



## Part II of Vestry Leadership101: Becoming a Mission-Focused Vestry

Donald V. Romanik  
Episcopal Church Foundation

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## Welcome to Vestry Leadership 101!

### A Few Notes:

- All participants are currently muted to cut out background noise and audio interference.
- To start your web cameras, press "Start my Web Cam", "Allow", and "Start Sharing".
- If you have questions, please type them into the chat box on the right-hand side of the screen.
- PDF's of the slides and resource list are downloadable by highlighting the desired file and clicking "Save to Desktop."
- This webinar is being recorded and will be made public.



**Use the chat box to tell us where you are from and what you hope to learn from tonight's webinar!**



## Let us pray...

*Disturb us, Lord, when  
We are too pleased with ourselves,  
When our dreams have come true  
Because we dreamed too little,  
When we arrived safely  
Because we sailed too close to the shore.*

*Disturb us, Lord, when  
With the abundance of things we possess  
We have lost our thirst  
For the waters of life,  
We have ceased to dream of eternity  
And in our efforts to build a new earth,  
We have not allowed our vision  
Of the new Heaven to dim.*

*Disturb us, Lord, to dare more boldly,  
To venture on wilder seas  
Where storms will show Your mastery;  
Where losing sight of land,  
We shall find the stars.*

*We ask you to push back  
The horizons of our hopes;  
And to push back the future  
In strength, courage, hope, and love.*

*This we ask in the name of our Captain,  
Who is Jesus Christ.*

- Prayer of Francis Drake, 1577



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

### Financial Resources

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

## Presenter for Part II of Vestry Leadership 101:



**Donald V. Romanik**  
President, Episcopal Church Foundation (ECF)



## For those just joining...

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## Two quick polls for tonight's participants



## Part II of Vestry Leadership 101

### Two Priorities for Mission-Focused Vestries

- Build a shared sense of purpose
- Strengthen leadership capacity

### Build a Shared Sense of Purpose

- A shared mission
- A hopeful vision

### Strengthen Leadership Capacity

- Identify and recruit new leaders
- Grant responsibility and be open to change
- Ongoing feedback and support

## Two Priorities for Mission-Focused Vestries

### 1) Building a shared sense of purpose

- Call their team to a shared mission.
- Reassure others that even the toughest obstacles will be overcome.
- 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.



## How a Vestry Built a Shared Sense of Purpose



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

## How a Vestry Strengthened its Leadership Capacity



[ECFVP article: Build a Healthy Vestry](#)



## Questions on these two priorities?



## Building Shared Purpose



A Shared Mission



A Hopeful Vision



## A Shared Mission

### Mission = What You Do

#### Questions:

- What is God calling your congregation to do?
- Prioritize “mission conversations” over “mission statements”
- What don't you do?



## Using ECF as an example...



**ECF's mission is to strengthen the leadership and financial capability of the congregations, dioceses, and other institutions of The Episcopal Church.**

### Describes:

- What it is that ECF does
- Who we do it to
- Serves as a litmus test for figuring out what we should or shouldn't be doing.



## A Hopeful Vision

### Vision = Picturing a Hopeful Future

#### Key Practices:

- Listen for common themes when people describe their visions of the future.
- Start to build consensus around a small cluster of images of the future.
- Challenge visions of the future that actually hearken back to a "Golden Age".
- A church's mission and vision should support one another.



## A Vestry's Hopeful Vision: To Be a Neighborhood Church



[ECFVP article: A Snapshot of our Urban Neighborhood](#)

### Some questions for vestries to consider...

#### **Mission – Naming What You Do**

- What do you believe God is calling your church to do?
- How would you describe what your congregation does to someone who has never visited your church?
- Are there programs that your congregation is currently doing that feel out of place with your sense of the church's mission? Why?

#### **Vision – Picturing a Hopeful Future**

- What is your personal vision of your church's future?
- Would you say that your congregation has a collective vision of the future that it is working toward? If so, what is it?
- How would you begin to create a shared vision of the future?

## Q&A on Building a Shared Sense of Purpose



## Strengthen Leadership Capacity



Identify and recruit new leaders



Grant responsibility and be open to change



Offer ongoing feedback and support



## Identify and Recruit New Leaders

### Conducting one-on-one meetings:

- Informal conversation about gifts and passions.
- Should include an “ask” for a simple commitment.

### Looking for leaders

- Leaders are drawn to the emerging mission and vision of the congregation
- Leaders are busy
- Leaders make commitments and follow through
- Leaders add strength to your team



## “Get the Right People on the Bus”



## Grant responsibility and be open to change

### Grant responsibility (not just tasks)

- This means real decision-making power

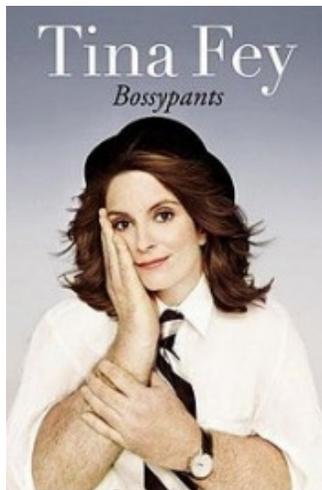
### Learn to say “Yes and...”

- Say “yes” to the overall approach and then contribute your concerns.

### Be open to change and don’t sweat the small stuff



## More on saying “Yes and...”



*As an improviser, I always find it jarring when I meet someone in real life whose first answer is no. ‘No, we can’t do that.’ ‘No, that’s not in the budget.’ ‘No, I will not hold your hand for a dollar.’ What kind of way is that to live? ... Now, obviously in real life you’re not always going to agree with everything everyone says. But the Rule of Agreement reminds you to ‘respect what your partner has created’ and to at least start from an open-minded place. Start with a YES and see where that takes you.”*

## Offer ongoing feedback and support

### General principles for offering feedback:

- Offer feedback on an ongoing basis
- Help individuals identify their strengths
- Focus on the specifics of performance, not personality



### Make feedback sessions a regular event:

- Focus on what went well, what were some challenges, and what each of you needs to do your work more effectively.

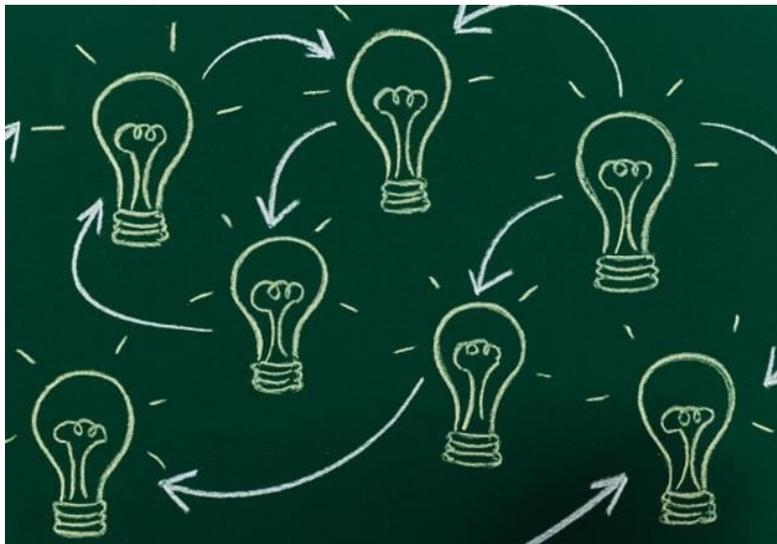


## Questions for vestries to consider:

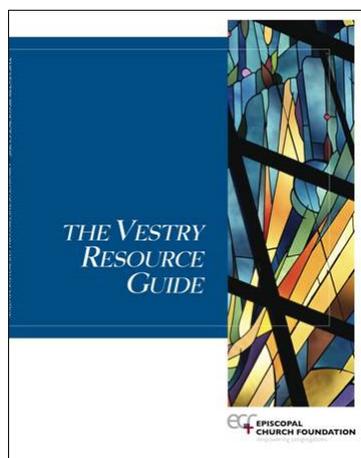
- Have you ever met someone who is excellent at giving feedback or constructive criticism? What did they do?
- Can you imagine scheduling a feedback session with the key leaders in your congregation? What would it take for you to do this?
- Do you think that constructive criticism should always take place in private? If not, when should it take place in a group setting?
- Why do you think ongoing, informal feedback sessions tend to be more effective at changing behavior than formal performance reviews?



## Sharing questions and best ideas



## Resources



### Chapters include:

- The Ministry of the Vestry
- Being on a Vestry Means...
- Conflict is Natural
- Stewardship
- Navigating Transitions in Clergy Leadership

### Plus...

- Bible Studies and Discussion Questions
- Sample Job Descriptions
- Vestry Prayers for the Year
- Commissioning of Wardens and Vestry
- A Vestry Covenant

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# Resources

**ECF Vital Practices**  
for leading congregations

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HOME | VESTRY PAPERS | VITAL POSTS | YOUR TURN | TOOLS | VP TALKS | TOPICS | ABOUT US

**Framework for Vestry Success**  
Group dynamics will change and devolve with each new vestry. In "Framework for Vestry Success", Sandy Kolb guides us through the key stages to give care and attention to...

**Vital Posts Blog**

**Telling Stories**  
Posted by Jeremiah Biers on Jan. 14, 2013

**Managing Change**  
Posted by Romala Thompson on Jan. 11, 2013  
We received the keys to our new house last night. The kids ran from room to empty room, glancing their heads and peering into stairwells. We brought the champagne to pop open a...

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**Sample Vestry Job Description**  
These examples give you a starting point when describing vestry members' responsibilities.

**Creating Strong Teams**  
View a recording of the web conference for developing a committed and productive team.

**A Suggested Order of Meetings**  
For vestry meetings, this template explains how to focus on mission-led leadership.

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## ECF Vital Practices [www.ecfvp.org](http://www.ecfvp.org)

### Features

- Vestry Papers
- Vital Posts
- Tools and Resources

### Register on ECFVP for

- Bi-monthly emails, including Vestry Papers
- ECF Events and Web Conferences
- Comment and participate in the online community

# Resources

## Manual for Church Business Methods

<http://www.episcopalchurch.org/page/manual-business-methods>

**THE**  
*Episcopal*  
CHURCH

Manual of Business Methods  
in Church Affairs

In accordance with Title I, Canon 7, "Of Business Methods in Church Affairs," and Resolutions D-147, D-179, G-1, "Accounting Principles and Practices for Dioceses, Parishes, and Other Congregations."  
(Updated periodically as indicated at the end of each Chapter.)  
The Domestic and Foreign Missionary Society of the Protestant Episcopal Church in the USA

*This guide covers all the essentials for church financial and record keeping in language and format simple enough for anyone to understand.*

**Chapters Include**

- Financial Practices and Oversight
- Insurance
- Parochial Reports and Record Keeping

## Contact ECF's Leadership Resources Team



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ECF Vital Practices: [www.ecfvp.org](http://www.ecfvp.org)

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Phone: (800) 697-2858

