Leadership Model of Alignment

**Church Vision**

**Parish Vision**

[Mutually Shared Vision]

**Pastoral Priorities**

1. Pastoral Priority #1
2. Pastoral Priority #2
3. Pastoral Priority #3

[Three Pastoral Priorities]

**Foundational Ministries**

- Sacraments & Worship
- Education & Formation
- Governance & Finance
- Social Services & Outreach
- Vocation & Evangelization

[Foundational Ministries]

**Foundational Ministries** are the essential ongoing work of an organization—the way an organization fulfills its sacred purpose, lives out its values, and pursues its vision.

**Foundational Ministries** are the core ongoing “what” of an organization – they are not an organizational chart or structure.

While they can evolve and change over time, **Foundational Ministries** are more stable and consistent than the Pastoral Priorities.
Priority Validation and Purpose

Diocesan Priority #1: Create Inviting and Reconciling Communities

**Individually**
What is the purpose of this priority? How will this priority serve the Diocese or parish/parishes? In 3-4 sentences, state your rationale.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

**As a team**
What is your understanding of this priority? What do you believe is its purpose?

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________________________________________________________________________
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Priority Validation and Purpose

Diocesan Priority #2: Facilitate Life Long Formation of Intentional Disciples

Individually
What is the purpose of this priority? How will this priority serve the Diocese or parish/parishes? In 3-4 sentences, state your rationale.

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As a team
What is your understanding of this priority? What do you believe is its purpose?

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Priority Validation and Purpose

Diocesan Priority #3: Proclaim Jesus Christ and our Catholic Faith

Individually
What is the purpose of this priority? How will this priority serve the Diocese or parish/parishes? In 3-4 sentences, state your rationale.

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As a team
What is your understanding of this priority? What do you believe is its purpose?

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Goal Setting

A Goal Statement describes a desired outcome to be accomplished within a specific time period. Outcomes set standards for the quality, quantity, timelines, cost, or percent of change desired.

Rule of Thumb: Have 1-3 Goals per Priority. Having more than that probably indicates that Task Statements have crept into goals.
Goal Categories

Before jumping right into SMART Goals, we must first agree on goal categories for each Priority. Individually, then as a small group, use the space below to capture 3-4 goal categories or areas for each Priority.

Priority #1

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Priority #2

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________________________________________________________________________
________________________________________________________________________
Goal Categories

Priority #3

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________________________________________________________________________
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________________________________________________________________________
________________________________________________________________________
Writing SMART Goal Statements

A Goal Statement describes a desired outcome to be accomplished within a specific time period. Outcomes set standards for the quality, quantity, timelines, cost, or percent of change desired. A Key Responsibility Area may have a number of related Goal and Task Statements.

Rule of Thumb:
Have 1-3 SMART Goals per Key Responsibility Area. It is wise to have no more than 8-10 total Goal Statements per year, with only three or so being prominent at any one time. Having more than that probably indicates that Task Statements have crept into goals.

Writing a Goal Statement:
Achieves • Outcome • When?

<table>
<thead>
<tr>
<th>Achieves</th>
<th>Contains one strong action verb</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Key Responsibility Area is not fulfilled if goal is not achieved</td>
</tr>
<tr>
<td>Outcome</td>
<td>Is the result of different, repetitive, and accumulative activities</td>
</tr>
<tr>
<td></td>
<td>Includes results-over-source indicators</td>
</tr>
<tr>
<td></td>
<td>Provides a range for acceptable results compared to others working on the goal</td>
</tr>
<tr>
<td>When?</td>
<td>Always has an end date</td>
</tr>
<tr>
<td></td>
<td>Usually covers a six- to twelve-month period</td>
</tr>
</tbody>
</table>

SMART Goals
For many years, the SMART acronym has been used to help validate the potential effectiveness of a Goal Statement. There are a myriad of variations on SMART, but we think the following version generates the most essential criteria for setting goals that not only have a chance of being achieved, but are also worth achieving.

SMART stands for
- Specific and Measurable
- Motivating
- Attainable
- Relevant
- Trackable (and time bound)

SMART Questions will help you verify your Goal Statement. They will also provide an opportunity to tweak the way the goal is written and increase your ability to achieve your goal.
SMART Goal Worksheet
Write a SMART (Achieve • Outcome • When?) Goal for the KRA

Staff Person or Key Volunteer: ________________________________

Goal:

<table>
<thead>
<tr>
<th>Achieve</th>
<th>Outcome</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-fuzzy action verb</td>
<td>Specific end result</td>
<td>Specific end date</td>
</tr>
</tbody>
</table>

Goal (Achieve • Outcome • When?):

______________________________________________________________________________
______________________________________________________________________________

Evaluate:

Is the Goal Statement:
• Specific and Measurable?
• Motivating?
• Attainable?
• Relevant?
• Trackable?

Answer: _____

If not, rewritten SMART Goal Statement:

______________________________________________________________________________
______________________________________________________________________________
SMART Goal Worksheet
Write a SMART (Achieve • Outcome • When?) Goal for the KRA

Staff Person or Key Volunteer: ________________________________

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Goal (Achieve • Outcome • When?):
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________________________________________________________________________

Evaluate:

Is the Goal Statement:
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• Motivating?
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• Relevant?
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Answer: _____

If not, rewritten SMART Goal Statement:
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</table>

Goal (Achieve • Outcome • When?):
__________________________________________________________

__________________________________________________________

Evaluate:

Is the Goal Statement:
• Specific and Measurable?
• Motivating?
• Attainable?
• Relevant?
• Trackable?

Answer: ______

If not, rewritten SMART Goal Statement:
__________________________________________________________

__________________________________________________________
Categorized Action Verbs for Writing Key Responsibility Area Statements

**Communication Skills**
To advocate, persuade, and speak the Good News of Jesus Christ so that the parish community may understand and accept and celebrate its role in giving witness to another’s human and dignity.

- Negotiate
- Interpret
- Translate
- Advocate
- Clarify
- Correspond

- Encourage
- Persuade
- Present
- Publicize
- Solicit
- Speak

**Creative Skills**
To introduce, establish, and present adult faith formation programming opportunities in order that the people of God in my parish will choose personal and spiritual growth as a means to knowing wholeness and holiness of life.

- Create
- Introduce
- Present
- Act
- Apply
- Establish

- Found
- Improvise
- Navigate
- Originate
- Compose

**Data / Financial Skills**
To forecast, allocate, and budget our stewardship offerings as a means to honor parishioner giving, and to grow the parish in ministry and activity that is reflective of our shared vision for God’s Kingdom.

- Adjust
- Allocate
- Budget
- Compare
- Compute
- Count
- Document
- Estimate
- Forecast

- Inventory
- Invest
- Predict
- Project
- Quantify
- Record
- Retrieve
- Verify

**Efficiency Skills**
To prevent, eliminate, and to standardize parish plant expenses so as to better reflect good stewardship, and to provide new financial resources to support third world outreach or care.

- Accelerate
- Allocate
- Boost
- Centralize
- Downsize
- Edit
- Eliminate
- Enhance
- Expand
- Expedite
- Heighten
- Lessen
- Leverage
- Maximize
- Merge

- Optimize
- Outline
- Outsource
- Prevent
- Prioritize
- Reorganize
- Reduce
- Revise
- Simplify
- Standardize
- Streamline
- Synthesize
- Systematize
- Upgrade

**Helping Skills**
To support, facilitate, and train parish volunteers in their particular ministry so as to affirm their contribution and to sharpen their skills for increased confidence and competence.

- Aid
- Assist
- Built
- Demonstrate
- Facilitate
- Familiarize
- Help
- Perform

- Represent
- Solve
- Support
- Train
- Uphold
- Volunteer
- Work
Leadership Skills
To motivate, organize, and coordinate the entire pastoral staff so as to seek a common vision and to more respectfully and generously create a mutual pastoral plan for our future.

- Achieve
- Administer
- Assign
- Attain
- Challenge
- Coordinate
- Decide
- Delegate
- Establish
- Execute
- Handle
- Head
- Implement
- Incorporate

Intervene
Launch
Led
Manage
Mediate
Motivate
Organize
Oversee
Plan
Prioritize
Recommend
Schedule
Supervise

Teaching Skills
To define, clarify, and develop "best teaching practices" in order that our children's catechetical formation programming will encourage increased participation and spiritual development.

- Aid
- Advise
- Clarify
- Communicate
- Define
- Develop
- Encourage
- Evaluate
- Facilitate
- Foster
- Guide

Help
Incorporate
Inform
Initiate
Instruct
Lecture
Prepare
Support
Supervise
Stimulate
Teach

Research Skills
To survey, compare and evaluate both parish and community demographics so as to anticipate the need for future building and development as we seek to grow in Christ and as a vibrant Catholic Christian community.

- Analyze
- Collect
- Compare
- Control
- Detect
- Diagnose
- Evaluate
- Examine
- Gather
- Identify
- Investigate

Locate
Measure
Organize
Report
Replicate
Research
Review
Search
Survey
Write

Technical Skills
To analyze, calculate, and devise an "IT" plan that will minimize expenses and provide greater access to an ever growing populous of computer savvy parishioners.

- Analyze
- Assemble
- Build
- Calculate
- Compute
- Conduct
- Design
- Devise

Operate
Program
Reengineer
Remodel
Transmit
Engineer
Maintain