



## Getting to the Why: Shared Purpose

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### What is the Episcopal Church Foundation (ECF)?

**Overview:**

- Independent and lay-led foundation
- ECF's mission is to strengthen the **leadership** and **financial** capabilities of Episcopal congregations, dioceses, and other institutions
- ECF carries out this mission through a wide array of programs including...



#### Leadership Resources

- ECF Vital Practices ([www.ecfvp.org](http://www.ecfvp.org))
- Fellowship Partners Program
- Educational Events
- ECF Fresh Start

#### Financial Resources

- Capital Campaigns
- Planned Giving
- Endowment Management
- Educational Events

## On the hard road ahead, a question of commitment:



If Episcopal congregations run on the extraordinary commitment (and real sacrifice) of its lay and clergy leaders...

**What type of leadership model focuses on building extraordinary commitment?**



## Inspiring extraordinary commitment means...

### 1) Building a shared sense of purpose

- Call their team to a shared mission
- Articulate a compelling vision of the future

### 2) Strengthening Leadership Capacity

- Identify and recruit emerging leaders
- See challenges as opportunities for leadership development and model openness to innovation and change
- One-to-one coaching with key leaders



## Part I - Building a shared sense of purpose



## Part II - Strengthening leadership capacity



## Part I - Building Shared Purpose



A Shared Mission



A Hopeful Vision



## Developing a Shared Mission

### Mission = What You Do

Two Examples:

St. Mary's Episcopal Church gathers regularly for meaningful worship, forms faithful disciples, and serves the poor.

The Episcopal Church Foundation strengthens the leadership and financial capabilities of congregations, dioceses, and other institutions.



## Mission Conversations vs. Mission Statements

### Mission = What You Do



St. Mary's mission:

- We gather each week for meaningful worship
- We form faithful disciples
- We serve the poor and least of these in our midst
- We use our time, talents, and treasure in service to God's kingdom
- We welcome everyone



## Developing a shared sense of mission

### Mission = What You Do

1. A shared process
2. Engage your stakeholders
  - Decision-making power
  - Implement / prevent implementation
  - Directly affected by outcome
  - Those with expertise
3. Holy conversations
4. Not written in stone



## Makes room for tough decisions...



### Mission statement:

St. Mary's Episcopal Church gathers regularly to worship Christ, forms faithful disciples, and serves the poor.

### Hard questions:

- Are there programs or activities that fall way outside the scope of the congregation's mission?
- Are there programs or activities that require a disproportionate amount of resources, with little to show in terms of the congregation's mission?

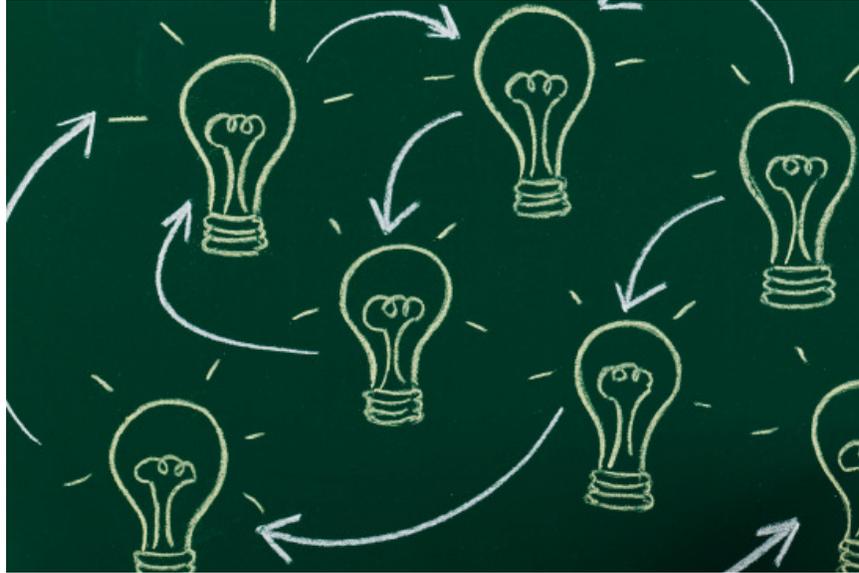


## How a vestry began focusing on “mission”



[ECFVP article: Cultivating a Culture of Discernment](#)

### Conversation on Mission



### A Hopeful Vision

**Vision = A hopeful picture of future church/world when “mission accomplished”**



**An example of how mission leads to vision:**

Mission = What You Do	Vision = Pictures church/world when "mission accomplished"
We gather each week for meaningful worship	People will be engaged by worship and their faith will be deepened
We form faithful disciples	Our lives will be rooted in Bible and spiritual practices
We serve the poor and least of these in our midst	The lives of the poor in our midst will be improved through faithful service
We use our time, talent, treasure in service to God's Kingdom	Our many ministries reflect the many gifts of our community
We welcome everyone	Everyone who walks through our red doors will be deeply welcomed



**An example vision statement:**

**St. Mary's is working toward the day when:**

- Everyone will be engaged and their faith deepened by our weekly worship
- Our lives will be rooted in biblical stories and spiritual practices
- We will be helping to improve the lives of the poor in our midst
- Our ministries will reflect the many gifts of our community
- Everyone who walks through our red doors will be welcomed



**Why go through all the hassle to develop this?**



## Vision statements and change processes:

“Vision plays a key role in producing useful change by helping to **direct, align, and inspire actions** on the part of large numbers of people. Without an appropriate vision, a transformation effort dissolves into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all.”

- Leading Change, John Kotter



## Characteristics of a strong vision:

**St. Mary's is working toward the day when:**

- Everyone will be engaged and their faith deepened by our weekly worship
- Our lives will be rooted in biblical stories and spiritual practices
- We will be helping to improve the lives of the poor in our midst
- Our ministries will reflect the many gifts of our community
- Everyone who walks through our red doors will be welcomed

**Why go through all the hassle to develop this?**



- **Imaginable**
- **Hopeful and desirable**
- **Feasible**
- **Focused**
- **Flexible**
- **Communicable**

- Leading Change, John Kotter



## Over-communicating the vision:



### Be sure to:

- Eliminate ecclesiastical jargon
- Use metaphors and images to describe your vision
- Use multiple platforms to communicate your vision (sermons, website, social media, etc.)
- Repeat, repeat, repeat...
- Publically address inconsistencies

**Are the leaders of your community modeling living into your vision?**



## Conversation starters on mission and vision:

### Mission – Naming What You Do

- How would you describe what your congregation does to someone who has never visited your church?
- What do you believe God is calling your church to do?
- Are there programs that your congregation is currently doing that feel out of sync with the church's mission?
- Who needs to be part of these conversations?

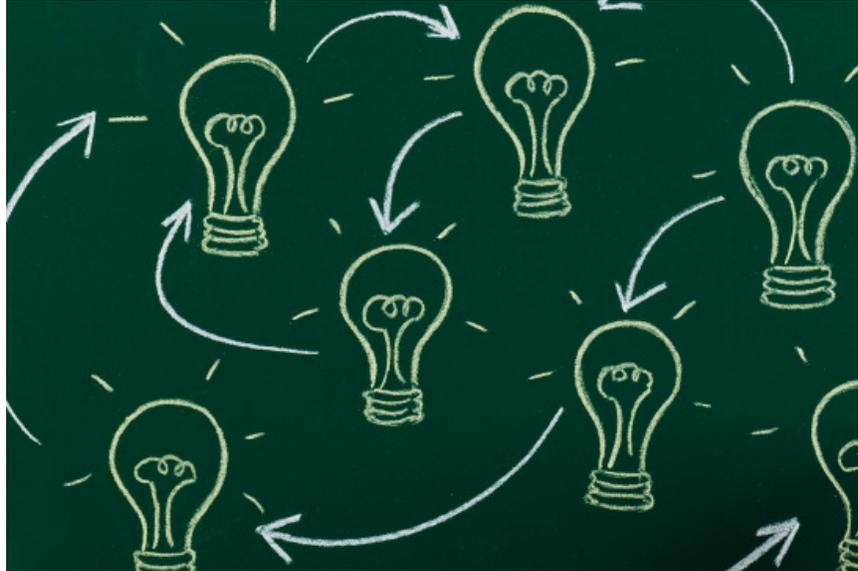


### Vision – Picturing a Hopeful Future

- What would your church and neighborhood look like if your church fully lived out its mission? How would it be different?
- How would you balance having a “hopeful and desirable” picture of the future, with the need for that picture to also be realistically attainable?



## What did you hear?



## Strengthening leadership capacity

**Thursday, June 6 at 7PM ET**

Part 2 of focuses on practical aspects of identifying & recruiting new leaders, delegating responsibility, and giving effective feedback about individual and group performance.



## Contact ECF's Leadership Resources Team



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