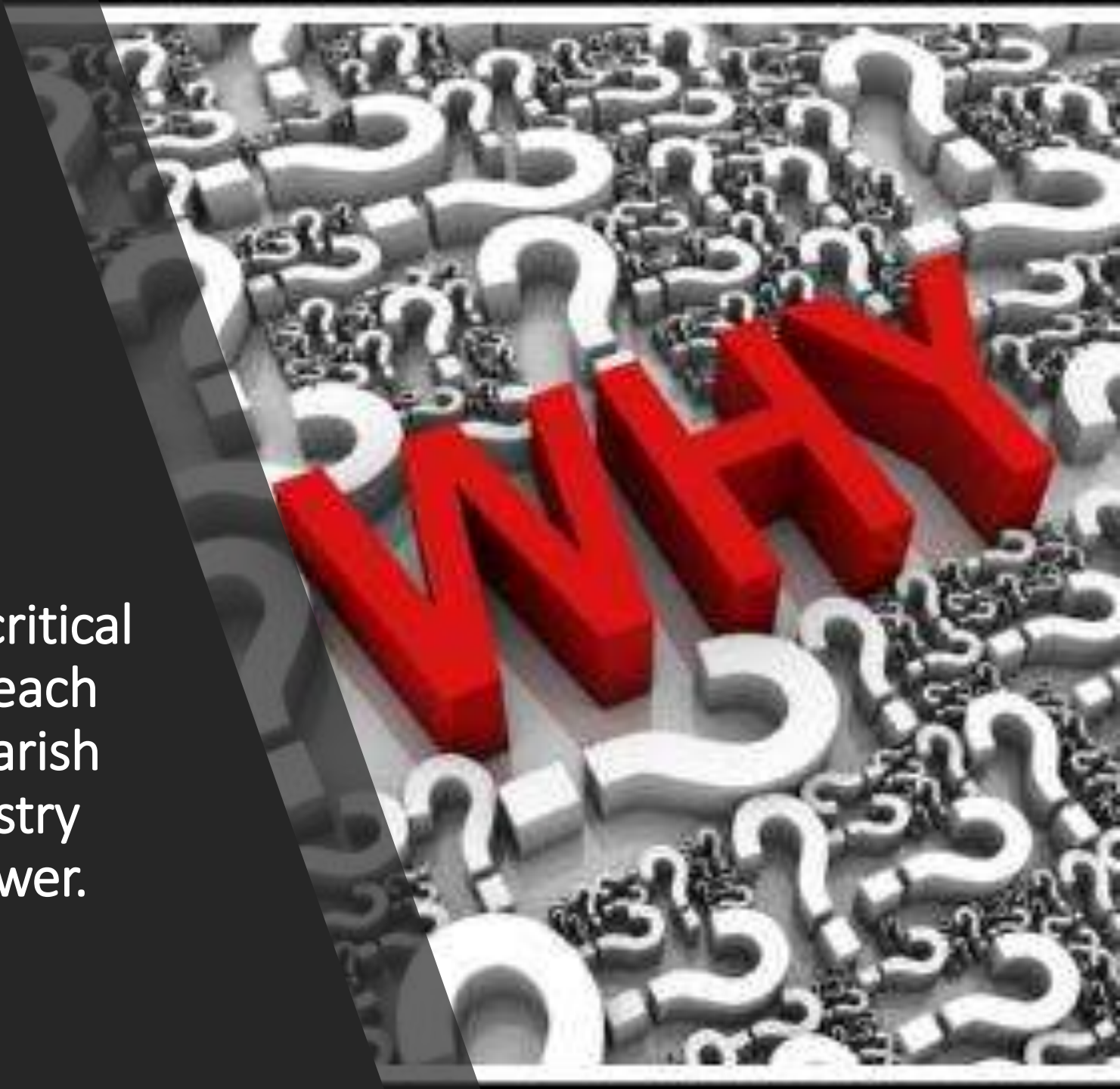


Vision & Parish Strategic Planning

The most critical question each person, parish and ministry must answer.

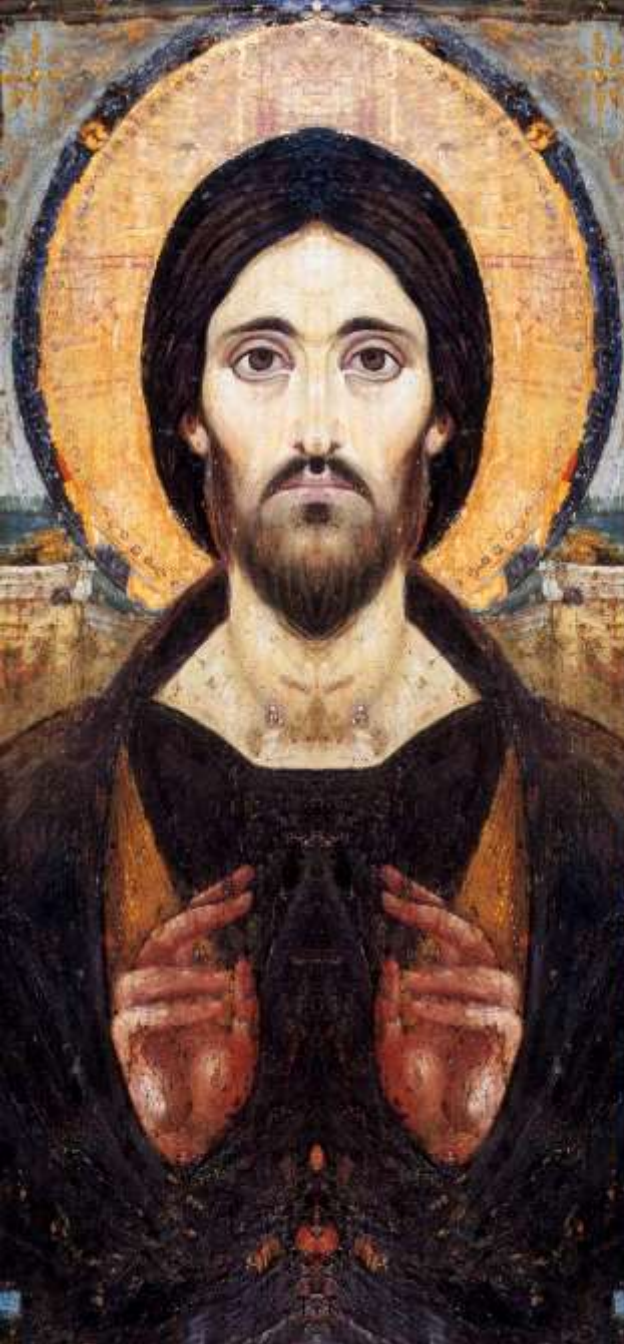




Why Do This?

“That the end of our lives may be Christian, without pain, blameless and peaceful, and for a good account at the awesome judgment seat of Christ.”

Orthodox Divine Liturgy
II Corinthians 5:10



**Christ's
possible
very
difficult
question**



What did **you** do,
for **My** church and **My** people,
under **your** watch,
given all of the gifts **I** gave **you** ?

“The domain of
the Leader is the



The work of the
leader is
change.”



Dr. James Kouzes

Μετάνοια

Metanoia



“a transformative change of heart”



Leaders of a Church will either be risk takers or caretakers that will eventually become undertakers.



**Consensus Vision and
Strategic Planning**

A journey ...

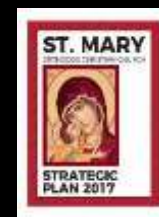
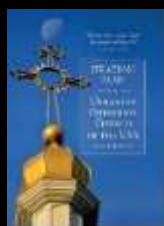
... 390,000+ airlines miles over 20 years

*...presentations to well over 600 Parishes
of all Orthodox jurisdictions*

*...a financial stewardship analysis for
over 275+ Parishes*



The Stewardship Calling Process has been used to complete Strategic Plans covering over **26%** of Orthodox Christians



**GOA
Metropolis
of San
Francisco**

**GOA
Metropolis
of Atlanta**

**Ukrainian
Orthodox
Church of
the USA**

**GOA
Metropolis
of
Chicago**

**Orthodox
Christian
Prison
Ministry**



Recently Completed Strategic Plans:

OCA Diocese of New England

OCA Diocese of Midwest

St. Demetrios (Saginaw, MI)

Holy Trinity (Indianapolis, IN)

Christ the Saviour (Harrisburg, PA)

Holy Trinity (Grand Rapids, MI)

St. John The Divine (Jacksonville FL)

St. Mary (Wichita, KS)

St. John The Baptist (Beaverton, OR)

St. Nicholas (Ann Arbor, MI)

Sts. Mark, Mary, Philopater (Troy, MI)

Annunciation Cathedral (Atlanta, GA)

St. Nicholas (Grand Rapids, MI)

Additional Strategic Plans In Progress:

Metropolis of Boston – (6-part parish training program and 4 parish strategic planning retreat)

ZOE for Life (Cleveland, OH)

St. Sophia (Miami, FL)

St. Sophia (San Antonio, TX)

St. Raphael (Iowa City, IA)

Strategic Planning is Biblical





Where there is
no vision, the
people perish.

Proverbs 29:18



A process to:

1. manage the “busyness” of our Church without turning our Church into a “business”
2. define our strategy to allocate our resources to achieve our vision



**Must answer
4 questions:**

- 1. Why do we exist?**
- 2. Where are we now?**
- 3. Where do we want to be?**
- 4. How will we get there?**

The 4 Ps of



1. **People** - The right people leading, developing and implementing the process, with input from everyone along the way
2. **Process** - A comprehensive, inclusive and methodical process and schedule
3. **Plan** - A 10-element comprehensive strategic plan with a detailed implementation action plan and timeline
4. **Performance** - A well-managed and persistent implementation with full accountability

1. SWOT / EPA / OCAI Analysis
2. Statement of Why
3. Core Values
4. Mission Statement
5. S.M.A.R.T. Goals
6. Vision Statement
7. Interim Goals & Interim Actions
8. Success Timeline
9. SMART Goal Accountability Process (“SMART GAP”)
10. Strategic Plan



10 Strategic Plan Deliverables





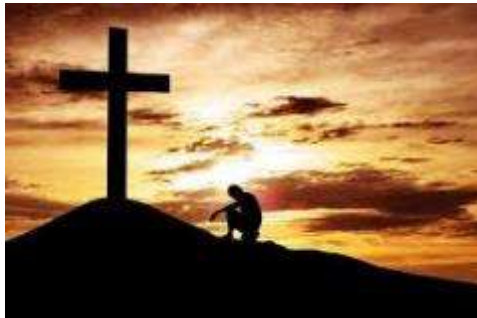
3 Critical Rules of Strategic Planning



Date your Vision



Marry your Values & Mission



Die with your WHY



Question 1:

**WHY do we
exist?**

WHY Statement

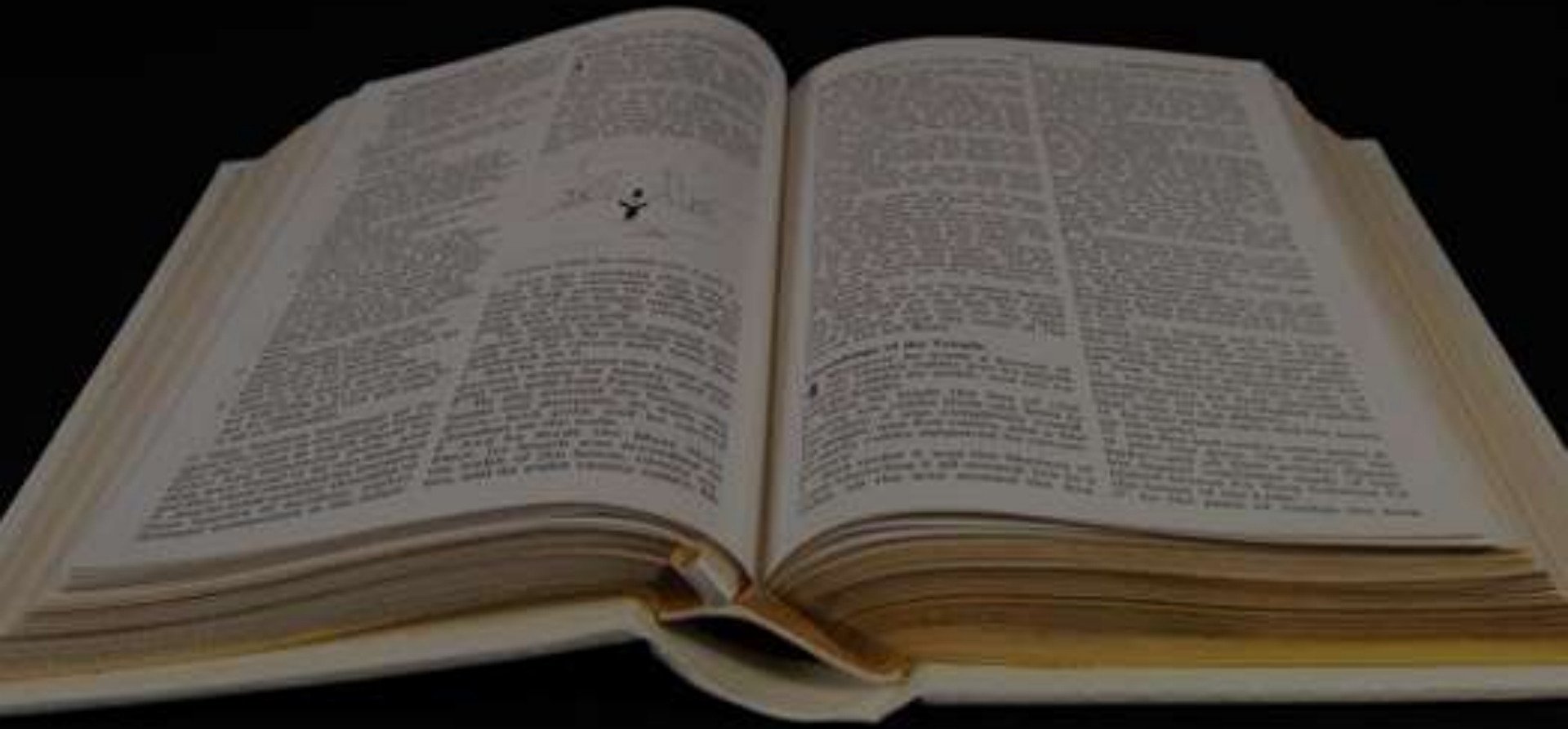
Answers strategic planning question #1:

Why are we here?

~ An articulate, compelling and inspirational reason why our parish exists and why anyone should care, or want to join us.



A Statement of Why is Biblical



***“Friends, WHY
are you doing
these things?”***

Acts 14:15

**To help people and
parishes discover and
live their stewardship
callings,**

**so that they may have
a good account before
the awesome judgment
seat of Christ.**





CHRIST THE SAVIOUR ORTHODOX CHURCH
HARRISBURG, PENNSYLVANIA

Final WHY Statement

**To experience and share Christ's
love so that everyone we
encounter finds healing,
purpose, and eternal life.**



Core
Values

Core Values Are Biblical



GOD'S Core Values

I
THOU SHALT HAVE
NO OTHER GODS
BEFORE ME

II
THOU SHALT NOT
MAKE UNTO THEE
ANY GRAVEN IMAGE

III
THOU SHALT NOT
TAKE THE NAME OF
THE LORD THY GOD
IN VAIN

IV
REMEMBER THE
SABBATH DAY TO
KEEP IT HOLY

V
HONOR THY FATHER
AND THY MOTHER

VI
THOU SHALT
NOT KILL

VII
THOU SHALT NOT
COMMIT ADULTERY

VIII
THOU SHALT
NOT STEAL

IX
THOU SHALT NOT
BEAR FALSE
WITNESS AGAINST
THY NEIGHBOR

X
THOU SHALT
NOT COVET

CHRIST'S Core Values

THE BEATITUDES

Blessed are the poor in spirit,
for theirs is the kingdom of heaven.

Blessed are those who mourn,
for they shall be comforted.

Blessed are the meek,
for they shall inherit the earth.

Blessed are those who hunger and thirst
for righteousness, for they shall be satisfied.

Blessed are the merciful
for they shall obtain mercy.

Blessed are the pure of heart,
for they shall see God.

Blessed are the peacemakers,
for they shall be called children of God.

Blessed are those who are persecuted
for righteousness sake,
for theirs is the kingdom of heaven.

Matthew 5:3-10



1. Beliefs shared by the stakeholders

**2. Drive the organization's culture
and priorities**

3. Provide a framework for decisions



CHRIST THE SAVIOUR ORTHODOX CHURCH HARRISBURG, PENNSYLVANIA

Core Values

LOVE

...God

...Holy Orthodox Faith

...our parish family

...our neighbors



Question 2:

**Where are
we now?**

Where Are We Now Assessment is Biblical



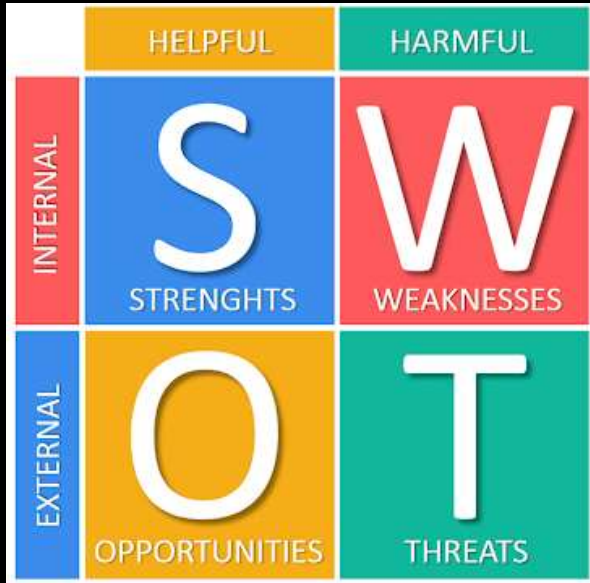


***“Examine
yourselves as to
whether you are
in the faith.*”**

Test yourselves!”

2 Corinthians 13:5

Three Not Mutually Exclusive Discovery Options



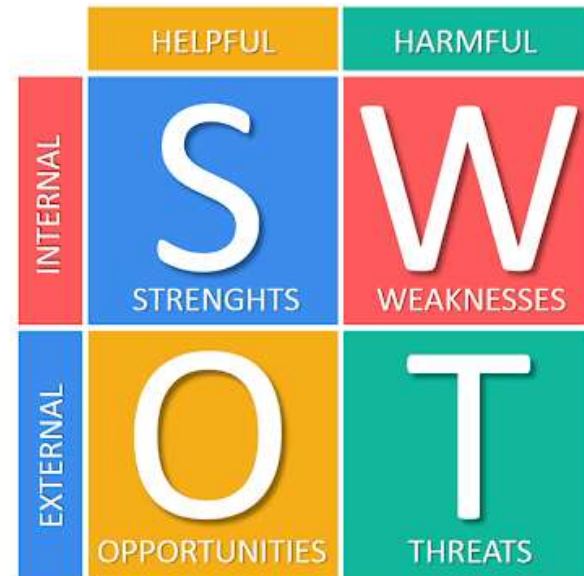
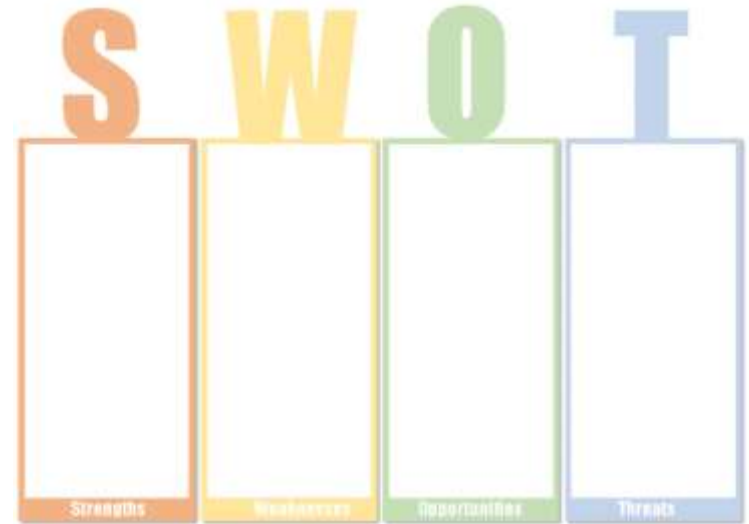
SWOT ANALYSIS

Answers strategic planning question #2:

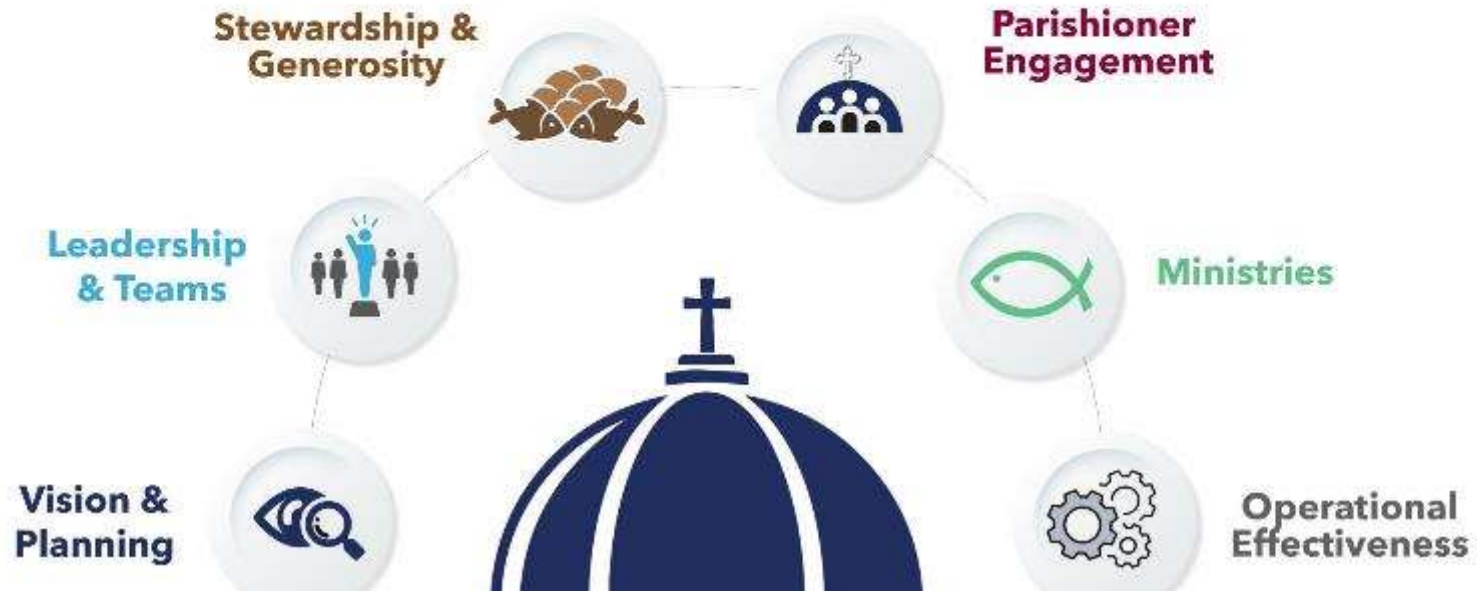
Where are we now?

~ First focus on INTERNAL Parish Strengths and Weaknesses

~ Second focus on EXTERNAL Opportunities and Threats that our Parish faces



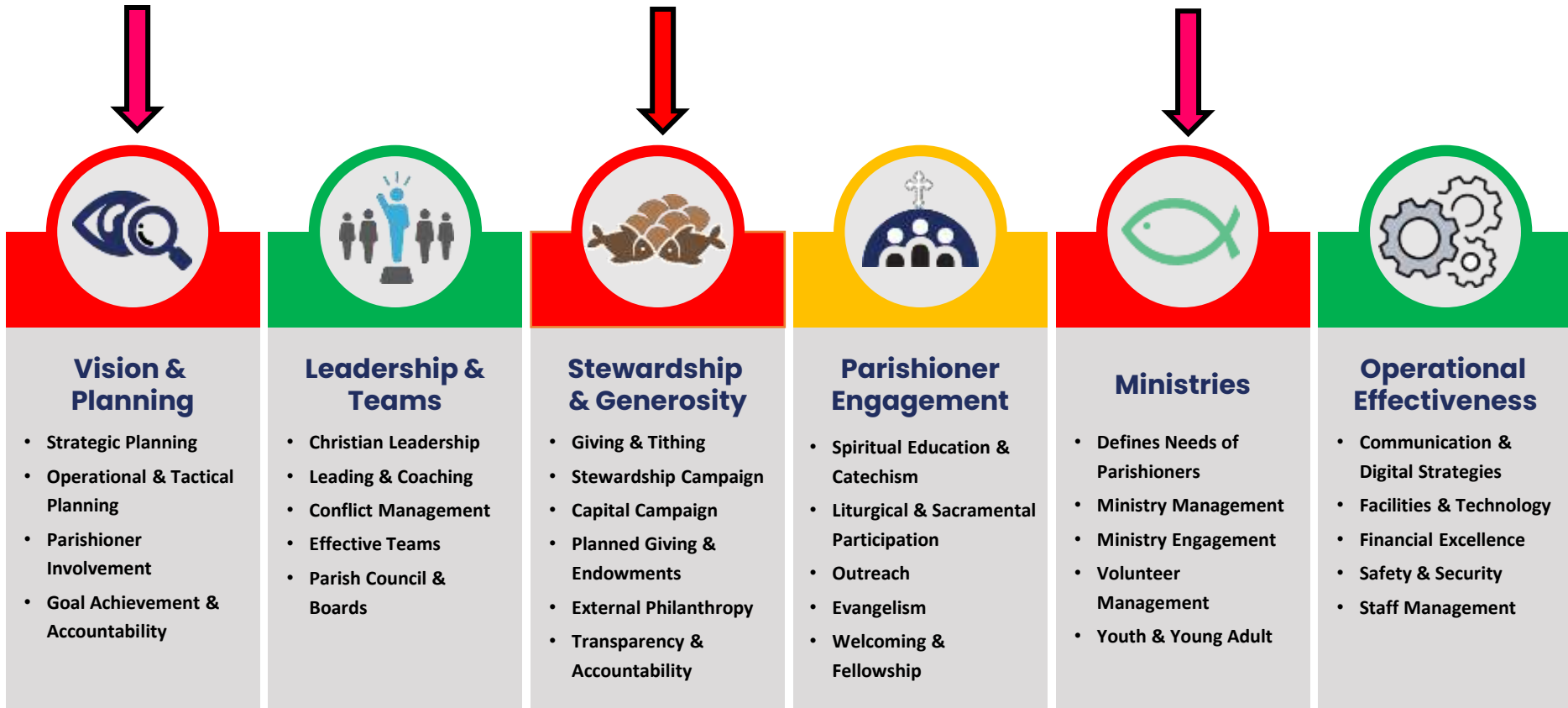
OMS EFFECTIVE PARISH MODEL



THE SOLUTION

Empirical research identified 6 Operational Pillars and 30 Building Blocks that must be optimized to excellence in the most healthy and effective Orthodox Parish.

Sample EPA Preliminary Assessments



6 Pillars & 30 Building Blocks

Sample EPA 2 Leadership & Teams Operational Effectiveness

Leadership & Teams	<u>% favorable</u>	<u>% unfavorable</u>	<u>% neutral</u>
Christian Leadership	76%	3%	21%
Leading & Coaching	79%	2%	20%
Conflict Management	66%	4%	31%
Effective Teams	76%	3%	21%
Parish Council & Boards	71%	4%	24%

Operational Effectiveness	<u>% favorable</u>	<u>% unfavorable</u>	<u>% neutral</u>
Communications & Digital Strategies	70%	3%	27%
Facilities & Technology	82%	4%	14%
Financial Excellence	54%	7%	39%
Safety & Security	63%	6%	31%
Staff Management	57%	2%	41%

Sample EPA 2

Parishioner Engagement Stewardship & Generosity

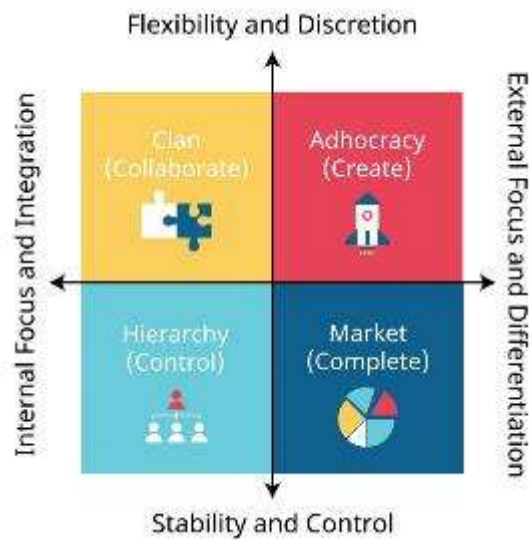
Parishioner Engagement	% favorable	% unfavorable	% neutral
Spiritual Engagement & Catechism	67%	8%	26%
Liturgical & Sacramental Participation	78%	4%	18%
Outreach	50%	12%	38%
Evangelism	53%	14%	34%
Welcoming & Fellowship	81%	7%	12%

Stewardship & Generosity	% favorable	% unfavorable	% neutral
Giving & Tithing	58%	4%	38%
Stewardship Campaign	25%	20%	55%
Capital Campaign	20%	10%	70%
Planned Giving & Endowments	9%	29%	68%
External Philanthropy	42%	9%	49%
Transparency & Accountability	58%	13%	28%

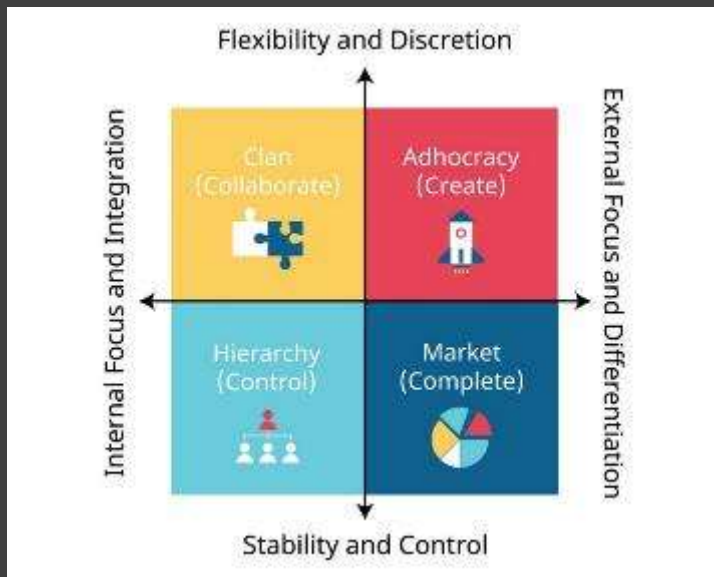
Sample EPA 2 Vision & Planning Ministries

Vision & Planning	% favorable	% unfavorable	% neutral
Strategic Planning	38%	14%	49%
Operational & Technical Planning	57%	8%	35%
Parishioner Involvement	39%	9%	53%
Goal Achievement & Accountability	36%	9%	56%

Ministries	% favorable	% unfavorable	% neutral
Defines Needs of Parishioners	38%	22%	40%
Ministry Management	34%	13%	53%
Ministry Engagement	60%	7%	33%
Volunteer Management	50%	8%	42%
Youth & Young Adult	37%	13%	50%



Organizational Cultural Assessment



“Competing Values Framework” self-assessment of current and desired state of parish culture along

4 Types of Culture

1. Internally focused
2. Externally focused
3. Creativity & flexibility
4. Organizational stability

OCAI - 6 Key Dimensions

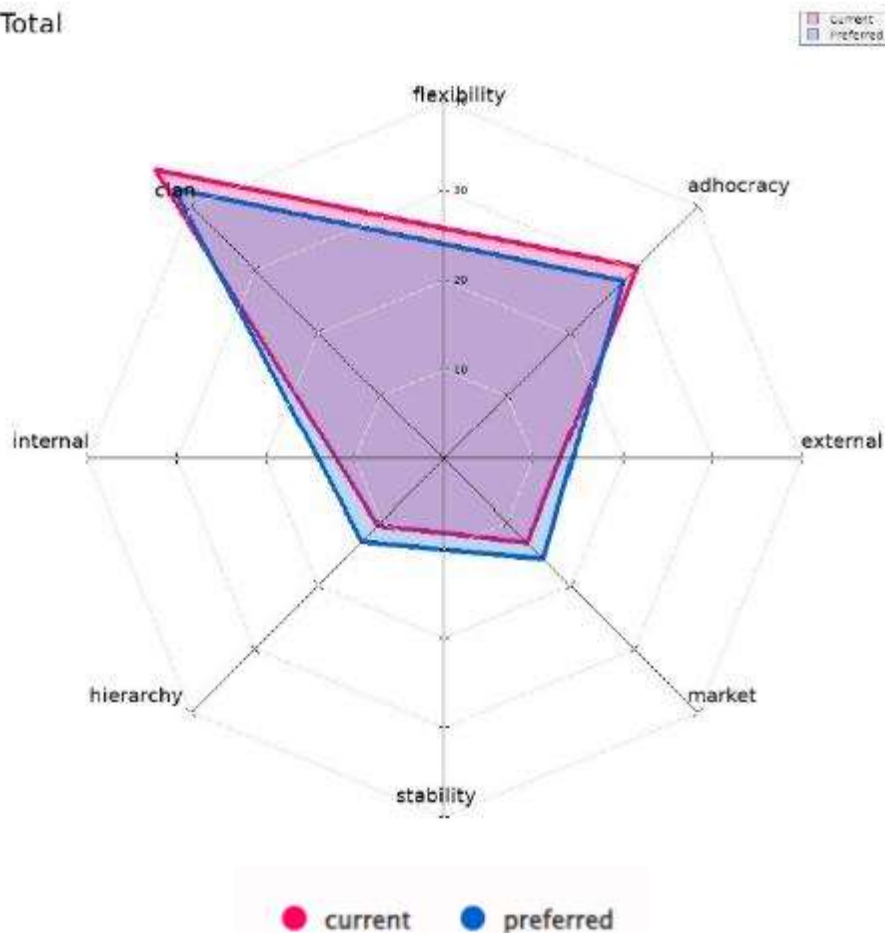


6 Dimensions of Culture

1. Dominant characteristics
2. Organizational leadership
3. Management of teams
4. Organizational glue
5. Strategic emphasis
6. Criteria of success

Sample OCAI 4 Types Of Culture Assessment

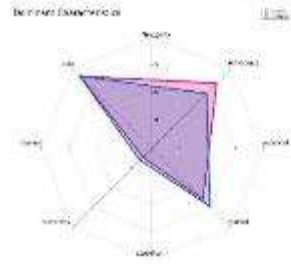
Total



	current	preferred
Clan	45.92	42.93
Adhocracy	30.42	28.30
Market	13.17	15.75
Hierarchy	10.50	13.02
Total	100	100

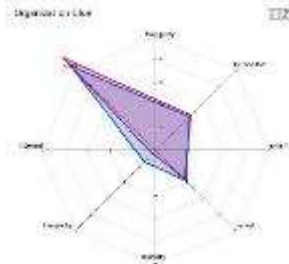
Sample OCAI 6 Dimensions Cultural Assessment

Dominant Characteristics



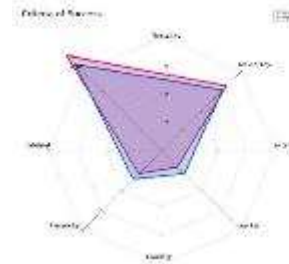
	current	preferred
Open	36.50	34.75
Adhocracy	55.75	27.00
Market	36.75	43.25
Hierarchy	4.50	5.00
Total	100	100

Organization Glue



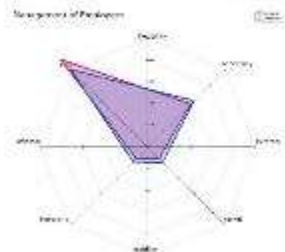
	current	preferred
Open	18.00	15.00
Adhocracy	22.00	23.00
Market	6.50	16.00
Hierarchy	2.00	2.00
Total	500	100

Criteria of Success



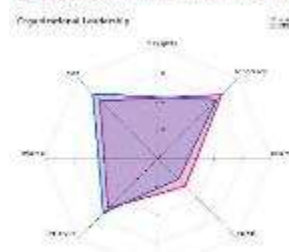
	current	preferred
Open	40.00	43.75
Adhocracy	32.50	30.00
Market	8.00	11.50
Hierarchy	11.50	14.25
Total	100	100

Management of Employees



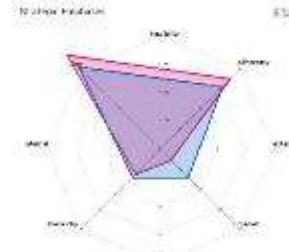
	current	preferred
Open	62.50	59.50
Adhocracy	28.75	34.00
Market	7.50	10.00
Hierarchy	7.50	6.50
Total	100	100

Organizational Leadership



	current	preferred
Open	28.00	32.75
Adhocracy	32.00	28.50
Market	14.00	14.00
Hierarchy	25.00	25.00
Total	100	100

Strategic Emphases



	current	preferred
Open	47.00	51.00
Adhocracy	33.00	31.00
Market	5.50	15.00
Hierarchy	13.50	19.00
Total	100	100



Question 3:

**Where do we
want to be?**



Mission

Statement

A Mission Statement Is Biblical



The Great Commission Mission Statement

***“Go therefore
and make
disciples of all
the nations”***



Matthew 28:18-20

Mission Statement

Answers strategic planning question #3:

What do we do?

~ A clear description of the what the organization does to achieve its Why/Vision/Goals





VISION

A Vision Statement Is Biblical





Where there is
no vision, the
people perish.

Proverbs 29:18

Vision

Acts 1:8

“... and you shall be witnesses to Me in Jerusalem, and in all of Judea and Samaria, and to the ends of the earth.”



A Vision should be:

1. clear & concise
2. compelling & inspiring
3. a “picture” of where you're going
4. about the future (2-4 years)
5. possible...




Question 4:

**How will we
get there?**

Strategic SMART Goals Are Biblical





These twelve
Jesus sent out,
charging them...

1. *...go to the lost sheep*

2. *...preach as you go*

3. *...heal the sick*

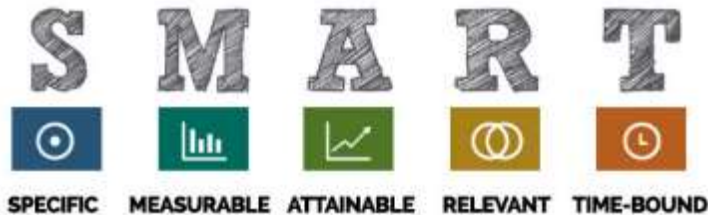
4. *...cleanse the lepers*

5. *...raise the dead*

6. *...cast out demons*

Matthew 10:1, 5-8

SMART Goals



The “S.M.A.R.T.” goal process helps ensure our Strategic Plan can be achieved

Specific: Is the goal clear and specific enough to be understandable?

Measurable: Can you measure the success of the goal?

Attainable: Is the goal attainable within a reasonable time?

Relevant: Is the goal most relevant to us and is it “Realistically written”?

Time-Bound: Is there a realistic timeline to achieve the goal?

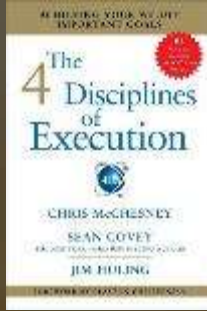


The 5 Step Stewardship Calling Vision & Strategy Success Plan

1. S.M.A.R.T. Goals
2. Interim Goals
3. Interim Actions
4. Step-by-Step Action Plans
5. "SMART GAP"

(S.M.A.R.T. Goal Accountability
Process)

The Power of FOCUS



- ~ Human beings are genetically hardwired to do a very small number of things at a time with excellence¹
- ~ Focus on the most critical things produces larger scale positive impacts

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

**STEWARDSHIP &
ENGAGEMENT**
Wildly Important Goal 1

Stewardship & Engagement

Develop and implement effective youth and adult “Stewardship & Ministry Engagement Programs,” gain membership growth, and enhance our financial position so that within 36 months, we will achieve the following “Engagement Targets”:

- (a) Increase ministries engagement by 50% or more across each age demographic;
- (b) Net increase of 30 or more new steward families per year; and
- (c) Increase parish stewardship financial giving to fund 100% of the parish approved budget (including parish approved ministry expenses); provided that 10% or more of that parish approved budget is to be spent on community philanthropic outreach.

Stewardship & Engagement

- Interim Goal 1: Research the most effective youth and adult Stewardship & Ministry Engagement Programs within 4 months
- Interim Goal 2: Develop the most effective Stewardship & Ministry Engagement Programs within 4 months
- Interim Goal 3: Recruit and train the parish “Engagement Champions” within 2 months
- Interim Goal 4: Implement the Stewardship & Ministry Engagement Programs to achieve the “Engagement Targets” within 24 months
- Interim Goal 5: Compile and assess the results of the Stewardship & Ministry Engagement Programs and make necessary improvements within 2 months

Stewardship & Engagement

- Interim Actions for Interim Goal 1:

- A: recruit team

- B: determine stewardship and ministry engagement key definitions and effectiveness metrics for each age demographic of youth and adults

- C: analyze the parish baseline on those key effectiveness metrics and identify parish impediments to success

- D: identify effective Stewardship & Ministry Engagement Programs to consider

- Interim Actions for Interim Goal 2:

- A: evaluate researched stewardship & ministry engagement programs for effectiveness against key performance metrics and parish baselines

- B: modify and/or develop Stewardship & Ministry Engagement Programs for implementation at Holy Trinity

- C: finalize parish Stewardship & Engagement Programs and establish quarterly and/or monthly performance benchmarks

- Interim Actions for Interim Goal 3:

- A: define Engagement Champions role and responsibilities

- B: identify numbers and names of Engagement Champions

- C: develop Engagement Champions training programs

- D: train the Engagement Champions

- Interim Actions for Interim Goal 4:

- A: implement Stewardship & Ministry Engagement Programs based on determined monthly and quarterly performance benchmarks

- B: continue Engagement Champions' follow-up with parishioners until Engagement Targets are achieved

- Interim Actions for Interim Goal 5:

- A: obtain qualitative and quantitative data from Stewardship & Engagement Programs effectiveness

- B: analyze all data and finalize Stewardship & Engagement Programs assessment and make all necessary improvements



Stewardship & Engagement SMART Goal Action Plan



Key Actions Necessary To Achieve Strategic SMART Goal 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>IG 1: Research the most effective stewardship, and ministry and liturgical engagement programs (the “Engagement Programs”) within 4 months</u>			
1. Form Parish Wildly Important Goal Team 1 (“Engagement Ministry Team 1”).	Strategic Planning Team and Goal co-Captains	1 month after Start Date	Engagement Ministry Team 1 members agree to serve
2. Determine stewardship and ministry and liturgical engagement key definitions and effectiveness metrics.	Engagement Ministry Team 1	2 month after step 1	Engagement definitions and metrics determined
3. Analyze the parish baseline on those key stewardship and engagement effectiveness metrics and survey/research parish impediments to achieving increased stewardship and ministry and liturgical engagement success	Engagement Ministry Team 1	1 month after step 2	Parish baselines and parish impediments are finalized
4. ID at least 3 Stewardship and 3 Ministry and Liturgical Engagement Programs to consider from both inside and outside the Orthodox ecosystem.	Engagement Ministry Team 1	Simultaneous with steps 2 & 3	At least 5 Stewardship and 5 Ministry and Liturgical Engagement Programs examined



Stewardship & Engagement SMART Goal Action Plan



Key Actions Necessary To Achieve Strategic SMART Goal 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>IG 2: Develop the most effective Engagement Programs within 4 months</u>			
5. Evaluate researched Stewardship, Ministry and Liturgical Engagement programs for effectiveness against key performance metrics and parish baselines based on criteria of effectiveness determined in step 2.	Engagement Ministry Team 1	2 months after step 4	Evaluation of alternative Stewardship, Ministry and Liturgical Engagement programs is completed
6. Modify Engagement Programs for utilization at the parish and finalize parish Engagement Programs and establish quarterly and/or monthly performance benchmarks.	Engagement Ministry Team 1	2 months after step 5	Engagement Programs are finalized
<u>IG 3: Recruit and train the parish Engagement Ambassadors within 2 months</u>			
7. Identify and recruit the “Engagement Ambassadors” who can implement the Engagement Programs.	Engagement Ministry Team 1	1 month after step 6	Engagement Ambassadors are recruited
8. Develop Engagement Ambassadors training program and train the Engagement Ambassadors selected in step 7.	Engagement Ministry Team 1	1 month after step 7	Engagement Ambassadors are trained



Stewardship & Engagement SMART Goal Action Plan



Key Actions Necessary To Achieve Strategic SMART Goal 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>IG 4: Implement the Engagement Programs to achieve the targeted goals within 24 months</u>			
9. Implement Engagement Programs based on monthly and/or quarterly performance benchmarks determined in step 6 with continual Ambassador follow-up with parishioners until Engagement Targets are achieved.	Engagement Ambassadors	24 months after step 8	Established quarterly and/or monthly Engagement Targets are achieved
<u>IG 5: Compile and assess the results of the Parish Engagement Programs and make necessary improvements within 2 months</u>			
10. Obtain and compile qualitative and quantitative data from Engagement Programs and compile as to the effectiveness and success (based on criteria established in step 2) and areas for improvement.	Engagement Ambassadors and Engagement Ministry Team 1	1 month after step 9	Engagement Programs assessments are completed
11. Finalize and deliver improvements to Engagement Programs assessment analysis report, and make all refinements necessary to make those Ministries more effective based on information identified in step 10, and revise and improve them accordingly.	Engagement Ambassadors and Engagement Ministry Team 1	1 month after step 10	Engagement Programs implementation analysis is completed, and Engagement Programs are refined accordingly



Stewardship & Engagement

Interim Action	Deadline Date	Status: Percent Complete and Date
1. Form Stewardship & Ministry Engagement Ministry Team 1	_____	
2. Develop definitions and effectiveness metrics	_____	
3. Analyze parish baselines and engagement success impediments	_____	
4. Research Stewardship & Ministry Engagement Programs	_____	
5. Evaluate Stewardship & Ministry Engagement Programs	_____	
6. Finalize Stewardship & Ministry Engagement Programs	_____	
7. Identify and recruit Engagement Champions	_____	
8. Train Engagement Champions	_____	
9. Implement Stewardship & Ministry Engagement Programs and manage to interim quarterly and monthly targets	_____	
10. Obtain Data from Stewardship & Ministry Engagement Programs Implementation	_____	
11. Improve Stewardship & Ministry Engagement Programs based lessons learned in step 10 and revamp	_____	



SUMMARY OVERALL TIMETABLE¹

Finalize SPT²	≈	2 months from start
First retreat	≈	4-5 months from start
Second retreat	≈	7-8 months from start
Public Rollout	≈	8-9 months after start

² **SPT** =
Strategic
Planning Team

¹ Subject to Pascha, Festival and Holidays

<u>TASK</u>	<u>TIME</u>
Pick and Recruit SPT	1-2 months after start
Solicit “Where Are We Now” Data	2-3 months after start
First retreat	4-5 months after start
Create SMART Goals and Action Plans	6-7 months after start
Second retreat	7-8 months after start
Public rollout event	8-9 months after start

“Two are better than one, because they have a good return for their labor.

If either of them falls down, one can help the other up.

But pity anyone who falls and has no one to help them up.”

**ONE
TEAM
ONE
DREAM**

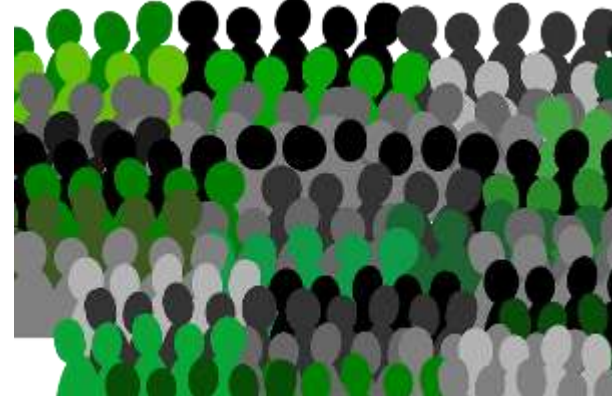


Ecclesiastes 4:9-10

It Takes 3 Teams

Community

Community-wide input throughout, including the beginning and in the Strategic Goal formulation



Strategic Planning Team

A diverse, representative cross-section of Parish strategic thinkers who analyze the data and help draft a Strategic Plan



Implementation Team

A larger diverse group of parish faithful who actually do the work and implement all of the Strategic Goals and Action Plans and who are accountable for the achievement of the Strategic Plan



***So we, being many,
are one body in
Christ,***

***and every one
members one of
another.***



Romans 12:5

Two Process Keys



Rules of Engagement & Consensus

Sun Tzu



“Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.”

Who Owns The Problem?

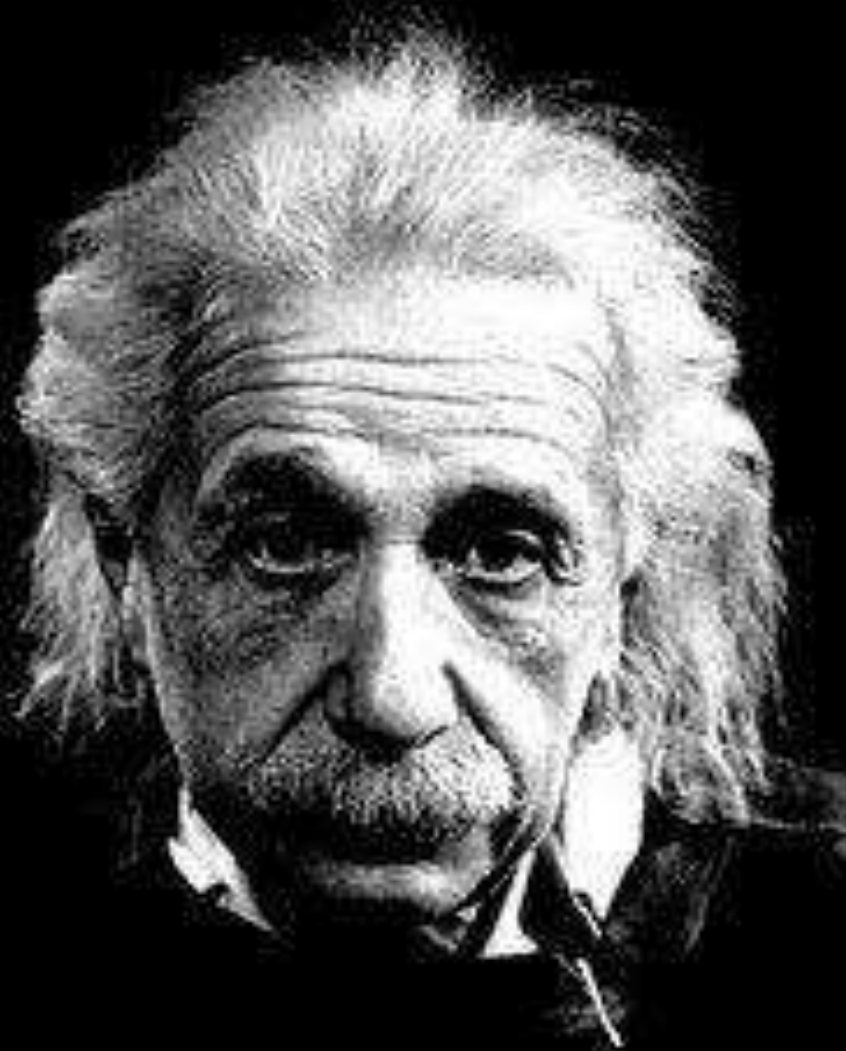
“Any time the majority of people behave a particular way the majority of the time, the people are not the problem. The problem is inherent in the system.

As a leader, you own responsibility for the system. Although a particular person can be a big problem, if you find yourself blaming the people, you should look again.”

W. Edwards Deming
(father of the Quality Movement)



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



The 4 Deliverables From the



Strategic Planning Process

1. Comprehensive Strategic Plan

10 elements - SWOT / EPA /OCAI Analysis; WHY; Core Values; Mission Statement; S.M.A.R.T. Goals; Vision Statement; Interim Goals & Interim Actions; Success Timeline; SMART Goal Accountability Process (“SMART GAP”); Strategic Plan

2. Inspired Teams

3. Consensus Decision Makers

4. Energized & Improved Culture

Vision & Parish Strategic Planning



Bill Marianes



If you don't
want to
transform
and improve
the culture
of your
parish...

...then save
your breath
(and efforts)
for cooling
soup and
blowing
bubbles with
your kids &
grandkids.



1. SWOT Analysis
2. Statement of Why
3. Core Values
4. Mission Statement
5. S.M.A.R.T. Goals
6. Interim Goals & Interim Actions
7. Success Timeline
8. SMART Goal Accountability Process (“SMART GAP”)
9. Vision Statement
10. Strategic Plan



10 Strategic Plan Deliverables



Selected SPT Criteria

YES:

- ~ Who must be a part of the team
- ~ Many different perspectives
- ~ Many diverse gifts
- ~ All major constituencies
- ~ Team-players
- ~ Intelligent
- ~ Strategic thinkers and not small thinkers
- ~ Creative
- ~ Visionaries + futurists not rooted in the past
- ~ Articulate
- ~ Engaged
- ~ Faithful
- ~ Intellectually honest
- ~ Well-adjusted
- ~ Genuinely care about doing the right thing
- ~ Can leave their egos at the door
- ~ Must represent all areas and all different constituencies (young/old, non-ethnic/ethnic, urban/rural, professional/non-professional, convert/cradle, men/women, incidental/intentional, etc.)

SPT members must be willing to dedicate a fair amount of time over the next 6 -7 months

NO:

- ~ serial arsonists
- ~ “know-it-alls”
- ~ non-team players
- ~ mean-spirited folks
- ~ inarticulate thinkers or talkers
- ~ people who say nothing
- ~ people who can't stop talking
- ~ malcontents
- ~ people who are so sad/mad/angry/hostile that they cannot see beyond their own circumstances.
- ~ not just the same “usual suspects”

Rules Of Engagement

ROEs

- 1. We stay on schedule**
- 2. Everyone is equal**
- 3. We interact confidentially**
- 4. Ask questions**
- 5. Park tangential issues**
- 6. No distractions**
- 7. All decisions made by consensus**
- 8. Focus only on things we control or influence**
- 9. Everyone MUST participate**
- 10. Be honest and “no spin”**



- 11. No defensiveness**
- 12. NO “Discussion Killers”**
- 13. Think strategically**
- 14. Speak precisely and succinctly**
- 15. We are members of the Body of Christ treating everyone with love and respect and allowing the Holy Spirit to participate freely**

A group of five business professionals (three women and two men) are gathered around a red circular table in a meeting room. They are all dressed in dark business suits. The scene is captured in a way that suggests a moment of intense disagreement or conflict. One woman on the left is pointing her finger towards the center, while another woman in the middle is also pointing towards the center. A man on the right is pointing towards the center. The background is a plain, light-colored wall. The overall tone is serious and tense.

Consensus

Consensus

A group of business professionals in a meeting, with text overlaid on a dark background. The image shows several people in business attire sitting around a table, engaged in discussion. The text is white and stands out against the dark background.

- ~ Seek the “common mind” through respectful dialogue
- ~ An agreement everyone can “live with” (even if it is not their first choice)
- ~ Consensus is achieved once:
 - (a) the discussion has been full and fair
 - (b) everyone can live with the modified proposal