

# Landscape™

Presbytery of San Francisco

2/6/23



# Key Indicators

## Overall Satisfaction

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

Clearly agree	21%
On the fence	58%
Clearly disagree	21%
Rating of satisfaction level	Low

## Overall Energy

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

Clearly agree	25%
On the fence	59%
Clearly disagree	16%
Rating of energy level	Low

## Satisfaction Trends

Compared to the overall strength of the Presbytery three years ago, would you say the Presbytery is

Weaker	34%
About the same	38%
Stronger	28%
Rating of strength trend	Low

## Top Three Priorities

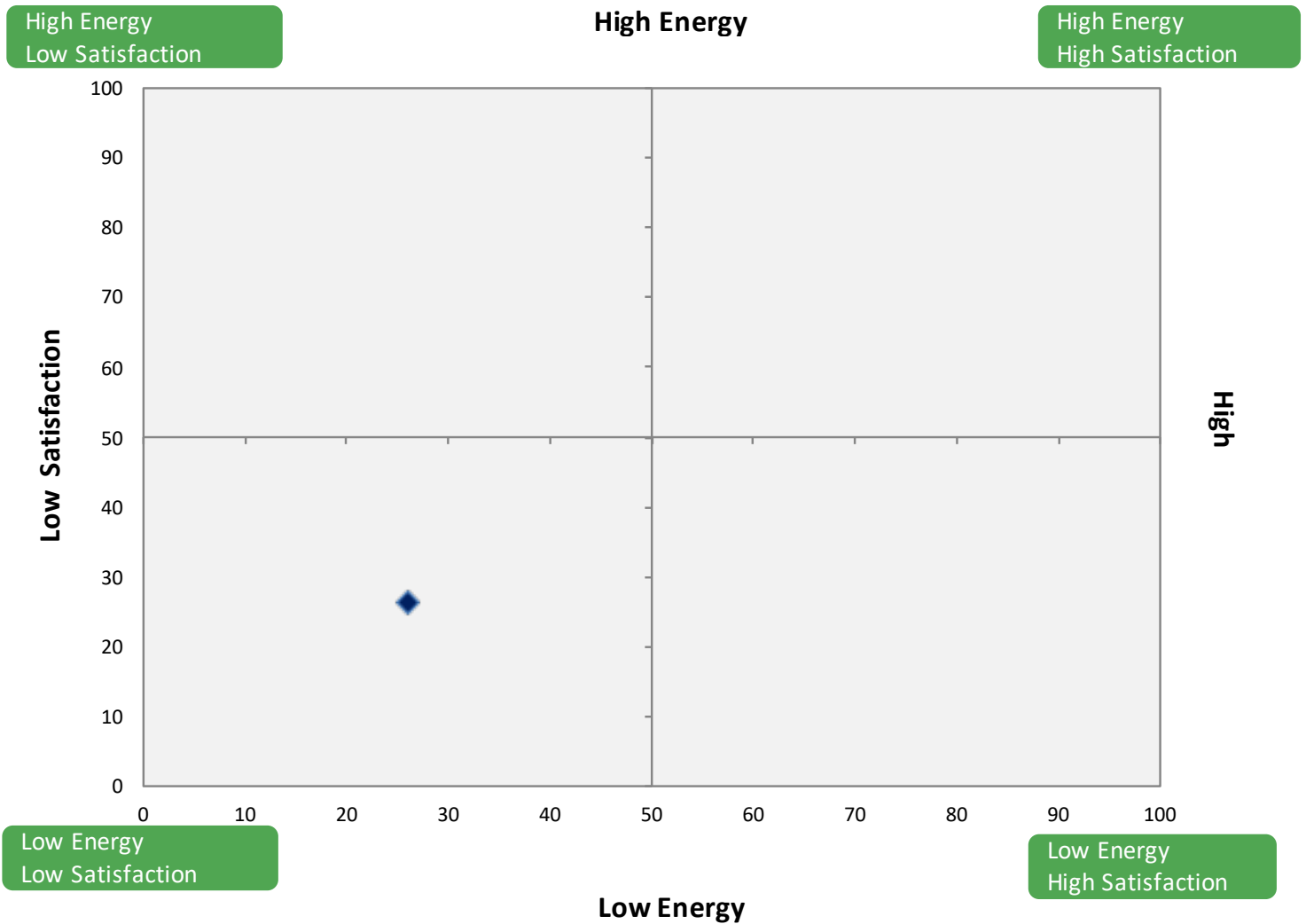
Where respondents believe additional energy needs to be applied to expand or improve your work.

First	<b>Take a leadership role in working with churches that are struggling.</b>
Second	<b>Equip congregations to be more effective in addressing problems affecting their surrounding communities.</b>
Third	<b>Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.</b>

## Survey Process Statistics

Congregation Member	16
Session Member	74
Presbytery Leadership	26
Presbytery Staff Member	2
Active Clergy	47
Retired Clergy	23
Deacon	2
Commissioned Lay Pastor	10
Number of respondents	200

# Energy-Satisfaction



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a regional association. There are four quadrants on this map.

The **high energy-low satisfaction** quadrant is the chaos quadrant. Organizations in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Organizations in this quadrant require major changes in order to regain a significant level of vitality and health.

The **low energy-high satisfaction** quadrant is the static quadrant. Organizations in this quadrant have normalized a low level of vitality which enables them to be relatively satisfied.

The **high energy-high satisfaction** quadrant is the transformation quadrant. Organizations in this quadrant may choose strategies of growth, expansion, replication, and impact.

# Drivers of Satisfaction and Energy

## What Is a Driver?

When the data from your Landscape Assessment is analyzed it discloses that not all questions are of equal importance. Questions that are more important are called drivers. A driver is an aspect of your regional association 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 body is addressing their concerns and what is impacting their level of satisfaction or energy. By attending to drivers, your regional association can focus attention on the services that may have the greatest impact on their members.

Another way of saying it is that the drivers comprise a lens through which members are viewing and evaluating their overall experience of the regional association; they color how members see nearly everything related to the regional association.

## Drivers of Satisfaction

Respondents tend to feel more satisfied about their overall experience of the regional association when they feel positive in the following areas:

### Importance

Driver #1	As a Presbytery we do a good job communicating with one another in a way that keeps us aware and engaged.	High
Driver #2	Our Presbytery provides adequate opportunities for members to engage in work that is meaningful.	High
Driver #3	Our Presbytery does a good job supporting persons who are serving in various Presbytery ministries.	High
Driver #4	The whole spirit in our Presbytery makes people want to get as involved as possible.	High
Driver #5	Our Presbytery leadership has done a good job of developing a shared vision that unites us.	High

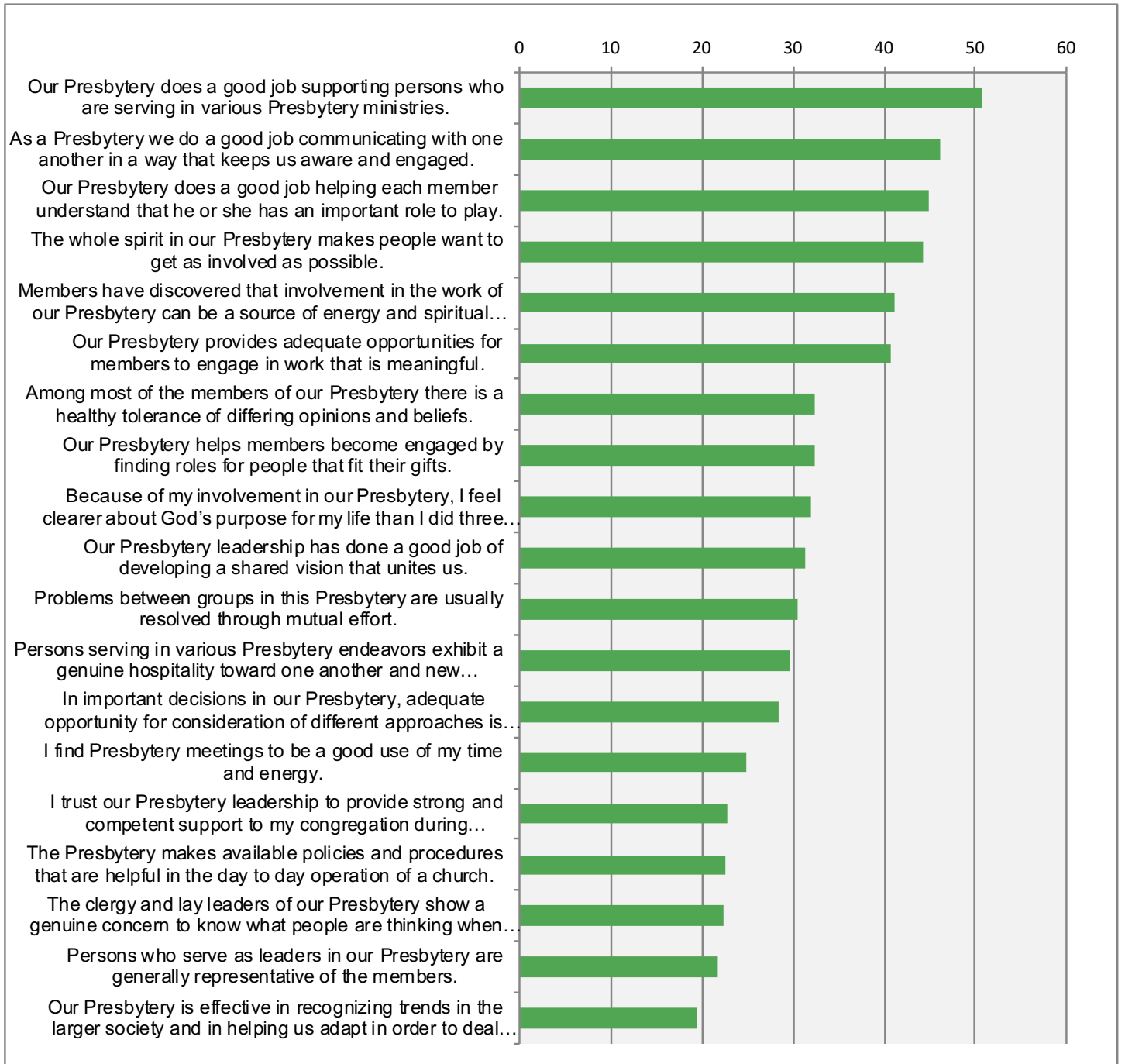
## Drivers of Energy

Respondents tend to feel more energized about their overall experience of the regional association when they feel positive in the following areas:

### Importance

Driver #1	The whole spirit in our Presbytery makes people want to get as involved as possible.	Moderate
Driver #2	Our Presbytery provides adequate opportunities for members to engage in work that is meaningful.	Moderate
Driver #3	As a Presbytery we do a good job communicating with one another in a way that keeps us aware and engaged.	Moderate
Driver #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.	Moderate
Driver #5	Our Presbytery is effective in recognizing trends in the larger society and in helping us adapt in order to deal with those changes.	Moderate

# Critical Success Factors for Improving Satisfaction



20 - 35 Significant   
 35 - 50 Important   
 >50 Urgent

## Future Priorities

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

Rank	Priority	Mean	Rating
First	Take a leadership role in working with churches that are struggling.	3.79	Average
Second	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	3.68	High
Third	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.61	Average
Fourth	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	3.49	Average
Fifth	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.48	Average
Sixth	Make our Presbytery more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.47	Average
Seventh	Cultivate a higher level of trust within our Presbytery.	3.37	High
Eighth	Improve the programmatic resources that our Presbytery makes available to congregations to insure that they are the most effective ways to do ministry in the church today.	3.37	Average
Ninth	Work with local congregations to increase the awareness of our Presbytery's mission and its unique impact upon the region that it serves.	3.30	Average
Tenth	Take a leadership role in new church development in promising regions of our Presbytery.	3.21	Average
Eleventh	Deepen our spiritual capacity as congregations to respond to life with serenity, confidence, and hope.	3.20	Low
Twelfth	Streamline our Presbytery organizationally and administratively so that it makes better use of financial resources.	3.03	Average
Thirteenth	Provide on-site stewardship consultants and programs to local churches in order to substantially increase the financial resources of congregations.	2.99	Average
Fourteenth	Provide church leaders with the interpretive resources that will build more support for the work of our Presbytery among members of our congregations.	2.97	Average

## Top Priorities by Role

### Congregation Member

First	Take a leadership role in working with churches that are struggling.	3.86
Second	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.58
Third	Cultivate a higher level of trust within our Presbytery.	3.56
Fourth	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.53
Fifth	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	3.38

### Session Member

First	Take a leadership role in working with churches that are struggling.	3.97
Second	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.79
Third	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	3.68
Fourth	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	3.62
Fifth	Make our Presbytery more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.49

### Presbytery Leadership

First	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	3.84
Second	Work with local congregations to increase the awareness of our Presbytery's mission and its unique impact upon the region that it serves.	3.75
Third	Take a leadership role in working with churches that are struggling.	3.74
Fourth	Make our Presbytery more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.50
Fifth	Improve the programmatic resources that our Presbytery makes available to congregations to insure that they are the most effective ways to do ministry in the church today.	3.48

### Presbytery Staff Member

First	Improve the programmatic resources that our Presbytery makes available to congregations to insure that they are the most effective ways to do ministry in the church today.	4.50
Second	Work with local congregations to increase the awareness of our Presbytery's mission and its unique impact upon the region that it serves.	4.50
Third	Deepen our spiritual capacity as congregations to respond to life with serenity, confidence, and hope.	4.00
Fourth	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	4.00
Fifth	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	4.00

## Top Priorities by Role

### Active Clergy

First	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	3.64
Second	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.60
Third	Take a leadership role in working with churches that are struggling.	3.56
Fourth	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.55
Fifth	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	3.53

### Retired Clergy

First	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	4.05
Second	Cultivate a higher level of trust within our Presbytery.	3.90
Third	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.75
Fourth	Take a leadership role in working with churches that are struggling.	3.74
Fifth	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.67

### Deacon

First	Develop a discernment process to rethink how to be vital Presbyterian churches in our specific region.	3.50
Second	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.00
Third	Make our Presbytery more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.00
Fourth	Provide church leaders with the interpretive resources that will build more support for the work of our Presbytery among members of our congregations.	3.00
Fifth	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	3.00

### Commissioned Lay Pastor

First	Equip congregations to be more effective in addressing problems affecting their surrounding communities.	4.25
Second	Equip Clergy and other leaders in congregations with strategies that enable them to reach new members.	4.00
Third	Take a leadership role in working with churches that are struggling.	4.00
Fourth	Make our Presbytery more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.71
Fifth	Deepen our spiritual capacity as congregations to respond to life with serenity, confidence, and hope.	3.43



# Conflict Management Index

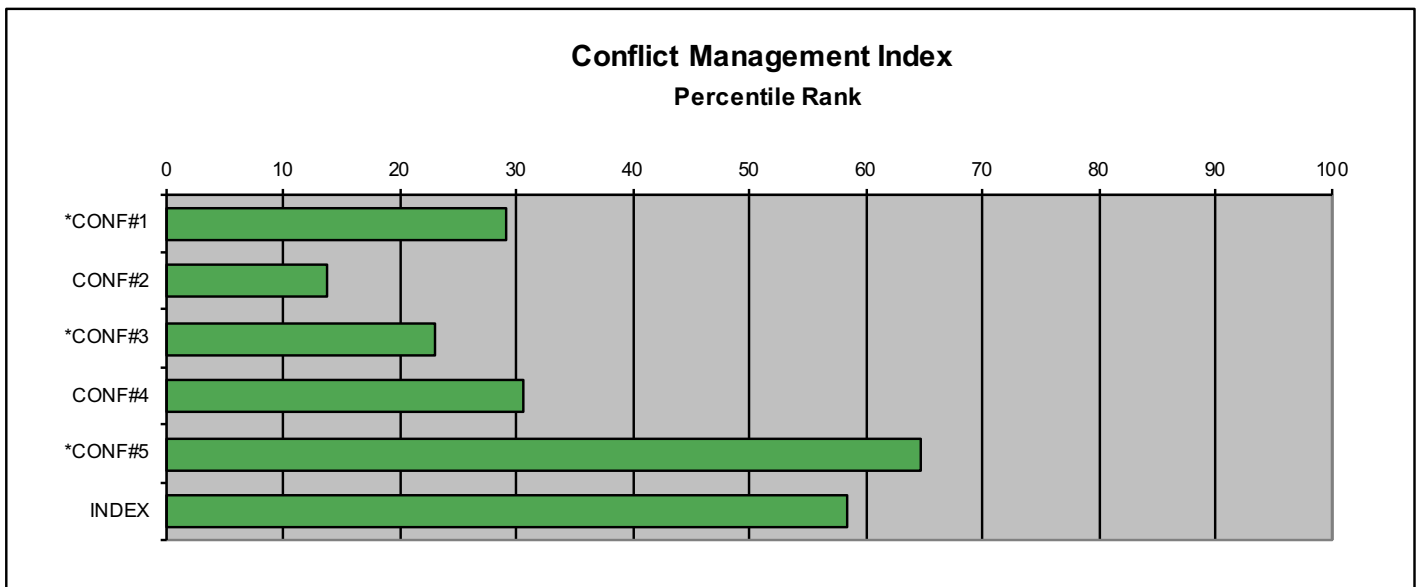
## Question Text

- \*CONF#1 There is frequently a small group of members in our Presbytery that opposes what the majority want to do.
- CONF#2 Problems between groups in this Presbytery are usually resolved through mutual effort.
- \*CONF#3 Some leaders in my congregation have unresolved issues with the leadership of our Presbytery that get in the way of our working together.
- CONF#4 Among most of the members of our Presbytery there is a healthy tolerance of differing opinions and beliefs.
- \*CONF#5 There is a disturbing amount of conflict in our Presbytery.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*CONF#1	0%	20%	27%	29%	16%	8%
CONF#2	5%	8%	17%	45%	19%	6%
*CONF#3	10%	31%	27%	17%	13%	2%
CONF#4	3%	3%	15%	45%	30%	3%
*CONF#5	10%	31%	34%	15%	8%	3%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Engagement Index

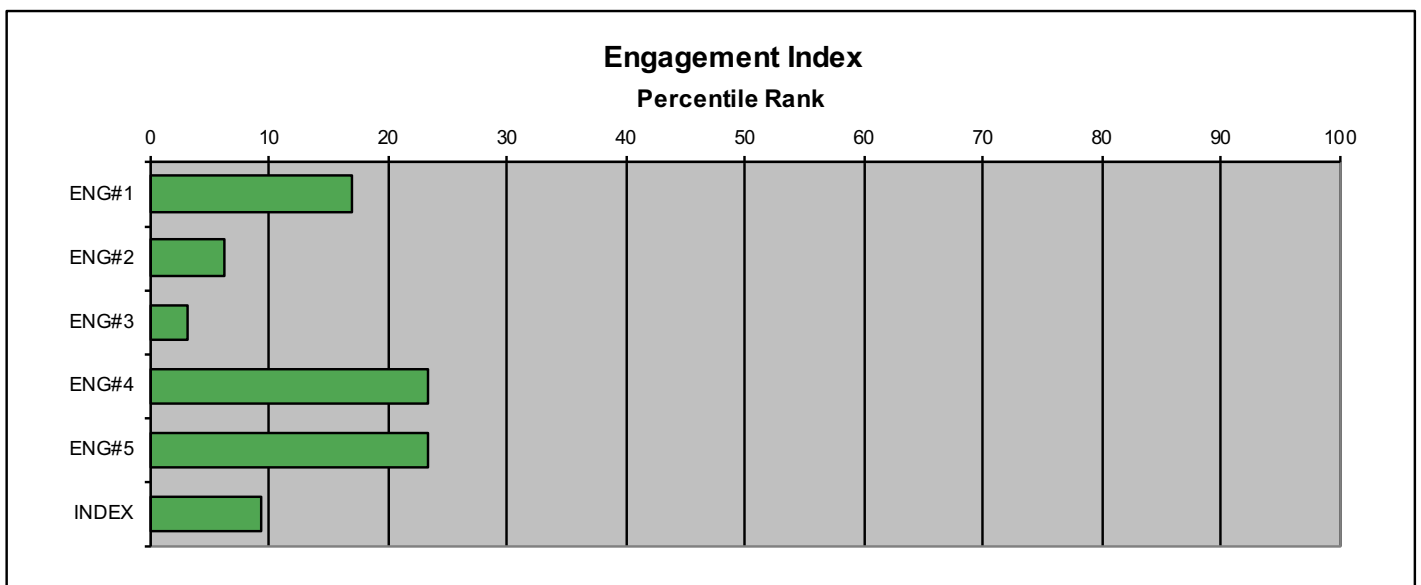
## Question Text

- ENG#1 As a Presbytery we do a good job communicating with one another in a way that keeps us aware and engaged.
- ENG#2 Our Presbytery does a good job helping each member understand that he or she has an important role to play.
- ENG#3 Our Presbytery does a good job supporting persons who are serving in various Presbytery ministries.
- ENG#4 Our Presbytery helps members become engaged by finding roles for people that fit their gifts.
- ENG#5 Our Presbytery provides adequate opportunities for members to engage in work that is meaningful.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
ENG#1	8%	11%	25%	33%	21%	3%
ENG#2	7%	17%	29%	30%	14%	3%
ENG#3	4%	11%	20%	36%	23%	6%
ENG#4	6%	16%	24%	35%	17%	2%
ENG#5	4%	9%	16%	39%	24%	8%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Governance Index

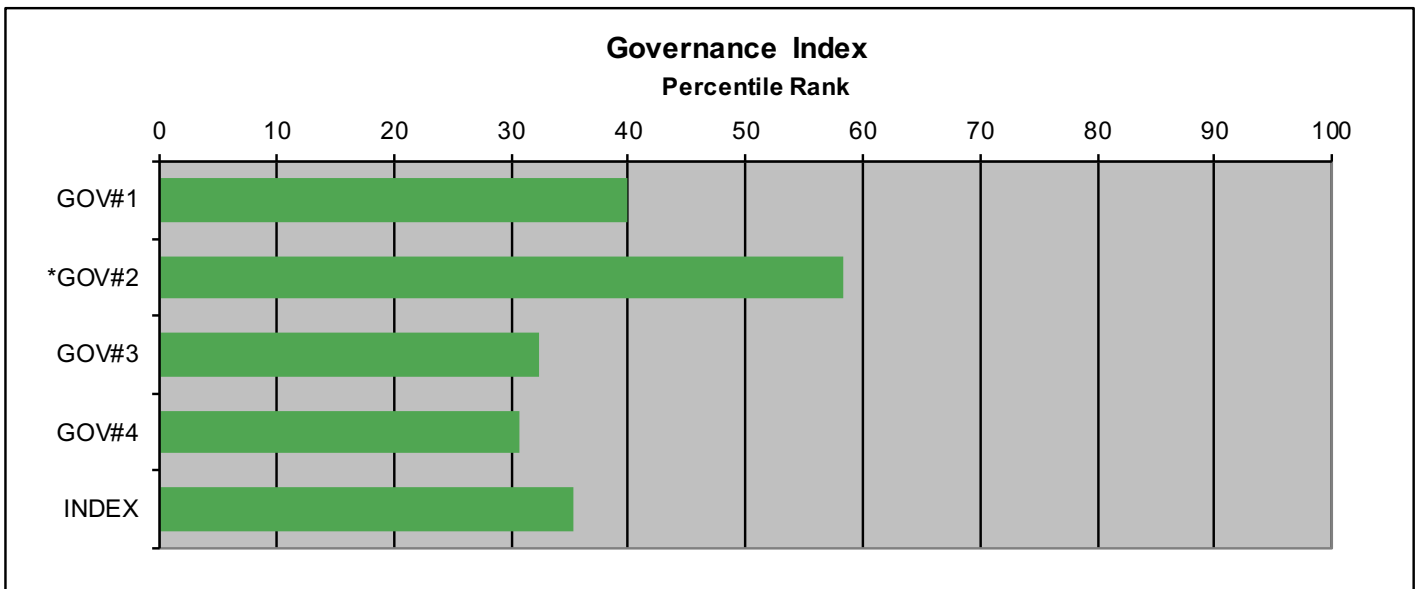
## Question Text

- GOV#1 The clergy and lay leaders of our Presbytery show a genuine concern to know what people are thinking when decisions need to be made.
- \*GOV#2 Most important decisions about what our Presbytery should do as a whole are really made by the same, small group of people.
- GOV#3 In important decisions in our Presbytery, adequate opportunity for consideration of different approaches is usually provided.
- GOV#4 Persons who serve as leaders in our Presbytery are generally representative of the members.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
GOV#1	4%	5%	11%	30%	40%	11%
*GOV#2	1%	8%	18%	42%	19%	12%
GOV#3	4%	8%	19%	41%	23%	4%
GOV#4	1%	11%	16%	41%	24%	7%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Collegiality Index

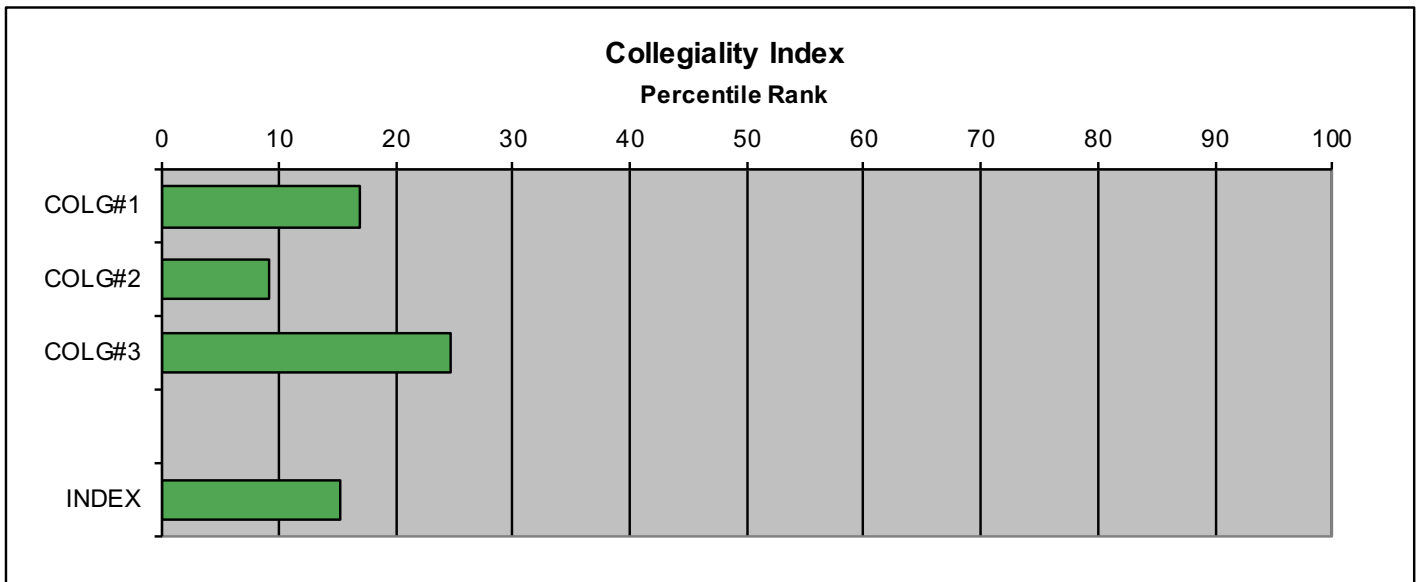
## Question Text

- COLG#1 I experience a high level of collegiality as members work together in various Presbytery functions including the annual convention, on boards and committees, in collaborative ministries, and in partnership with the Presbytery staff.
- COLG#2 Persons serving in various Presbytery endeavors exhibit a genuine hospitality toward one another and new persons entering into our Presbytery as new clergy or new lay leaders.
- COLG#3 A positive spirit exists between the leaders of my congregation and the leaders of Presbytery.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
COLG#1	4%	11%	11%	30%	32%	12%
COLG#2	3%	4%	11%	39%	33%	11%
COLG#3	6%	8%	11%	36%	26%	14%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Leadership Index

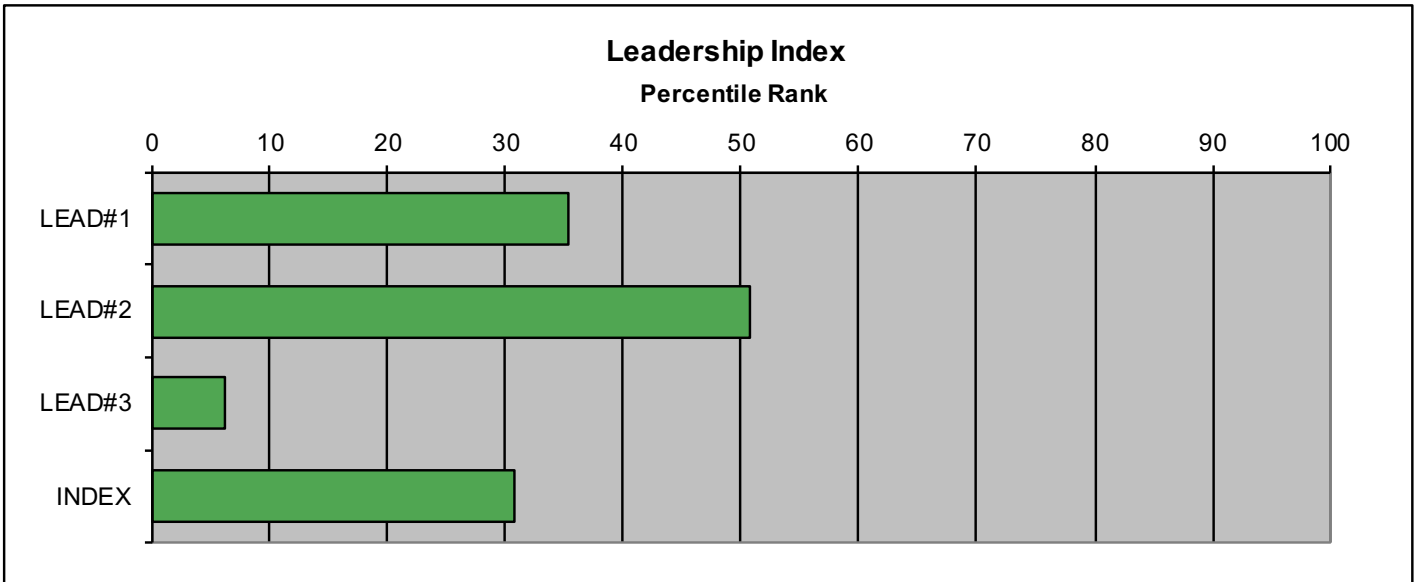
## Question Text

- LEAD#1 Our Presbytery leadership has done a good job of developing a shared vision that unites us.
- LEAD#2 Our Presbytery is effective in recognizing trends in the larger society and in helping us adapt in order to deal with those changes.
- LEAD#3 I find Presbytery meetings to be a good use of my time and energy.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
LEAD#1	7%	10%	18%	35%	25%	6%
LEAD#2	3%	9%	15%	42%	22%	9%
LEAD#3	7%	18%	20%	30%	16%	8%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Morale Index

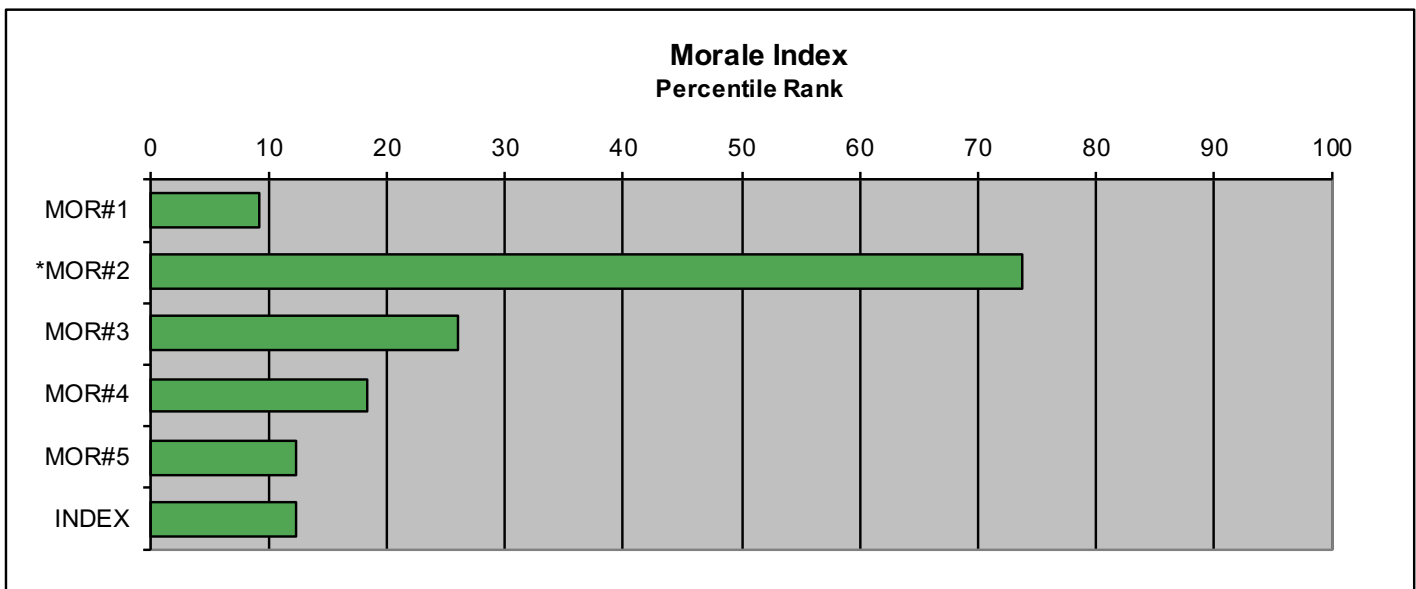
## Question Text

- MOR#1 Members have discovered that involvement in the work of our Presbytery can be a source of energy and spiritual renewal.
- \*MOR#2 In this Presbytery it seems to me that we are just going through the motions. There isn't much excitement about it among our members.
- MOR#3 On the whole, I am satisfied with how things are in our Presbytery.
- MOR#4 Because of my involvement in our Presbytery, I feel clearer about God's purpose for my life than I did three years ago.
- MOR#5 The whole spirit in our Presbytery makes people want to get as involved as possible.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
MOR#1	4%	9%	19%	30%	27%	11%
*MOR#2	3%	14%	26%	33%	16%	8%
MOR#3	6%	15%	24%	34%	18%	3%
MOR#4	10%	14%	22%	26%	22%	5%
MOR#5	9%	20%	38%	20%	13%	0%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Support to Congregations Index

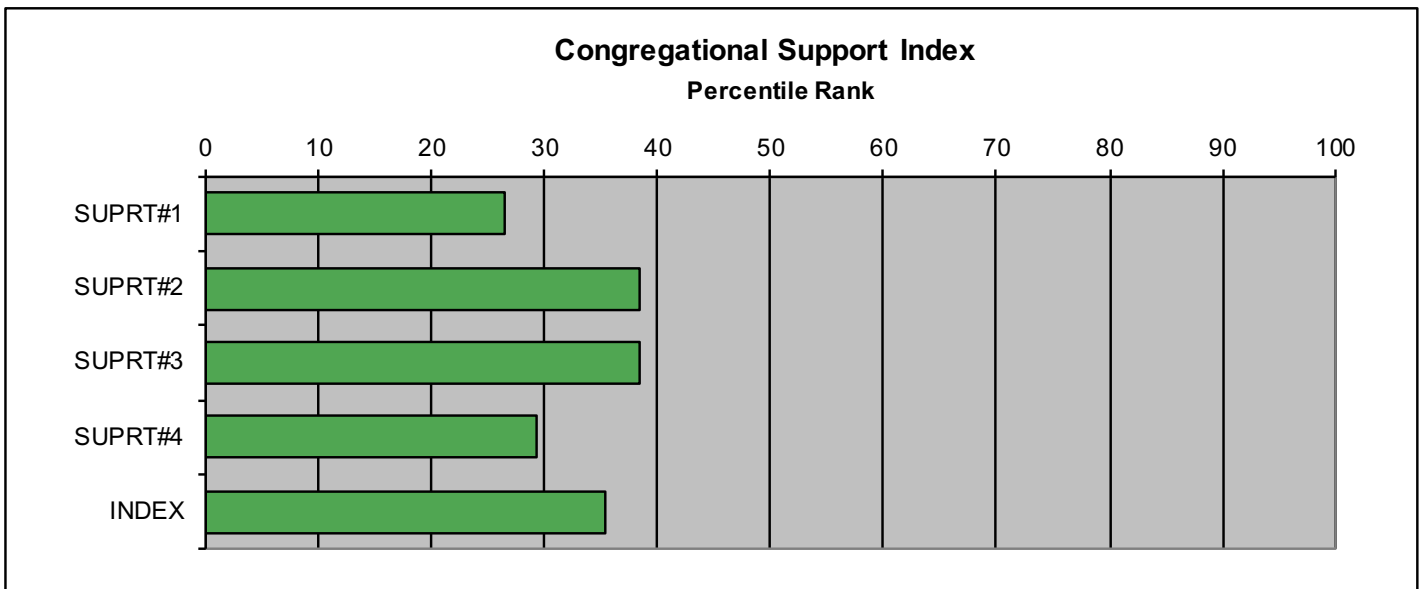
## Question Text

- SUPRT#1 The Presbytery makes available policies and procedures that are helpful in the day to day operation of a church.
- SUPRT#2 Our Presbytery has been successful in helping congregations like mine become more vital and effective.
- SUPRT#3 I trust our Presbytery leadership to provide strong and competent support to my congregation during challenging times such as changes in clergy or other transitions.
- SUPRT#4 Our Presbytery leadership has been a valuable resource in helping my congregation cultivate the financial giving of our people.

## Responses (These are the scores from your regional association.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
SUPRT#1	2%	9%	12%	33%	37%	7%
SUPRT#2	7%	18%	24%	24%	24%	5%
SUPRT#3	4%	9%	13%	27%	35%	12%
SUPRT#4	11%	25%	33%	18%	9%	4%

## Comparative Profile (These show how your scores compared with those from other regional associations.)



# Change and Vision Clarity

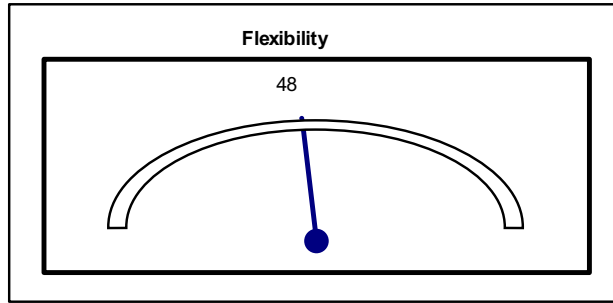
## Flexibility

*Our Presbytery tends to stay very close to established ways of doing things*

Response	Percentage
Strongly disagree	2%
Disagree	5%
Tend to disagree	28%
Tend to agree	34%
Agree	24%
Strongly agree	8%

(lower rating desirable)

Rating: Average



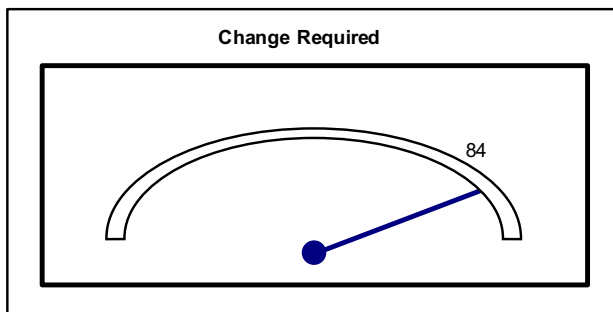
## Change Required

*In order to make significant progress toward your vision for our Presbytery, how much change will be required?*

Response	Percentage
Almost no change	3%
Small amount of change	9%
Moderate amount of change	41%
Large amount of change	32%
Change nearly everything	15%

(lower rating desirable)

Rating: High

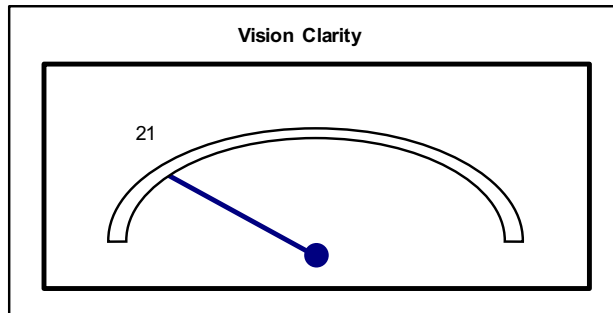


## Vision Clarity

*I am clear regarding where the Presbytery is headed and how we are going to get there.*

Response	Percentage
Strongly disagree	14%
Disagree	24%
Tend to disagree	32%
Tend to agree	22%
Agree	7%
Strongly agree	1%

Rating: Low

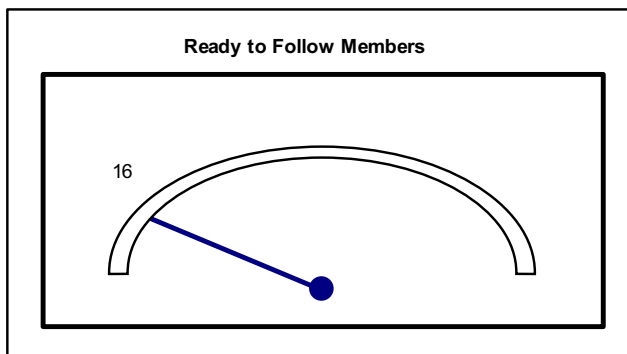


## Member Readiness to Follow

*In their actions, our members demonstrate open-mindedness and readiness to follow the lead of our Executive Presbyter and other Presbytery leaders.*

Response	Percentage
Strongly disagree	4%
Disagree	8%
Tend to disagree	16%
Tend to agree	49%
Agree	15%
Strongly agree	7%

Rating: Low





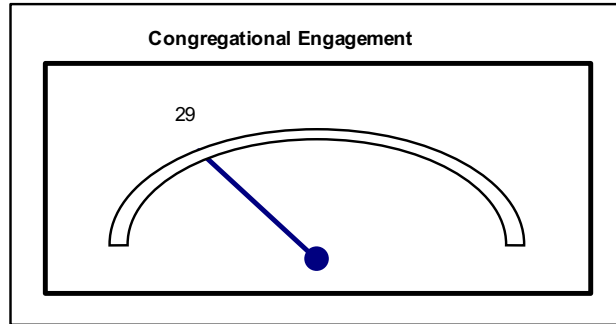
# Engagement and Utilization

## Congregational Engagement

Beyond sending representatives to annual Presbytery meetings, how engaged would you say that your congregation has been with any phase of the Presbytery's life and work in the last 12 months?

Response	Percentage
Not engaged	12%
Little engagement	36%
Moderately engaged	31%
Highly engaged	20%

Rating: Low

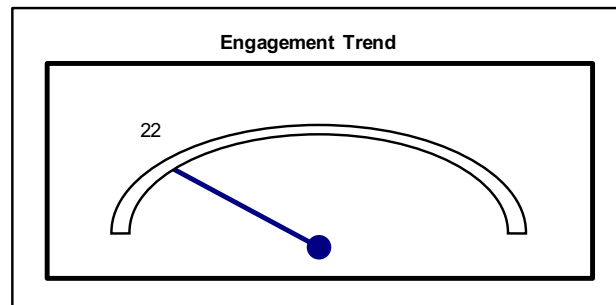


## Engagement Trend

Over the last three years how has your congregation's engagement with the Presbytery changed?

Response	Percentage
Less engaged	19%
About the same	50%
More engaged	30%

Rating: Low

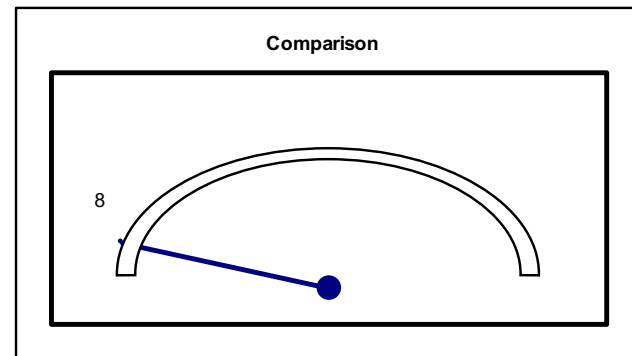


## Comparison

If you have served in leadership positions of other Presbyteries/congregations, how would you compare your level of satisfaction with our Presbytery to other Presbyteries you have worked with?

Response	Percentage
Less satisfied here	38%
About the same	45%
More satisfied here	17%

Rating: Very low

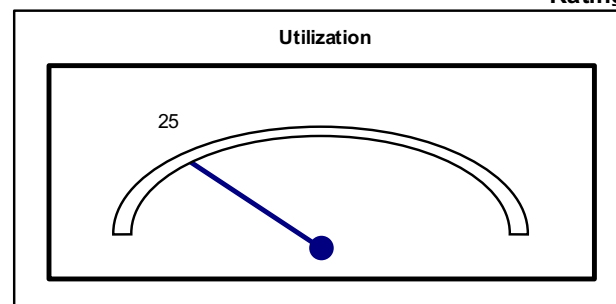


## Utilization

When I think about my gifts, interests, and time, I often feel that I have something to give our Presbytery but don't know how to give it.

Response	Percentage
Strongly disagree	15%
Disagree	30%
Tend to disagree	17%
Tend to agree	23%
Agree	8%
Strongly agree	7%

Rating: Low



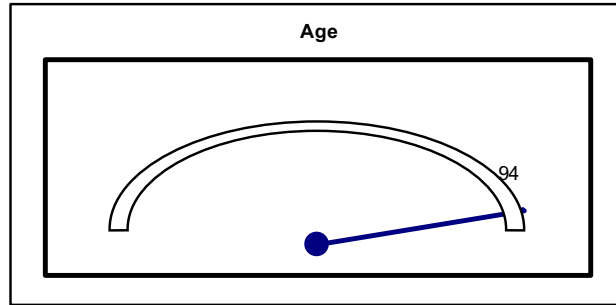
# Respondent Profile

## Age

Rating: Very high

My age is...

Response	Percentage
Below 19	0%
19 to 24	0%
25 to 34	0%
35 to 44	6%
45 to 54	11%
55 to 64	20%
65 +	63%



## Ethnic Background

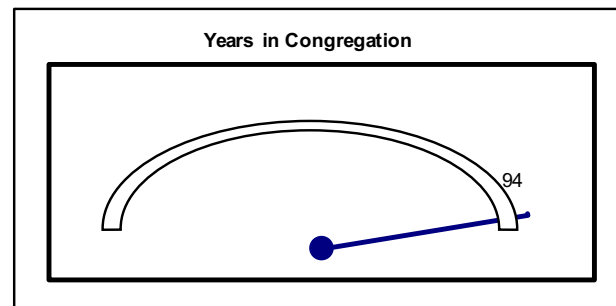
Response	Percentage
Black/African American	7%
White	82%
Indigenous/First Nations People	1%
Latino/Hispanic/Spanish Origin	1%
Asian	2%
Other	9%

## Years in Congregation

Rating: Very high

I have been involved in my congregation...

Response	Percentage
Less than 1 year	1%
1 to 2 years	5%
3 to 5 years	11%
6 to 10 years	16%
11 to 20 years	21%
20+ years	46%



## Awareness

Rating: Average

What would you say is your level of awareness regarding the work of our Presbytery?

Response	Percentage
Unaware	4%
Somewhat aware	32%
Moderately aware	42%
Very aware	22%

