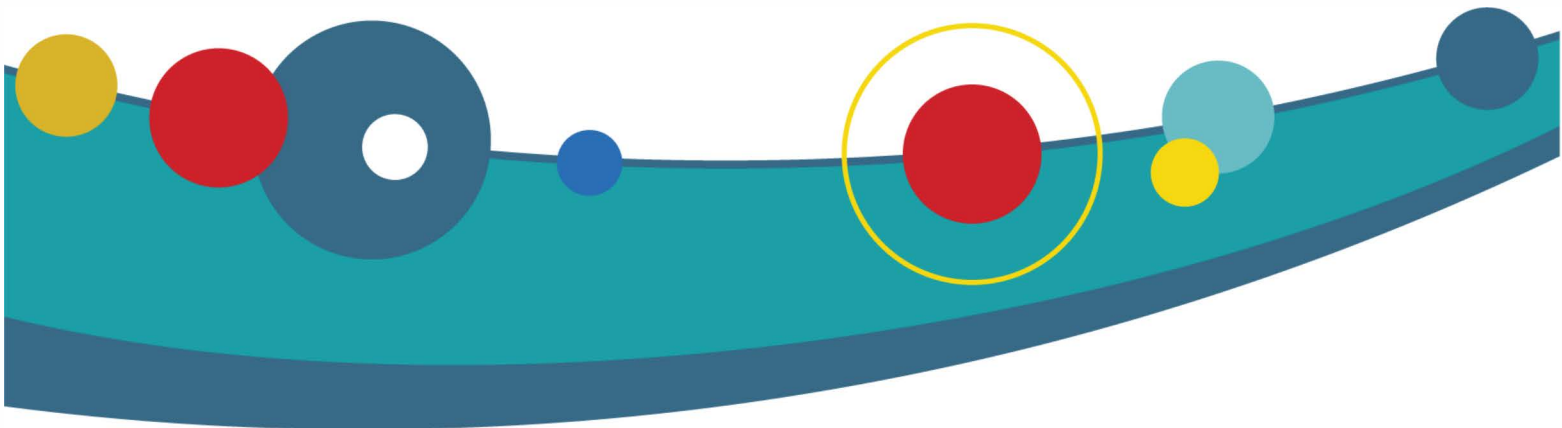


# ***FACILITATOR'S GUIDE***

to the **LOCAL COMMITMENT** Exercise



## **Step One:**

**ACKNOWLEDGE** Context and Culture

## **Step Two:**

**ADOPT** Territorial Mission, Vision, Values and Strategy

## **Step Three:**

**ASSESS** and **ALIGN** Ministry Efforts

## **Step Four:**

**ACCEPT, ADD** or **ADJUST** to Address Gaps

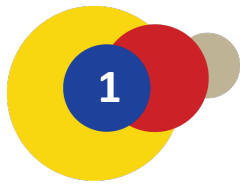
## **Step Five:**

**ARTICULATE** a Local Commitment

## **Step Six:**

Take **ACTION** with an Aligned Strategy





## ACKNOWLEDGE Culture and Context

Open your session with a “**ministry context exercise**” and an opportunity to pray for your ministry unit and the surrounding communities and neighbourhoods. This will help frame the tone and make prayer an integral part of your local commitment.

- You might invite participants to bring a picture with them that captures something they value about your ministry unit or your community and share this together as you begin,
- Bring a map of the neighbourhoods surrounding your ministry unit. Identify specific places and situations to pray for and mark those together on the map before you pray,
- Walk your building or your neighbourhood together as part of your session and pray for God’s guidance for how the vision might be lived out in each area you stop at,
- Or come up with an idea of your own that engages your participants in thinking about the ministry culture of your setting.

If time allows, use **Video 3** from the four-part video series to listen to a diverse group of leaders from across the Territory share how they see the vision being lived out in their contexts. Challenge participants to think about the question asked “What does the vision mean for you?”

## ADOPT Territorial Mission, Vision, Values & Strategy



Review the Territorial Mission, Vision, Values and Strategy and how these will be adopted by every ministry unit across the Territory. Use the “**Box and Ball**” **Illustration Video** in the Toolkit to help explain this concept to participants, or choose to explain this using the **Concentric Circle Infographic**.

- Our **Territorial Mission** reminds us of why we exist and is at the core of everything we do. *“The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.”* Every ministry unit will adopt this as their local mission statement.
- Our **Territorial Vision** tells us where we are going. It acts as a compass pointing us in the right direction, guiding us as we make decisions that help us fulfill our mission. *“We are an innovative partner, mobilized to share hope wherever there is hardship, building communities that are just and know the love of Jesus.”* In order to move forward in a unified way, we share this vision - every ministry unit adopts the Territorial Vision as their local

vision.

- Our **Territorial Values** support our mission and vision and tell us what we look like. As different and unique as ministry units are across our territory, we do share these four values of *hope, service, dignity, and stewardship*, and we adopt these Territorial Values as our local set of values.
- As with any journey toward a destination, it's necessary to follow a road map that gives direction. It tells us how we will get there. Our road map is our **Territorial Vision Aligned Strategy**:
  - We will Strengthen Spiritual Health—by intentionally looking at what we can do to ensure that our ministries and communities are places of spiritual vibrancy.
  - We will Design for People—by creating people-centered processes and ensuring that we are a place driven by Christian love that enables us to be a strong, sustainable, growing movement.
  - And we will Forge Stronger Partnerships—by building on and harnessing the strength of our internal and external partnerships.
  - We will Optimize Mission Impact—by better understanding how and where we can have the most impact.

These four strategic pillars will be adopted by each ministry unit as their strategic pillars, although individual ministry plans will be diverse when they are developed later.

- The **Local Commitment** to the vision is different for every ministry unit. Why? Because the context in every ministry unit is vastly unique. Local commitments are not adopted from a Territorial statement - they are not shared by all ministry units. No two will be the same. That's because the local commitment is each individual ministry unit's way of bringing the vision statement to life in their own setting - it articulates HOW each of us will contribute to the living out of the vision across our Territory. The way we deliver our mission, live out our values and accomplish our vision will look different in every setting. But the local commitment always aligns with and contributes to the overall accomplishment of our shared mission and vision.

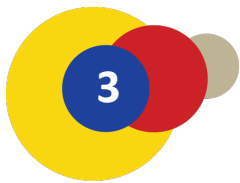
In this step, explain the concept of a Local Commitment as an articulation of how this ministry unit specifically, will live out the vision and mission in their local context, and position this articulation as the ultimate goal of this exercise today. Highlight the multiple options for articulating this commitment, using the **Local Commitment Infographic** to help participants begin to envision the ways this Local Commitment might be expressed in their particular ministry unit.

- For some, it will look like a single formalized statement which articulates their role in contributing to the vision. This statement might even end up closely resembling an existing

statement that is already in place that now morphs into a local commitment, or it might be created from scratch.

- For others, it might be a paragraph, or several paragraphs in a document which shows how the ministry unit plans to align their efforts with the Territorial vision and mission.
- Perhaps, for some, it might look like more like a collection of ideas or steps that the ministry unit will commit to, that will help them live out the vision practically in a particular context.
- Or possibly their commitment will be represented visually as an infographic or diagram.

During this step, participants might begin to wonder about the local mission or vision statements they have spent time and energy creating recently or in the past. These statements might already be on a wall, incorporated into websites and documents, or have been accepted by the congregation and staff. Reassure participants that this work is not simply going to be tossed out or considered redundant. It will all be included in the assessment and alignment to be done in the next step. Remind participants that it is entirely possible that their current statement could form the basis of a local commitment statement. The important thing is that they engage the process of aligning before determining what their local commitment will ultimately be.



## **ASSESS & ALIGN Ministry Efforts**

Engage your team in working together to assess current local priorities, ministry activity, community engagement, previous vision and mission statements, etc. *in light of the 8 call outs of the vision statement*. Moving one by one through the 8 call outs, use the **“Alignment” worksheet** that is included in the ToolKit and write your thoughts in each of the columns provided. Use the **“Assess and Align Questions”** provided as a framework for your conversation rather than a checklist. Use them to inform your thinking and the conversation you will have around each of the call outs. At this stage, you are simply charting what is currently happening, how you are currently doing, and what you are currently communicating. Remember to only think about your local ministry unit for this exercise, and not the broader Salvation Army! It’s ok that there will naturally be some gaps at this stage - this will help inform the next step.

If help is needed getting the conversation started or keeping it going, use the **“Call Out Word Clouds”** that were generated at the Learning the Vision Sessions back in May 2021. These might help to prompt some conversations as participants identify words that resonate with them personally.

As you complete this worksheet, also consider any current local statements your ministry unit might have. This includes the statements ‘formerly known as’ local mission

or vision statements. Think about these through the filters of the eight call outs as well, and write down the pieces of these statements that align with the vision statement. These can later be incorporated into the articulation of your local commitment if they show alignment with the vision statement.

Now that your worksheet is complete, go through each of the eight sections and check for your level of alignment in each. Take into account not only what you have written down on the worksheet, but also how the conversation went in each section. Was there a lot of chatter around a particular section? Were some sections met with silence which might indicate a gap? Give each section a rating from 1-10, 10 meaning your ministry unit is fully aligned and engaged in that area of the vision statement, 1 meaning your ministry unit isn't hitting the mark at all in that area. *Write the number in the circle in the bottom right corner of each section.* Remind your participants that a combination of lower and higher numbers are expected here. Because drift happens naturally and alignment takes intentionality, it's important that we assess the level of alignment here.

### **ACCEPT, ADD or ADJUST to Address Gaps**



In this step, take another look at the chart you have just created together. Look for areas of strength where alignment and engagement were high. Are there any ways in which this area could be made 'even better'? Add those ideas to the bottom of each section on the chart. Now look at areas where alignment and engagement might have been lower. Look for gaps and discuss ways to address those gaps in your ministry setting, adding new ideas to your chart. Look at the pieces of your previous local statements you added, if you did so. Are there gaps occurring there, or was everything already perfectly aligned?

With gaps identified, alignment assessed, and new ideas added, discuss what might need to be adjusted in your current local priorities, ministry activity, community engagement, or local statements in order for your ministry unit to fully align with the priorities of our vision statement. Which pieces of your current reality will you keep or accept? What might you need to add? What needs to be adjusted? Add these ideas to your worksheet.



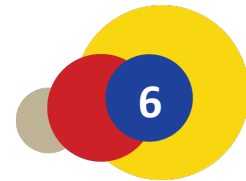
## ***ARTICULATE a Local Commitment***

Discuss the articulation of your local commitment. In light of all the work you have done so far, how will your ministry unit choose to articulate the specific commitment you are making to living out the vision statement in your unique ministry context? Perhaps your ‘formerly known as’ local vision statement will form the basis for a newly articulated local commitment, with or without some tweaks and adjustments. Maybe it will take the form of narrative - a paragraph or document which outlines your thinking and how you will commit to the vision. Perhaps you have someone on your team who can represent your commitment in a visual way as an infographic or diagram. Or perhaps you’ll represent this as a list of practical ideas to be implemented as your team commits to the vision.

Begin working on writing your local commitment together. Use the **Articulating a Local Commitment Worksheet** to help you organize your thinking into one of the Local Commitment styles. This might necessitate setting another meeting time to work specifically on the commitment, or your group might be able to complete it now if time allows.

This articulation of your Local Commitment and this is what will be submitted for the 2022 AMR.

## ***Take ACTION with an Aligned Strategy***



Thinking in this intentional way will naturally lead to conversations of strategy, action steps, and specific ways the Local Commitment can be lived and breathed in your context. This will eventually become **Step Six: ACTION**, which will naturally begin now in this exercise, and will be more formally fleshed out in the coming days as tools roll out for strategic thinking and planning in the “Leading the Vision” phase. At that time, we’ll be focussing on understanding and engaging specifically with the four strategic pillars, and looking at our local commitments and action steps in light of them. The work done now on the Local Commitment will well position ministry units for the upcoming strategic process, creating a framework from which ministry plans will naturally flow.

Ultimately, the goal will be for local commitments to be lifted from the page and sprung into action as they take life in ministry units and neighbourhoods across our Territory.

If time allows, use **Video #4** as participants reflect on how the vision can be brought to life in your unique ministry context.