



Survey Report

Diocese of Northwest Texas

generated from

The Leadership Assessment Tool

EXECUTIVE SUMMARY

The Leadership Assessment Tool was recently administered in your Diocese. Approximately 300 persons were invited to participate. Of these 206 responded. A response from every member is not required to provide valid results. For a complete readout, please review the full report that follows.

Overall approximately 30% of respondents are clearly satisfied with things in the Diocese. This is average compared with other judicatories. In addition, members indicate they are equally satisfied in your Diocese as they have been in other Dioceses. However, leading an organization in which less than one third of the members are clearly feeling positive presents a major challenge. It is important that the organization as a whole take steps to improve vitality and morale.

The factors that appear most critical in raising the morale of the Diocese include the following:

- Developing a shared vision
- Generating a spirit of involvement
- Cultivating financial giving
- Dealing with societal trends

The level of urgency indicated for these factors is relatively high. This means that is important for you to reflect upon these issues and plan a course of action that will deal with one or more of them. It is also important to note that efforts to improve hospitality and collegiality alone are not likely to significantly improve morale.

The conflict management level in the Diocese appears to be relatively low. Approximately 40% of respondents clearly agree that there is a disturbing amount of conflict in the Diocese. This is clearly a factor in generating lower morale.

As members look to the future, their top four goals are:

- Equip Rectors and other leaders in congregations with strategies that enable them to reach new members.
- Develop a discernment process to rethink how to be vital Episcopal churches in northwest Texas.

Equip Rectors and other leaders in congregations to help members become growing, vital disciples.

Take a leadership role in new church development in promising regions of the Diocese.

Less important to members are activities related to developing a conference center or establishing an emergency fund. The overall priorities are generally consistent across vestries, clergy, and committees/commissions. There are somewhat different priorities indicated by Board members.

The top two priorities for the next Bishop are

- An ability to work collaboratively with other members of the Diocese.
- An aptitude for developing and articulating a vision.

These goals tend to be consistent across all groups though the ability to articulate a vision is particularly important for clergy respondents while working collaboratively is more important for Board members.

All data should be confirmed through conversation. A survey is the beginning of a conversation, not the end.

KEY INDICATORS

Overall Satisfaction

On the whole, I am satisfied with how things are in our Diocese.

Clearly positive	30%
On the fence	47%
Clearly negative	23%

Engagement Trends

Over the last three years how has your church's engagement with the Diocese changed?

Less	13%
same	56%
More	31%

Average change in engagement 6%

Comparison with Other Dioceses

If you have served in leadership of other Episcopal churches, how would you compare your level of satisfaction with your current Diocese to other Dioceses you have worked with?

Less satisfied	33%
Same	35%
More satisfied	33%

Top Three Priorities for the Future

Where you believe additional energy needs to be applied to expand or improve our work.

First	Question #40	Equip Rectors and other leaders in congregations with strategies that enable them to reach new members.
Second	Question #44	Develop a discernment process to rethink how to be vital Episcopal churches in northwest Texas.
Third	Question #46	Equip Rectors and other leaders in congregations to help members become growing, vital disciples.

Top Three Priorities for Qualities in a Bishop

Which qualities in a Bishop are most important in your thinking?

First	Question #47	An ability to work collaboratively with other members of the Diocese.
Second	Question #50	An aptitude for developing and articulating a vision.
Third	Question #52	An ability to effectively encourage spiritual growth in others.

DRIVERS

What is a Driver?

A driver is an aspect of the Diocese that significantly impacts how people feel or behave towards the organization. Drivers point to the critical services that members use to evaluate how well the Diocese is addressing their concerns and what is impacting their level of engagement. By attending to drivers, the Diocese can focus attention on the services that may have the greatest impact on their members.

Drivers of Member Satisfaction

The top five drivers of member satisfaction are:

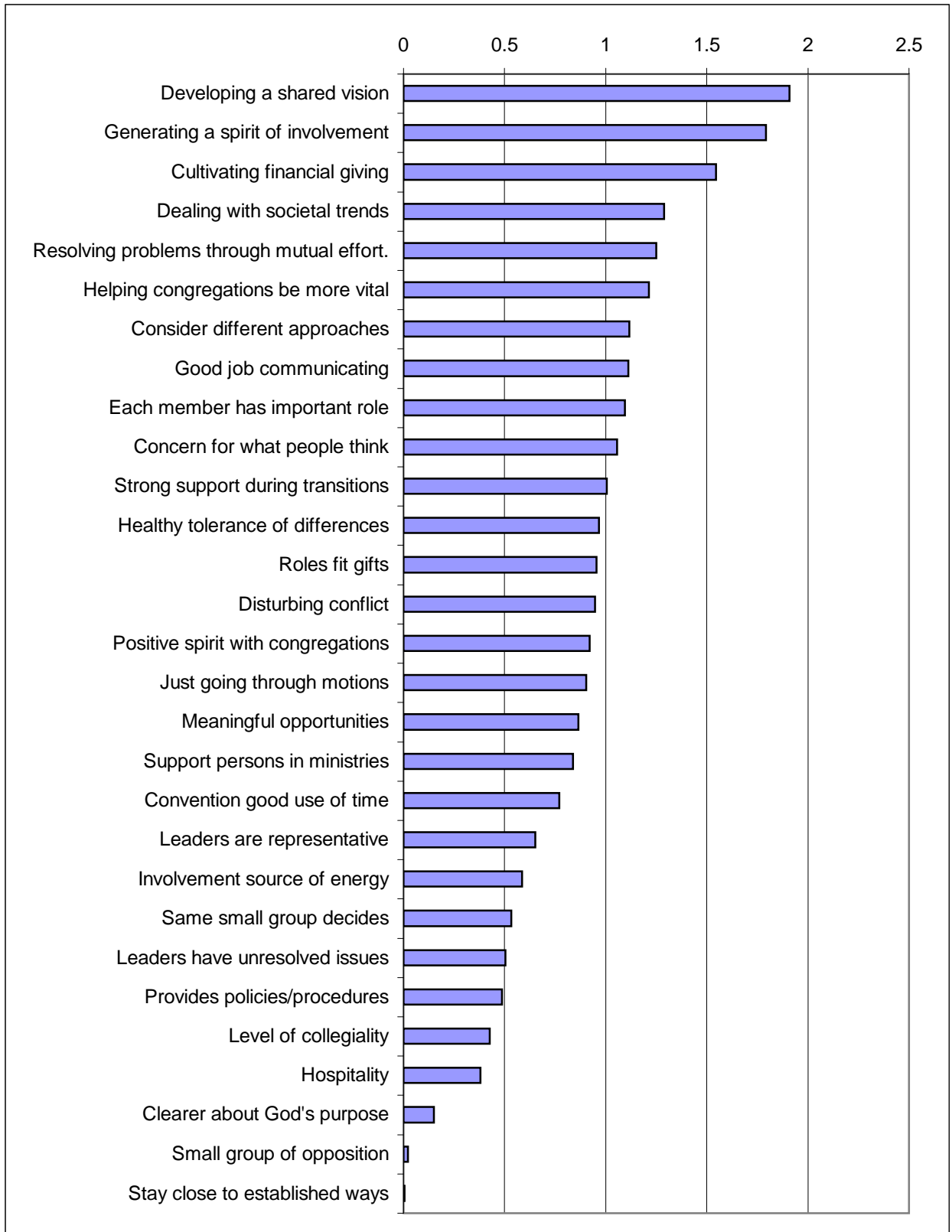
Question #4	The Diocese has done a good job of developing a shared vision that unites us.
Question #30	The whole spirit in our Diocese makes people want to get as involved as possible.
Question #23	The Diocese has been a valuable resource in helping my congregation cultivate the financial giving of our people.
Question #9	The Diocese is effective in recognizing trends in the larger society and in helping us adapt to deal with those changes.
Question #17	The Diocese has been successful in helping congregations like mine become more vital and effective.

Drivers of Engagement

The top two drivers of engagement in the Diocese services are:

Question #15	A positive spirit exists between the leaders of my congregation and the Diocese.
Question #24	Because of my involvement in the Episcopal Church, I feel clearer about God's purpose for my life than I did three years ago.

CRITICAL SUCCESS FACTORS



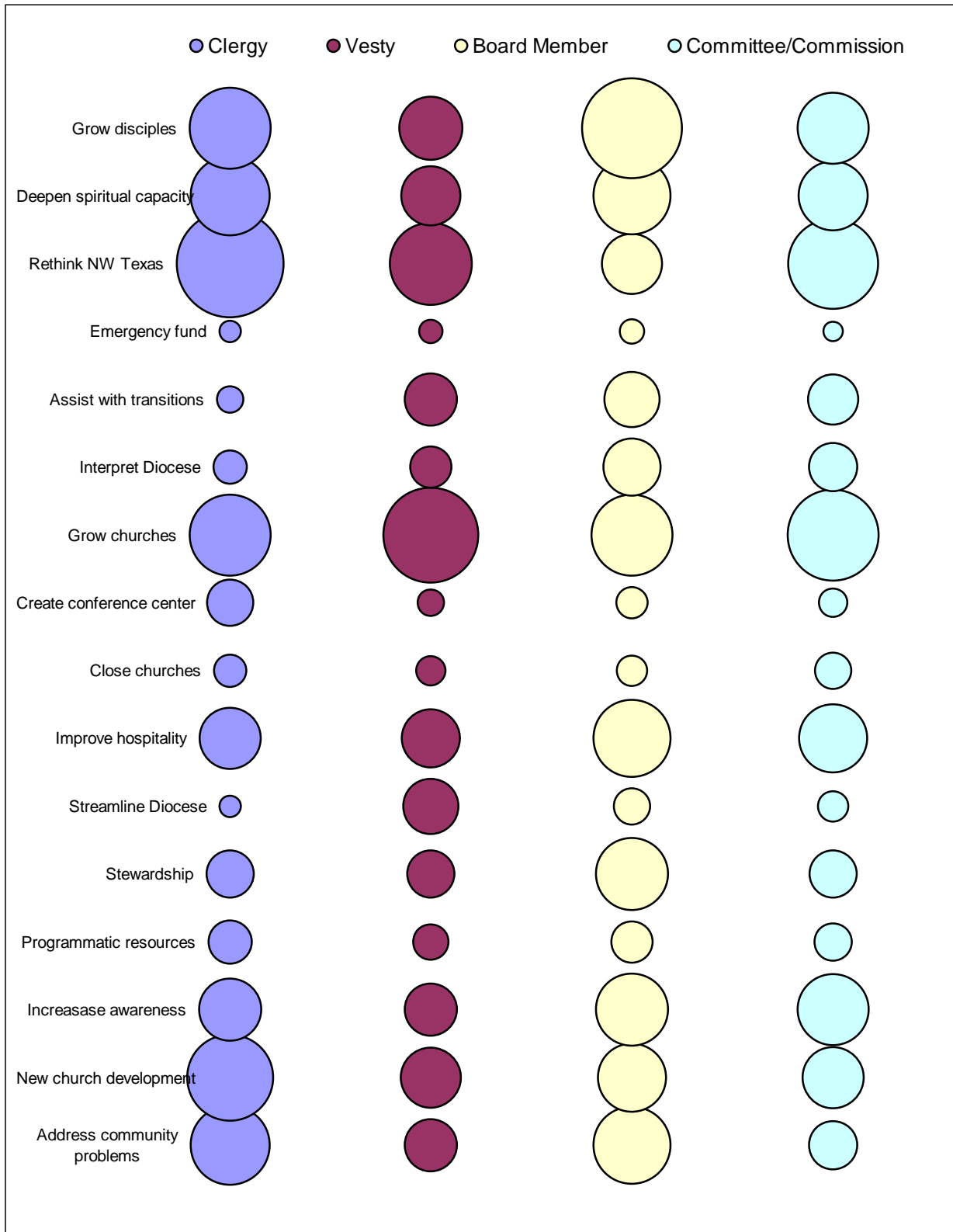
PRIORITIES FOR THE FUTURE

Overall Priorities

When members were asked where they believed additional energy needed to be applied to expand or improve the work of the Diocese they indicated the following priorities:

First	Question #40	Equip Rectors and other leaders in congregations with strategies that enable them to reach new members.
Second	Question #44	Develop a discernment process to rethink how to be vital Episcopal churches in northwest Texas.
Third	Question #46	Equip Rectors and other leaders in congregations to help members become growing, vital disciples.
Fourth	Question #32	Take a leadership role in new church development in promising regions of the Diocese.
Fifth	Question #45	Deepen our spiritual capacity as congregations to respond to life with serenity, confidence, and hope.
Sixth	Question #37	Cultivate a more consistent hospitality and develop a higher level of trust within the Diocese.
Seventh	Question #33	Work with local congregations to increase the awareness of the Diocese's mission and its unique impact upon the region that it serves.
Eighth	Question #31	Equip congregations to be more effective in addressing problems affecting their surrounding communities.
Ninth	Question #35	Improve the programmatic resources that the Diocese makes available to congregations to insure that they are the most effective ways to do ministry in the church today.
Tenth	Question #42	Make the Diocese more responsive to requests for assistance in dealing with particular needs including Rector transitions, capital issues, or other pressing concerns.
Eleventh	Question #41	Provide church leaders with the kinds of interpretive resources that will build more support for the work of Diocese among members of the congregation.
Twelfth	Question #36	Streamline the Diocese organizationally and administratively so that it makes better use of financial resources.
Thirteenth	Question #34	Provide on-site stewardship consultants and programs to local churches in order to substantially increase the financial resources of congregations.
Fourteenth	Question #38	Take a leadership role in working with churches that have completed their mission in a community and need to close.
Fifteen	Question #39	Develop a conference center that can serve persons with a wide variety of needs for meeting space.
Sixteenth	Question #43	Establish an emergency fund to help congregations deal with natural disasters.

PRIORITIES ACROSS GROUPS



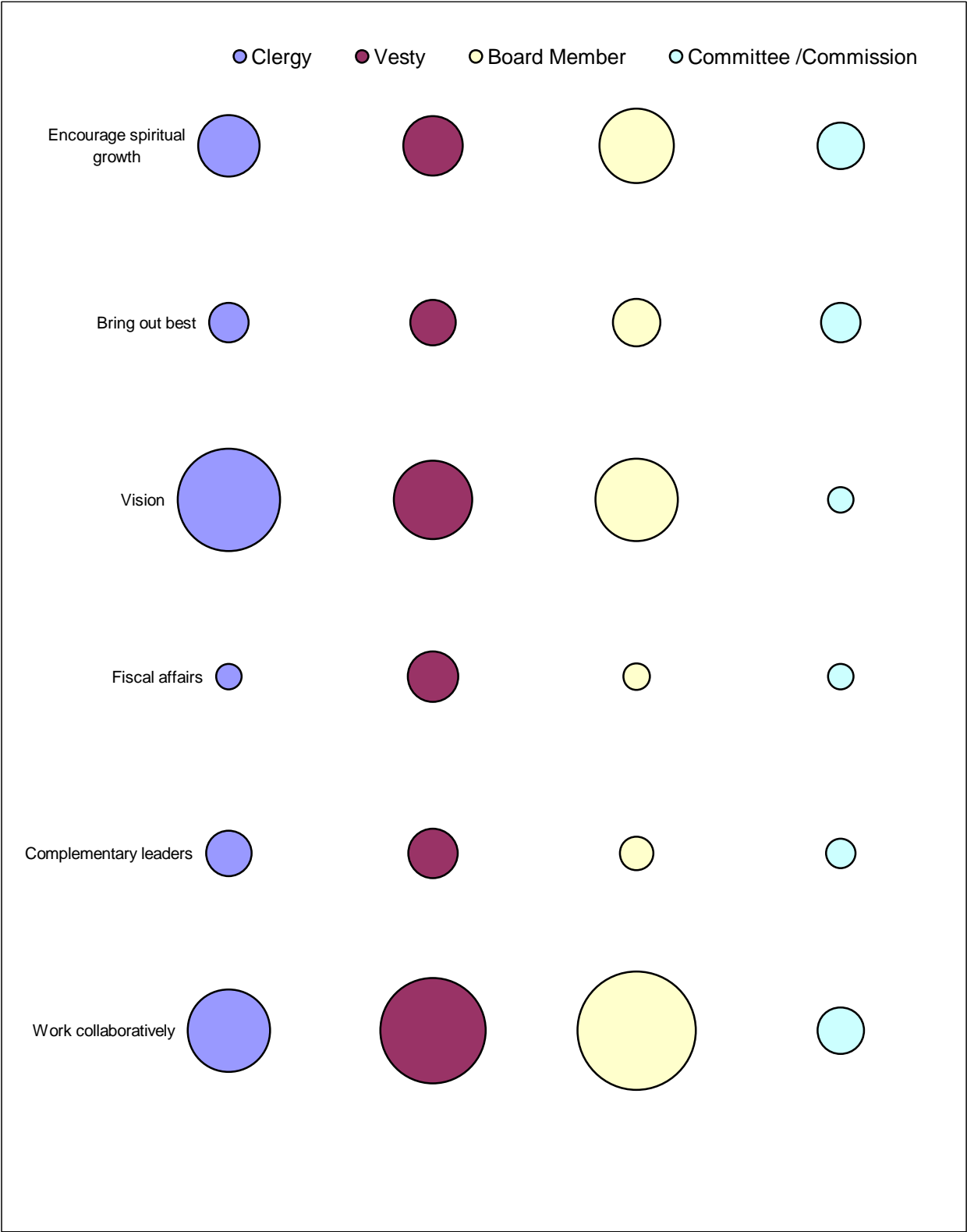
PREFERENCES FOR BISHOP

Overall Preferences

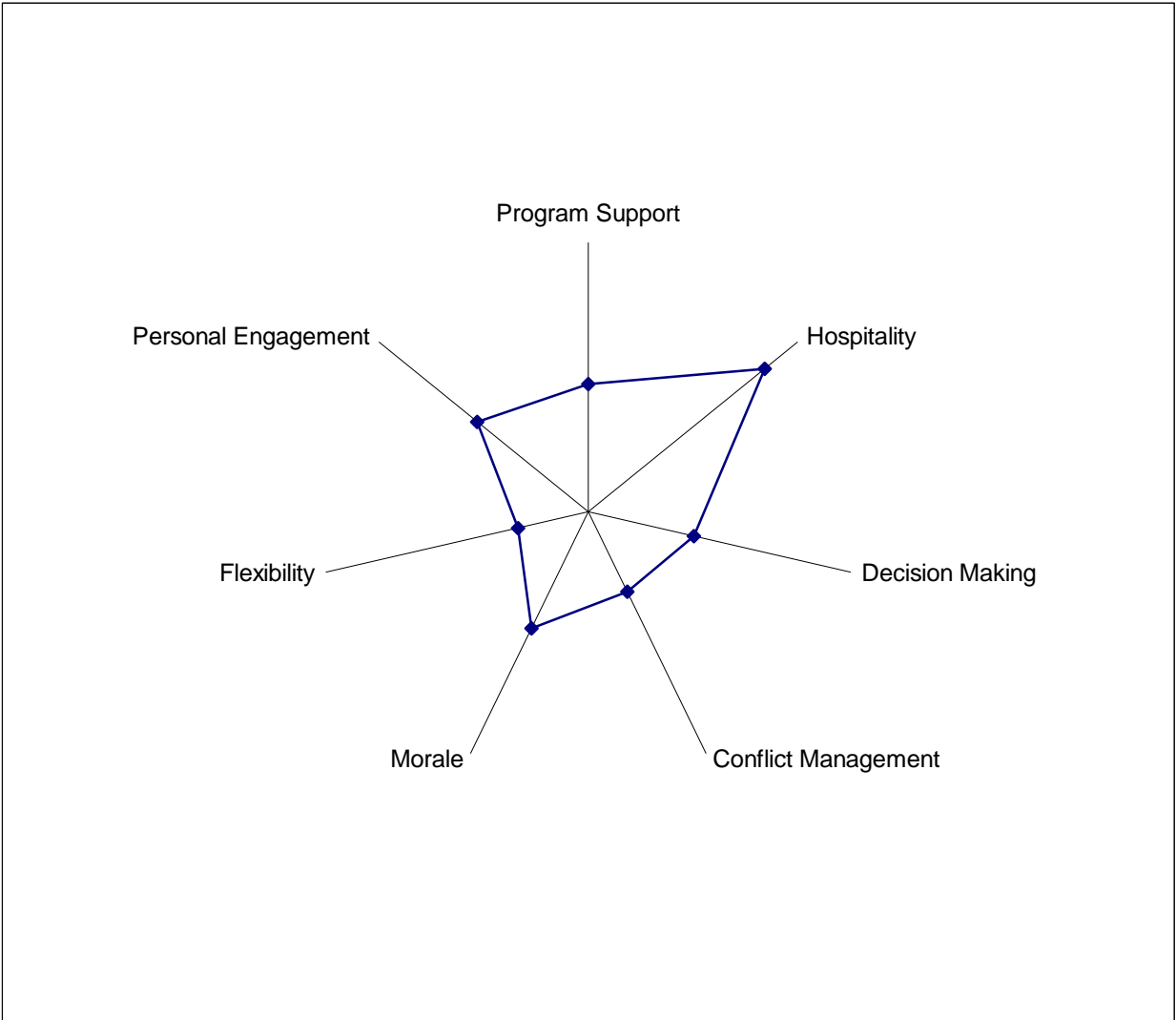
When members were asked to rank the qualities they preferred in a Bishop, they indicated the following priorities:

First	Question #47	An ability to work collaboratively with other members of the Diocese.
Second	Question #50	An aptitude for developing and articulating a vision.
Third	Question #52	An ability to effectively encourage spiritual growth in others.
Fourth	Question #51	A knack for bringing out the best people.
Fifth	Question #48	A willingness to surround himself/herself with people who complement his/her weaknesses.
Sixth	Question #49	A capacity to oversee the fiscal affairs of the Diocese in a way that makes the most of scarce resources.

PREFERENCES FOR BISHOP ACROSS GROUPS



PERFORMANCE OVERVIEW



PERFORMANCE INDICES

Program Support

Question Text

Question #1 The Diocese makes available policies and procedures that are helpful in the day to day operation of a congregation.

Question #17 The Diocese has been successful in helping congregations like mine become more vital and effective.

Question #22 I trust the Diocese to provide strong and competent support to my congregation during challenging times such as changes in clergy or other transitions.

Question #23 The Diocese has been a valuable resource in helping my congregation cultivate the financial giving of our people.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #1	2.2	3.9	11.6	26.5	48.6	7.2
Question #17	7.0	12.4	25.9	22.2	19.5	13.0
Question #22	4.6	10.3	11.9	20.6	35.1	17.5
Question #23	7.6	21.2	37.6	22.9	8.8	1.8

Hospitality

Question Text

Question #2 I experience a high level of collegiality as members of the Diocese work together.

Question #5 The members of the Diocese exhibit a genuine hospitality toward one another and new persons entering our Diocesan community.

Question #15 A positive spirit exists between the leaders of my congregation and the Diocese.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #2	3.1	5.7	9.9	25.0	42.2	14.1
Question #5	1.0	5.1	12.2	28.4	38.6	14.7
Question #15	4.7	6.3	7.8	21.9	35.9	23.4

PERFORMANCE INDICES

Decision Making

Question Text

Question #3 The leaders of our Diocese show a genuine concern to know what people are thinking when decisions need to be made.

Question #4 The Diocese has done a good job of developing a shared vision that unites us.

Question #10 Most important decisions about what the Diocese should do are really made by the same, small group of people.

Question #11 In important decisions in our Diocese, adequate opportunity for consideration of different approaches is usually provided.

Question #29 Persons who serve as leaders in our Diocese are generally representative of the members

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #3	3.7	10.0	15.8	20.5	39.5	10.5
Question #4	8.4	13.2	24.2	20.5	26.3	7.4
Question #10	2.3	8.0	20.0	33.7	20.0	16.0
Question #11	3.9	11.7	20.0	33.3	27.2	3.9
Question #29	4.4	8.3	13.3	36.1	33.9	3.9

Conflict Management

Question Text

Question #6 There is frequently a small group of members that opposes what the majority want to do.

Question #8 Problems between groups in this Diocese are usually resolved through mutual effort.

Question #18 Some leaders in my congregation have unresolved issues with the Diocese that get in the

Question #21 Among most of the members of our Diocese there is a healthy tolerance of differing opinio

Question #27 There is a disturbing amount of conflict in our Diocese.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #6	1.1	4.3	7.1	28.8	35.9	22.8
Question #8	6.9	15.6	21.4	26.6	27.7	1.7
Question #18	6.1	29.4	20.0	22.2	12.2	10.0
Question #21	6.3	11.1	15.3	32.6	28.4	6.3
Question #27	0.5	15.1	18.2	25.5	24.0	16.7

PERFORMANCE INDICES

Morale

Question Text

Question #7 Members have discovered that involvement in the work of the Diocese can be a source of energy and spiritual renewal.

Question #16 In this Diocese it seems to me that we are just going through the motions. There isn't much excitement about it among our members.

Question #19 I find the annual convention to be a good use of my time and energy.

Question #20 On the whole, I am satisfied with how things are in our Diocese.

Question #30 The whole spirit in our Diocese makes people want to get as involved as possible.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #7	0.6	5.1	9.6	23.6	43.8	17.4
Question #16	4.3	15.5	31.6	25.7	17.6	5.3
Question #19	2.4	7.1	14.3	19.6	35.1	21.4
Question #20	7.6	15.2	22.2	24.7	26.3	4.0
Question #30	4.5	16.9	37.6	25.3	14.6	1.1

Flexibility

Question Text

Question #9 The Diocese is effective in recognizing trends in the larger society and in helping us adapt to deal with those changes.

Question #26 Our Diocese tends to stay very close to established ways of doing things.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #9	8.2	13.6	22.3	23.4	28.3	4.3
Question #26	2.2	3.8	17.4	43.5	28.3	4.9

PERFORMANCE INDICES

Personal Engagement

Question Text

Question #13 Our Diocese does a good job helping each member understand that he or she has an important role to play.

Question #14 Our Diocese does a good job supporting persons who are serving in various Diocesan ministries.

Question #25 Our Diocese helps members become engaged by finding roles for people that fit their gifts.

Question #28 Our Diocese provides adequate opportunities for members to engage in work that is meaningful.

Response Percentages

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Question #13	4.1	8.3	32.6	24.4	24.4	6.2
Question #14	1.1	4.9	11.9	30.3	41.1	10.8
Question #25	2.3	9.9	22.8	30.4	28.7	5.8
Question #28	1.1	6.9	16.1	30.5	39.7	5.7