



Jewish Leadership Academy Presidents' Circle

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Introductions

- Who are you?
- What organization do you represent?
- What do you hope to get out of this group?



Pairs Exercise

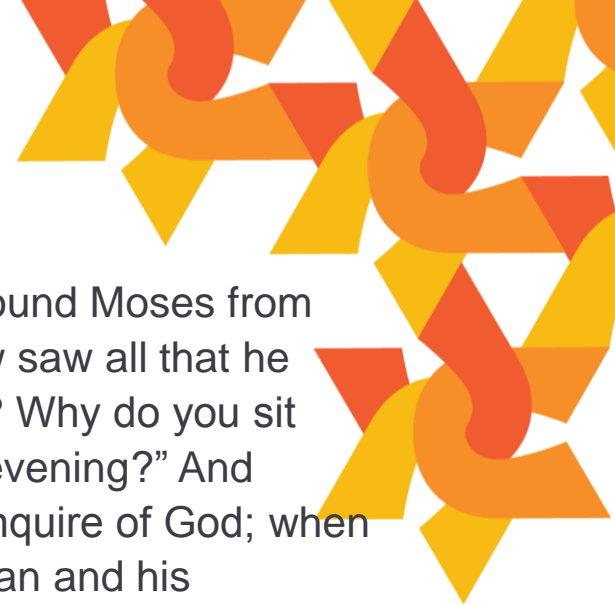
Pair up with someone you don't know very well.
Each of you will have 5 minutes to speak.

*What is one thing I love about
working with my organization,
and one thing I find
particularly challenging?*



Text Study: Jethro Coaches Moses

Exodus 18:13-24



And it came to pass the next morning that Moses sat to judge the people; and the people stood around Moses from the morning through the evening. And when Moses' father-in law saw all that he (Moses) did to the people, he said: "What are you doing to the people? Why do you sit to the people? Why do you sit yourself alone, and all the people stand about you from morning to evening?" And Moses replied to his father-in-law: "Because the people come to me to inquire of God; when they have a matter, one comes before me; and I judge between a man and his neighbor, and I make known to them God's statutes and laws."

And Moses' father-in-law said to him: "The thing that you do is not good. You will surely wear yourself out, both you and the people who are with you; for this task is too heavy for you; you are not able to perform it alone, by yourself."

Hearken now to my voice, I will give you counsel, and God will be with you; you will represent the people before God and bring their matters to God. And you shall teach them the statutes and laws, and you will show them the way wherein they must walk and the work they must do.

Moreover you will identify among the people capable individuals, God-fearing people, people of truth, despising ill-gotten gain. And you will appoint them over the people, to be chiefs of thousands, hundreds, fifties, and tens. And let them judge the people at all times; and it shall be, that every great matter they will bring to you, but every small matter they will judge themselves; thereby making it more manageable for you. They will shoulder the responsibility with you. If you will do this thing -

you. If you will do this thing - and God commands you to do so - then you will be able to endure, and all this people to endure, and all this people will reach their destination in peace." So Moses listened to the voice of his father-in-law



Small Group Work

Case Study: Sarah, The Membership Chair

- What went wrong here?
- What can we learn about volunteer recruitment and engagement?
- How does this relate to our discussion about delegation?

4 R's of Volunteer Recruitment

1. **R**elationship - Understanding a member's talents and interests.
2. **R**ecruitment - the right appeal for the right job.
3. **R**elevance - Assignment, training, feedback and guidance.
4. **R**ecognition- Praising what went right with an eye towards the future.



What We Know About Thriving Congregations

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Thriving Congregations Framework

Help leaders look at overall vitality

Helps strategic planners and boards.....

- Identify areas **where they are thriving.**
- Explore **what is driving growth.**
- Identify areas **where the congregation feels stuck.**
- Connect leaders to ideas, resources and partners to help them to **thrive, not just survive.**

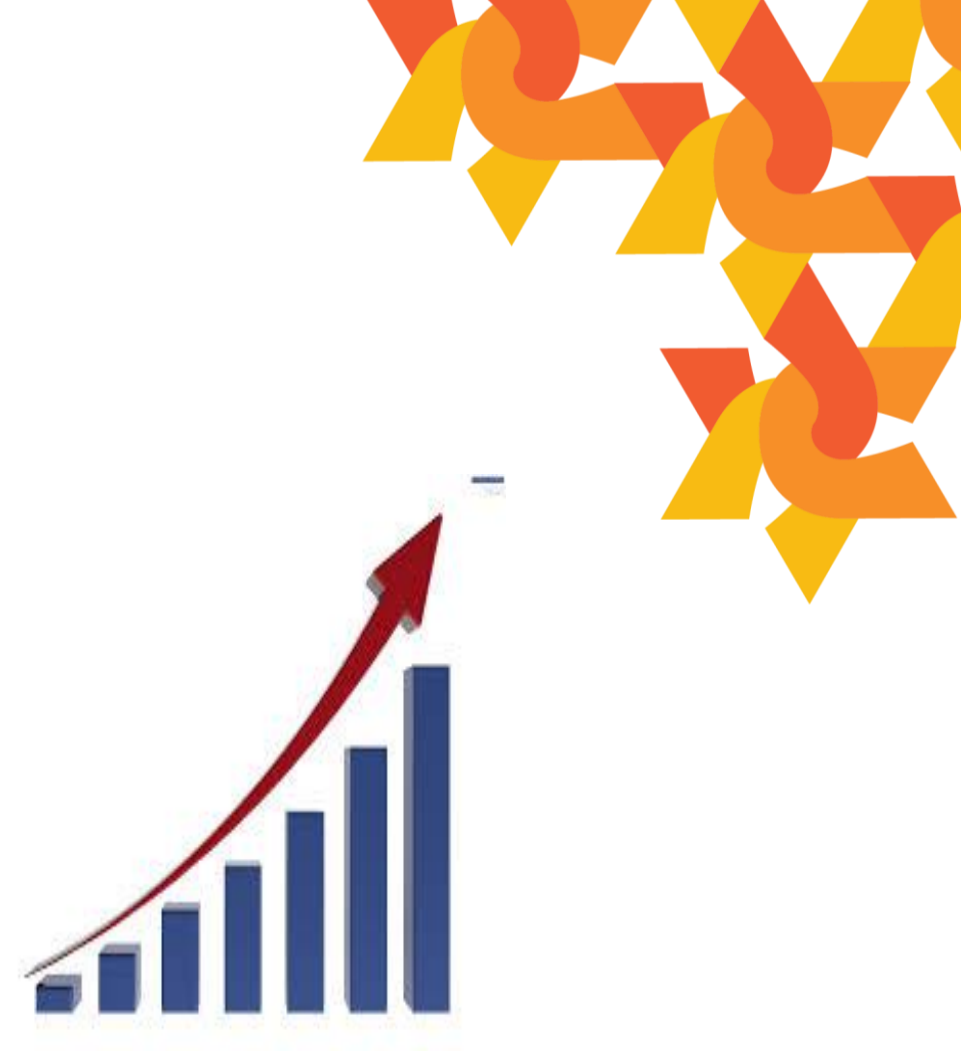


Not Just Numbers

Numeric Growth

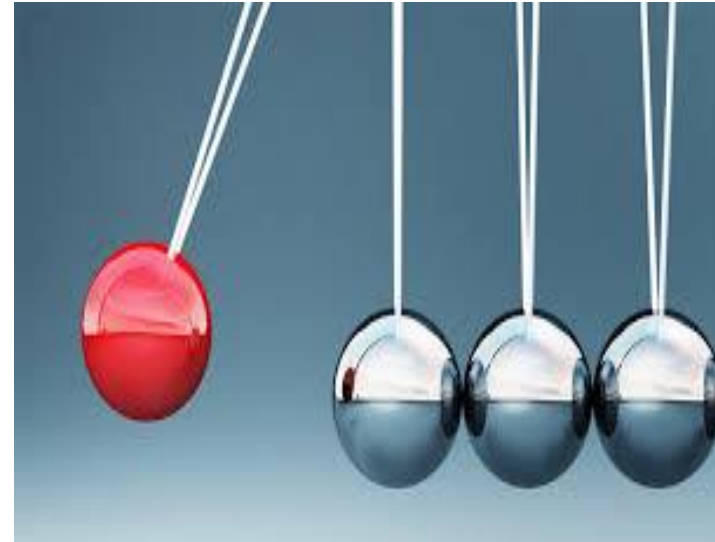
Some above average congregations may have relatively flat numbers because of aging population, high cost of housing in the area, etc.

There are multiple factors to consider.



Thriving Movement & Momentum

- **Increasing** number engaged in ritual
- **Growing** number of students & teachers
- **Building** number of solicitors for funds
- **Expanding** number of volunteers
- **Welcoming** fresh talent



Thriving Question-
Is it growing?



Thriving Congregations: 7 Foundational Practices

7 “Foundational” Practices

1. Develop a **Shared Compelling Vision** of Jewish Community
2. Engage in **Reflective and Accountable** Leadership
3. Effectively **Manage Change and Conflict**
4. Ensure Adequate **Financial Resources**
5. Welcome **Participation and Engagement**
6. Motivate Deeper **Engagement in Torah and Tefilla**
7. Advocate for **Prophetic Justice & Practice Covenantal Caring**



**Thriving Congregations
Develop a Shared Compelling
Vision of Jewish Community**

1. Develop a Shared Compelling Vision of Jewish Community

Leaders have gone through a **participative process** to create a shared and compelling mission and vision.

Sense of purpose **inspires** them.



4. Integrated Communications Plan

Tell a compelling story about how the congregation builds meaningful Jewish lives.

Use integrated communications (website, bulletin, signage, video clips, social media)





Thriving Congregations Practice Reflective and Accountable Leadership

5. Clear Expectations & Accountability for Lay Leaders and Staff

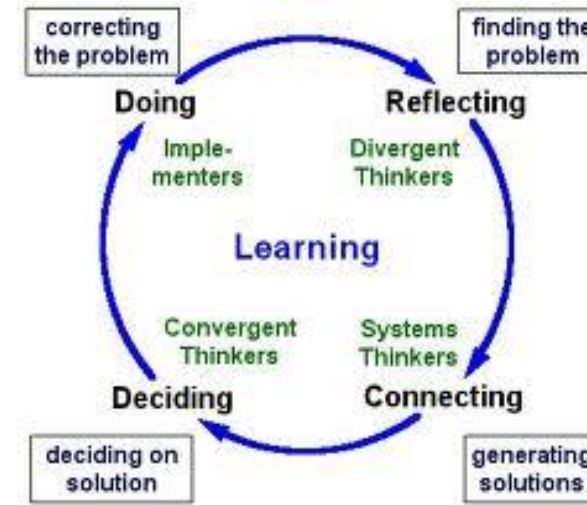
- Have clear job descriptions
- Know who they report to
- Know what is expected



Fit people puzzle pieces together.

6. Reflective and Learning Leadership

- Evaluate what is working and what could be stronger
- Look for **root causes** of problems



Peter Senge- *The Wheel of Learning*

7. Sustainable Lay Leadership

Nominating Committee and/or Leadership Development Team has **written plan** to...

identify, recruit, train, and engage new leaders.



Continuous pipeline
of leadership



Thriving Congregations Effectively Manage Change & Conflict

9. Strategic Focus

- A strategic plan is in place to guide leadership and staff work.
- The board has the **capacity to launch strategic initiatives.**



10. Collaborative & Constructive Culture

Look outside the synagogue for partnerships

Break down walls (silos) and create synergies among departments

Manage conflict constructively



Reduce silo thinking

11. Leadership Transparency Plan

Synagogue **strategies, goals,**
and decisions are made
known to the entire
community.





Thriving Congregations Ensure Adequate Financial Resources

12. Financial Sustainability

Create and communicate a sustainability plan to the community.



13. Facilities Plan

Appropriate Framework for Your Mission

- Facility is **appropriate** for your community.
- It is attractive and **welcoming**.
- It supports your **functions**.
- It is in a viable **location**.



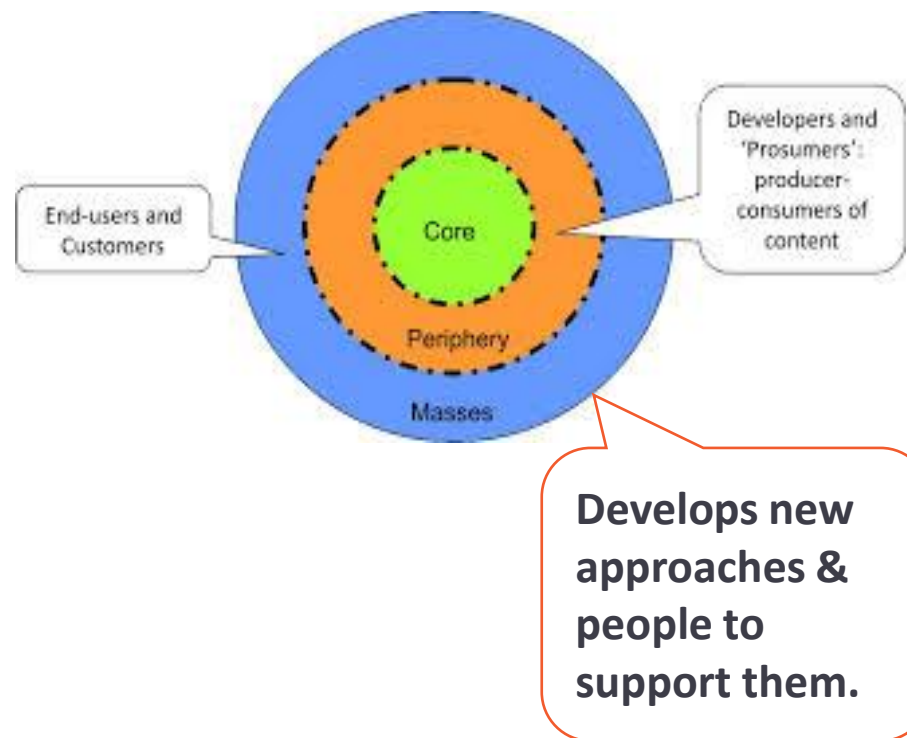


**Thriving Congregations
Welcome Participation and Engagement**

14. Welcoming and Participatory

Widens the circle of active participants.

Creativity comes from *interaction of core members with seekers.*



16. Manage Transitions

Engage members at key stages

- **New members**
- **New parents**
- **Kids entering school**
- **Post B'nai Mitzvah**
- **Empty nesters**
- **Retirement**



Leaders escort seekers to the next step on their journey.



Thriving Congregations Encourage Engagement in Torah & Tefilla

18. Meaningful Engagement in Jewish Learning

- Number of people engaged in serious, meaningful learning is growing.
- Learning leaders help to welcome and engage the membership to **take a next step.**



Example: Expand the number of learners with Context. Develop a havurah of B'nai Mitzvah tutors.

19. Meaningful Participation in Jewish Spiritual Life

- Explore different areas of spiritual practice to increase participation and enrich engagement.
- Multiple minyanim, different approaches to prayer, meeting both within and outside synagogue.
- Connect prayer to learning and social justice.





**Thriving Congregations
Advocate for Prophetic Justice
& Covenantal Caring**

21. Caring and Inclusive Community

- **Community is inclusive.**
- **Has empathy for people with different needs- reduces barriers**
- **Provides care in times of joy and sorrow.**



Launches efforts to increase inclusion

22. Compassionate & Just Community

Deep commitment to *tikkun olam*

Advocates for social justice
(prophetic voice)...

- In the larger general community
- In Israel
- Around the world



What Are We Learning?

Areas that are Generally Thriving in Our Congregations:

1. Stable Clergy and Staff Committed to Continuous Improvement (#3)
2. Caring and Inclusive Community (#21)
3. Welcoming and Participatory (#14)

Areas that are not Generally Thriving:

1. Strategic Focus (#9)
2. Sustainable Lay Leadership (#7)
3. Integrated Communications Plan (#4)



How Do We Use the Assessment?

1. **Sulam for Strategic Planners** – a 15-18 month program requiring an application process, the formation of a Steering Committee, the involvement of the rabbi, extensive data gathering, and training day in New York.
2. **Strengths Summit** – For congregations that are not ready to commit to a 15-18 month program, but still want to do some strategic work, we've developed a workshop based on the Thriving Congregations Assessment, using principles of Appreciative Inquiry.



Thriving Journal



What is one area where your organization is currently thriving? (*Please reference at least one attribute from the assessment.*)

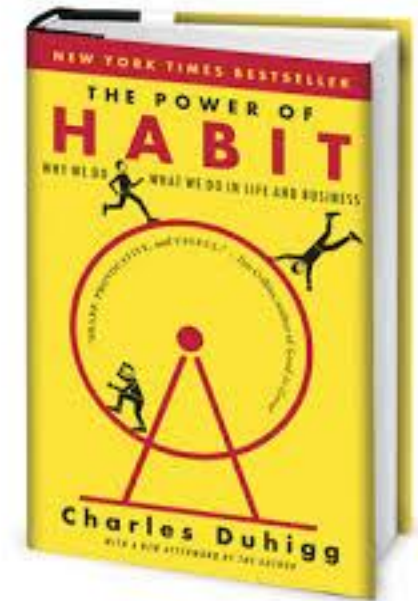
What is one area where you would like to see your organization better thrive? (*Please reference at least one attribute from assessment.*)

Why are these important to you?

Something to Think About:

Focus on One Thing and Impact an Entire System

- What is one thing your organization does well, that if you were to really focus on it, could have a ripple effect and change the entire culture of your organization? *(Hint: Look at the 22 attributes for inspiration.)*
- If you were to really focus your resources on building up that one aspect of the organization, what kinds of changes could you imagine?
- What are some tasks you can do now to begin to move in that direction?



Quick Recap

What did we learn?

- Importance of proper delegation (Yitro text)
- Tips for Leadership Recruitment and Retention (case study)
- Some attributes of highly successful congregations/organizations
- How to change a culture by identifying and building on a strength

What techniques have we used?

- Pairs Exercise
- Group Text Study
- Small Group Work
- Case Study
- Presentation
- Journaling

What resources are we taking with us?

- Thriving Congregations materials
- 2 case studies and a text study you can use with your own board
- List of strategic planning resources
- Article on Thriving Leaders
- Ten Tips for Effective Board Meetings
- <https://www.facebook.com/SulamLeadership/>



Presidents' Circle: What Next?

