Leadership Model of Alignment

Church Vision

Parish Vision

[Mutually Shared Vision]

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

[Three Pastoral Priorities]

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

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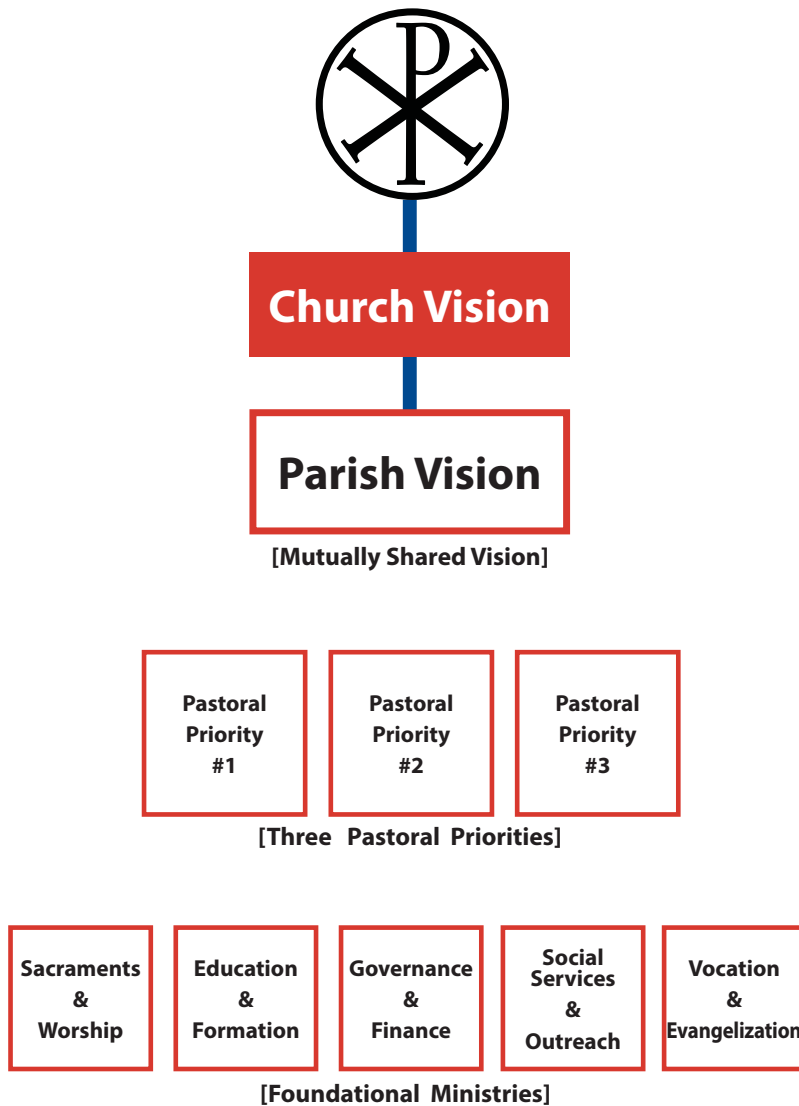
Foundational Ministries are the essential ongoing work of an organization—the way an organization fulfills its sacred purpose, lives out its values, and pursues its vision.

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.

_____

_____

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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 #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?
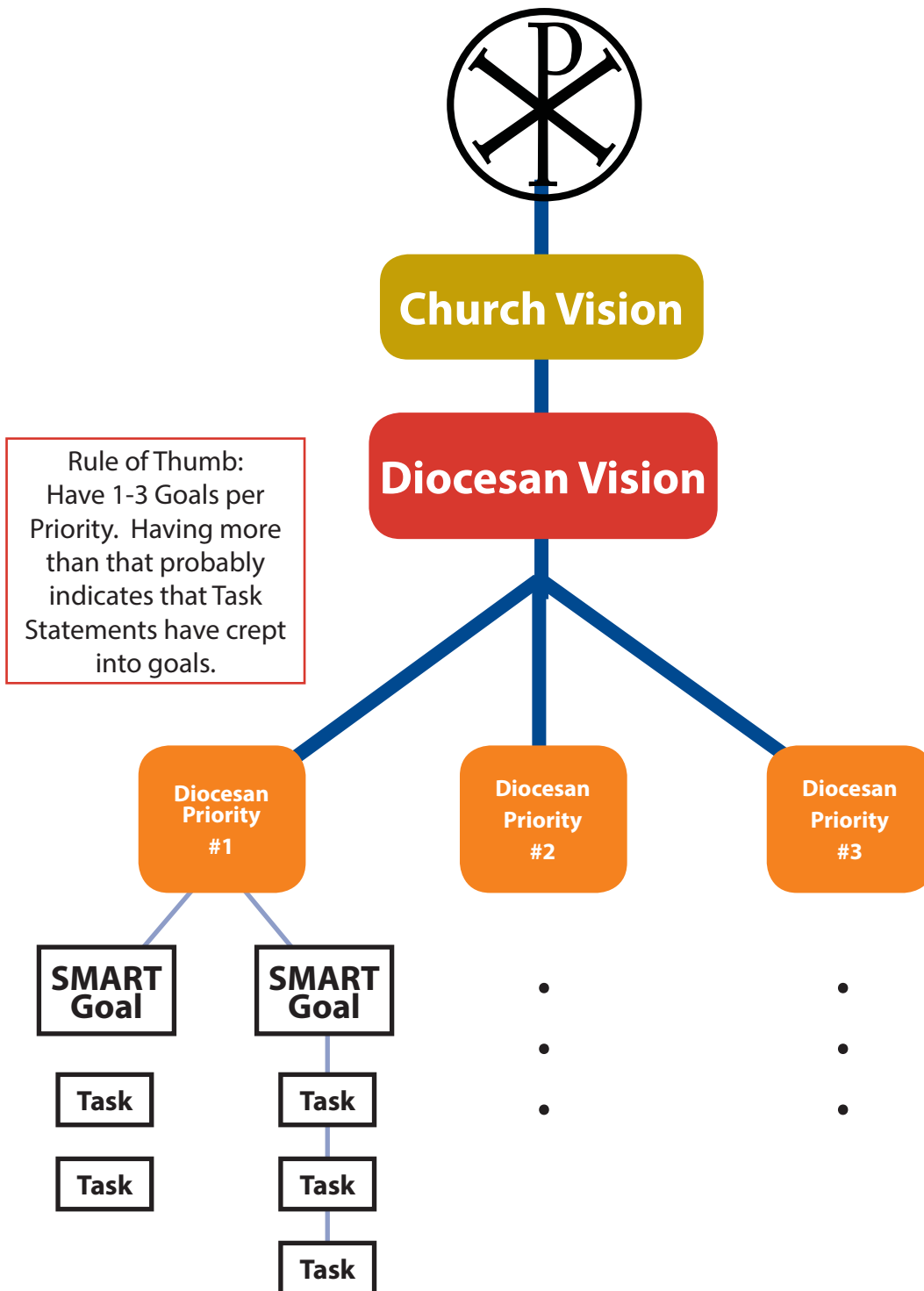
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Goal Setting

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.

Church Vision

Diocesan Vision

Diocesan Priority #1

Diocesan Priority #2

Diocesan Priority #3

SMART Goal

SMART Goal

Task

Task

Task

Task

Task

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

_____

_____

_____

_____

_____

_____

Goal Categories

Priority #3

_____

_____

_____

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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?

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

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:

Achieve *Non-fuzzy action verb*	
Outcome *Specific end result*	
When? *Specific end date*	

Goal (Achieve • Outcome • When?):

_____

_____

Evaluate:

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

Answer: _____

If not, rewritten SMART Goal Statement:

_____

_____

Catholic Leadership Institute

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

Staff Person or Key Volunteer: _____

Goal:

Achieve *Non-fuzzy action verb*	
Outcome *Specific end result*	
When? *Specific end date*	

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

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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	Encourage
Interpret	Persuade
Translate	Present
Advocate	Publicize
Clarify	Solicit
Correspond	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	Found
Introduce	Improvise
Present	Navigate
Act	Originate
Apply	Compose
Establish	

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	Inventory
Allocate	Invest
Budget	Predict
Compare	Project
Compute	Quantify
Count	Record
Document	Retrieve
Estimate	Verify
Forecast	

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	Optimize
Allocate	Outline
Boost	Outsource
Centralize	Prevent
Downsize	Prioritize
Edit	Reorganize
Eliminate	Reduce
Enhance	Revise
Expand	Simplify
Expedite	Standardize
Heighten	Stream-line
Lessen	Synthesize
Leverage	Systematize
Maximize	Upgrade
Merge	

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	Represent
Assist	Solve
Built	Support
Demonstrate	Train
Facilitate	Uphold
Familiarize	Volunteer
Help	Work
Perform	

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	Intervene
Administer	Launch
Assign	Led
Attain	Manage
Challenge	Mediate
Coordinate	Motivate
Decide	Organize
Delegate	Oversee
Establish	Plan
Execute	Prioritize
Handle	Recommend
Head	Schedule
Implement	Supervise
Incorporate	

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	Locate
Collect	Measure
Compare	Organize
Control	Report
Detect	Replicate
Diagnose	Research
Evaluate	Review
Examine	Search
Gather	Survey
Identify	Write
Investigate	

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	Help
Advise	Incorporate
Clarify	Inform
Communicate	Initiate
Define	Instruct
Develop	Lecture
Encourage	Prepare
Evaluate	Support
Facilitate	Supervise
Foster	Stimulate
Guide	Teach

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	Operate
Assemble	Program
Build	Reengineer
Calculate	Remodel
Compute	Transmit
Conduct	Engineer
Design	Maintain
Devise	