

# Landscape Executive Summary for the Presbytery of San Francisco

May 2023



*"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ - to the glory and praise of God." - Philippians 1:9-11*



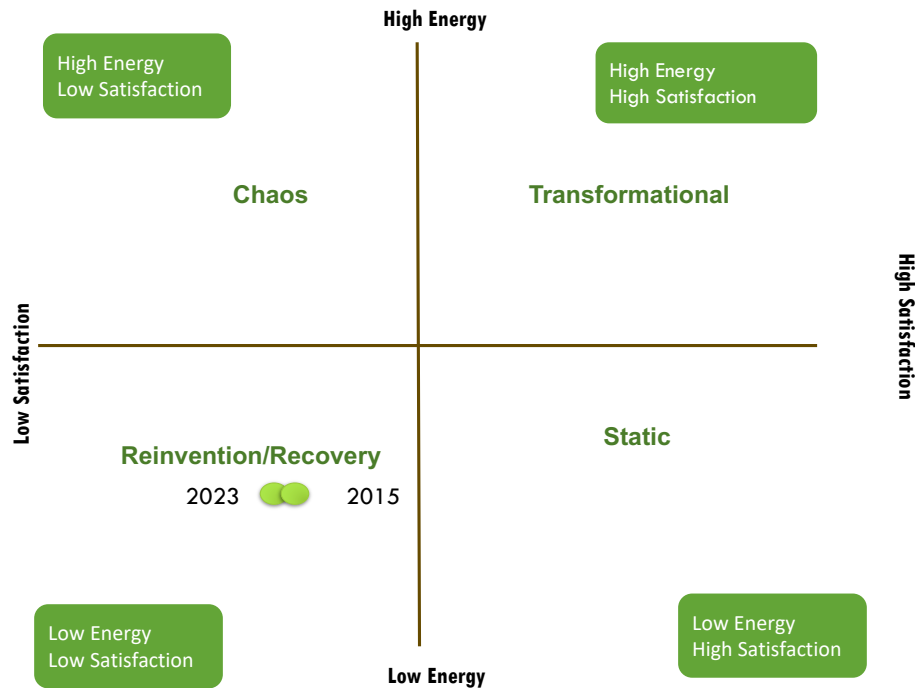
The Landscape was recently administered for the Presbytery of San Francisco, running from December 2022 and closing in early February of 2023. Within the Presbytery of San Francisco, 200 persons responded to the assessment. These responses have been benchmarked against other Regional Associations in the Holy Cow! Consulting database to determine what is typical and what is exceptional about this Presbytery. Out of the 200 responses, the following is the breakdown of those responders by their role within the Presbytery of San Francisco:

Role	Percentage of Responders	Number of Responders
Congregation Member	8%	16
Session Member	37%	74
Presbytery Leadership	13%	26
Presbytery Staff Member	1%	2
Active Clergy	24%	47
Retired Clergy	11%	23
Deacon	1%	2
Commissioned Lay Pastor	5%	10
<b>Totals</b>	<b>100%</b>	<b>200</b>

**Vitality Measures:**

Two things are needed to be a vital Regional Association or Middle Judicatory - high levels of satisfaction and energy. Satisfaction is the sense of peaceful contentment when working with each other within the organization. Energy is passion with intention and a compelling sense of purpose within the organization. Overall, approximately 21% of the responders are clearly satisfied with how things are in the Presbytery of San Francisco. Approximately 16% feel that there is a compelling sense of purpose or energy and that people within the Presbytery are not just going through the motions in their work. Notably, in both the measure of satisfaction and energy more than half of the responders are on the fence. This indicates that many people are waiting to see what is going to happen next before affirmatively stating whether they are clearly satisfied or energized. Compared to other Regional Associations, the overall vitality of Presbytery of San Francisco is in the low range. This level of satisfaction and energy is very close to the same level of vitality that people in the Presbytery were experiencing in 2015.

## Satisfaction and Energy Chart

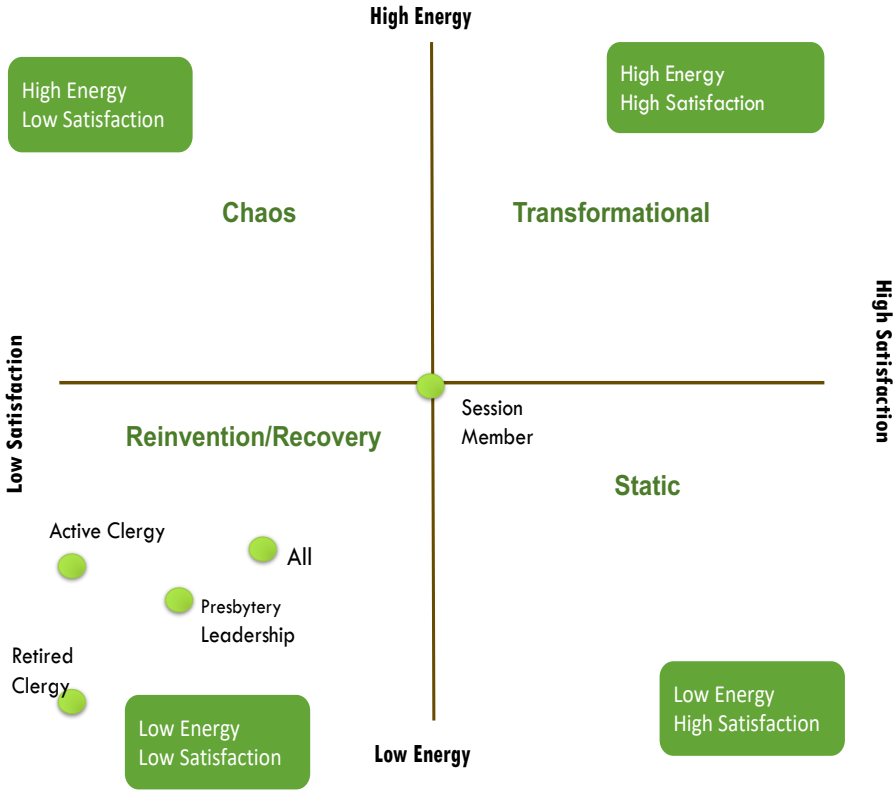


This level of overall vitality indicates that the Presbytery is in the *Recovery or Reinvention* quadrant where both the work itself and the people working within the system have experienced an erosion of morale or alignment, without a clear Presbytery mission and vision. This level of vitality suggests that the Presbytery will need to make some necessary internal fixes before it can begin to have significant external impact. The data indicates that the Presbytery of San Francisco would benefit from clarity in a mission and vision of a preferred future so that it can begin to align congregational support, leadership ministries, and engagement at all Presbytery levels with that clear mission and vision.

While 34% of the responders stated that the Presbytery of San Francisco is weaker than three years ago, 28% of the responders agreed that the Presbytery is stronger than three years ago. These numbers, with 38% stating that the strength of the Presbytery is about the same as it was three years ago, indicate that the perceived strength of the Presbytery of San Francisco is at a low level.

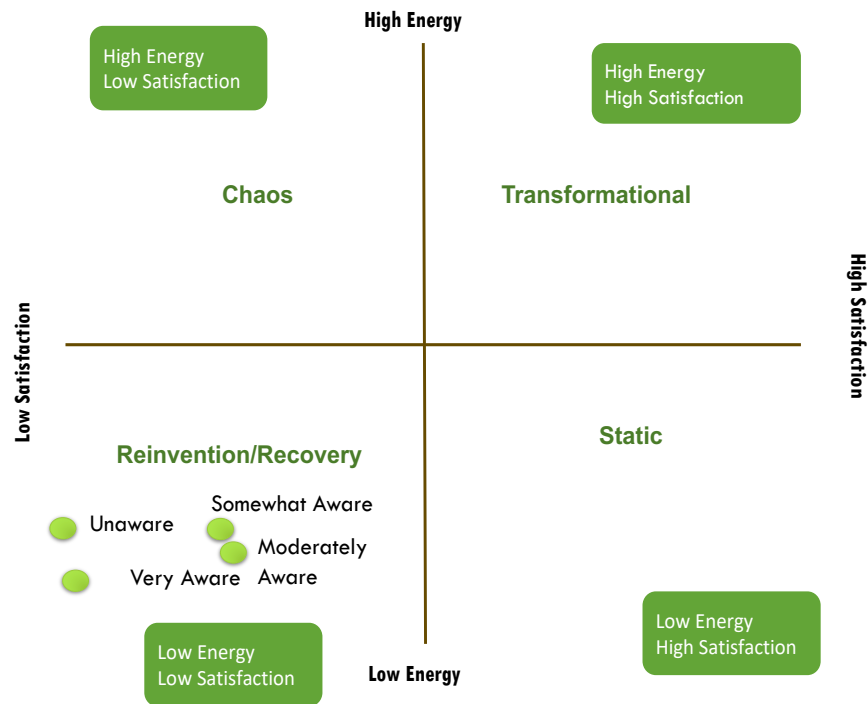
Overall, groups within the Presbytery of San Francisco are not having drastically different experiences in terms of their energy and satisfaction levels (see below Satisfaction and Energy Chart). All groups, except for Session members, are in the *Reinvention/Recovery* quadrant. The lowest level of vitality is experienced by the retired clergy within the Presbytery.

### Satisfaction and Energy Chart by Presbytery Role



The data indicates that the level of awareness of the work of Presbytery does not significantly impact the level of satisfaction and energy (see chart below). In response to the question “what would you say your level of awareness regarding the work of the Diocese is” 22% responded that they were very aware of the work, 42% were moderately aware, 32% somewhat aware and 4% responded that they were unaware of the work of the Presbytery. All responders, regardless of the level awareness, are in the *Reinvention/Recovery* quadrant.

## Satisfaction and Energy Chart by Level of Awareness



### Areas of Focus and Critical Success Factors:

To determine how satisfied people are within the Presbytery of San Francisco, they are focusing on five different areas or drivers. If people perceive the Presbytery is performing well in these five areas, then the data suggests that their perception of their satisfaction will go up. Likewise, if people perceive that these five areas are not performing well, then their satisfaction levels will go down. The five areas of focus for people within the Presbytery of San Francisco are:

1. *As a Presbytery we do a good job communicating with one another in a way that keeps us aware and engaged.\**
2. *Our Presbytery provides adequate opportunities for members to engage in work that is meaningful.\**
3. *Our Presbytery does a good job supporting persons who are serving in various Presbytery ministries.*
4. *The whole spirit in our Presbytery makes people want to get as involved as possible.\**

5. *Our Presbytery leadership has done a good job of developing a shared vision that unites us.*

Additionally, to determine how energized people are within the Presbytery of San Francisco, they are focusing on five different areas. If people perceive the Presbytery is performing well in these five areas, then the data suggests that their perception of their energy will go up. Likewise, if people perceive that these five areas are not performing well, then their energy levels will go down. These five areas of focus for people within the Presbytery of San Francisco are:

1. *The whole spirit in our Presbytery makes people want to get as involved as possible.\**
2. *Our Presbytery provides adequate opportunities for members to engage in work that is meaningful.\**
3. *As a Presbytery we do a good job communicating with one another in a way that keeps us aware and engaged.\**
4. *The clergy and lay leaders of our Presbytery show a genuine concern to know what people are thinking when decisions need to be made.*
5. *Our Presbytery is effective in recognizing trends in the larger society and in helping us adapt in order to deal with those changes.*

\*Indicate areas of focus that are shared in both satisfaction and energy levels.

Out of these areas of focus, there are six areas that need significant attention. Throughout the Presbytery of San Francisco, people would like to feel supported when they are serving in the ministries of the Presbytery and they would like communication that keeps everyone aware and engaged. There is a desire for the spirit within the Presbytery to be engaging and make people want to be involved while also experiencing that involvement as a source of energy and spiritual renewal. Responders would like for the Presbytery to provide opportunities for members to engage in work that is meaningful. The data suggests that if these items are addressed, both satisfaction and energy levels have a higher likelihood of improvement.

Other areas of less urgency that are still in need of attention and where improvements will have the greatest impact within the Presbytery of San Francisco are:

- *Creating a healthy tolerance of differing opinions and beliefs*
- *Helping people finding their roles in the Presbytery through gift discernment*

- *Feeling God's purpose in their lives because of their involvement in the Presbytery*
- *Sharing a clear uniting vision*
- *Committing to resolve problems between groups with mutual effort*
- *Exhibiting genuine hospitality towards one another*

## **Future Priorities:**

As the responders look at the future, all top three priorities focus on congregational work. These priorities are:

1. *Take a leadership role in working with churches that are struggling.*
2. *Equip congregations to be more effective in addressing problems affecting their surrounding communities.*
3. *Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.*

While priorities number one (1) and three (3) are typical of Regional Associations, the second priority is unusually high on the priority list and may indicate a unique need within the Presbytery of San Francisco to spend some time assessing community needs and helping congregations be effective in addressing those needs.

## **Performance Areas:**

There are seven performance indices reported in the Landscape: Morale, Conflict Management, Engagement, Governance, Collegiality, Leadership, and Support to Congregations. Within these performance areas, the Presbytery of San Francisco performs within the low-average to average range when compared to other Regional Associations in the areas of congregational support, overall leadership, conflict management and trust in leadership. The areas where the Presbytery scores lower is in the areas of morale, engagement, and collegiality. Comparative data with other Regional Associations indicates that to be a vital Regional Association, the Presbytery of San Francisco will need to engage people with a shared uniting vision with consistent and international leadership that builds connection through-out the Presbytery.

Responders perceive the Presbytery of San Francisco to be at an average level of flexibility and openness to new ways of doing things. 41% of the responders feel that

only a moderate amount of change necessary for their vision for the Presbytery to be met. 32% are looking for a large amount of change and 15% of responders are wanting to change almost everything. This indicates that people are longing for a higher than usual amount of change so that the Presbytery can be reflective of what people envision. Overall, responders stated that they have a low level of vision clarity regarding where the Presbytery of San Francisco is headed and how it is going to get there. 22% of responders clearly agree that Presbytery members demonstrate a readiness to follow the lead of Presbytery staff and leadership. This level of readiness to follow is in the low range.

When asked how engaged the responder's congregation has been with the work of the Presbytery of San Francisco within the last 12 months, 31% of responders stated that their congregation is moderately engaged and 20% of responders stated their congregation is highly engaged. 17% of responders stated that they are more satisfied within the Presbytery of San Francisco than with other Presbyteries or Presbyterian Congregations they have been a part of, while 38% are less satisfied. In terms of gift utilization, 15% of the responders indicate that when they think about their gifts, interests, and time they feel that they have something to give the Presbytery of San Francisco but don't know how to give it.

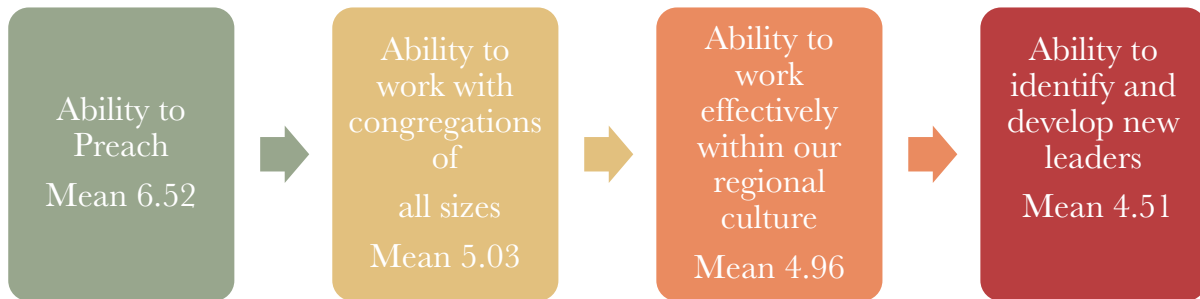
## **Leadership Model and Leadership Abilities:**

The Landscape asked responders to reflect on the current Presbytery staffing model. When asked how effective the executive team in the Presbytery of San Francisco is in supporting pastors and congregations 23% of responders felt it was extremely or very effective, 53% felt the team was somewhat effective, and 24% felt that the team was either not so effective or not effective at all. This data indicates that almost half of the responders are polarized and are having very different experiences with the support received by the executive team.

When asked how effective the executive team has been in supporting and furthering the mission of the Presbytery, 22% of responders felt the team has been extremely or very effective, 59% state the team was somewhat effective, and 18% felt the team was either not so effective or not effective at all. Reflecting on the sense responders have around collegiality of the executive partners in their work together, 35% felt the collegiality was extremely or very effective, 46% of the responders felt it was somewhat effective, and 19% the collegiality between the executive partners was either not so effective or not effective at all.



When asked to rank the Critical Abilities that the Presbytery Leaders need to have responders rank the following as the top four abilities:



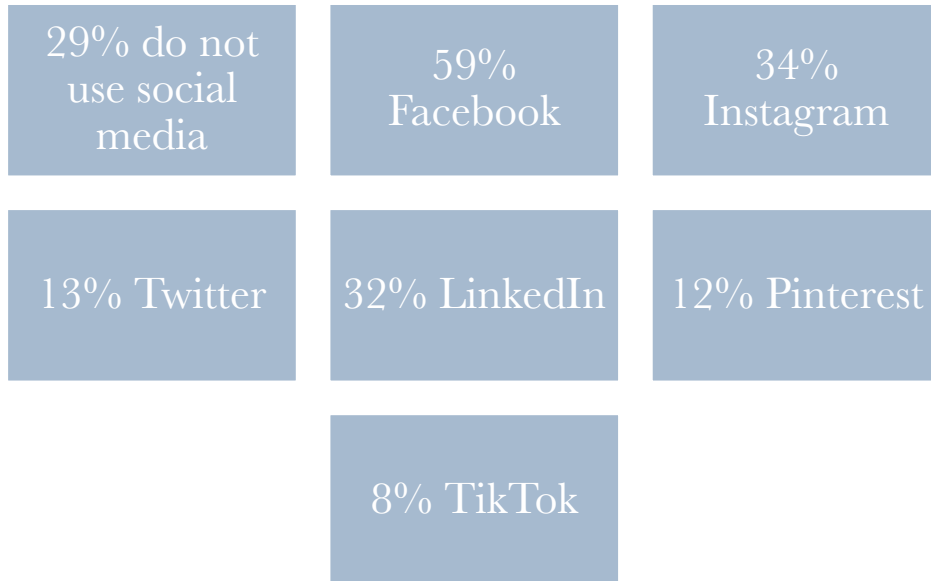
## Presbytery Communication:

Responders were asked to reflect on how effective the communication of the Presbytery is for them. When asked if the Presbytery of San Francisco communicates in a way that gives clarity about the services and support the Presbytery offers congregations, 9.09% clearly agreed that it did, with 24.43% clearly disagreeing that the communication provided clarity. 66.47% of the responders were on the fence in their response to this question.

Responders were asked if the Presbytery does a good job communicating about how financial support from the congregations is used in Presbytery work. 9% of responders clearly agreed that the Presbytery did a good job communicating, while 26% clearly disagreed. Again, a large portion of responders, 64.74%, were on the fence in their response to this question.

Most responders felt that the frequency of communication from the Presbytery would work best two times per month, unless there was something more immediate that needed communicated. 54% of responders felt that the current frequency of communication from the Presbytery of San Francisco was just right while 31% would like more frequent communication.

When thinking about effective means of communication, responders were asked which social media applications they use. The responses were as follows:



## Statement of Preferred Future:

When reviewing the data and taking all measures into account a statement of the preferred future from the responders for the Presbytery of San Francisco might include the following:

*We are Presbytery that builds meaningful opportunities for connection and impactful ministry. We are committed to celebrating the works and gifts of our people and the people we serve. We provide effective leadership for churches equipping them to become vital systems in their communities in all seasons of their ministry. We have clarity for where we are called to go and how we will get there together.*



Report prepared by Emily Swanson,  
Owner/President of Holy Cow! Consulting