



Leadership for Vibrant Congregations

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What is the Episcopal Church Foundation (ECF)?

Overview:

- Independent and lay-led organization
- 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)
- Vestry Resource Guide
- Fellowship Partners Program
- Educational Events

Financial Resources

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



1 Corinthians 12:4-6, 12-13, 27

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone.

For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. For in the one Spirit we were all baptized into one body—Jews or Greeks, slaves or free—and we were all made to drink of one Spirit.

Now you are the body of Christ and individually members of it.



Let us pray...

*Let nothing disturb you.
Let nothing frighten you.
All things pass.
God does not change.
Patience achieves everything.
Whoever has God lacks nothing.
God alone suffices.*

*Christ has no body now on earth but yours;
no hands but yours; no feet but yours.*

Yours are the eyes through which the compassion of Christ must look out on the world.

Yours are the feet with which He is to go about doing good.

Yours are the hands with which He is to bless His people.

-prayer of St. Teresa of Avila



Vital Leadership for Congregations

Engaging others, building a team

- Building relationships with leaders in your congregation and community
- Getting to know your neighbors
- Identify and recruit emerging leaders

Building a shared sense of purpose

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

Spiritual Practice

- Is Jesus on the agenda?



Engaging Your Community



- Develop relationships with local leaders: government, businesses, non-profits, other churches, schools, and colleges
- Consider the age and demographics of those around your congregation as well as those in front of you on Sunday
- Do a neighborhood walk with a team from your congregation
- Engage in conversation with your neighbors --- "What's it like living or working in this neighborhood?"



Looking for leaders (in all the right places)

Look for people who:

- Are drawn to the vision of the congregation and/or that of your particular ministry
- Are always busy
- Make commitments and follow through
- Balance results, process, and relationships

Make a list of a few names of people who fit into these categories whom you would consider approaching over the next month to discuss where the congregation is headed.



A coffee and a commitment:

One-on-one conversations:

- It's your responsibility to approach them
- When inviting someone to talk, be really clear about the purpose of the conversation.
- Listen: about 80% of the time should be the other person talking, 20% would be you talking.
- End with a request for a commitment
- This is 'the ask'
- Needs to be specific and concrete
- Be sure to follow up with your ask!**
- Keep this an ongoing practice to build up a network of potential leaders to call upon.



- Who are they? Where are they from?
- What do you care about most?
- Why did you first come to church/local community?
- Is there some aspect of the vision that they are excited about?



What this is about...



- Intentionally engaging potential leaders in your congregation as well as leaders and partners in your community
- Becoming an active presence, part of the dialogue, and partner in your community
- An opportunity for growth and vitality - and potential for growth in numbers



Vestries Finding A Hopeful Vision:



"A Snapshot of our Urban Neighborhood"

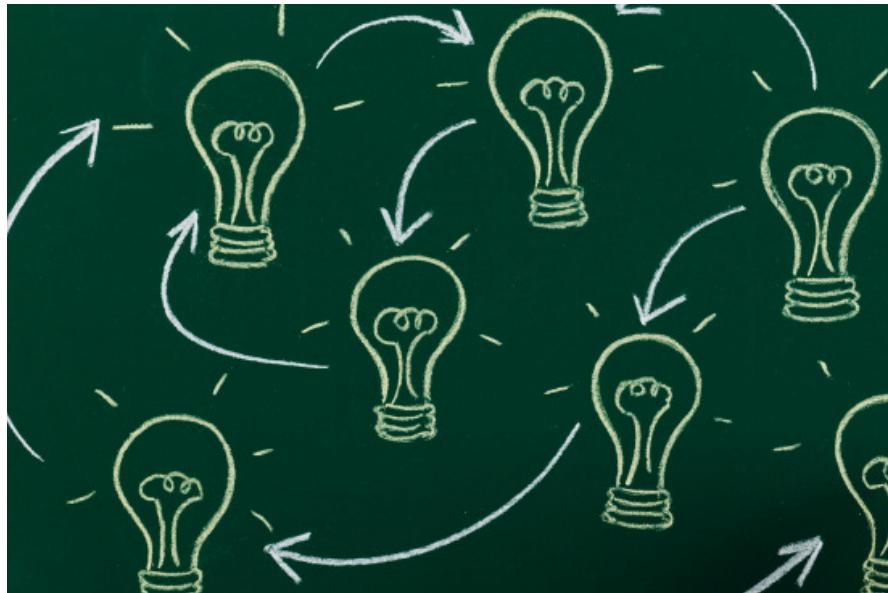
"Rethink Congregations"



"Creating a Culture of Discernment"



Conversation on engaging others, building a team



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:

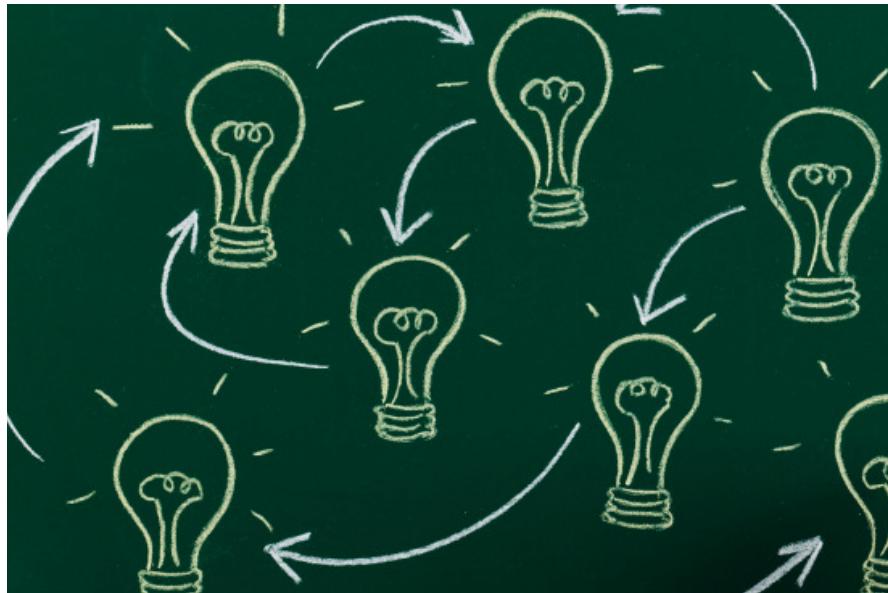
St. Mary's Episcopal Church gathers regularly to worship Christ, forms faithful disciples, and serves the poor.

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?



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?



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*



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*



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...
- Publicly address inconsistencies

Are the leaders of your congregation 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?



Spiritual Practice



First-time vestry member suddenly realized tonight's meeting was going to be about more than just the budget.

Is Jesus on the agenda?

Build spiritual practices into all meetings, including vestry meetings.

"Only in my last parish did prayer become prayer become part of the vestry agenda. That was also – and I think this is no coincidence – the parish where the vestry focused on mission and ministry rather than arguing..."

- Quote from an ECF Vital Practices reader survey



Build Your Toolbox

Items to include:



- Canons of The Episcopal Church and your diocese
- Relevant state incorporation laws
- By-laws of the parish
- Mission statements of your diocese and congregation
- History of your congregation
- Your congregation and community demographics/trends
- Book of Common Prayer
- Bible



Resource

The Episcopal Church Office of Research

<http://www.episcopalchurch.org/page/studying-your-congregation-and-community>

The NEW Executivesite Report

Prepared for Trinity Cathedral - Cleveland
Study area: 3 mile radius - 2230 Euclid Ave Cleveland OH 44115-2405

Base State: OHIO
Current Year Estimate: 2012
5 Year Projection: 2017
9/3/2012
Semi-Annual Projection: Spring

This Executivesite Report has been prepared for Trinity Cathedral - Cleveland. Its purpose is to "tell the demographic story" of the study area. The report uses Executivesite's integrated narrative analysis with data tables and graphs. Playing on the report name, it includes 12 "insites" into the study area's story. It includes both demographic and beliefs and practices data.

THE 12 INSITES

INSITE	PAGE
Insite #1: Population, Household Trends	2
Insite #2: Social/Ethnic Trends	3
Insite #3: Age Trends	4
Insite #4: School Aged Children Trends	6
Insite #5: Household Income Trends	7
Insite #6: Household Children Trends	8
Insite #7: Marital Status Trends	10
Insite #8: Adult Educational Attainment	11
Insite #9: Employment and Occupations	12
Insite #10: Mosaic Household Types	13
Insite #11: Charitable Giving Practices	14
Insite #12: Religious Practices	14

Executivesite is intended to give an overview analysis of the defined geographic study area. A defined study area can be a city, a state, a county or even a user-defined geographic area such as a radius or a user-defined polygon. The area of study is displayed in the map below.

THE STUDY AREA

Map data ©2012 Google

More Information
Please refer to the last page of the report for additional notes and interpretation aides in reading the report.
Not all of the demographic variables available in the MI System are found in this report. The full-size report will give a more comprehensive view of an area's demographics and ViewPoint a fuller view of its beliefs and practices.

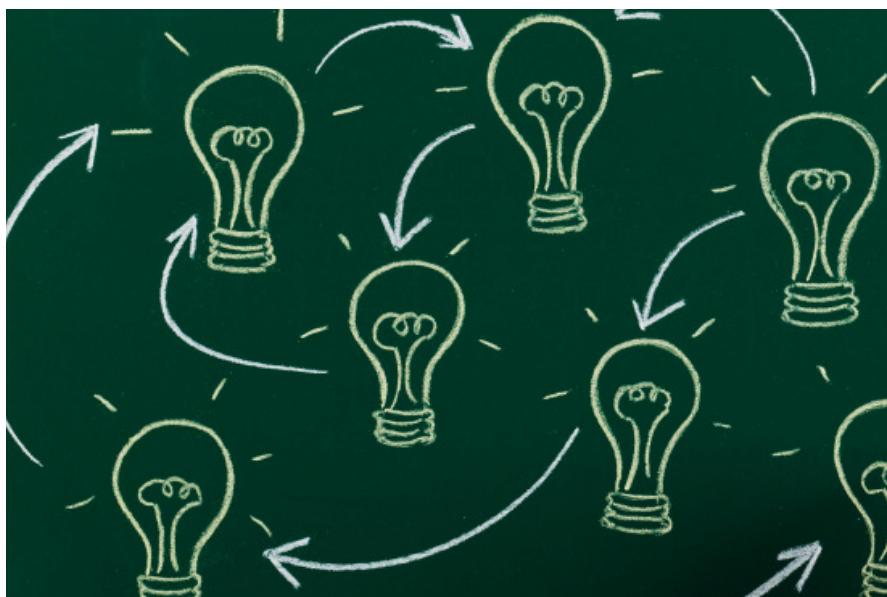
*The Office of Research provides free parish reports and community profiles for **every congregation** in The Episcopal Church.*

Information Available

- Parish Report (Average Sunday Attendance and Pledge & Plate) for the past 10 years
- Community Profile (3 mile radius of your congregation) with 12 demographic insights including population, age, and household statistics and trends.



What do you think? What do you need?



Contact ECF's Leadership Resources Team



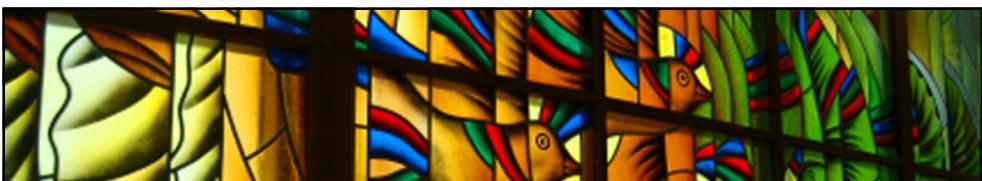
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