



Getting to the Why: Strengthening Leadership Capacity

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What is the Episcopal Church Foundation (ECF)?

Overview:

- Independent and lay-led foundation
- 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)
- Fellowship Partners Program
- Educational Events
- ECF Fresh Start

Financial Resources

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

On the hard road ahead, a question of commitment:



If Episcopal congregations run on the extraordinary commitment (and real sacrifice) of its lay and clergy leaders...

What type of leadership model focuses on building extraordinary commitment?



Inspiring extraordinary commitment means...

1) Building a shared sense of purpose

- Call their team to a shared mission
- 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



Part I - Building a shared sense of purpose



Part II – Strengthening leadership capacity



Review: Vision and Change

“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



Review: St. Mary's 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



Part II – Strengthening Leadership Capacity



Identify and recruit new leaders



Becoming a team leader and granting responsibility



Offer ongoing feedback and support



Recruiting based on emerging vision



Your core leadership team:

- It's not about you: the vision needs to reflect the input of the team
- Ensure a clear understanding that every leadership team needs to be constantly recruiting
- Get the right people on the bus: people who are on board and excited about the vision of the congregation
- Shared input is not consensus
- Be proactive with having conversations to gain a sense of energy and interest in the vision



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
- 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 '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?
- Is there some aspect of the vision that they are excited about?



Questions or Comments?



Becoming a team leader:



Move from:

- An individual actor
- Primary 'doer' of the group
- Focus on operations
- Delegating Tasks



To being:

- Network builder
- Person who sets the agenda
- Keeps folks on track with the vision
- Delegating responsibility



Team leaders...

- Learn to do less managing and spend more time building a leadership network and helping others accomplish those tasks instead
- Instead of assigning specific tasks, gives people responsibility over a whole project area
- Resist the temptation to jump back in and do it for others, even when faced with short-term problems
- Sees their role as stewards of the vision, encourages creativity in helping others to bring that vision about



Team leaders establish norms, give feedback



Example Norms:

- We will attend all meetings and arrive to them on time
- Limiting meetings to two (2) hours in duration by:
 - Creating a priority list of agenda items.
 - Taking a time check mid-way through the meeting.
- Honoring any member's call for prayer and/or silence during Vestry meetings.

Public Example:

- We will be an example to the congregation by...
- We agree not to act on behalf of anonymous critics.
- Warmly welcoming all parishioners our meetings.



Team leaders establish norms, give feedback



- Be clear about the purpose of the meeting
- Come prepared with specific feedback, both positive and negative
- Take time to check-in and to listen
- With feedback, focus on performance, except when helping to strengths
- Problem-solving coaching: Not just an element of performance review, but also a time to engage in problem solving.
- This is an ongoing process – repeat, repeat, repeat...



Part I - Building a shared sense of purpose



Part II – Building a team to get you there



Contact ECF's Leadership Resources Team



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