



S.W.O.T.
Determination

Dr. Bill Marianes



THE HOLY ORTHODOX CHURCH OF UGANDA



Why Statement

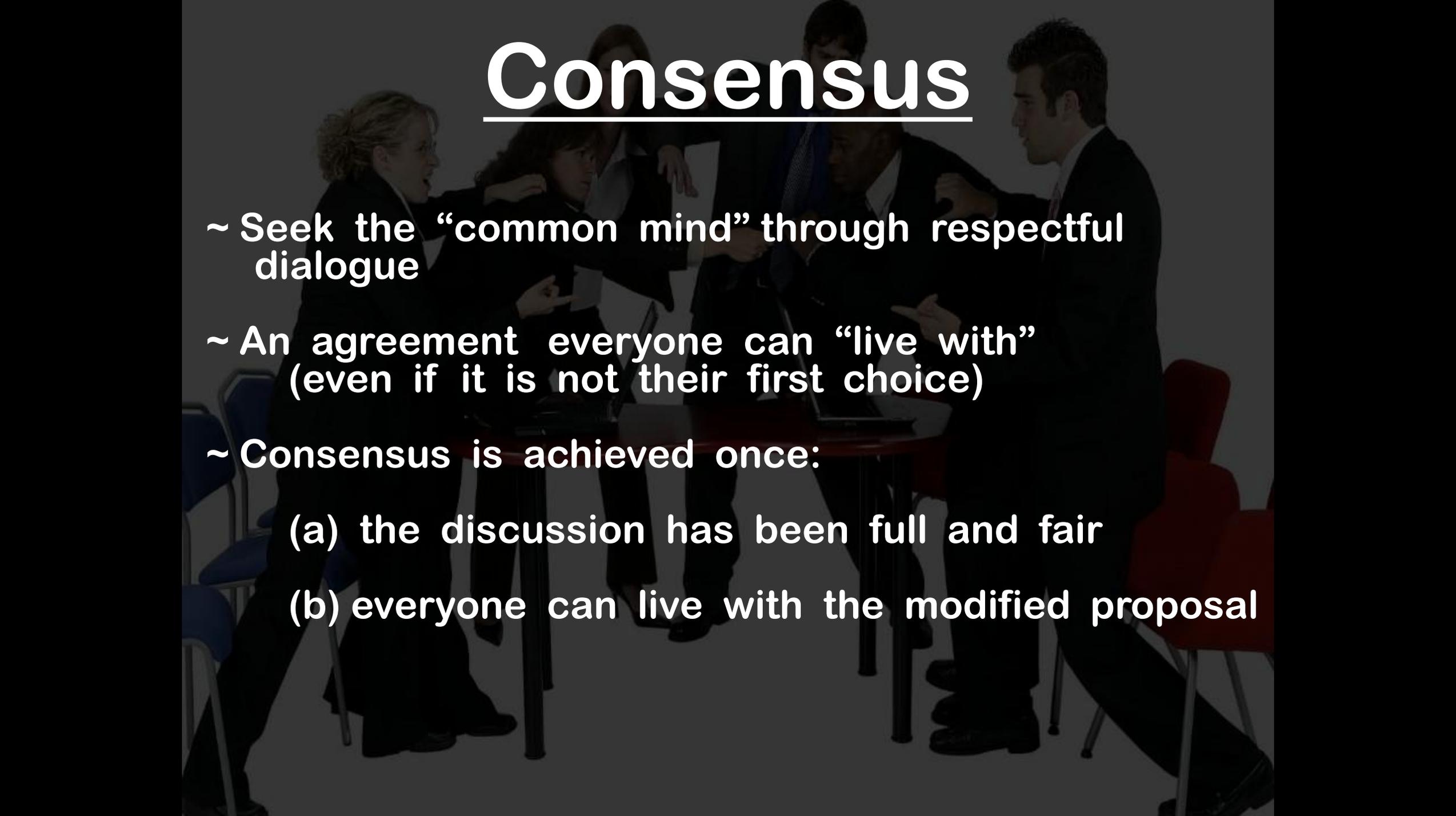
**Grow in Christ's love and
empower people towards
spiritual transformation
and salvation.**

Today's Objective

**Reach consensus on
most significant
Ugandan Orthodox
church Strengths,
Weaknesses,
Opportunities and
Threats**



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

Vision & Strategic Planning must answer 4 questions:

1. Where are we now?

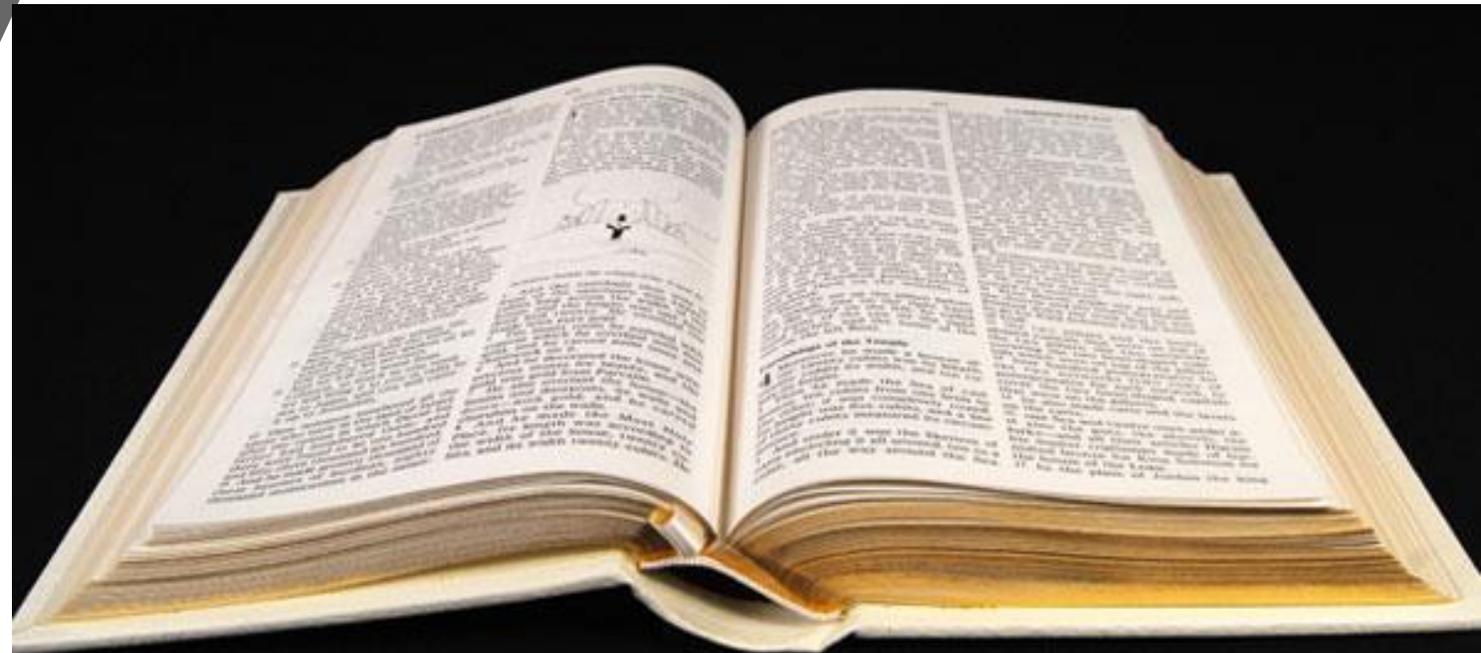
2. Why do we exist?

3. Where do we want to be?

4. How will we get there?

A S.W.O.T.¹ Analysis is Biblical

SWOT¹
Strengths
Weaknesses
Opportunities
Threats



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

Test yourselves!”

$$\begin{aligned} & \frac{1}{5}y - \frac{2}{3}x - \frac{2}{3}y + \frac{1}{2}x \\ &= \frac{3 \cdot 1}{3 \cdot 5}y - \frac{5 \cdot 2}{5 \cdot 3}y - \frac{2 \cdot 2}{2 \cdot 3}x + \frac{3 \cdot 1}{3 \cdot 2}x \\ &= \frac{3}{15}y - \frac{10}{15}y - \frac{4}{6}x + \frac{3}{6}x \\ &= \frac{-7}{15}y - \frac{1}{6}x \quad \checkmark \end{aligned}$$

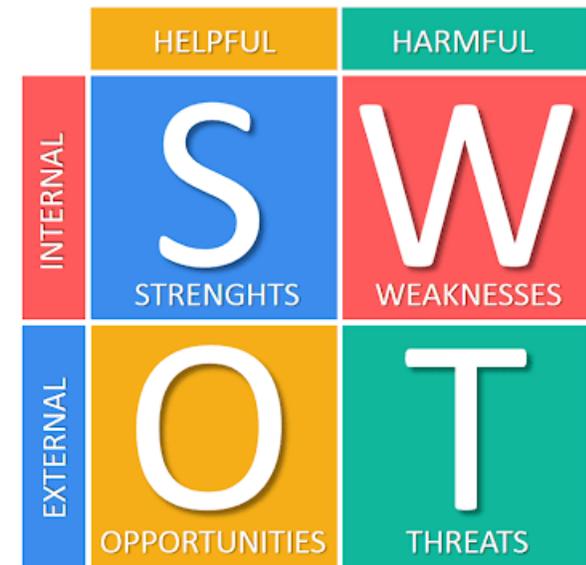
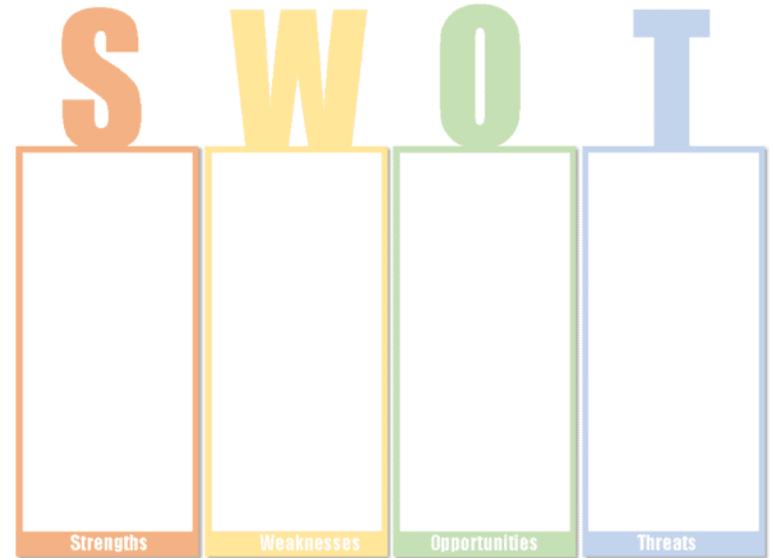
2 Corinthians 13:5

~ Answers Vision & Strategic Planning question #2:

Where are we now?

~ First focus on INTERNAL church Strengths and Weaknesses

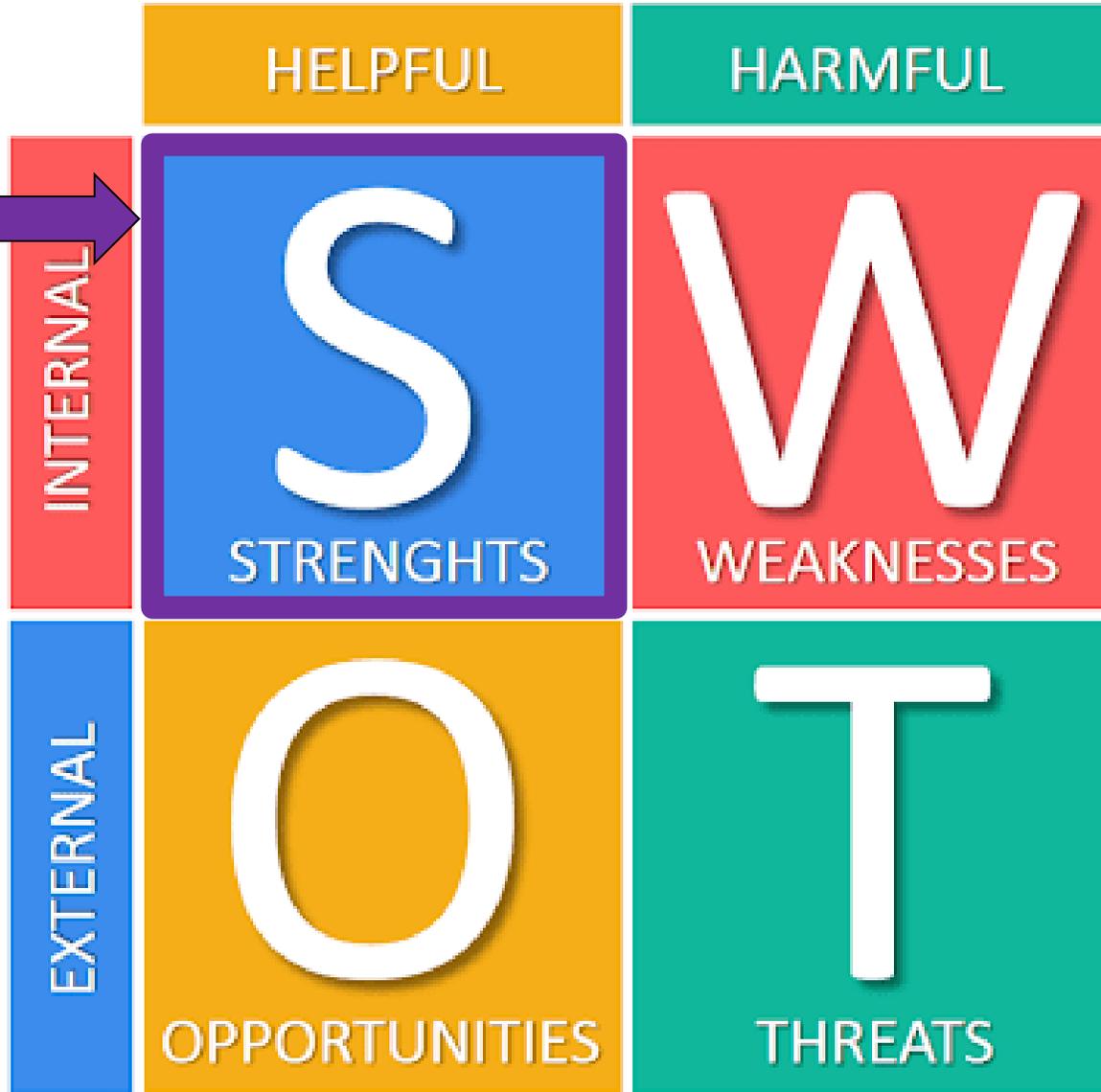
~ Second focus on EXTERNAL Opportunities and Threats that our church faces



Today's Process

1. Use the Heat Mapped SWOT Document that lists verbatim submissions from everyone.
2. The bold number in front represents the number of times that item was mentioned.
3. The bold word(s) in the front is a short, suggested **SUMMARY DESCRIPTION** of those comments. You can change this Summary Description word(s) to be clear, concise, and accurate.
4. Only the most frequently mentioned items can make the final list in each SWOT category.
5. We must decide how far down the list we will "draw the line" of the most mentioned and most critical items. **The most popular answers must make your final SWOT list.**
6. Decisions will be by **consensus based on the actual data in the Heat Mapped Document**, and **NOT** your personal opinion. Thus, something you think is important may not make the final list.
7. Don't take anything personally (especially if you or something you work on or care about is mentioned, not mentioned, or criticized).
8. Opportunities and/or Threats must be external to the church.
9. There is a difference between Strategic (multiyear) and Tactical ("low hanging fruit") items

STRENGTHS





STRENGTHS

THE HOLY ORTHODOX CHURCH OF UGANDA



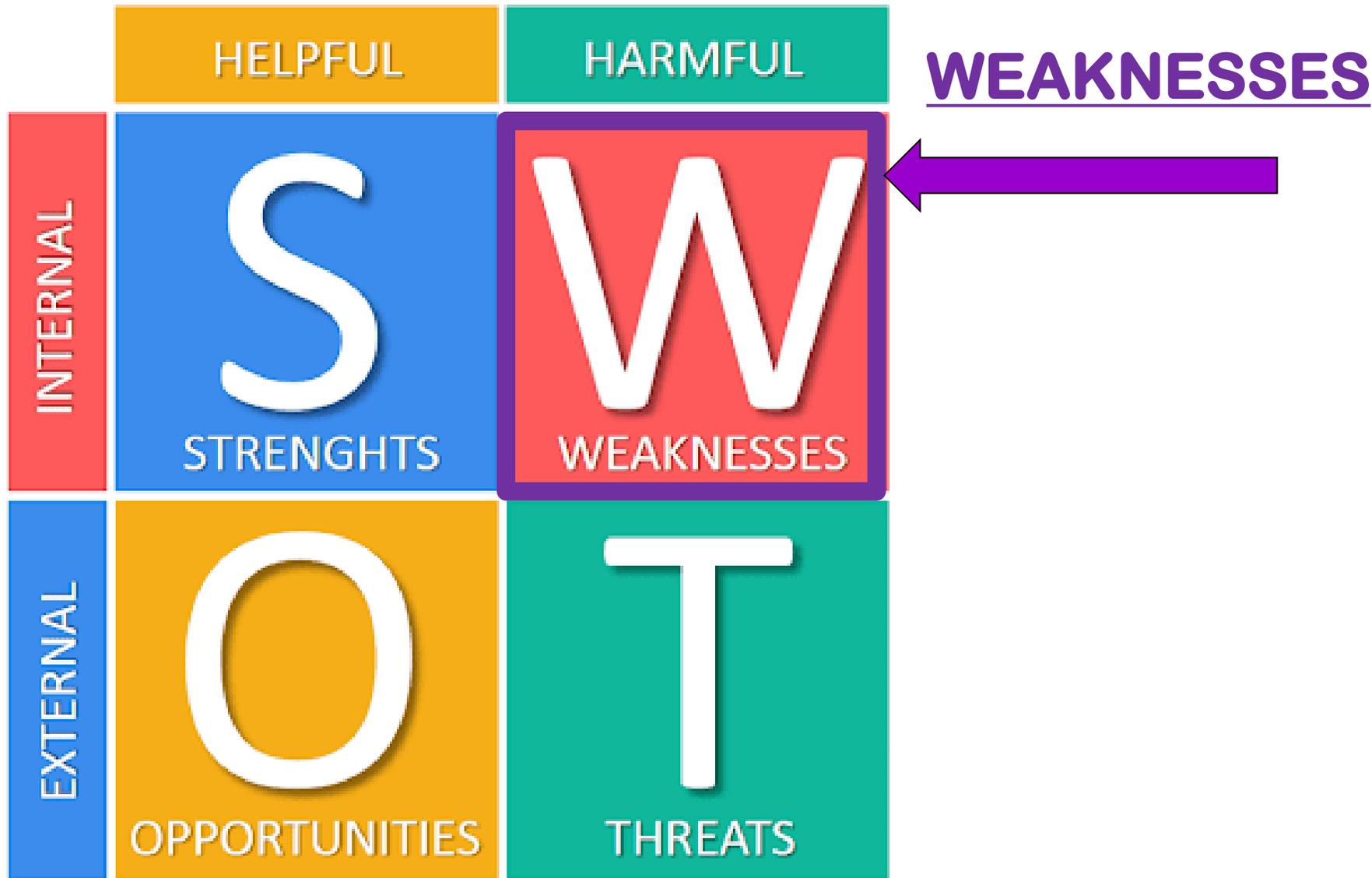
STRENGTHS

24 – Orthodox Faith

23 – Church Properties / Schools / Hospitals

**22 – Governmental & Cultural Institutions
Recognition & Relations and Historical
Significance & Reputation**

22 – Committed Clergy & Hierarchs





THE HOLY ORTHODOX CHURCH OF UGANDA



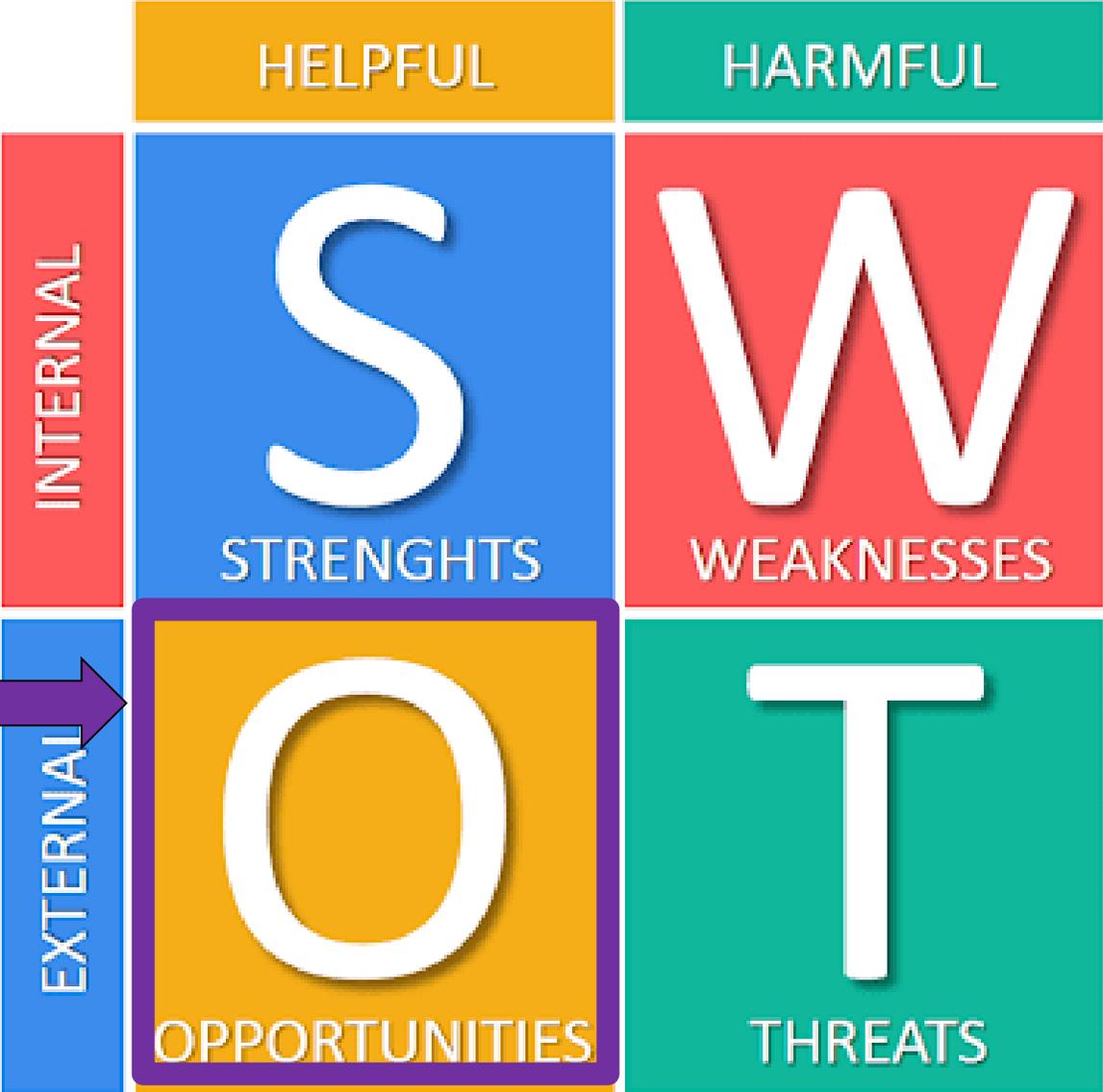
54 – Clergy and Lay Leadership Development

36 – Lay Stewardship, Engagement & Financial Resources & Governmental Integration

32 – Religious Formation, Catechetical Education and Evangelism / Outreach

29 – Clergy Shortages & Support

OPPORTUNITIES





OPPORTUNITIES

THE HOLY ORTHODOX CHURCH OF UGANDA



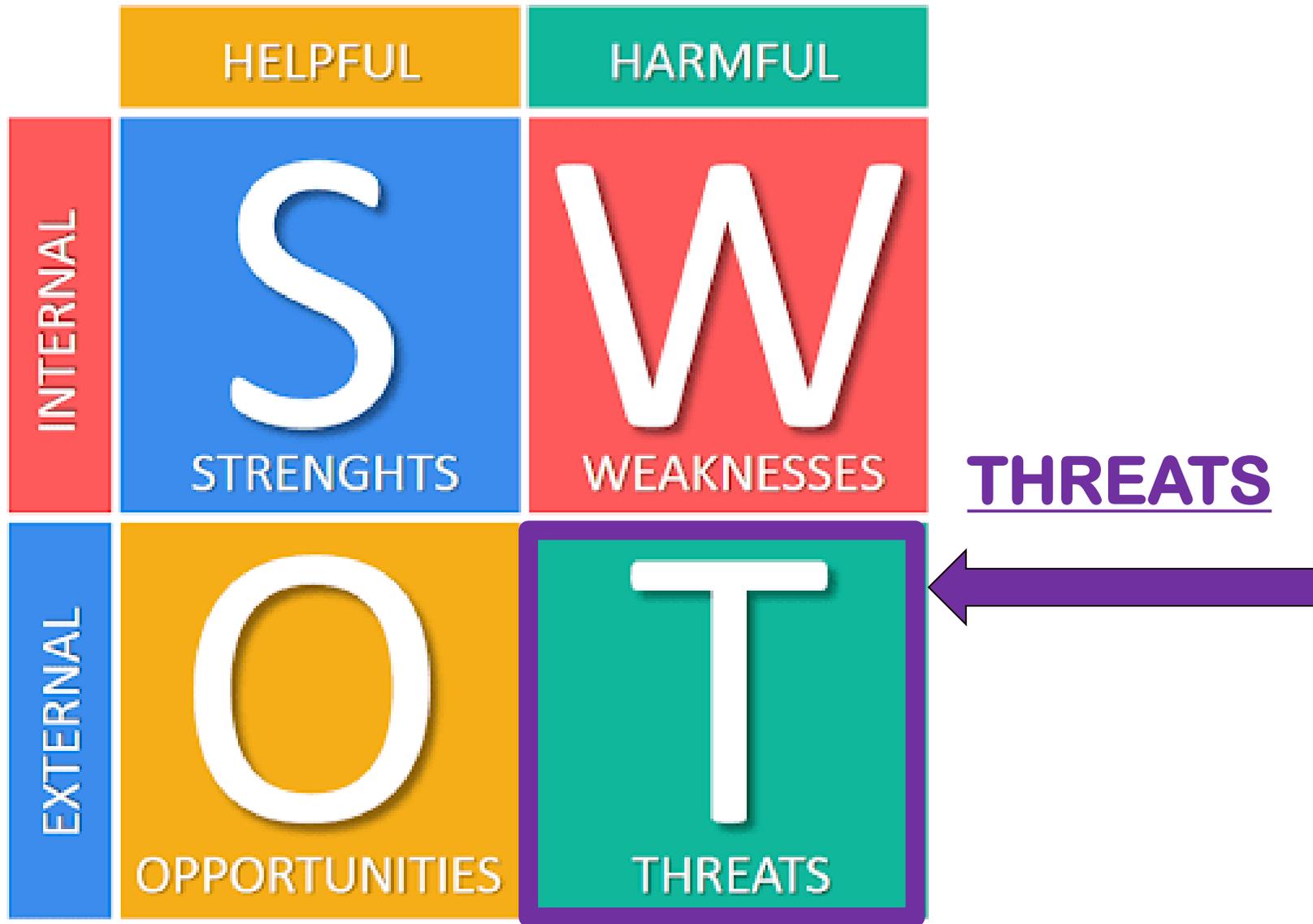
OPPORTUNITIES

31 – Positive Ugandan Government Cultural Institutions & Other Relationships and Resource Opportunities

26 – Potential Strategic Partnerships

15 – Openness To Orthodoxy & Church

11 – Technology, Innovation, Social Media & Communications



T

THREATS

THE HOLY ORTHODOX CHURCH OF UGANDA



T

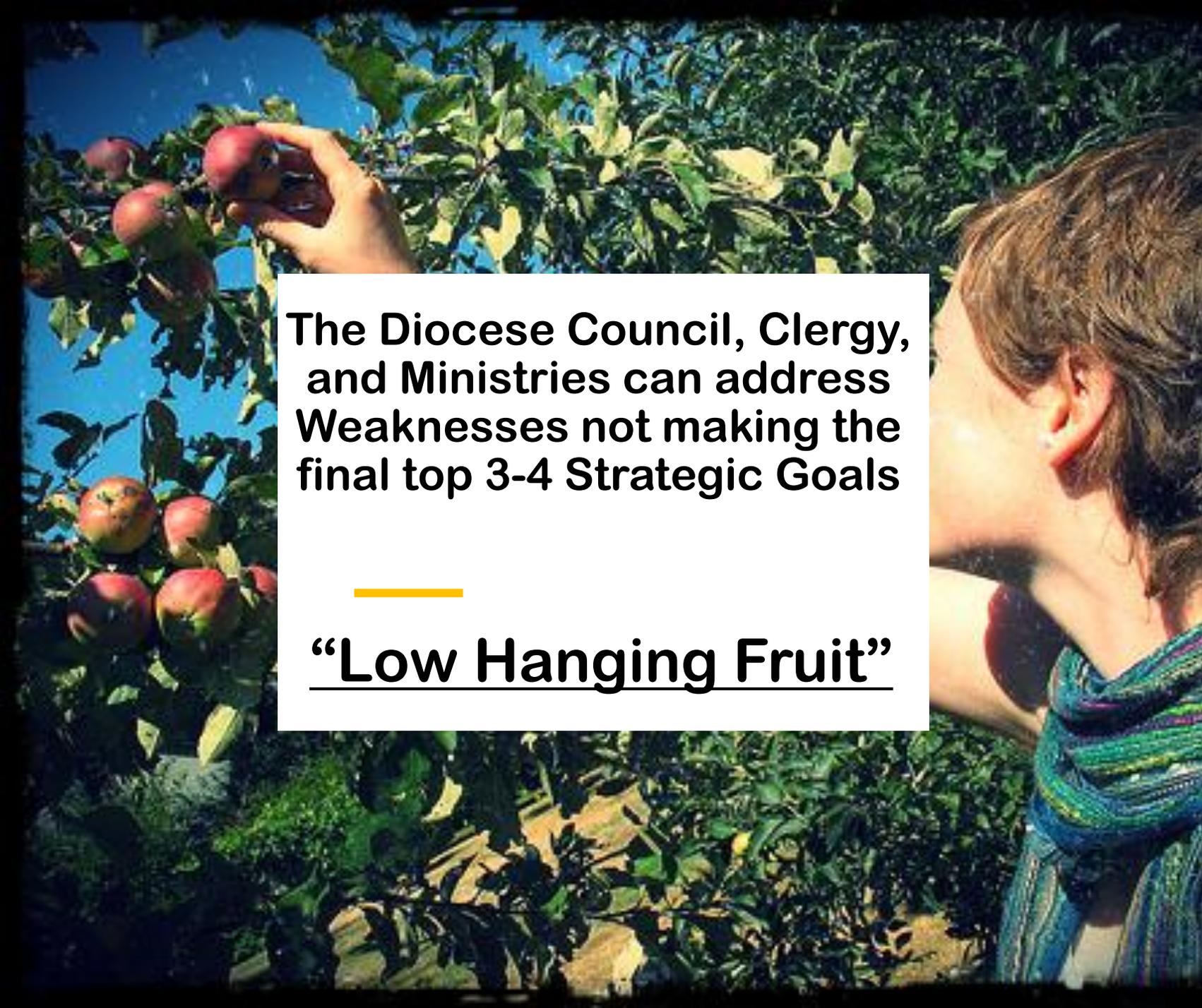
THREATS

26 – Other Spiritual Faiths & Movements

24 – Political Changes, Disruptions & Legislation

22 – Economic Challenges

10 – Changing Societal Pressures, Culture, & Norms

A woman with brown hair, wearing a blue and green patterned top, is reaching up to pick a ripe red apple from a tree. The tree is full of green leaves and several red apples. The background is a clear blue sky.

**The Diocese Council, Clergy,
and Ministries can address
Weaknesses not making the
final top 3-4 Strategic Goals**

“Low Hanging Fruit”





THE HOLY ORTHODOX CHURCH OF UGANDA



54 – Clergy and Lay Leadership Development

36 – Lay Stewardship, Engagement & Financial Resources & Governmental Integration

32 – Religious Formation, Catechetical Education and Evangelism / Outreach

29 – Clergy Shortages & Support

Strategic WEAKNESSES

Tactical Low Hanging Fruit WEAKNESSES

Require Work on Strategic Weaknesses First

Clergy and Lay Leadership Development

**Lay Stewardship, Engagement & Financial Resources
& Governmental Integration**

**Religious Formation, Catechetical Education and
Evangelism / Outreach**

Clergy Shortages & Support

**Communications / Visibility / Branding
Youth and Families**

Human Resources / Staffing / Engagement

Small Size / Insufficient Growth / Decline

Geography

Change Resistance

Property Issues

Ugandan / Governmental Issues

Strategic **WEAKNESSES** and **Opportunities** Correlation

Clergy and Lay Leadership Development

Lay Stewardship, Engagement & Financial Resources & Governmental Integration

Religious Formation, Catechetical Education & Evangelism / Outreach

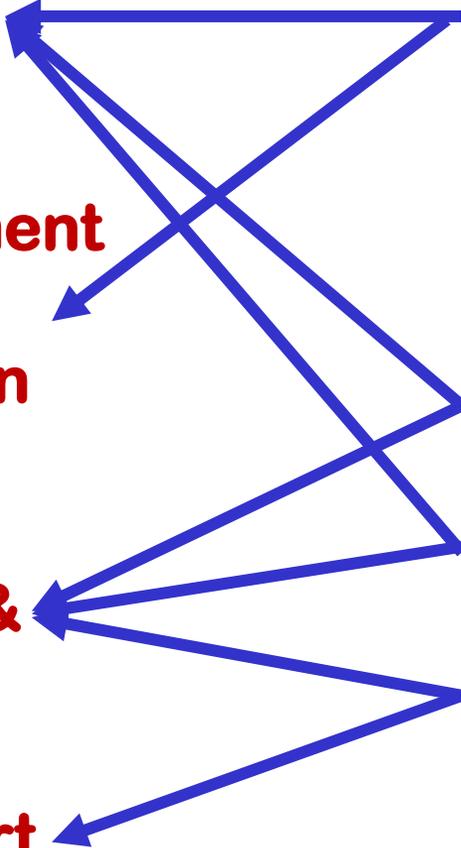
Clergy Shortages & Support

Positive Ugandan Government Cultural Institutions & Other Relationships and Resource Opportunities

Potential Strategic Partnerships

Openness To Orthodoxy & Church

Technology, Innovation, Social Media & Communications





Let's Set the Stage of Next Steps



Stewardship Calling Strategic Plan Elements

- **SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats)**
- **Statement of Why**
- **Core Values**
- **Mission Statement**
- **Strategic Areas of Focus**
- Strategic S.M.A.R.T. Goals
- Interim Goals & Interim Action Plans
- Accountability Scoreboard
- Vision Statement



**Join us on August 29, 2025 ZOOM to
decide Uganda Orthodox Church **Core
Values, Mission Statement & Strategic
Areas of Focus**
at 5:00 p.m. Uganda Time**

Join Zoom Meeting

<https://us02web.zoom.us/j/85892582004?pwd=jXtBLezjwjWdOlaO6hLHqAxmIh9Yof.1>

Meeting ID: 858 9258 2004

Passcode: 480810



www.stewardshipcalling.com

Stewardship Calling

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

WHY?	STEWARDSHIP	STRATEGIC PLANNING	INTERNET RADIO & PODCASTS	KEYNOTES & LEADERSHIP	RESOURCES
PERSONAL		ST. SOPHIA UKRAINIAN SEMINARY			

THE HOLY	HOLY ORTHODOX CHURCH OF UGANDA		CHURCH OF UGANDA
	BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING		
	SAMPLE S.M.A.R.T GOAL & ACTION PLANS		

Holy Orthodox Church	METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN	
By the grace of God transformational and under the inspired being coordinated Strategic Planning Planning Team can	ST. SOPHIA JEFFERSON, PA STRATEGIC PLAN	Orthodox Church in Uganda is undertaking a strategic planning process. This incredible work is
	WARREN, OH – ST DEMETRIOS STRATEGIC PLAN	Minence Metropolitan Jeronimos Muzeeyi, and is
	SAINTS RAPHAEL, NICHOLAS & IRENE – CUMMING, GA	nsi. A dedicated team of senior leaders will form the work of our very diverse and extensive Strategic ge.

Strategic Planning

Scroll down to Holy Orthodox Church of Uganda page

<https://stewardshipcalling.com/orthodox-church-of-uganda/>

A Roadmap for American Churches and People of Faith: W.W.J.D. (What Would Jesus Do?)

Chapter 7: Strategic Planning (pages 114- 236)



<https://stewardshipcalling.com/a-roadmap-for-american-churches-and-people-of-faith-w-w-j-d-what-would-jesus-do/>



THE HOLY ORTHODOX CHURCH OF UGANDA



Why Statement

**Grow in Christ's love and
empower people towards
spiritual transformation
and salvation.**



S.W.O.T. Determination

Dr. Bill Marianes

