



Diocese of New England
Orthodox Church in America

Strategic Plan Retreat #2 SWOT, Vision Statement and Wildly Important Goals

“For everyone to whom much is given, from him much will be required.”
Luke 12:48

Bill Marianes (Bill@stewardshipcalling.com)



Stewardship
Calling

Helping people and parishes discover and live their stewardship callings so that they may have a good account before the awesome judgment seat of Christ

www.stewardshipcalling.com



ORTHODOX
MINISTRY
SERVICES

TODAY, is the day we...



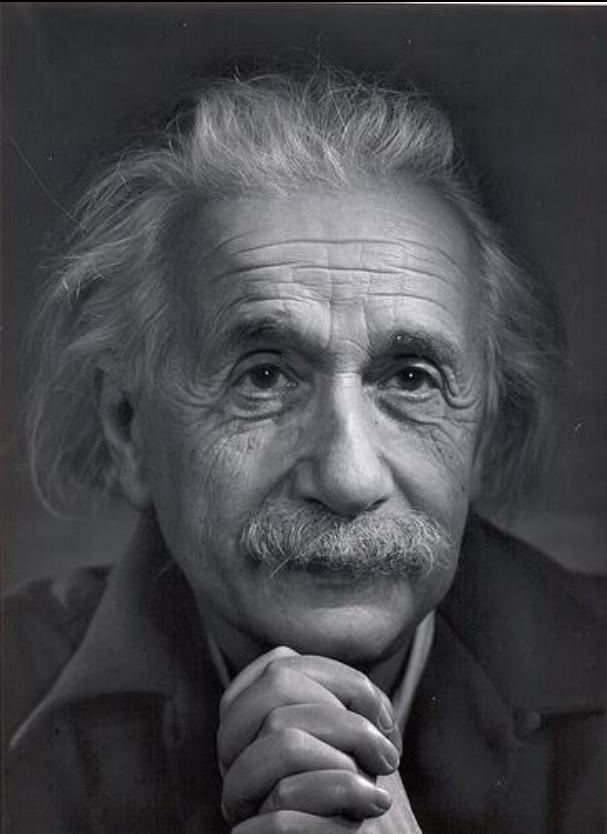
...and do something
“they” said could
not be done!



Because...



**Every great achievement was
once considered impossible.**



***The world as we
have created it is a
process of our
thinking.***

***It cannot be
changed without
changing our
thinking.***



This Presentation and Strategic Planning Content Is Here www.stewardshipcalling.com

Stewardship Calling

What are you doing with all of the gifts God has given you?

WHY ARE YOU HERE? EFFECTIVE CHURCH MODEL STEWARDSHIP **STRATEGIC PLANNING** PODCASTS / INTERNET RADIO

KEYNOTES & LEADERSHIP BLOG RESOURCES UPCOMING PRO

CHURCH STRATEGIC PLANNING VIDEO

CHURCH STRATEGIC PLANNING

CHRIST THE SAVIOUR – HARRISBURG, PA

ST. NICHOLAS – GRAND RAPIDS, MI STRATEGIC PLAN

OCA DIOCESE OF NEW ENGLAND – STRATEGIC PLAN

STS. MARK/MARY/PHILOPATER – COPTIC – TROY MI

ST. NICHOLAS – ANN ARBOR STRATEGIC PLAN

CHICAGO METROPOLIS STRATEGIC PLAN

ANNUNCIATION – ATLANTA

OCA Diocese of New England – Strategic Plan

With the blessings of His Beatitude Metropolitan Tikhon, and under the dedicated leadership of Fr Steven Hosking, I am blessed to be leading the faithful Diocese Council of the Diocese of New England of the Orthodox Church in America through a focused strategic planning process. The results of their great work will be available here.

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<https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/>

Send questions to: Bill@stewardshipcalling.com



2 Process Keys



Consensus

*Rules of
Engagement*

(see appendix)

“If you don’t know WHY you do what you do, how will you inspire others to believe what you believe or do what you do.”



Simon Sinek
“Start with WHY”



Statement of WHY

To guide and support the New England parishes so that they help people glorify God by growing in life, faith and spiritual understanding.

“Your reputation is what you’re perceived to be.

Your character is what you really are.”

**UCLA Coach
John Wooden**



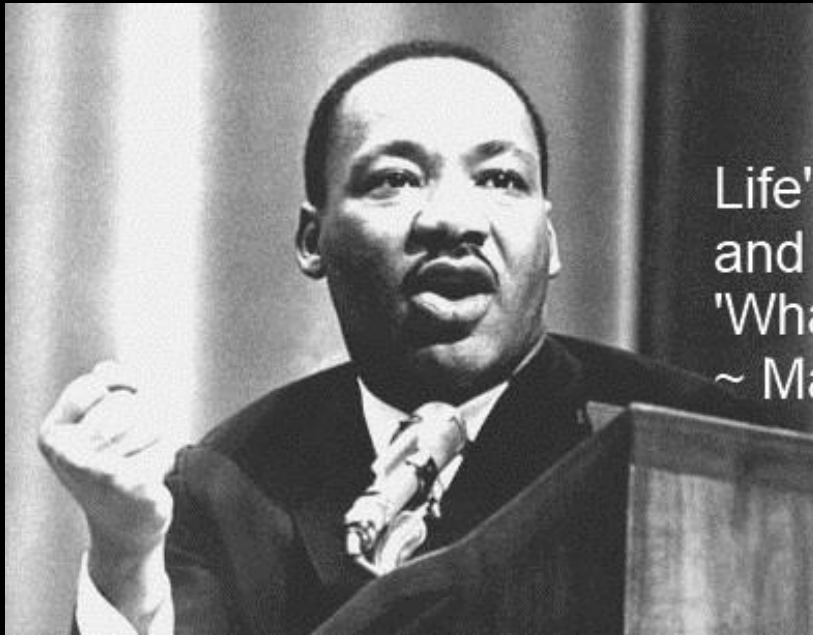
**Won 10 NCAA
national basketball
championships in 12
years – 7 in a row**



Christ-Centered Core Values

- ~ **Love**
- ~ **Education**
- ~ **Stewardship**
- ~ **Evangelization**
- ~ **Glorification of God**
- ~ **Faithfulness to Sacred Tradition**

TODAY, WE MAKE HISTORY



Life's most persistent
and urgent question is,
'What are you doing for others?'
~ Martin Luther King, Jr.



Mission Statement

The mission of the Diocese of New England of the Orthodox Church in America is to **proclaim the Gospel of Jesus Christ, to assist parishes and individuals to live the fullness of the Orthodox faith, and to reach out and care for others in God's love.**



Strategic Plan Retreat #2

Segment 1 - SWOT



Life may not
be the party
we hoped for,
but while
we're here, we
might as well
dance.



SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats



SWOT Analysis



- ~ **Answers strategic planning question #2: Where are we now?**
- ~ **We first focus on the INTERNAL Strengths and Weaknesses of our Diocese/churches**
- ~ **We second focus on the EXTERNAL Opportunities and Threats that our Diocese/churches face from the outside**



You Have 3 Choices

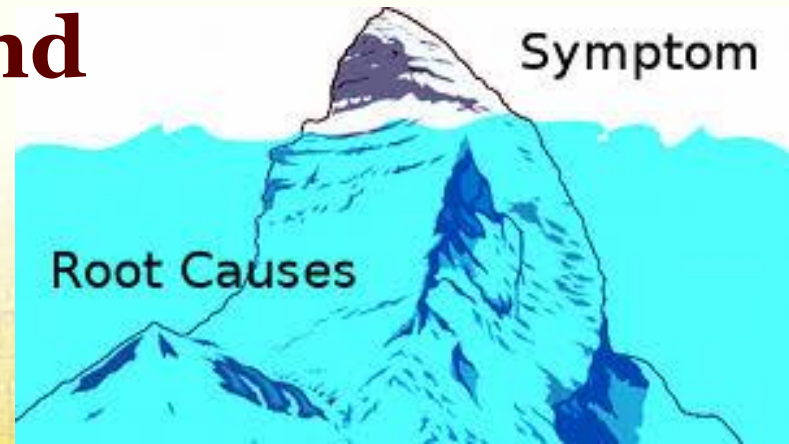
1. Do nothing

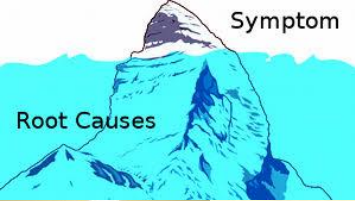


2. Use a Band-Aid and make minor fixes to symptoms

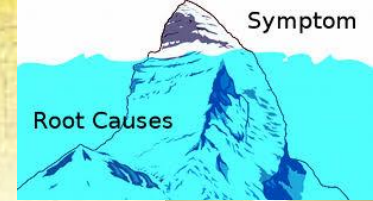


3. Address the most significant root cause issues and make transformational and lasting change

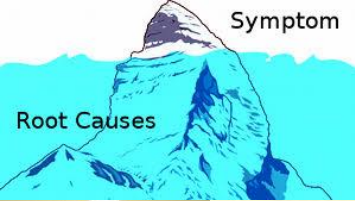




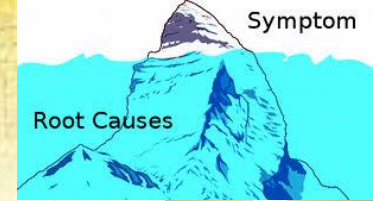
Root Cause Process



- ~ Look beyond the symptoms to find and address the real causes
- ~ The “5 why’s” technique = keep asking “why?” (generally about 5 times) until you have gotten down to the root cause of the problem
- ~ Until you address the root cause, the problem can be masked by band-aids but will re-occur
- ~ Churches/Businesses prefer the easier band-aid approach (“*let’s just send out another email, etc.*”)



Root Cause Process



Problem = very young children in a sub-Saharan African village were getting a high incidence of bacterial infections



Step 1: diagnose and treat symptoms (antibiotics)



Step 2: when kids keep coming back re-infected, discover the root cause



Step 3: fix root cause and solve the problem



Root Cause Analysis



“People don’t want to buy a quarter-inch drill bit, they want to buy a quarter inch hole.”

**Dr. Thomas Levitt
Harvard Business School**



Internal Factors



Strengths and Weaknesses

- (a) Strengths include characteristics of our Diocese/churches that give us advantages - things we do well

- (b) Weaknesses include characteristics that place our Diocese/churches at a disadvantage - things we do poorly or problems we face



External Factors

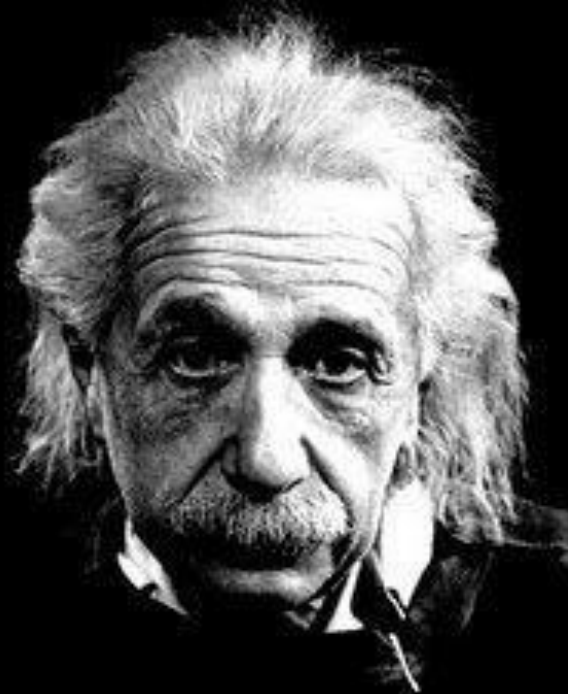


Opportunities and Threats

External factors

- (a) Opportunities include external chances to improve our performance in our environment.
- (b) Threats include external elements in our environment that could cause trouble for our Diocese/churches.

“WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM”





Final Strengths



- ~ **Laity**
- ~ **Financial Stability**
- ~ **Dogma, Traditions & Liturgical Practices**
- ~ **Clergy**



Final Weaknesses



- ~ **Clergy Needs (Too Few, Wellness, Overstretched, Bi-vocation)**
- ~ **Insufficient Diocese Staff & Support and Insufficient Parish Support**
- ~ **Lack of a Consensus Diocese Vision and Plan (and Resistance To Change)**
- ~ **Parish Misalignment & Density, Small Number and Small Size of Parishes & Great Distances**
- ~ **Stagnant Growth**
- ~ **Stewardship of Time, Talents and Treasures**



Final Opportunities



- ~ **Greater Numbers of People to Serve, including seekers, “nones”, youth and emerging adults, immigrants, poor and others living in New England**
- ~ **Technology / Social Media & Communications**



Diocese of New England
Orthodox Church in America

Final Threats



- ~ **Secularism, Hostility to Religion & Changing Culture**
- ~ **Economy / Economic Stress & Other External Disruptions and Crises**



Strategic Plan Retreat #2

Segment 2 - Vision Statement



Vision

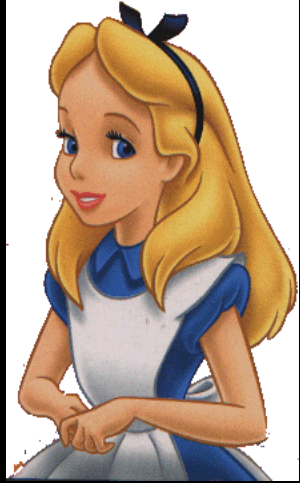


Vision Statement

**A Vision Statement is
described in:**

Alice in Wonderland





*ALICE stands at
the fork in the
road and asks
the CHESHIRE
CAT...*



Alice: Which road should I take?



Cheshire Cat:

Where do you want to go little girl?



Alice: I don't know.

Cheshire Cat : Then it makes no difference...



**“Leaders of a Church
will either be risk
takers, caretakers or
undertakers.”**



**Pastor Rick
Warren**



Vision

- ~ **Answers strategic planning question #3: Where do we want to be?**
- ~ **Following our sense of our calling, we need to pick a reasonable time in the future and outline a vision of our Diocese/churches at that time**



Vision

- ~ **Defines what the organization hopes to do in the future**
“What do we want to achieve?”
“Where are we going?”
- ~ **Is an intermediate term view**
- ~ **Inspires people to accomplish the vision**



A Vision should:



- 1. Be clear, easy to understand, concise and easy to share**
- 2. Be compelling and inspiring**
- 3. Paint a picture of where you're going (that's why they call it a vision statement)**
- 4. Be about the future**
- 5. Be possible**
- 6. Have a timeline (deadline)**



Vision Statements



- ~ **A Vision Statement is clear, concise, compelling, inspiring, and easy to understand and share.**
- ~ **Acronyms are not essential, but they sometimes help people remember the Vision Statement**
- ~ **Many powerful Vision Statements have a stated time deadline by which they hope to accomplish that Vision**



Vision Statements



During the next 3 years, the OCA Diocese of New England will revitalize itself and support its parishes and institutions by:

- Developing and staffing a Diocesan office**
- Increasing outreach, evangelization and missions**
- Optimizing comprehensive communication**
- Creating a vocational program**
- Expanding education**
- Supporting our Bishop and clergy more fully**
- Encouraging a Christ-centered life for all**



Strategic Plan Retreat #2

Segment 3

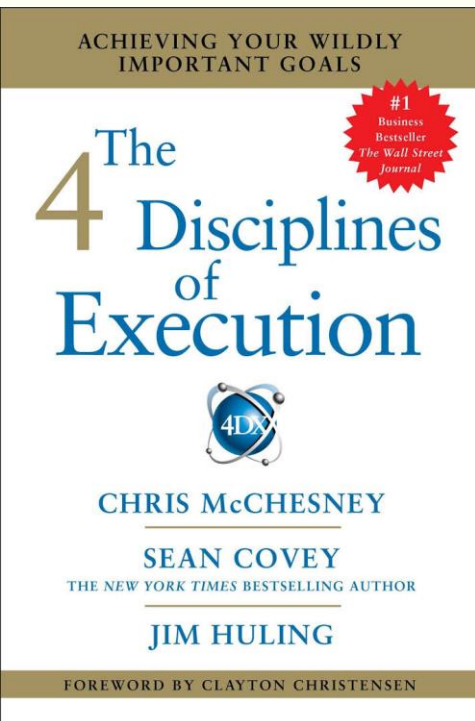
- 1. Determine DWIGs (35 minutes)**
- 2. Determine TWIGs (35 minutes)**
- 3. Discuss Lead and Lag Measures & Compelling Scoreboard (15 minutes)**
- 4. Divide Into WIG Teams (5 minutes)**

The Whirlwind





The 4 Disciplines of Execution



1. Surveyed over 200,000 business leaders to understand why they routinely failed on their good ideas and goals
2. Biggest reason was the “Whirlwind” - the chaos of day to day life (“tyranny of the urgent”)
3. Failure to focus disproportionate effort on performing the right things to achieve the most important goals

The Whirlwind

Urgency can elevate the trivial to important.

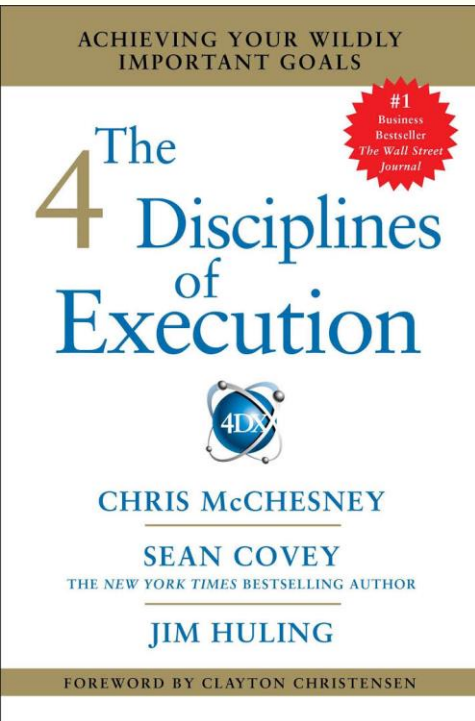




The 4 Disciplines of Execution



The 4 Disciplines of Execution



- 1. Determine your WIG(s)
(Wildly Important Goals)**
- 2. Act on Lead Measures**
- 3. Create a compelling scoreboard**
- 4. Create a cadence of accountability**

<http://the4disciplinesofexecution.com/>



The 4 Disciplines of Execution



WIGs - Wildly Important Goal(s)

1. The most important objectives that won't be achieved without special attention
2. Define a:
 - a. Starting Line (where you are now);
 - b. Finish Line (where you want to go);
 - c. Deadline (by when)
3. This creates the discipline of focus on “the one thing that will change everything”
4. “From X , to Y , by when (e.g., raise stewardship from \$X to \$Y by _____)”



The 4 Disciplines of Execution



WIGs - Wildly Important Goal(s)

- 5. The Overall DIOCESE WIGs (“DWIGs”) are the one or two (no more than three) most critical objectives to which the entire Diocese must be oriented**
- 6. TEAM WIGs (“TWIGs”) are the one or two most critical objectives each team/sub-unit/ministry can do to directly and positively influence the achievement of the DWIGs**



DWIGs - Diocese Wildly Important Goal(s)



Because human beings are genetically hardwired to do a very small number of things at a time with excellence,¹ the test of good Overall Diocese WIGs (“DWIGs”) is:

Are they the most important things?

(other achievements are secondary or less consequential - i.e., the very few things that will change everything)

¹ MIT neuroscientist Earl Miller: “Trying to concentrate on two tasks causes an overload of the brain’s processing capacity.”

*“In the moment,
urgency always
trumps importance”*

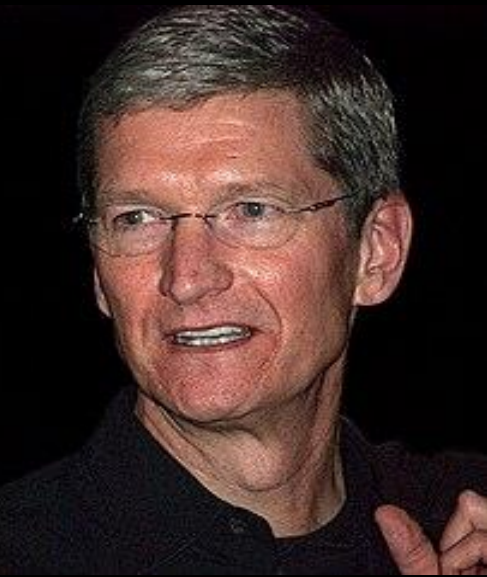


Chris McChesney
Franklin Covey (4DX)

~ Steve Jobs hired Tim Cook to improve the Apple Supply Chain



~ The Apple Supply Chain is now one of the best in the world.



~ Tim Cook went from Apple's Chief Procurement Officer to being Apple's CEO.

“We are the most focused company that I know of or have read of or have any knowledge of. We say no to good ideas every day.

We say no to great ideas in order to keep the amount of things we focus on very small in number so that we can put enormous energy behind the ones we do choose...

It’s not just saying yes to the right products, it’s saying no to many products that are good ideas, but just not nearly as good as the other ones.” (Tim Cook)



The 4 Disciplines of Execution



DWIGs - Diocese Wildly Important Goals

- ~ Sometimes you need to say no to good or even great ministries/ideas in order to can focus on a small number that one can put enormous energy behind
- ~ It's OK to spend 80% of the time on the whirlwind; however, by now spending 20% on our DWIGs we will focus disproportionately on the “few things that can change everything”



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3 Typical Types of DWIGs

1. EDUCATIONAL WIGS - focused on providing special educational support to address critical church needs
2. MINISTRY WIGS - focused on bringing best practices to improve the effectiveness and reach of the most critical ministries and the engagement of the parishes/parishioners
3. OPERATIONAL WIGS - focused on operational excellence, effectiveness, leverage, quality, efficiencies, improvement



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WIGS - Wildly Important Goals

- 1. Brainstorm ideas for the Diocese WIG (DWIG)**
- 2. Brainstorm lag measures for each DWIG (from X to Y by when)**
- 3. Rank order of importance to entire organization of each DWIG**
- 4. Reach Consensus 1 or 2 (no more than 3) DWIGs**
 - a) Did we have a reasonably full debate**
 - b) Will the DWIG materially move OCA-DONE**
 - c) Do we have the power to achieve the DWIG**
 - d) Does the DWIG start with a verb and end with a clear lag measure and deadline date**



Vision Statements



During the next 3 years, the Diocese of New England will revitalize itself and support its parishes and institutions by

Developing and staffing a Diocesan office

Increasing outreach, evangelization and mission

Optimizing comprehensive communication

Creating a vocational program

Expanding education

Supporting our Bishop and clergy more fully

Encouraging a Christ-centered life for all



Pre-retreat Heat Mapped Wildly Important Goals



- 30 - Diocese Parish Reorganization and Support & Improved Communications**
- 9 - Clergy Training, Support & Recruitment**
- 5 - Youth And Emerging Adult Ministry**
- 3 - Outreach & Evangelism**
- 2 - Leadership Development**
- 2 - Improved Religious Education**



Final Weaknesses and Opportunities



- 24 - Clergy Needs - Too Few / Wellness / Overstretched / Bi-vocation**
 - 24- Insufficient Diocese Staff Or Support and Lack Of Parish Support**
 - 18 - Lack Consensus Diocese Vision/ Plan – Resistance To Change**
 - 17 - Parish Density Misalignment - Small Number / Size Of
Parishes / Great Distances Too Much Parish Density**
 - 11 - Stagnant Growth**
 - 10 - Stewardship Of Time, Talents And Treasures**
-

41- Greater Numbers Of People to serve, including seekers, nones, youth and emerging adults, immigrants, poor and others living in New England

12 - Technology/Social Media & Communications



Wildly Important Goals Consensus Results



WIG IDEA	# of 1st Place votes	RANK
Vocational Recruitment & Development	13	1
Outreach, Evangelism & Missions	8	2
Communication	7	3
Leadership development	5	4
Youth and Emerging Adults	5	4
Stewardship	4	6
Enhancement of Parish and Liturgical Life	2	7
Religious Education	1	8



Wildly Important Goals Dependent on Hierarch



ADDITIONAL DWIG IDEAS

1 Select and support a Hierarch with a restructured office and staff - Parish Restructuring Optimization after Parish Health Assessments

2. Parish Restructuring Optimization after Parish Health Assessments



Translating Broad 4DX Strategies (WIGs) Into Specific TWIG Finish Lines



Gaylord Opryland. The largest non-gaming, in-hotel exhibition space in the world with more than 700,000 square feet of flexible meeting space. With 2,888 **rooms**, it is one of the 30 largest hotels in the world.



Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



~ The 3 types of business WIGs are typically:

1. Financial,
2. Operational, or
3. Customer Satisfaction

~After much debate, Opryland leaders chose a “Customer Satisfaction” WIG of: **Move the guest satisfaction “top box” score (a 5, on a scale of 1 to 5) from 42% to 55% by the end of the year.**



Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



- 1. “Once you set the high-level WIG (sometimes called “the war”)... defining the battles becomes the leader’s key responsibility.”**
- 2. “Leaders must ask: ‘What is the fewest number of battles necessary to win the war?’ ”**



Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



Opryland research showed:

- 1. The negative opinions of a hotel that are formed in the first 15 -20 minutes are almost impossible to change;**
- 2. Once the inevitable “problem” occurs during the stay, it’s all about WHAT the hotel does WHEN it occurs;**
- 3. Since most people ate at one of the many restaurants on the property, guest expectations of food quality were critical.**



Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



Opryland WIG / TWIGs based on the research (customer evaluation top box scores):

WIG

Guest Satisfaction
from 42 to 55

Problem Resolution
from 47 to 60

T1WIG

Arrival Experience
from 50 to 60

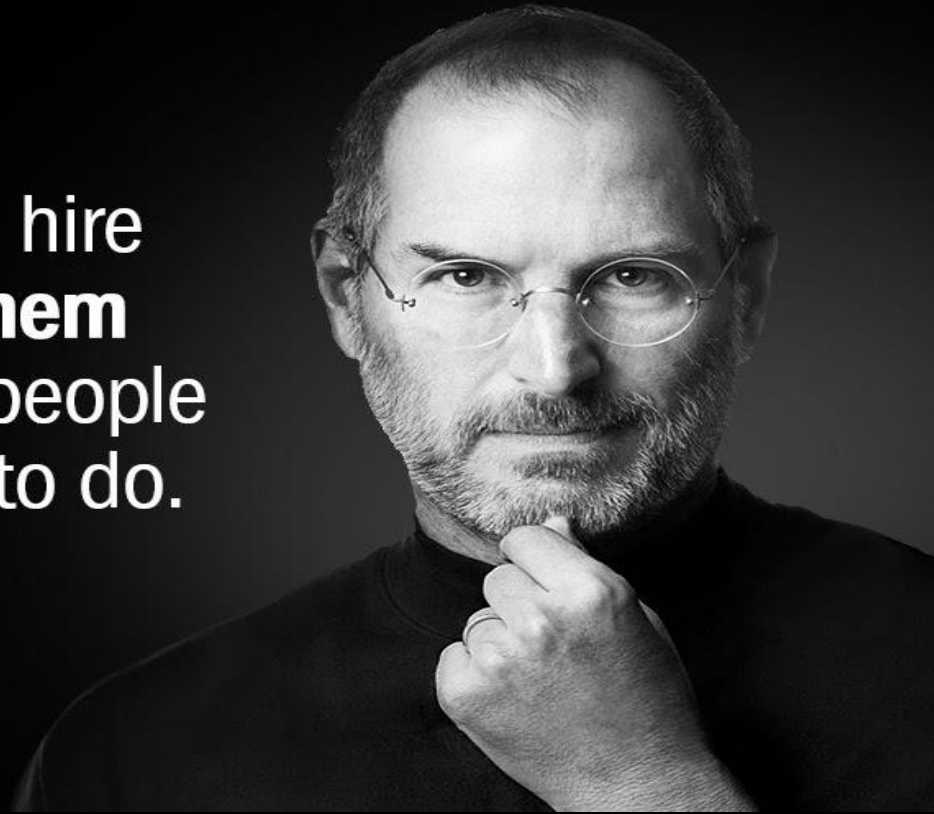
T2WIG

F&B Quality
from 43 to 58

T3WIG

It doesn't make sense to hire smart people and **tell them** what to do; we hire smart people so they can **tell us** what to do.

– *Steve Jobs*





Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



Opryland then tasked each Operating team with figuring out TWIGs that would lead to the accomplishment of the WIG



- ~ The front desk team's TWIG focused on measurably improve check-in speed
- ~ Housekeeping team's TWIG focused on measurably increasing room availability
- ~ Bellstand's TWIG focused on decreasing the time of delivery of guest bags from 106 min to 20 min (a few months later = 12 min.)



Translating Broad 4DX Strategies (WIGs) Into Specific Finish Lines



So how did Opryland do on their WIG / TWIGs?



After only 9 months of intense focus, they raised their Top Box score from **42%** to **61%** (even though their 12 month goal was only to reach **55%**)



The 4 Disciplines of Execution



WIGs - Wildly Important Goals

The test of a good TEAM WIGs (“TWIGs”) is:

- 1. Is the TWIG aligned with the DWIGs?**
- 2. Will the achievement of the TWIG help us achieve the DWIGs**
- 3. Is it measurable?**
- 4. Who owns the results? (our team or some other team)**
- 5. Who owns the game? (our team or the leader)**



Which Of Our WIGS Are Really
DWIGS
(Diocese-wide WIGS)
And Which Can Be Made Into
TWIGS
(subgroup/ministry/team-WIGs)
Under A DWIG Heading



Consensus Wildly Important Goals



DWIG (Diocese Wildly Important Goals)	TWIGS (Team Wildly Important Goals)	TWIGS (Team Wildly Important Goals)	TWIGS (Team Wildly Important Goals)	TWIGS (Team Wildly Important Goals)
<u>A. OPERATIONS</u>	Communications	Stewardship	Parish Health Assessment & Parish Restructuring Optimization	Select and Support a Hierarchy with a Restructured Office and Staff
<u>B. MINISTRIES & VOCATION</u>	Leadership Development	Religious Education	Parish and Liturgical Life Enhancement	Vocational Recruitment & Development
<u>C. OUTREACH, EVANGELISM & MISSIONS</u>	Youth and Emerging Adults	Outreach & Evangelism	Missions	



Diocese of New England
Orthodox Church in America

FINAL DWIGs



Outreach Evangelism & Missions

**Youth &
Emerging Adults**

**Outreach &
Evangelism**

Missions

Ministries & Vocation

**Leadership
Development**

**Religious
Education**

**Parish &
Liturgical Life
Enhancement**

**Vocation
Recruitment &
Development**

Operations

Communications

Stewardship

**Parish Health
Assessment & Parish
Restructuring
Optimization**

**Hierarch selection
and support with
restructured office
and staff**



The 4 Disciplines of Execution



Act on Lead Measures



DISCIPLINE 2

DISCIPLINE 2: ACT ON THE LEAD MEASURES

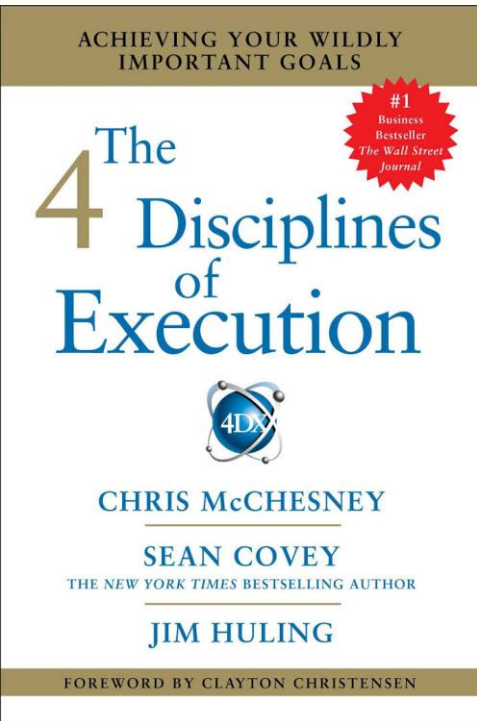
Lag vs Lead

Lead measures are predictive & Influencable



The 4 Disciplines of Execution

The 4 Disciplines of Execution



1. Determine your WIG(s)
(Wildly Important Goals)

2. Act on Lead Measures

3. Create a compelling scoreboard

4. Create a cadence of accountability

<http://the4disciplinesofexecution.com/>



The 4 Disciplines of Execution



Act on Lead Measures

1. Lag Measures track the success of the WIG (e.g., total stewardship)
2. Lead Measures track the specific activities that drive a lag measure
3. By the time you see Lag Measures, the performance that drove them has already past and you can't do anything to fix them
4. Lead Measures predict the success of the Lag Measure and can be influenced directly by the team (they must be predictive and influenceable)



The 4 Disciplines of Execution

Act on Lead Measures



OZ: “I have been losing the same 25 pounds for 25 years, very unsuccessfully.”

Act on Lead Measures

- ~ Lead measures are
 - a) PREDICTIVE (i.e., if the Lead Measure changes you can predict that the Lag Measure will also change); and
 - b) INFLUENCEABLE directly by the team (not just the bosses or outside forces)
- ~ “Managing an entity by looking at financial data (i.e., a lag measure) is like *“driving a car by looking in the rear view mirror”*” (W. Edwards Deming – father of the Quality Movement)
- ~ Acting on Lead Measures is merely about applying focus and disproportionate energy to the activities that drive your Lag Measures



Act on Lead Measures

Empirical Data Example



1. To make 1 big sale, we need to make 5 compelling final beauty contest presentations
2. To get 5 final beauty contest presentations, we need to make 20 short lists
3. To make 20 short lists we need to submit 50 excellent proposals
4. To submit 50 excellent proposals, we need to review 100 of the right RFPs to which it makes sense for us to respond
5. To get 100 of the right RFPs to which we might respond, we need to send out 250 quality letters of interest
6. To send out 250 quality letters of interest, we must send out at least 4.8 LOIs to the right targets every week of the year



Act on Lead Measures

Our Empirical Data Says:



7. So what's keeping us from:

- a) sending out at least 4.8 quality LOIs to the right targets every week of the year
- b) in order to submit 50 excellent proposals that gets us to 20 short lists
- c) that set us up to make 5 compelling presentations?

NOTE: only the underlined metrics are:

1. Predictive and 2. Influenceable

Act on Lead Measures



~ Which is the best luxury global hotel chain?

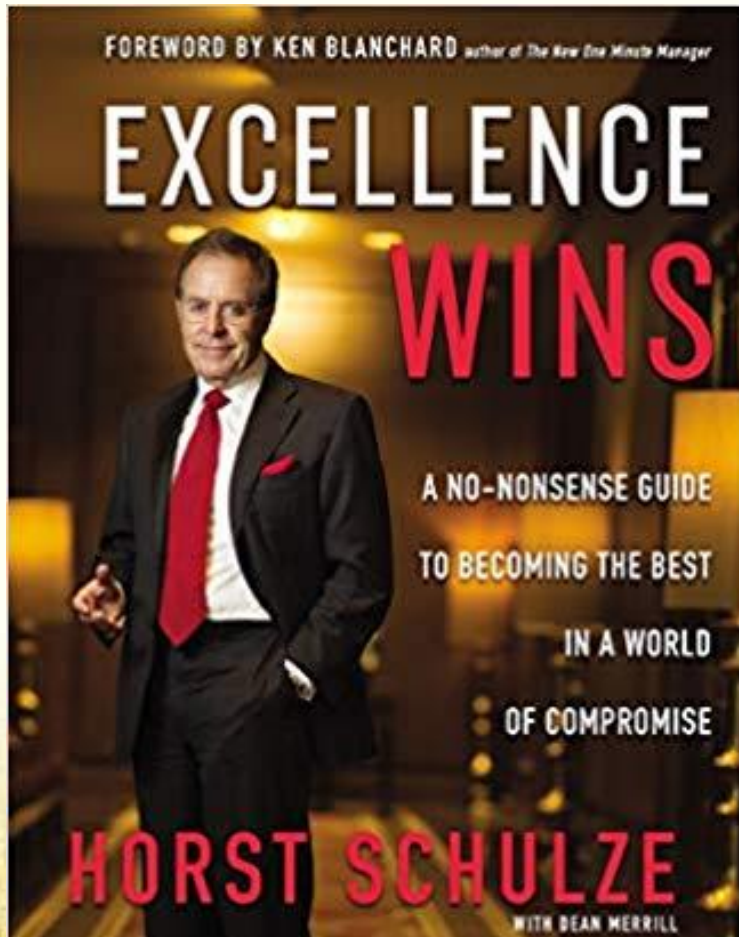




Act on Lead Measures Our Empirical Data Says:



~ How did Horst Schulze focus on Lead Measures to create the most premier hotel chain?



Andy Stanley Leadership Podcast Part 1 with Horst Schulze:

<https://podcasts.apple.com/us/podcast/building-vision-with-horst-schulze-part-1/id290055666?i=1000446163631>

Andy Stanley Leadership Podcast Part 2 with Horst Schulze:

<https://podcasts.apple.com/us/podcast/building-vision-with-horst-schulze-part-2/id290055666?i=1000448382130>



Act on Lead Measures Our Empirical Data Says:



1. **What are some important Lag Measures for the Ritz?**
 - a) **Customer satisfaction scores**
 - b) **Customers repeat visits/rebook at Ritz**
 - c) **Customer spend for each day/whole stay**

2. **What did Ritz Carlton determine was the most important Lead Measure that influenced the Lag Measures?**





Act on Lead Measures

Our Empirical Data Says:

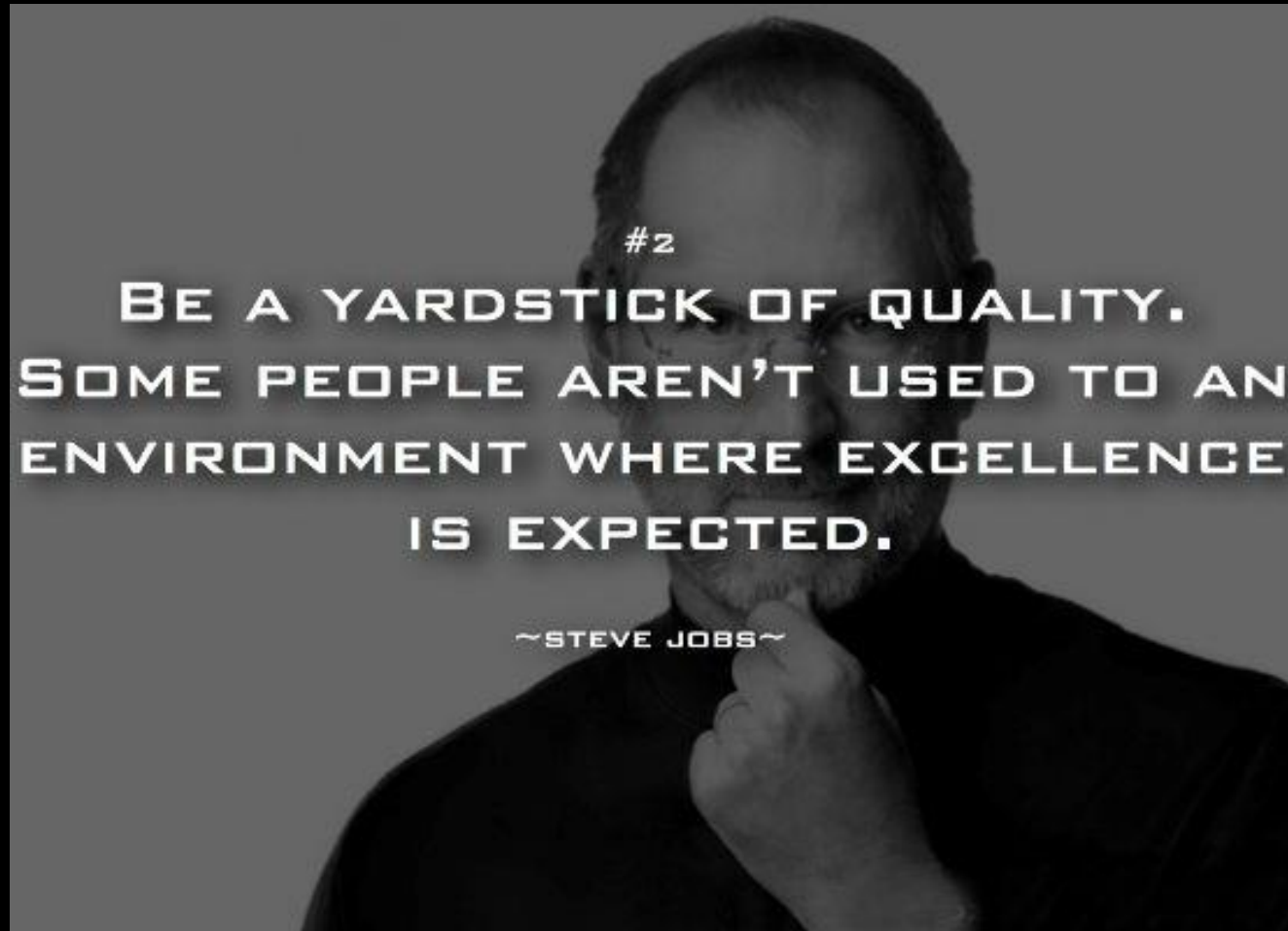
1. What did Ritz Carlton determine was the most important Lead Measure that influenced the Lag Measures?

EMPLOYEE SATISFACTION!



THE RITZ-CARLTON®

What Are Our Expectations?



#2

BE A YARDSTICK OF QUALITY.
SOME PEOPLE AREN'T USED TO AN
ENVIRONMENT WHERE EXCELLENCE
IS EXPECTED.

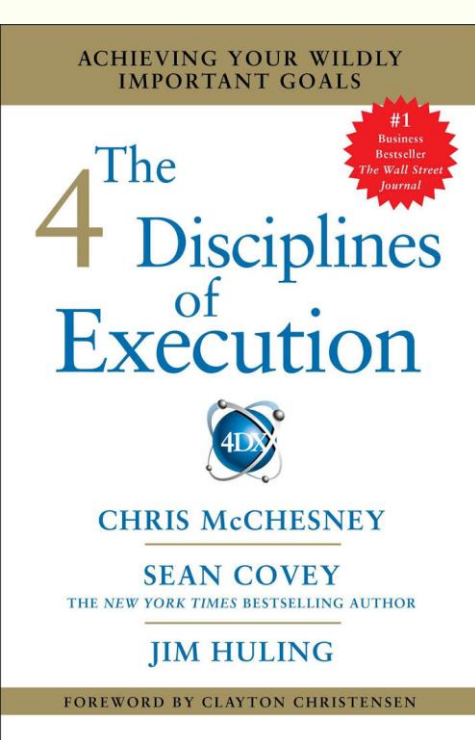
~STEVE JOBS~



The 4 Disciplines of Execution



The 4 Disciplines of Execution



3. Create a compelling scoreboard

- Highest engagement comes when people know the score
- The best scoreboard is designed for and by the players



1 Fundamental Rule and 1 Critical Question



- ~ **“You cannot master what you do not measure.”**
- ~ **How are you measuring effectiveness/success?**



The 4 Disciplines of Execution



A Compelling Scoreboard

- 1. People play differently once you keep score**
- 2. People play best when they are engaged**
- 3. Highest level of engagement comes when people know the score**
- 4. The best scoreboard is designed for and by the players**
- 5. Focus on:**
 - a. WIG**
 - b. Lag Measure**
 - c. Lead Measures**



The 4 Disciplines of Execution



A Compelling Scoreboard

- 6. “When everyone on the team can see the score, the level of play rises not only because they can see what’s working and what adjustments are needed, but also because they want to win.”**
- 7. Four Questions to answer:**
 - 1. Is the scoreboard simple?**
 - 2. Can the team see it easily? (visibility drives accountability)**
 - 3. Does it show Lead and Lag Measures**
 - 4. Can everyone tell at a glance if they’re winning**



The 4 Disciplines of Execution

A Compelling Scoreboard

FIRST WEST SCOREBOARD

EVANGELISM

WORSHIP

1 STORY, 1 VERSE,
1 PERSON
COMMITMENTS

BAPTISMS

INVITE CARDS
DISTRIBUTED

WORSHIP
ATTENDANCE

THIS WEEK

TOTAL

THIS WEEK

TOTAL

THIS WEEK

TOTAL

THIS WEEK

AVERAGE

WEST MONROE

20

156

2

14

114

1,431

2,174

1,827

FAIRBANKS

16

19

0

7

120

303

270

261

2017 MULTISITE

0

0

0

0

0

0

0

0

TOTAL

36

175

2

21

234

1,734

2,444

2,088

COMMUNITY

SERVICE

NEW
GROUPS

LIFE GROUP
ATTENDANCE

NEW PEOPLE
MOBILIZED

MISSIONS
PARTICIPATION

THIS WEEK

TOTAL

THIS WEEK

AVERAGE

THIS WEEK

TOTAL

THIS WEEK

TOTAL

WEST MONROE

2

7

1,355

1,367

0

19

0

173

FAIRBANKS

0

1

150

155

0

0

0

0

2017 MULTISITE

0

0

0

0

0

0

0

0

TOTAL

2

8

1,505

1,522

0

19

0

173



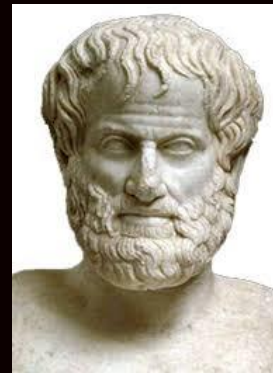
Words may inspire, but only ACTION creates change. Most of us live our lives by accident - we live life as it happens. Fulfillment comes when we live our lives on purpose.

— *Simon Sinek* —

AZ QUOTES

We are what we
repeatedly DO.

Excellence, then, is not
an act, but a HABIT



~ Aristotle



What's Next

- 1. You will pick the DWIG Team you want to work on**
- 2. Each DWIG Team will**
 - a) Pick co-chairs and a secretary (and let me know)**
 - b) Finalize the DWIG wording (e.g., “from x to y by when” or use SMART Goal wording)**
 - c) Identify and determine wording of any (sub) TWIGs**
 - d) Determine the Compelling Scoreboard for each DWIG and TWIG**
 - e) Determine an appropriate Cadence of Accountability for each TWIG (see discussion in Appendix)**
 - f) Report all of the above at the third retreat**
 - g) You will get an email with instructions**



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CHICAGO METROPOLIS STRATEGIC PLAN

ANNUNCIATION – ATLANTA

OCA Diocese of New England – Strategic Plan

With the blessings of His Beatitude Metropolitan Tikhon, and under the dedicated leadership of Fr Steven Hosking, I am blessed to be leading the faithful Diocese Council of the Diocese of New England of the Orthodox Church in America through a focused strategic planning process. The results of their great work will be available here.

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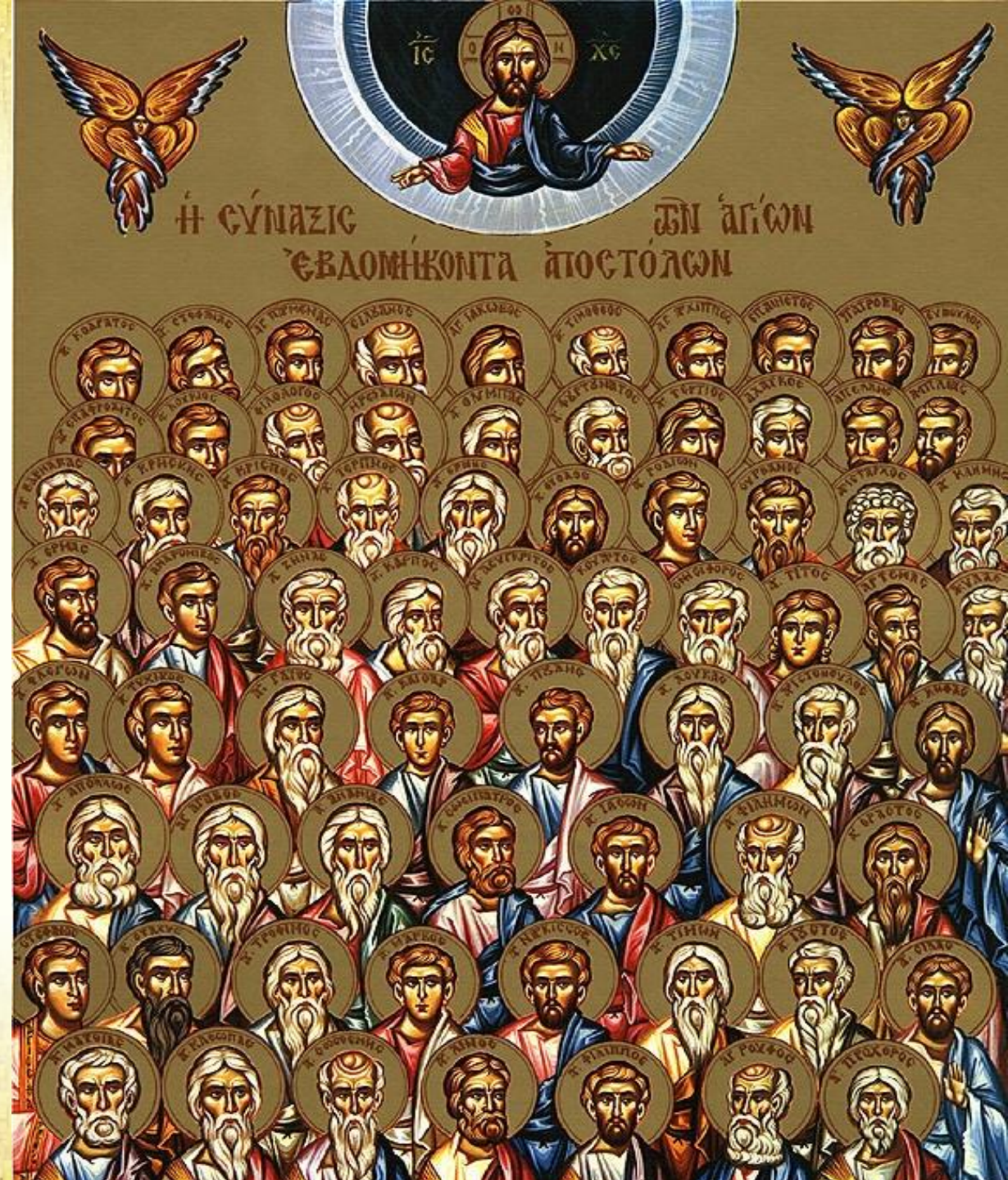
You can download this presentation, your ongoing work product and videos under the Strategic Planning tab and the OCA Diocese of New England page

<https://stewardshipcalling.com/oca-diocese-of-new-england-strategic-plan/>

Send questions to: Bill@stewardshipcalling.com

*You have
now
been
called as
one of
the 70
Disciples*

Luke 10:1





Diocese of New England
Orthodox Church in America

Proposed Statement of WHY, Core Values, Mission Statement, SWOT, Vision Statement and Wildly Important Goals

Bill Marianes (Bill@stewardshipcalling.com)

www.stewardshipcalling.com



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APPENDIX



Our Rules of Engagement





- 1. We will stay on schedule (unless modified by the Facilitator, who is OZ).**
- 2. Titles, rank, position and roles of participants are left outside the room. During the retreat, everyone is equal (except OZ – see rule 1).**
- 3. We will speak and interact confidentially. There can be NO repercussions for anything said. (“What happens in our meetings, stays in our meetings”).**
- 4. Ask questions if you don’t understand, because no idea or question is dumb (unless it has already been asked and answered).**
- 5. Tangential / side issues will be parked.**



- 6. No texting / emailing / tweeting / Facebooking / private conversations / phone calls during retreat. Stay focused.**
- 7. All decisions will be made by consensus. We will not be voting (except for consensus straw polls). Majority does not rule. Consensus will prevail.**
- 8. Bill's 3 Bucket Rule applies. Bucket 1 = things we control; Bucket 2 = things we can influence; Bucket 3 = things we can't do anything about. We will focus only on Buckets 1 and 2 issues (not on Bucket 3 issues).**
- 9. Everyone **MUST** participate. ("get in the game, or stay home")**
- 10. Be honest and "no spin." No party lines. Think about what will really make a difference in this ministry of Christ's Church, and not just what you want.**



- 11. No defensiveness. Disagree agreeably. Listen carefully before you object or agree. (“Seek first to understand, and then to be understood.”)**
- 12. Absolutely NO “Discussion Killers.” (e.g., “we tried that once,” “it won’t work,” “you don’t know what you’re talking about,” etc.) Be positive / encouraging.**
- 13. Think strategically, creatively and outside the box. Think long (not short) term.**
- 14. Speak precisely and make your point succinctly. (Save the long, funny or personal stories for personal time.)**
- 15. We are all members of the Body of Christ, our Holy Orthodox Church and made in the image and likeness of God. Let’s interact with each other as if we were interacting with our Father/Creator. Let us treat one another with love and respect and allow the Holy Spirit to participate freely.**



Rules of Engagement



1. ROEs apply equally to all and keep the process move efficiently
2. ROEs help avoid hijacking
3. ROEs ensure fairness for all
4. ROEs everyone commits to them (helps exit volunteers who violate them)
5. They were sent to you in advance and if anyone cannot live with them, please identify yourself now as they will govern all we do



2 Process Keys



Consensus

*Rules of
Engagement*



2 Process Keys



Consensus





Consensus

- 1. “Consensus” means seeking the “common mind” through a process of respectful dialogue without formal votes**
- 2. “Consensus” means an agreement that everyone can “live with” (even if it is not their first choice)**
- 3. Consensus is achieved once everyone explains their issues and alternatives, and the discussion continues until all agree that:**
 - (a) the discussion has been full and fair;**
 - and**
 - (b) they do not object to (or can live with) the modified proposal**



The 4 Disciplines of Execution



The 4 Disciplines of Execution

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

#1
Business
Bestseller
*The Wall Street
Journal*

The 4 Disciplines of Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

4. Create a cadence of accountability

- Regular and frequent team meetings that solely focus on the WIGs
- Team members hold each other accountable for their commitments



The 4 Disciplines of Execution



Create A Cadence of Accountability

- 1. Disciplines 1, 2 and 3 focus on creating a winnable game**
- 2. Discipline 4 is how you play the game**
- 3. Cadence = regular and frequent (usually weekly or daily) team meetings that solely focus on the WIG**
- 4. Team members hold each other accountable for their commitments**



The 4 Disciplines of Execution



Create A Cadence of Accountability

5. Each SubWIG Team member answers the question *“What are the 1 or 2 most important things I can do over this next time period that will have the biggest impact on the scoreboard”*
6. Each person reports what they:
 - a) did to meet their last period’s commitments
 - b) did to do to move the Lead and Lag measures
 - c) commit to do for the coming period



The 4 Disciplines of Execution



Create A Cadence of Accountability

- 7. These “STAND UP” meetings take no longer than 20-30 minutes**

- 8. The whirlwind is never allowed in a WIG session**

- 9. “The level of importance you place on the WIG session will directly determine the results your team produces.” (This gathering can be the most critical thing you do to achieve your WIGs)**



The 4 Disciplines of Execution



Create A Cadence of Accountability

- 10. When people commit to the team, the commitment goes beyond performance to personal promise**

- 11. When the team sees they are having an impact on the WIG, they know they are winning**

- 12. Nothing drives morale and engagement more than winning!**