

# Landscape™

Episcopal Diocese of Massachusetts  
1/17/25



# Key Indicators

## Overall Satisfaction

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

Clearly agree	21%
On the fence	56%
Clearly disagree	22%
Rating of satisfaction level	Low

## Overall Energy

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.

Clearly agree	18%
On the fence	59%
Clearly disagree	23%
Rating of energy level	Average

## Satisfaction Trends

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

Weaker	24%
About the same	52%
Stronger	24%
Rating of strength trend	Low

## Top Three Priorities

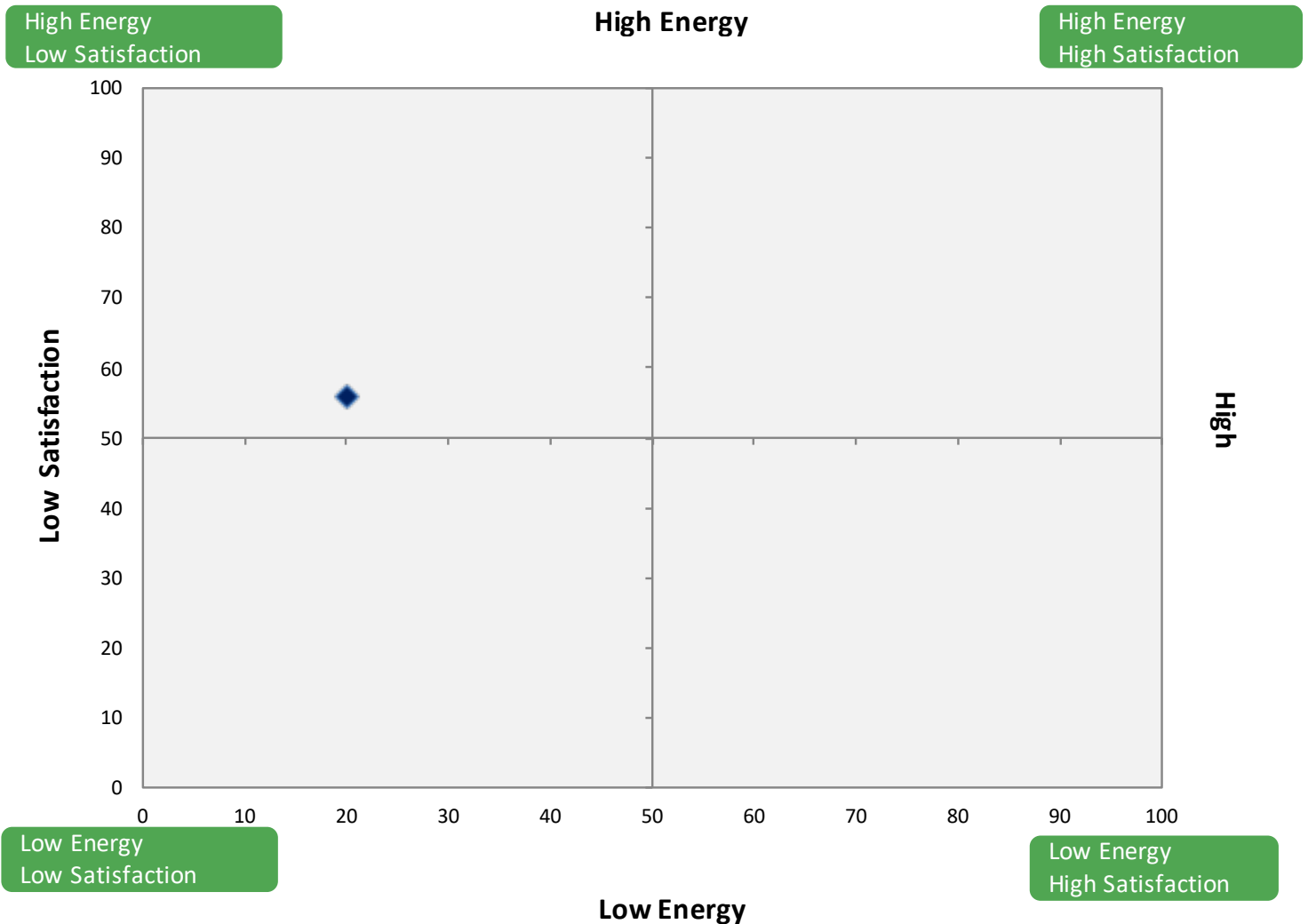
Where respondents believe additional energy needs to be applied to expand or improve your work.

First	<b>Take a leadership role in working with churches/worshipping communities that are struggling.</b>
Second	<b>Equip Clergy and other leaders in congregations/worshipping communities with strategies that enable them to reach new members.</b>
Third	<b>Streamline our Diocese organizationally and administratively so that it makes better use of financial resources.</b>

## Survey Process Statistics

Lay Member	319
Active Clergy	151
Diocesan Lay Leader	19
Lay Diocesan Staff	9
Nonparochial Ministries	10
Ordained Diocese Staff	8
Retired Clergy	30
Vestry Members	156
Current Vestry Officer	113
Number of respondents	815

# 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	Our Diocesan leadership has done a good job of developing a shared vision that unites us.	High
Driver #2	Our Diocese does a good job supporting persons who are serving in various Diocesan ministries.	High
Driver #3	Problems between groups in this Diocese are usually resolved through mutual effort.	High
Driver #4	As a Diocese we do a good job communicating with one another in a way that keeps us aware and engaged.	High
Driver #5	Our Diocese is effective in recognizing trends in the larger society and in helping us adapt in order to deal with those changes.	High

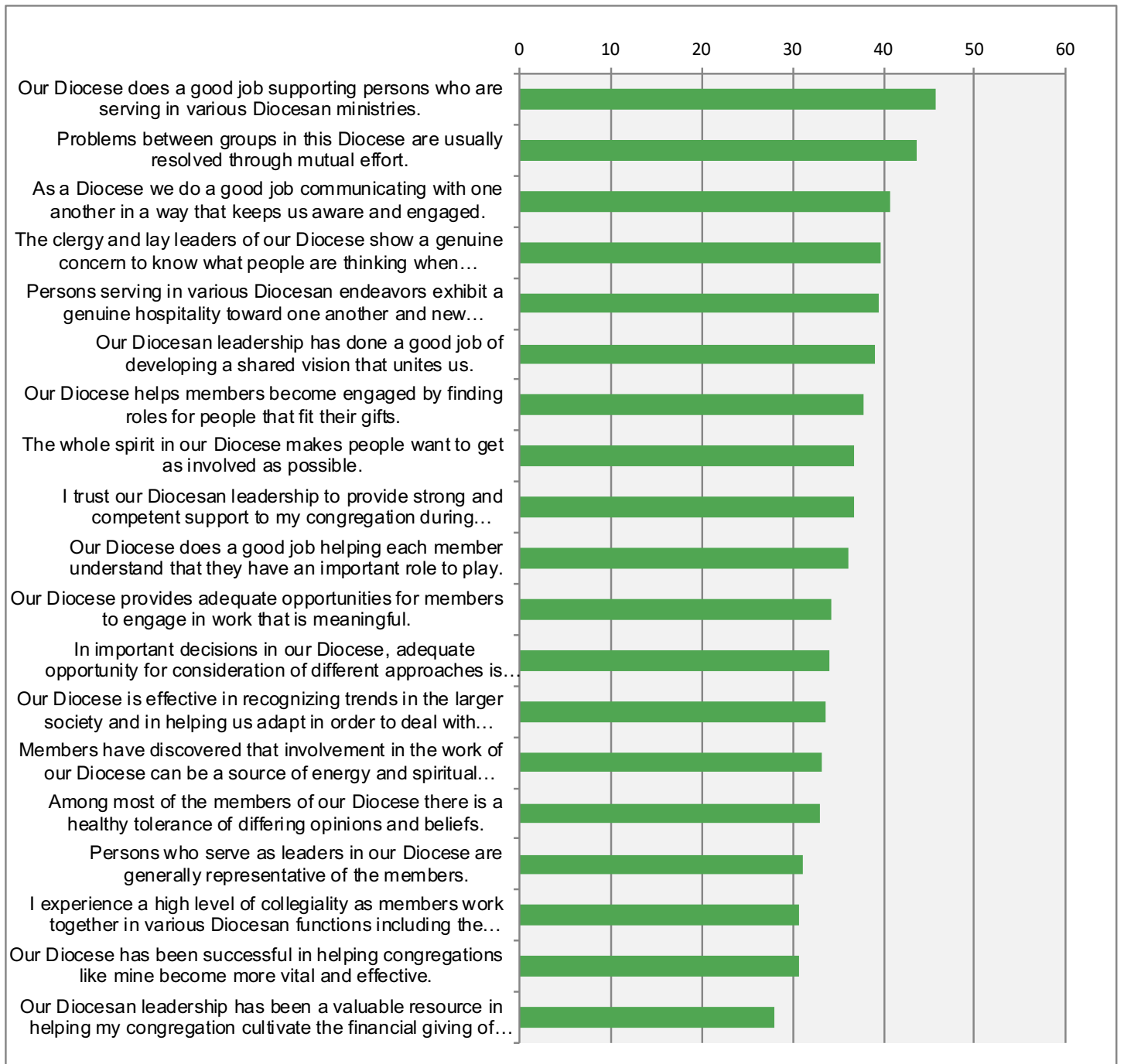
## Drivers of Energy

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	Most important decisions about what our Diocese should do as a whole are really made by the same, small group of people.	Moderate
Driver #2	Our Diocese provides adequate opportunities for members to engage in work that is meaningful.	Moderate
Driver #3	The whole spirit in our Diocese makes people want to get as involved as possible.	Moderate
Driver #4	Our Diocesan leadership has done a good job of developing a shared vision that unites us.	Moderate
Driver #5	There is a disturbing amount of conflict in our Diocese.	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/worshipping communities that are struggling.	3.87	Average
Second	Equip Clergy and other leaders in congregations/worshipping communities with strategies that enable them to reach new members.	3.84	Average
Third	Streamline our Diocese organizationally and administratively so that it makes better use of financial resources.	3.72	Very high
Fourth	Develop a discernment process to rethink how to be vital Episcopal churches in our specific region.	3.60	Average
Fifth	Make our Diocese more responsive to requests for assistance in dealing with particular needs including pastoral transitions, financial issues, or other pressing concerns.	3.59	Average
Sixth	Cultivate a higher level of trust within our Diocese.	3.54	High
Seventh	Equip Clergy and other leaders in congregations to help members become growing, vital disciples.	3.46	Low
Eighth	Provide on-site stewardship consultants and programs to local churches/worshipping communities in order to substantially increase the financial resources of congregations.	3.46	High
Ninth	Equip congregations/worshipping communities to be more effective in addressing problems affecting their surrounding communities.	3.44	Low
Tenth	Improve the programmatic resources that our Diocese makes available to congregations/worshipping communities to insure that they are the most effective ways to do ministry in the church today.	3.38	Average
Eleventh	Deepen our spiritual capacity as congregations/worshipping communities to respond to life with serenity, confidence, and hope.	3.38	Low
Twelfth	Work with local congregations to increase the awareness of our Diocese's mission and its unique impact upon the region that it serves.	3.21	Average
Thirteenth	Take a leadership role in new church development in promising regions of our Diocese.	3.10	Average
Fourteenth	Provide church leaders with the interpretive resources that will build more support for the work of our Diocese among members of our congregations/worshipping communities.	2.96	Average

# Conflict Management Index

## Question Text

\*CONF#1 There is frequently a small group of members in our Diocese that opposes what the majority want to do.

CONF#2 Problems between groups in this Diocese are usually resolved through mutual effort.

\*CONF#3 Some leaders in my congregation have unresolved issues with the leadership of our Diocese that get in the way of our working together.

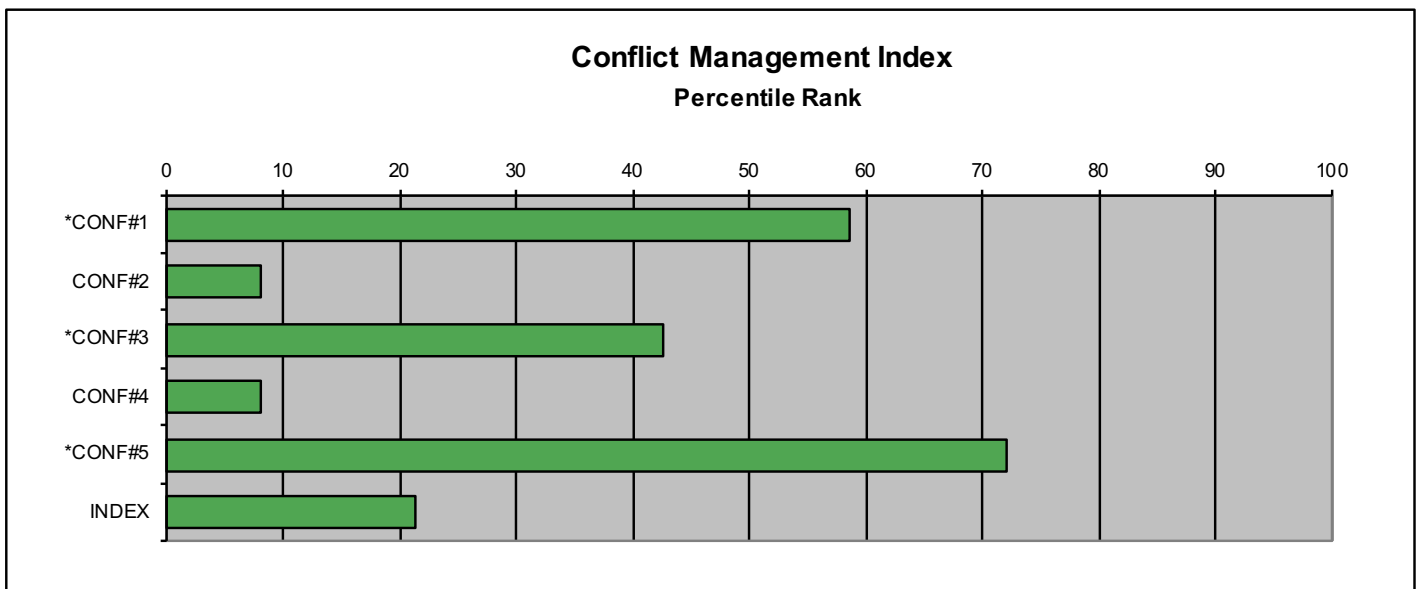
CONF#4 Among most of the members of our Diocese there is a healthy tolerance of differing opinions and beliefs.

\*CONF#5 There is a disturbing amount of conflict in our Diocese.

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

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*CONF#1	2%	11%	23%	35%	24%	6%
CONF#2	7%	9%	24%	34%	23%	2%
*CONF#3	11%	31%	20%	21%	10%	7%
CONF#4	7%	6%	18%	41%	20%	8%
*CONF#5	10%	32%	27%	20%	7%	4%

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



# Engagement Index

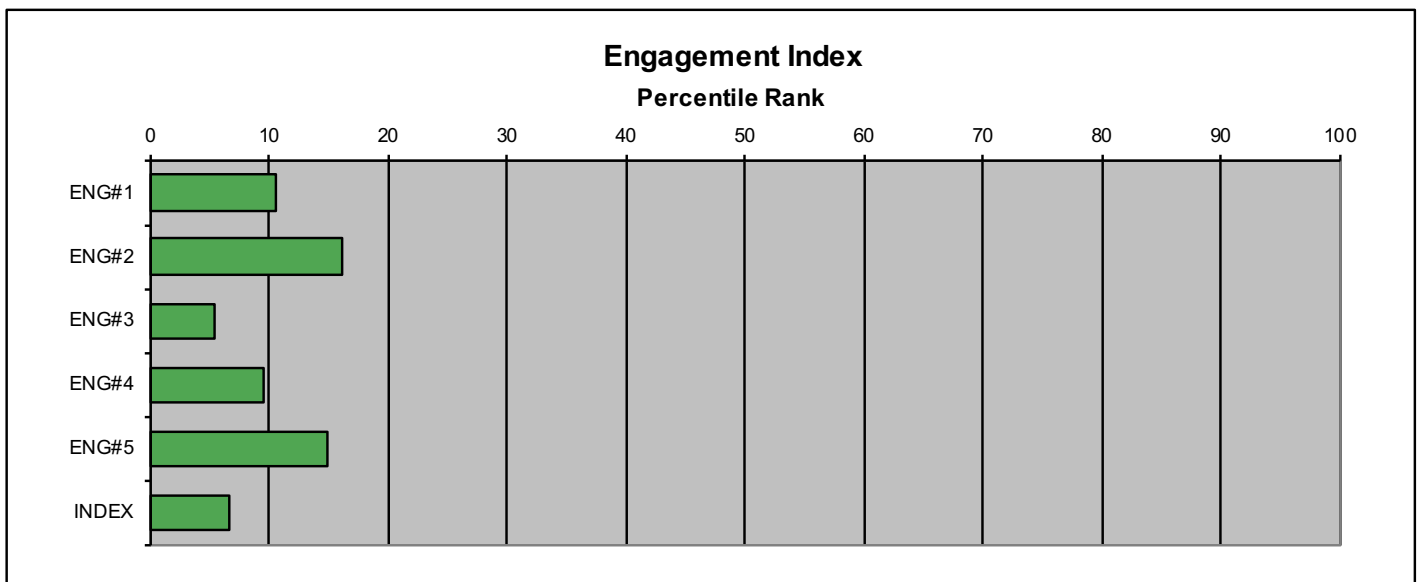
## Question Text

- ENG#1 As a Diocese we do a good job communicating with one another in a way that keeps us aware and engaged.
- ENG#2 Our Diocese does a good job helping each member understand that they have an important role to play.
- ENG#3 Our Diocese does a good job supporting persons who are serving in various Diocesan ministries.
- ENG#4 Our Diocese helps members become engaged by finding roles for people that fit their gifts.
- ENG#5 Our Diocese 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%	13%	22%	36%	16%	4%
ENG#2	6%	16%	30%	30%	15%	3%
ENG#3	5%	9%	26%	31%	23%	6%
ENG#4	7%	19%	26%	32%	13%	3%
ENG#5	5%	5%	21%	38%	26%	5%

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





# Governance Index

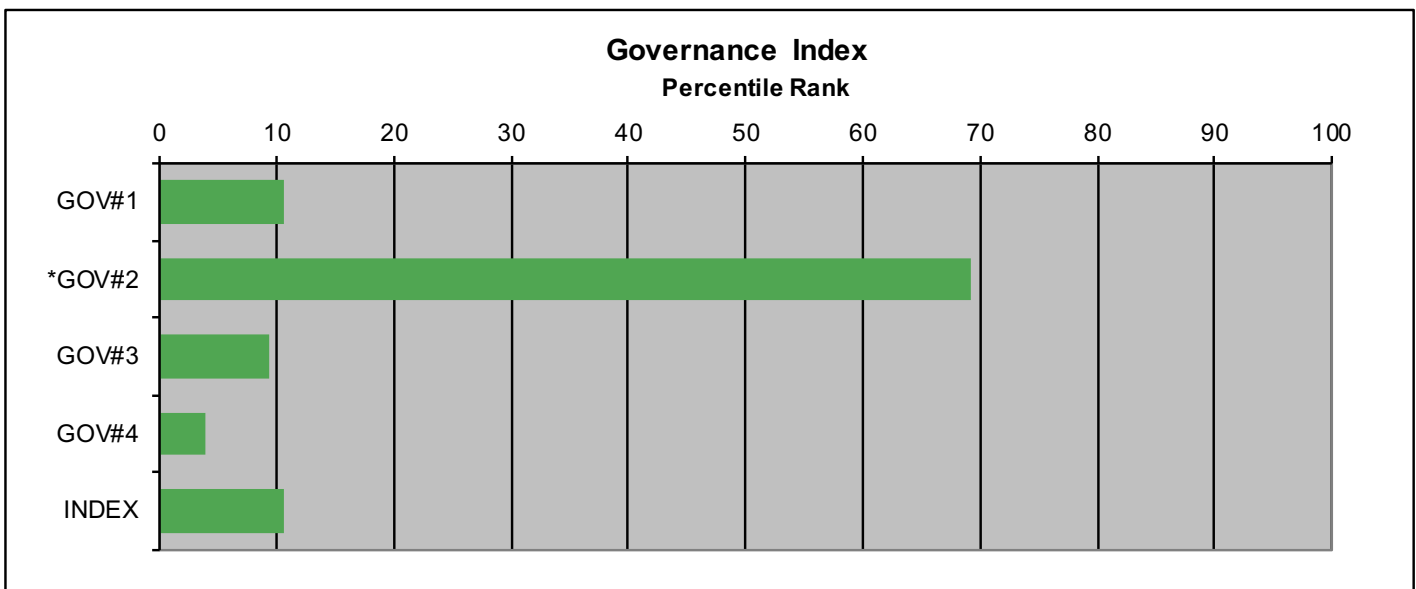
## Question Text

- GOV#1 The clergy and lay leaders of our Diocese show a genuine concern to know what people are thinking when decisions need to be made.
- \*GOV#2 Most important decisions about what our Diocese should do as a whole are really made by the same, small group of people.
- GOV#3 In important decisions in our Diocese, adequate opportunity for consideration of different approaches is usually provided.
- GOV#4 Persons who serve as leaders in our Diocese 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%	9%	15%	34%	26%	12%
*GOV#2	2%	8%	17%	39%	18%	16%
GOV#3	5%	8%	32%	36%	14%	4%
GOV#4	4%	11%	21%	44%	16%	4%

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



# Collegiality Index

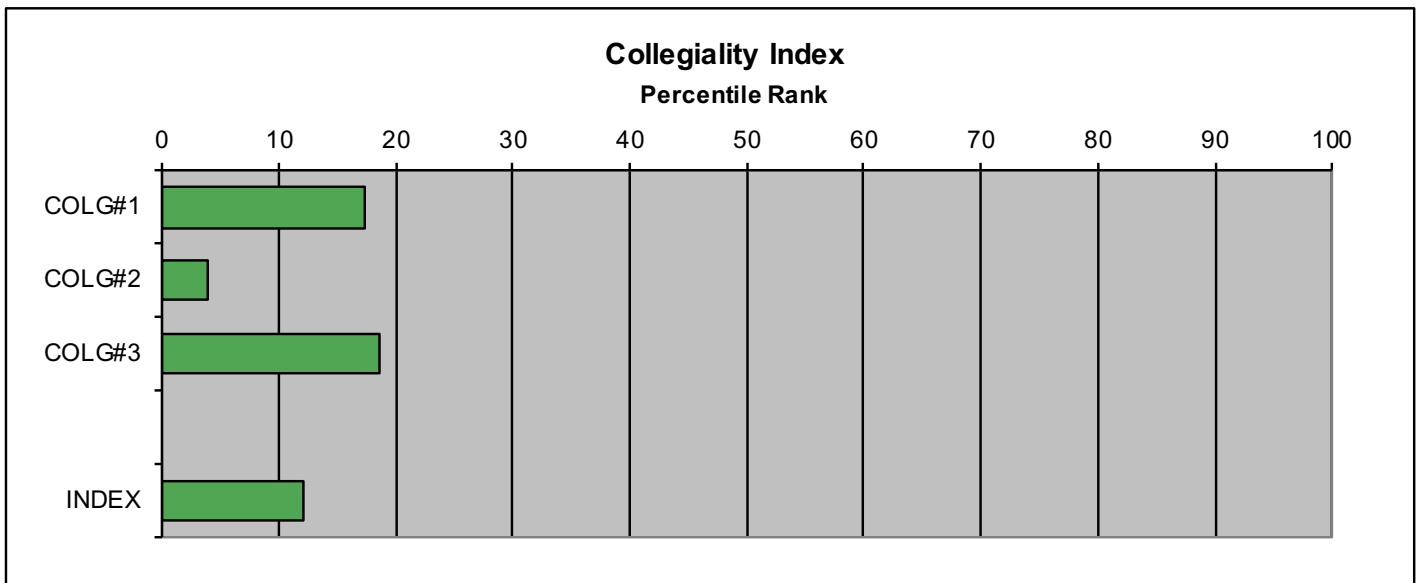
## Question Text

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

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

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
COLG#1	3%	8%	16%	32%	31%	10%
COLG#2	5%	7%	15%	33%	28%	13%
COLG#3	4%	9%	15%	32%	28%	13%

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



# Leadership Index

## Question Text

LEAD#1 Our Diocesan leadership has done a good job of developing a shared vision that unites us.

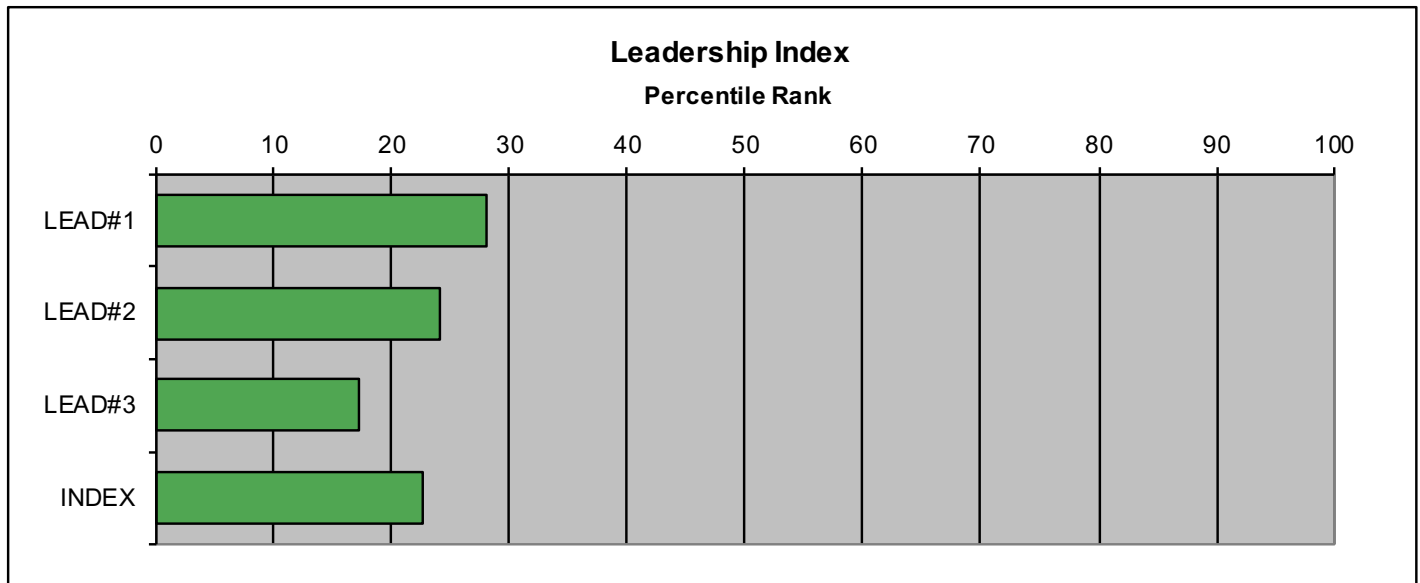
LEAD#2 Our Diocese is effective in recognizing trends in the larger society and in helping us adapt in order to deal with those changes.

LEAD#3 I find Diocesan 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%	12%	21%	32%	22%	7%
LEAD#2	8%	11%	17%	37%	22%	6%
LEAD#3	5%	11%	23%	37%	20%	4%

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



# Morale Index

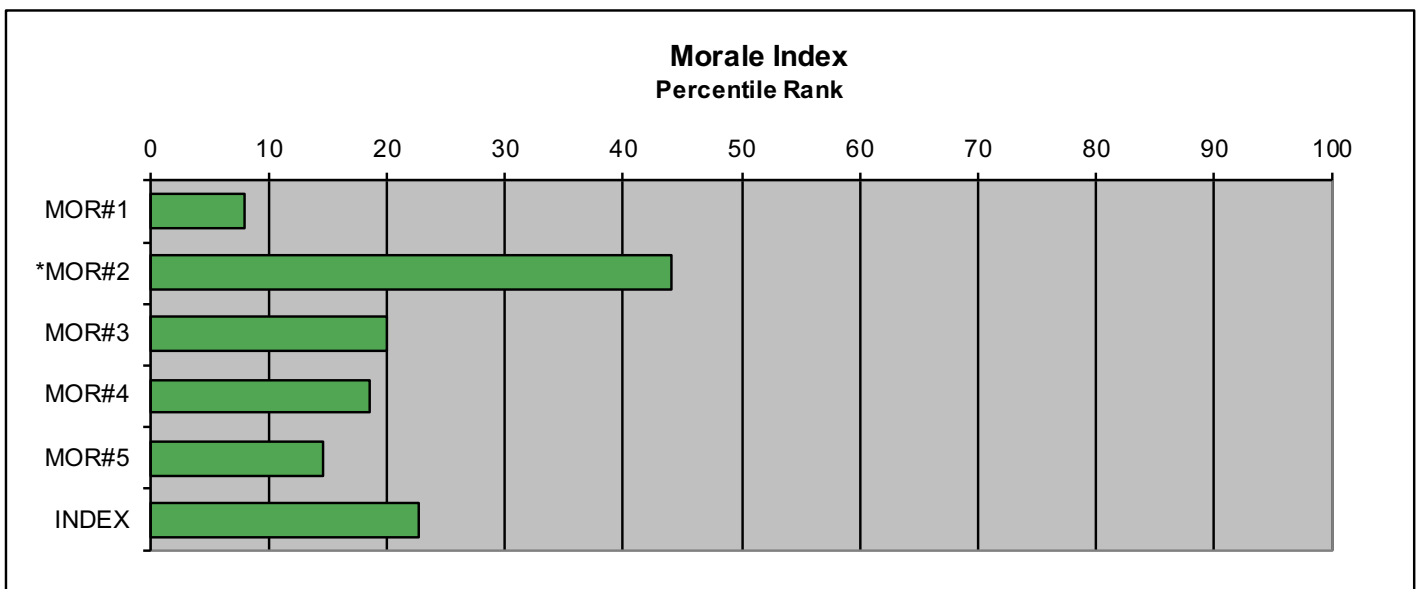
## Question Text

- MOR#1 Members have discovered that involvement in the work of our Diocese can be a source of energy and spiritual renewal.
- \*MOR#2 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.
- MOR#3 On the whole, I am satisfied with how things are in our Diocese.
- MOR#4 Because of my involvement in our Diocese, I feel clearer about God's purpose for my life than I did three years ago.
- MOR#5 The whole spirit in our Diocese 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%	17%	34%	28%	8%
*MOR#2	6%	17%	31%	29%	11%	7%
MOR#3	7%	16%	25%	31%	17%	4%
MOR#4	8%	21%	21%	26%	17%	8%
MOR#5	9%	20%	35%	26%	8%	2%

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



# Support to Congregations Index

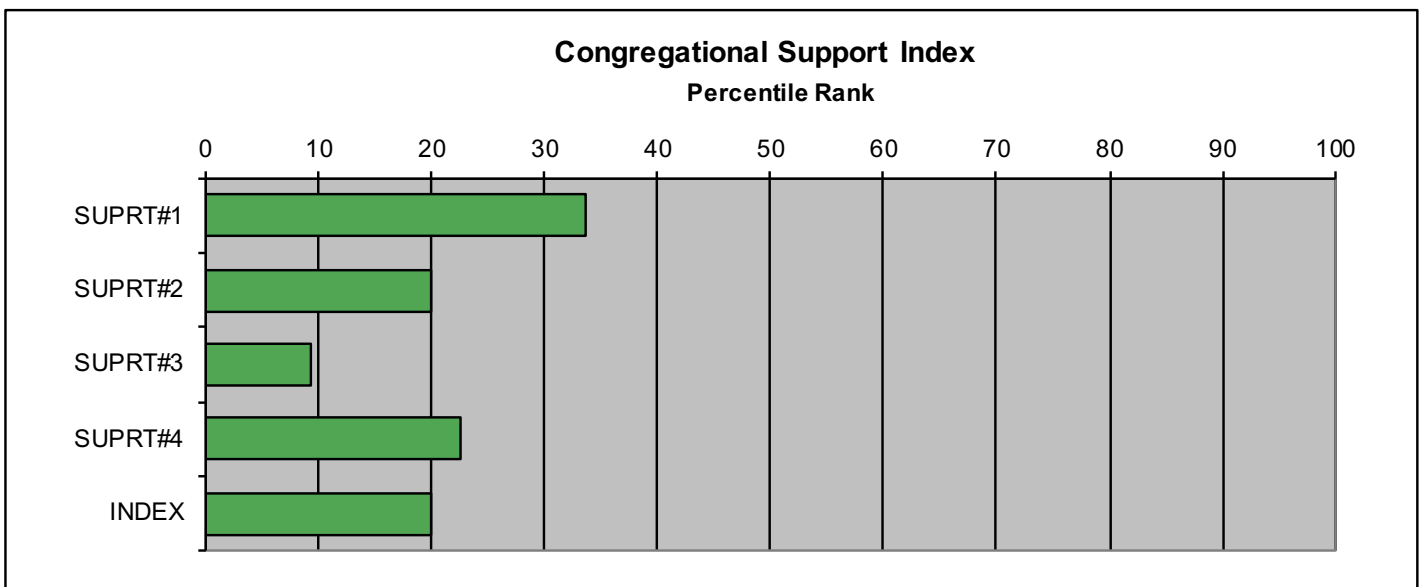
## Question Text

- SUPRT#1 The Diocese makes available policies and procedures that are helpful in the day to day operation of a church.
- SUPRT#2 Our Diocese has been successful in helping congregations like mine become more vital and effective.
- SUPRT#3 I trust our Diocesan leadership to provide strong and competent support to my congregation during challenging times such as changes in clergy or other transitions.
- SUPRT#4 Our Diocesan 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%	6%	17%	30%	35%	10%
SUPRT#2	10%	17%	26%	28%	14%	6%
SUPRT#3	9%	10%	16%	31%	22%	12%
SUPRT#4	13%	22%	32%	22%	8%	3%

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



# Change and Vision Clarity

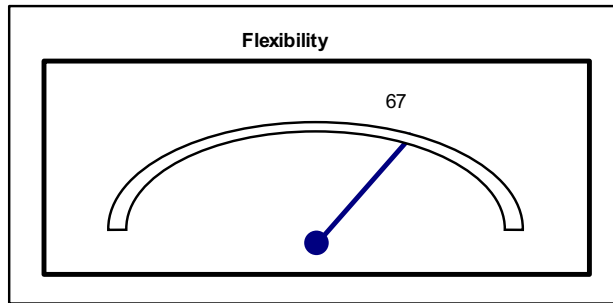
## Flexibility

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

Response	Percentage
Strongly disagree	1%
Disagree	5%
Tend to disagree	22%
Tend to agree	39%
Agree	22%
Strongly agree	11%

(lower rating desirable)

Rating: Average



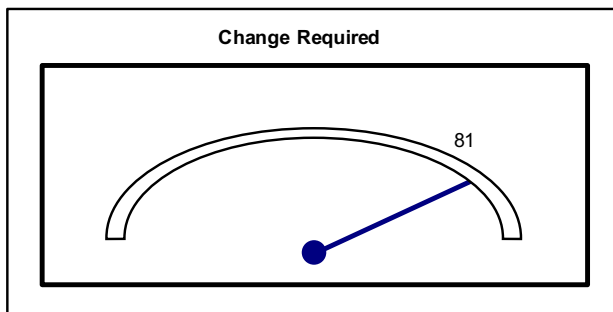
## Change Required

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

Response	Percentage
Almost no change	0%
Small amount of change	10%
Moderate amount of change	46%
Large amount of change	35%
Change nearly everything	10%

(lower rating desirable)

Rating: High

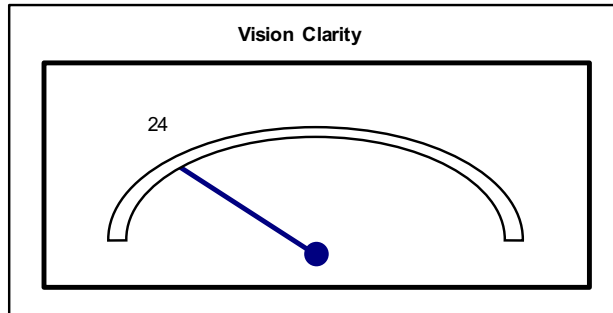


## Vision Clarity

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

Response	Percentage
Strongly disagree	11%
Disagree	26%
Tend to disagree	33%
Tend to agree	24%
Agree	5%
Strongly agree	1%

Rating: Low

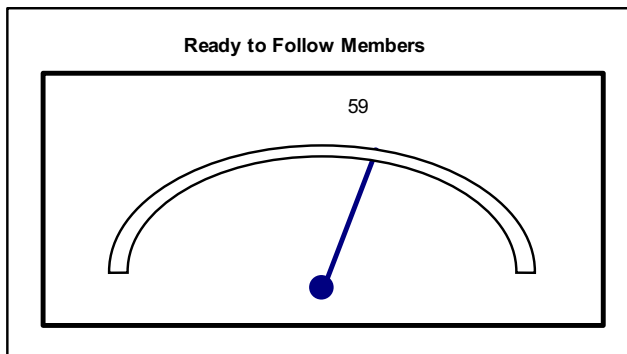


## Member Readiness to Follow

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

Response	Percentage
Strongly disagree	2%
Disagree	4%
Tend to disagree	15%
Tend to agree	50%
Agree	24%
Strongly agree	6%

Rating: Average



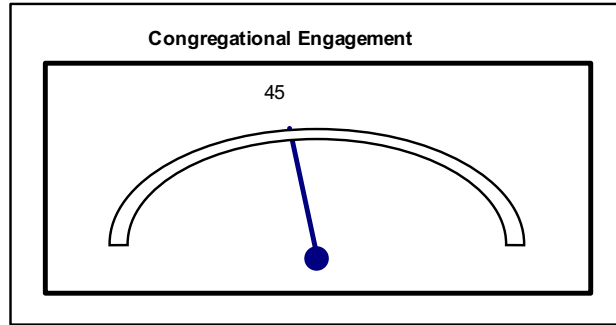
# Engagement and Utilization

## Congregational Engagement

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

Response	Percentage
Not engaged	7%
Little engagement	35%
Moderately engaged	39%
Highly engaged	18%

Rating: Average

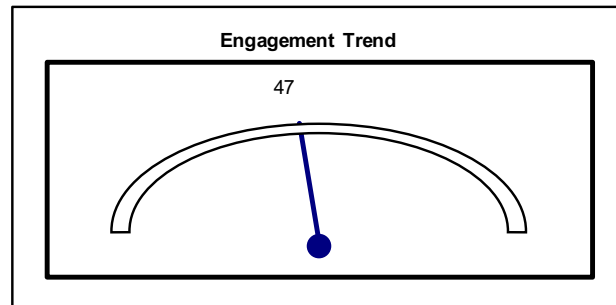


## Engagement Trend

Over the last three years how has your congregation's or worship community's engagement with the Diocese changed?

Response	Percentage
Less engaged	8%
About the same	67%
More engaged	24%

Rating: Average

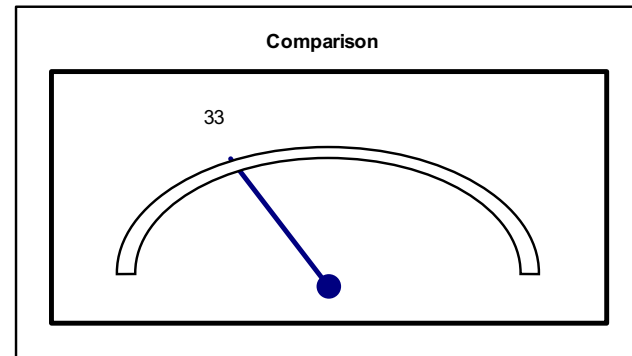


## Comparison

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

Response	Percentage
Less satisfied here	31%
About the same	41%
More satisfied here	28%

Rating: Average

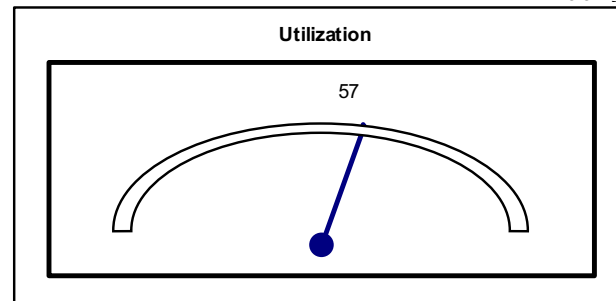


## Utilization

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

Response	Percentage
Strongly disagree	8%
Disagree	27%
Tend to disagree	23%
Tend to agree	27%
Agree	8%
Strongly agree	7%

Rating: Average



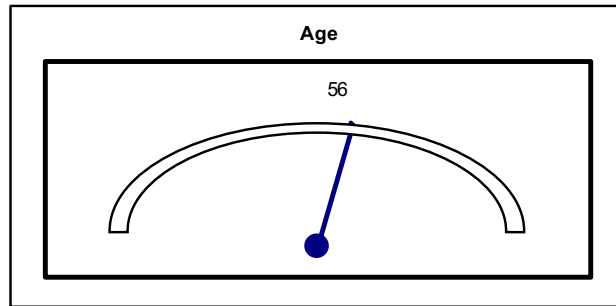
# Respondent Profile

## Age

Rating: Average

My age is...

Response	Percentage
Below 19	0%
19 to 24	1%
25 to 34	4%
35 to 44	8%
45 to 54	14%
55 to 64	22%
65 +	51%



## Ethnic Background

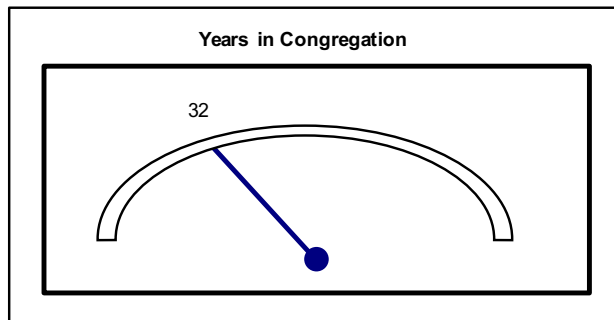
Response	Percentage
Black/African American	7%
White	82%
Indigenous/First Nations People	1%
Latino/Hispanic/Spanish Origin	1%
Asian	2%
Other	9%

## Years in Congregation

Rating: Average

I have been involved in my congregation...

Response	Percentage
Less than 1 year	4%
1 to 2 years	10%
3 to 5 years	14%
6 to 10 years	18%
11 to 20 years	19%
20+ years	34%



## Awareness

Rating: Average

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

Response	Percentage
Unaware	5%
Somewhat aware	27%
Moderately aware	42%
Very aware	26%

