this is communicated often determines whether the person becomes defensive or receptive.

The following pattern helps communicate observations respectfully and constructively:

I have noticed...

(Describe an observable behaviour.)

This seems to affect...

(Describe its impact on the person's life or vocation.)

Perhaps God is inviting you...

(Suggest a direction for growth rather than imposing a solution.)

Example

"I have noticed that you often hesitate to take responsibility when decisions need to be made. This seems to limit your confidence and your participation in community life. Perhaps God is inviting you to grow in freedom, initiative, and trust."

This approach avoids labels and accusations while encouraging honest dialogue and personal discernment.

Personal Reflection: My Priority for Growth

Invite the formandus to complete this brief reflection before the next accompaniment session.

The area that most needs my attention at this stage is:

I recognize this because:

I believe God is inviting me to:

My first concrete step will be:

Questions for Reflection

The following questions may deepen the conversation:

- Which area most affects your relationship with God, yourself, others, or mission?
- Which challenge has appeared repeatedly during your formation?
- What makes this area difficult to face?
- What gifts has God already given you to address it?
- What support do you need to move forward?

Notes for the Formator

Several points deserve particular attention.

- **Look for root issues rather than symptoms.** Irregular prayer, for example, may reflect discouragement, perfectionism, or poor time management rather than a lack of generosity.
- **Discern readiness.** A person may recognize an issue intellectually but not yet be emotionally or spiritually ready to address it. Growth cannot be forced.
- **Encourage ownership.** Transformation becomes sustainable only when the formandus freely says, *“This is an area I want to grow in,”* rather than merely agreeing with the formator’s observations.
- **Affirm strengths as well as challenges.** Honest affirmation creates hope and strengthens motivation for change.

Formation Across the Stages

- **Pre-Novitiate:** Prioritize vocational motivation, personal discipline, emotional maturity, healthy relationships, and openness to guidance.
- **Novitiate:** Focus on interior freedom, purification of motivations, fidelity to prayer, evangelical counsels, and identification with Christ and the Claretian vocation.
- **Post-Novitiate:** Emphasize responsibility, missionary availability, perseverance, integration of study and ministry, community leadership, and apostolic charity.
- **Ongoing Formation:** Address leadership challenges, renewal of missionary zeal, balance between ministry and personal life, resilience, and lifelong conversion.

Formation Insight: Growth begins when truth is embraced with freedom. A formator does not transform another person by pointing out faults but by helping him recognize where God’s grace is already inviting deeper conversion. When the formandus freely accepts one or two priority areas for growth, the Forge begins to work with precision. The fire is no longer scattered over many concerns but applied where it can bring the deepest and most lasting transformation, preparing the missionary for greater fidelity, maturity, and apostolic fruitfulness.

Step 5. Design a Focused Formative Plan

Shaping the Work of the Forge

Goal

To translate discernment into a realistic and achievable plan that promotes steady growth in the identified priority areas.

Discernment reaches its practical expression when it leads to concrete decisions. Once the formandus has identified the principal areas requiring attention, the next step is to develop a formation plan that is both purposeful and attainable. Without a clear plan, even sincere intentions often remain unrealized. A well-designed formative plan transforms insight into action and desire into commitment.

In the Forge, once the blacksmith has identified where the iron needs shaping, he carefully determines how to apply the fire and the hammer. Likewise, the formator and the formandus work together to identify practical means that will foster growth. The plan should be realistic, adapted to the person's stage of formation, and focused on gradual progress rather than immediate perfection.

A good formative plan does not attempt to change everything at once. It concentrates on one or two priority areas, proposes practical strategies, and establishes a reasonable time for review. It also remains flexible, allowing adjustments as the person's needs and circumstances evolve.

Guidelines for the Formator

When developing the formative plan:

- Focus on **one or two priority areas** identified in the previous step.
- Formulate goals that are clear, realistic, and measurable.
- Balance spiritual, human, community, and apostolic strategies.
- Encourage the formandus to propose his own commitments whenever possible.
- Ensure that the plan promotes gradual and sustainable growth.
- Review and revise the plan periodically rather than treating it as fixed.

The formator accompanies the process, but the formandus assumes primary responsibility for living the plan.

Tool: Personal Formation Plan

A. Priority for Growth

Primary Growth Area

Forge Movement

- ☐ Purification
- ☐ Configuration
- ☐ Tempering
- ☐ Sending

B. Formation Goal

Describe the goal in one clear sentence.

By the next review, I hope to...

A good goal should be:

- **Specific** – clearly identifies the desired growth.
- **Realistic** – appropriate to the person's present stage.
- **Observable** – evident in daily life.
- **Time-bound** – reviewed within an agreed period.

C. Growth Strategies

Identify practical actions that support the goal.

Area	Concrete Action	Frequency
Spiritual		
Human		
Community		
Mission / Pastoral		

Examples include:

- Daily examen.
- Spiritual reading.
- Practising active listening.
- Accepting one new responsibility in community.
- Improving time management.
- Seeking regular feedback.
- Participating more actively in pastoral ministry.

The actions should be simple, concrete, and achievable.

D. Resources and Support

What will help me grow?

- ☐ Spiritual accompaniment
- ☐ Community support
- ☐ Personal reading
- ☐ Workshop or training
- ☐ Retreat
- ☐ Professional assistance (when appropriate)
- ☐ Other:

E. Review

Date of next review

Evidence that I am growing

Questions for Reflection

After preparing the plan, invite the formandus to reflect:

- Why is this goal important for my vocation?
- What strengths will help me achieve it?
- What obstacles might I encounter?
- How will I recognize genuine progress?
- How will this growth make me more available for God's mission?

Notes for the Formator

Several principles help make a formative plan effective.

- **Keep the plan simple.** One well-lived commitment is more fruitful than many ambitious resolutions.
- **Balance the different dimensions of formation.** Whenever possible, include actions that nourish spiritual life, human maturity, community relationships, and missionary responsibility.
- **Focus on habits rather than isolated activities.** Lasting transformation occurs through consistent daily practices rather than occasional efforts.
- **Respect the pace of growth.** Formation is progressive. Some goals require months or even years to mature.
- **Review regularly.** The plan is a living instrument. It should evolve as the person grows, encounters new challenges, or discovers new opportunities.

Formation Across the Stages

- **Pre-Novitiate:** Goals should strengthen vocational motivation, personal discipline, prayer, study habits, emotional maturity, and healthy relationships.
- **Novitiate:** Emphasize prayer, evangelical freedom, affective integration, discernment, community participation, and internalization of the Claretian charism.
- **Post-Novitiate:** Focus on integrating study, pastoral ministry, leadership, community life, and apostolic responsibility into a balanced missionary lifestyle.
- **Ongoing Formation:** Encourage goals related to leadership renewal, missionary creativity, emotional resilience, work-life balance, continuing formation, and deeper spiritual integration.

Formation Insight: A formative plan is not merely a schedule of activities but a **path of intentional cooperation with grace**. The Holy Spirit brings about transformation, yet grace ordinarily works through concrete choices made faithfully each day. By identifying realistic goals, practising life-giving habits, and reviewing progress regularly, the missionary gradually allows the Forge to shape every aspect of his life. In this way, formation becomes not an occasional event but a daily response to God's invitation to be continually purified, configured, tempered, and sent in mission.

Step 6. Accompany the Process of Growth

Sustaining the Heat and the Hammer

Goal

To accompany the formandus consistently as he puts his formative plan into practice, helping him persevere through successes, setbacks, and new challenges while remaining open to the transforming action of the Holy Spirit.

A formative plan bears fruit only when it is lived and reviewed regularly. Growth does not occur through isolated insights or occasional resolutions but through the faithful integration of new attitudes and practices into daily life. The role of the formator is therefore not simply to design a plan, but to accompany the formandus as he gradually learns to live it.

The image of the Forge reminds us that shaping the iron requires sustained heat and repeated, well-timed blows of the hammer. Likewise, human and spiritual growth require patience, encouragement, correction, and perseverance. Some changes occur quickly, while others require months or even years of faithful accompaniment. Progress is often marked not by the absence of struggle but by increasing freedom, responsibility, and resilience in facing it.

The purpose of ongoing accompaniment is not to monitor performance but to foster a relationship in which the formandus learns to discern God's action in everyday life, assume responsibility for his growth, and persevere with hope.

Guidelines for the Formator

During regular accompaniment sessions, the formator should:

- Begin by listening to the formandus' experience since the previous meeting.
- Review the commitments made in the Personal Formation Plan.
- Recognize and affirm signs of genuine growth.
- Help the formandus understand setbacks without discouragement.
- Encourage reflection rather than offering immediate solutions.
- Adapt the formation plan when circumstances or developmental needs change.
- Maintain a balance between support, challenge, and accountability.

The emphasis should remain on helping the person develop increasing responsibility for his own formation.

Tool: Session Review Sheet

This worksheet may be used during each accompaniment meeting.

1. Looking Back

Since our last meeting...

What has gone well?

What has been difficult?

What have I learned about myself?

2. Reviewing the Formation Plan

Commitment	Progress	Comments
	Completed / In Progress / Not Yet	
	Completed / In Progress / Not Yet	

Discuss together:

- What helped me remain faithful?
- What obstacles did I encounter?
- What support do I need now?

3. Recognizing God's Action

Reflect prayerfully:

- Where have I experienced God's presence most clearly?
- What experience has challenged me to grow?
- What invitation do I sense from the Holy Spirit at this moment?

4. Next Steps

One commitment I will focus on before the next meeting:

Support or resources I need:

Date of next meeting:

Reference Box: Choosing the Appropriate Formative Intervention

Different situations require different ways of accompanying. The formator should choose interventions prayerfully and according to the person's needs.

Intervention	Appropriate When...	Example
Clarifying	The person needs greater understanding.	"Can you tell me more about what happened?"
Supporting	The person needs encouragement or reassurance.	"You have made real progress since our last meeting."
Confronting	There is inconsistency or avoidance that must be addressed.	"I notice that your actions do not yet reflect your intention."
Catalytic	The person is ready to discover new possibilities.	"What do you think God may be inviting you to do next?"

These interventions should always be exercised with charity, prudence, and respect for the person's freedom. The choice of intervention depends not only on the issue being addressed but also on the person's readiness to receive it.

Questions for Reflection

The following questions may guide ongoing accompaniment:

- What changes have I noticed in myself since our last meeting?
- Which commitment has been easiest to maintain? Which has been most difficult?
- What recurring patterns continue to appear?
- How has my relationship with God, the community, and the mission developed?
- What is the Holy Spirit inviting me to practise more faithfully?

Notes for the Formator

Several attitudes are essential during this stage.

- **Accompany the person, not merely the plan.** The goal is to support the person's overall growth, not simply to check whether tasks have been completed.
- **Celebrate progress.** Even small signs of increased freedom, honesty, responsibility, or perseverance deserve recognition. Genuine encouragement strengthens motivation.
- **Normalize setbacks.** Growth is rarely linear. Periods of struggle, discouragement, or apparent regression often become important moments of deeper learning and purification.
- **Adapt the plan when necessary.** As the person matures, new priorities may emerge. Formation plans should evolve rather than remain fixed.
- **Promote increasing autonomy.** Over time, the formandus should become less dependent on external guidance and more capable of examining his own life, discerning God's action, and taking responsibility for his ongoing formation.

Formation Across the Stages

- **Pre-Novitiate:** Frequent accompaniment focuses on developing healthy habits, vocational commitment, emotional maturity, and basic personal responsibility.
- **Novitiate:** Greater attention is given to prayer, discernment, affective integration, community life, and perseverance through the challenges of initial formation.
- **Post-Novitiate:** Accompaniment emphasizes the integration of apostolic ministry, study, community responsibilities, leadership, and missionary identity.
- **Ongoing Formation:** The focus shifts toward lifelong conversion, renewal of missionary zeal, resilience in ministry, leadership, healthy balance, and sustained apostolic availability.

Formation Insight: The deepest transformation takes place not in extraordinary moments but in the faithful living of ordinary life. Through regular accompaniment, honest reflection, patient correction, and continual openness to grace, the missionary gradually learns to cooperate more freely with the Holy Spirit. The Forge is therefore sustained not by occasional enthusiasm but by daily fidelity. As the iron remains in the fire and responds to the careful work of the blacksmith, it is steadily transformed into a useful instrument for the mission of Christ.

Step 7. Review, Integrate, and Discern Readiness

Testing the Tempering

Goal

To evaluate the person's growth, integrate the fruits of the formative journey, and discern readiness for greater responsibility and missionary service.

Formation is a continuous process of discernment. Periodic review allows both the formator and the formandus to recognize how God has been at work, identify areas of authentic growth, and clarify the next steps in the journey. The purpose is not merely to evaluate performance but to discern whether transformation is becoming evident in the person's attitudes, relationships, responsibilities, and missionary life.

The image of the Forge reminds us that the blacksmith does not judge the quality of the iron by how intensely it has been heated but by how well it has been tempered. Likewise, authentic formation is measured not by the number of activities completed or knowledge acquired, but by the gradual emergence of a person who lives with greater freedom, integrity, resilience, and apostolic charity.

Review also serves another important purpose. It helps the formandus recognize that formation is not simply something done *to* him but a lifelong journey that he increasingly owns and directs under the guidance of the Holy Spirit.

Guidelines for the Formator

During the review process, the formator should:

- Begin with gratitude for the growth that has taken place.
- Invite honest reflection on both progress and continuing challenges.
- Look for consistent patterns rather than isolated successes or failures.
- Discern changes in attitudes, relationships, responsibility, and missionary availability.
- Help the formandus integrate learning from successes, failures, and struggles.
- Revise the formation plan where necessary.
- Discern readiness for greater responsibility or a new stage of formation.

The emphasis should remain on encouraging continued growth rather than simply completing an evaluation.

Tool: Growth Review Form

A. Review of Growth

Area	Evidence of Growth	Area Requiring Further Attention
Human Formation		
Spiritual Formation		
Intellectual Formation		
Community Life		
Pastoral / Missionary Life		
Charismatic Identity		

The emphasis should be on observable changes supported by concrete examples.

B. Signs of Authentic Growth

Reflect together on the following indicators.

Indicator	Emerging	Growing	Integrated
Greater self-awareness	☐	☐	☐
Increased interior freedom	☐	☐	☐
Greater responsibility	☐	☐	☐
More consistent prayer life	☐	☐	☐
Improved community relationships	☐	☐	☐
Greater missionary availability	☐	☐	☐
Increased resilience during difficulties	☐	☐	☐
Openness to ongoing formation	☐	☐	☐

These indicators should be interpreted as signs of development rather than fixed achievements.

C. Integration Reflection (For the Formandus)

Invite the formandus to reflect prayerfully.

Looking back over this period...

What has changed most in me?

What has helped me grow?

What continues to challenge me?

How have I experienced God's action during this period?

What is God inviting me to embrace in the next stage of my journey?

D. Discerning Readiness

The formator and the formandus should prayerfully consider the following questions.

- Is the person demonstrating increasing personal responsibility?
- Are commitments being lived with greater consistency?
- Is there evidence of deeper integration between prayer, community life, ministry, and personal life?
- Is the person able to accept correction with increasing freedom?
- Does he show resilience in facing difficulties?
- Is he growing in availability for mission and service?
- What should be the next formative priority?

Readiness should always be understood as relative rather than absolute. Formation is never complete, but there are moments when sufficient integration has been achieved to assume greater responsibility or enter a new stage of formation.

Questions for Reflection

These questions may conclude the review process:

- What am I most grateful for during this period?
- What have I discovered about myself?
- Which habits have become more stable?
- What still needs greater attention?
- How has my understanding of my vocation deepened?
- In what ways am I becoming more available for God's mission?

Notes for the Formator

Several attitudes are particularly important during this stage.

- **Review with hope rather than perfectionism.** The purpose is to recognize God's work rather than to search for faults.

- **Look for integration.** Authentic growth is reflected not only in isolated achievements but in greater harmony among the human, spiritual, intellectual, community, pastoral, and charismatic dimensions of life.
- **Discern readiness rather than perfection.** Every missionary continues to grow. The question is not whether the person has reached perfection but whether he possesses the freedom, maturity, and resilience required for the next stage of formation or responsibility.
- **Celebrate growth.** Gratitude strengthens hope and motivates continued commitment. Recognizing progress reminds the formandus that the Forge is already bearing fruit.
- **Begin a new cycle.** The review naturally leads back to renewed discernment. New experiences often reveal new invitations to purification, configuration, tempering, and sending. Thus, the protocol becomes a continuous rhythm of lifelong formation rather than a process with a final endpoint.

Formation Across the Stages

- **Pre-Novitiate:** Review focuses on vocational motivation, personal maturity, openness to formation, and readiness for the Novitiate.
- **Novitiate:** Attention is given to affective integration, fidelity to prayer, evangelical freedom, community life, and readiness for first profession.
- **Post-Novitiate:** Review emphasizes the integration of study, ministry, community life, missionary identity, and readiness for perpetual profession or ordained ministry.
- **Ongoing Formation:** The review becomes a process of ongoing renewal, evaluating leadership, missionary fruitfulness, personal well-being, fidelity to the charism, and openness to new missionary challenges.

Formation Insight

The Forge is not a programme that concludes but a way of life. Every review reveals both the work already accomplished and the work that still lies ahead. As the missionary looks back with gratitude and forward with hope, he discovers that formation is an ongoing dialogue between God's grace and human freedom. Each period of growth prepares him for a new cycle of purification, deeper configuration to Christ, greater tempering through life's responsibilities, and renewed availability for mission.

The ultimate purpose of this protocol is not simply to accompany a person through a stage of formation but to cultivate a lifelong disposition of discernment, conversion, and missionary renewal. In this way, the missionary remains, throughout his life, continually forged in the fire of the Holy Spirit, shaped by the Heart of Mary, and sent again and again in the spirit of Saint Anthony Mary Claret.

Stage Adaptations

Applying the Protocol Across the Stages of Formation

The seven-step protocol provides a common framework for formative accompaniment throughout the Claretian missionary's life. While the process remains fundamentally the same, its emphasis varies according to the developmental tasks, formative priorities, and missionary responsibilities of each stage.

Formation is not simply a progression through programmes but a gradual movement toward greater freedom, integration, and apostolic availability. Consequently, the formator should adapt the protocol to the person's developmental readiness rather than applying it mechanically. The same tool that helps a pre-novice clarify vocational motivation may later help an experienced missionary renew his apostolic zeal.

The following guidelines illustrate how the protocol may be applied at different stages of formation.

A. Pre-Novitiate

Primary Forge Movement: Purification and Initial Configuration

The emphasis during this stage is on vocational discernment, self-knowledge, emotional maturity, and openness to formation. Accompaniment seeks to help candidates understand themselves more deeply while freely discerning God's call.

Step	Primary Focus
1. Build Trust	Establish a welcoming relationship and encourage openness.
2. Discern Reality	Explore family background, personality, vocational motivation, and expectations.
3. Assess Growth	Focus on basic human capacities, responsibility, emotional maturity, and prayer habits.
4. Identify Priorities	Clarify one or two areas that will support healthy vocational growth.
5. Formation Plan	Develop simple habits of prayer, study, discipline, community participation, and self-awareness.
6. Accompany Growth	Provide frequent encouragement and help the candidate develop healthy routines.
7. Review	Discern vocational readiness and openness for entrance into the Novitiate.

Special attention

- Vocational motivation
- Emotional maturity
- Capacity for community life
- Openness to guidance
- Basic prayer life
- Personal discipline

B. Novitiate

Primary Forge Movement: Purification and Configuration

The Novitiate is a privileged time for interior transformation. Accompaniment focuses on helping the novice deepen his relationship with Christ, integrate his personal history, internalize the evangelical counsels, and identify more fully with the Claretian vocation.

Step	Primary Focus
1. Build Trust	Foster deeper personal openness and freedom in accompaniment.
2. Discern Reality	Explore affective life, prayer, discernment, and vocational identity.
3. Assess Growth	Review virtues, spiritual practices, and affective integration.
4. Identify Priorities	Address attachments, resistances, and obstacles to evangelical freedom.
5. Formation Plan	Strengthen prayer, discernment, silence, community participation, and personal responsibility.
6. Accompany Growth	Help the novice persevere through periods of consolation and desolation.
7. Review	Discern readiness for First Profession and continued formation.

Special attention

- Interior freedom
- Evangelical counsels
- Prayer and discernment
- Affective maturity
- Community life
- Claretian identity

C. Post-Novitiate

Primary Forge Movement: Configuration and Tempering

During this stage, the emphasis shifts from interior formation toward the integration of study, community life, apostolic ministry, and missionary responsibility. The formandus learns to embody his vocation within the ordinary demands of mission.

Step	Primary Focus
1. Build Trust	Encourage mature and responsible dialogue.
2. Discern Reality	Review the integration of prayer, study, ministry, and community life.
3. Assess Growth	Evaluate resilience, leadership, responsibility, pastoral competence, and perseverance.
4. Identify Priorities	Focus on areas that strengthen missionary maturity and apostolic effectiveness.
5. Formation Plan	Integrate human, spiritual, intellectual, and pastoral goals into one coherent plan.
6. Accompany Growth	Support perseverance amid academic, pastoral, and community responsibilities.
7. Review	Discern readiness for Perpetual Profession, Orders, or greater apostolic responsibility.

Special attention

- Missionary responsibility
- Integration of study and ministry
- Leadership development
- Apostolic charity
- Resilience
- Community commitment

D. Ongoing Formation

Primary Forge Movement: Re-Purification, Re-Configuration, Re-Tempering, and Re-Sending

Formation does not conclude with ordination or perpetual profession. Throughout life, the missionary is continually invited to renew his relationship with Christ, revisit unresolved areas of growth, and respond creatively to new missionary challenges.

Step	Primary Focus
1. Build Trust	Establish relationships that support honest dialogue and ongoing renewal.
2. Discern Reality	Review present life in light of changing responsibilities, leadership, health, and mission.
3. Assess Growth	Evaluate personal well-being, missionary vitality, resilience, leadership, and spiritual renewal.

4. Identify Priorities	Discern areas requiring conversion, renewal, healing, or new learning.
5. Formation Plan	Develop goals for ongoing spiritual renewal, leadership, study, community life, and self-care.
6. Accompany Growth	Encourage lifelong learning, peer accompaniment, retreats, supervision, and periodic renewal.
7. Review	Discern renewed missionary availability and readiness for new forms of service.

Special attention

- Lifelong conversion
- Renewal of missionary zeal
- Leadership and service
- Emotional and spiritual well-being
- Balance between mission and personal life
- Availability for new apostolic assignments

Concluding Formation Insight

Although the emphasis changes from one stage to another, the **fundamental rhythm of the Forge remains the same**. Every Claretian missionary is continually invited to:

- **be purified** by truth and conversion,
- **be configured** ever more deeply to Christ the Missionary,
- **be tempered** through fidelity, responsibility, and perseverance,
- **and be sent** with renewed freedom and apostolic zeal.

The seven-step protocol therefore should not be viewed as a procedure to be completed once, but as a **lifelong rhythm of accompaniment and discernment**. At every stage of formation—and throughout the missionary’s life—it provides formators and missionaries with a practical framework for cooperating with the transforming action of the Holy Spirit. In this way, the Forge becomes not merely an inspiring image but a lived pedagogy of continual conversion, faithful discipleship, and joyful missionary service.

Appendices

Practical Tools for Formative Accompaniment

The following appendices provide simple working templates that formators may photocopy, print, or adapt for their own context. They are intended to support formative dialogue rather than replace it. These tools should be used with flexibility, respecting the age, stage of formation, culture, and personal circumstances of each formandus.

Not every tool will be required for every person or every accompaniment session. Formators are encouraged to select those that best facilitate discernment, growth, and missionary integration.

Appendix A

Initial Accompaniment Record

Formandus: _____

Formator: _____

Date: _____

Stage of Formation:

- ☐ Pre-Novitiate
☐ Novitiate
☐ Post-Novitiate
☐ Ongoing Formation

Main Areas Shared

- Personal journey
-
- Vocational journey
-
- Current hopes
-
- Current concerns
-

Initial Observations

Strengths

Areas requiring attention

Agreed Commitments

Meeting frequency:

Main focus of accompaniment:

Date of next meeting:

Appendix B**Holistic Formation Mapping**

Formation Dimension	Main Strengths	Main Challenges	Priority for Growth
Human			
Spiritual			
Intellectual			
Pastoral			
Community			
Charismatic			

Reflection

The dimension that gives me the greatest life is:

The dimension requiring the greatest attention is:

I believe God is inviting me to grow in:

Appendix C

Integrated Growth Profile

Self-Capacities

Capacity	Emerging	Growing	Integrated
Self-awareness	☐	☐	☐
Emotional regulation	☐	☐	☐
Responsibility	☐	☐	☐
Relational maturity	☐	☐	☐
Resilience	☐	☐	☐

Virtues

Virtue	Emerging	Growing	Integrated
Humility	☐	☐	☐
Charity	☐	☐	☐
Prudence	☐	☐	☐
Perseverance	☐	☐	☐
Obedience	☐	☐	☐

Formative Practices

Practice	Emerging	Growing	Integrated
Personal Prayer	☐	☐	☐
Eucharist	☐	☐	☐
Examen	☐	☐	☐
Spiritual Reading	☐	☐	☐
Community Participation	☐	☐	☐
Apostolic Commitment	☐	☐	☐

Reflection

My greatest strength is:

The area that needs the greatest attention is:

Appendix D

Formative Discernment Matrix

Priority Area	Present Reality	Forge Movement	Priority
		Purification / Configuration / Tempering / Sending	High / Medium
		Purification / Configuration / Tempering / Sending	High / Medium

My Priority for Growth

The area I most need to address is:

I believe God is inviting me to:

My first concrete step will be:

Appendix E

Personal Formation Plan

Priority Area

Forge Movement

- ☐ Purification
- ☐ Configuration
- ☐ Tempering
- ☐ Sending

Goal

Growth Strategies

Area	Action	Frequency
Spiritual		
Human		
Community		
Mission		

Resources Needed

Review Date

Appendix F

Session Review Sheet

Date: _____

Looking Back

What has gone well?

What has been difficult?

What have I learned?

Reviewing My Commitments

Commitment	Progress
	☐ Completed ☐ In Progress ☐ Not Yet
	☐ Completed ☐ In Progress ☐ Not Yet

God's Invitation

Where have I experienced God's presence?

What is my next step?

Appendix G

Growth Review Form

Area	Evidence of Growth	Future Priority
Human		
Spiritual		
Intellectual		
Community		
Pastoral		
Charismatic		

Overall Reflection

I am most grateful for:

The greatest change in me has been:

The area that still requires growth is:

I believe God is now inviting me to:

Final Formation Insight

These appendices are not intended to standardize accompaniment or reduce formation to forms and checklists. Rather, they provide practical supports that help formators accompany with greater clarity, consistency, and continuity. The forms are deliberately brief so that the focus remains on dialogue, discernment, prayer, and personal encounter.

Used with pastoral wisdom and flexibility, they assist both formator and formandus in tracing the gradual work of the Holy Spirit throughout the formative journey. They encourage regular reflection, responsible planning, and honest evaluation while respecting the uniqueness of each person and the varying rhythms of growth.

Like the Forge itself, these tools are not ends in themselves. They simply help create the conditions in which the missionary can be continually purified in truth, configured to Christ, tempered in fidelity, and sent with renewed apostolic zeal. In this way, practical accompaniment becomes an authentic ministry of discernment, enabling lifelong transformation in the spirit of Saint Anthony Mary Claret.