

Creating the Future with the Sisters of Nazareth

Rev. Keith Elford & Prof. John Beckford

4th December 2013

About Us

- **Rev. Keith Elford**

- Consultant for 15 years, focus on behaviours and values
- Non-stipendiary priest
- Author of 'Creating the Future of the Church', SPCK, 2013

- **Professor John Beckford**

- Consultant for 23 years, focus on organisation, process and information
- PhD in Management Science
- Visiting Professor at Loughborough and UCL
- Author of 'Quality' (3rd Edition, 2010) & 'The Information Organisation (Forthcoming)

The Sisters of Nazareth

- Established 1851 in Hammersmith
- In 2006
 - 37 Convents with Care Homes
 - 5 Regions – UK, USA, SA, Ireland, Australasia
 - 299 Sisters and declining
 - Financial position unclear, trading at a loss
 - New demands and expectations from regulators
- Realised strategy – managed decline
- Significant threat to sustainability of Mission
- New General Council and Superior General elected

The Sisters of Nazareth

- **Situation analysis:**
 - Tight-loose control
 - Highly autonomous convents
 - Little awareness or interaction with others
 - Lack of effective governance
 - Crisis ridden
- **First steps taken:**
 - Global Financial review – not us!
 - General Council view:
 - Requirements of the General Chapter could not be met by doing nothing, change needed
 - Us introduced through mutual friend

The Sisters of Nazareth

- **Challenge:**
 - How to enable the congregation to:
 - Change itself
 - Develop a sustainable way of working
 - Establish a coherent, consistent blend of
 - Central control to ensure delivery of congregational objectives
 - Local autonomy to ensure fitness of organisation and mission in highly diverse circumstances
- **Engagement:**
 - Not a conventional 'corporate'
 - Mission precedes business
 - 'Care of the poor and needy'
 - Active support of the Sisters recognised as critical

The Sisters of Nazareth

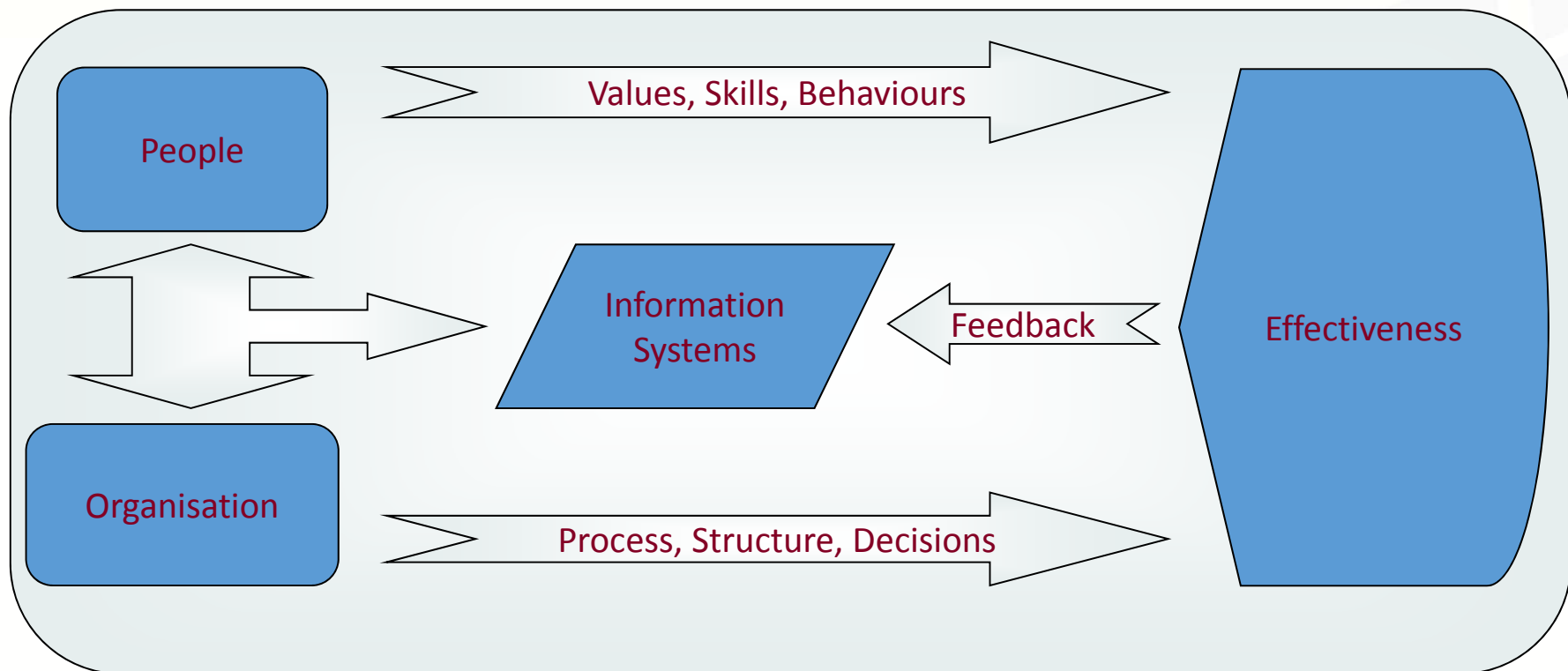
- Process:

- Series of meetings with General Council *n?
- Regional Superiors Conference *1
- Regional Meetings with Sisters *10*2
- Regional Meetings with Sisters and Staff *10*3
- House Meetings with Sisters and Staff *40+
- Leadership Development Events *30

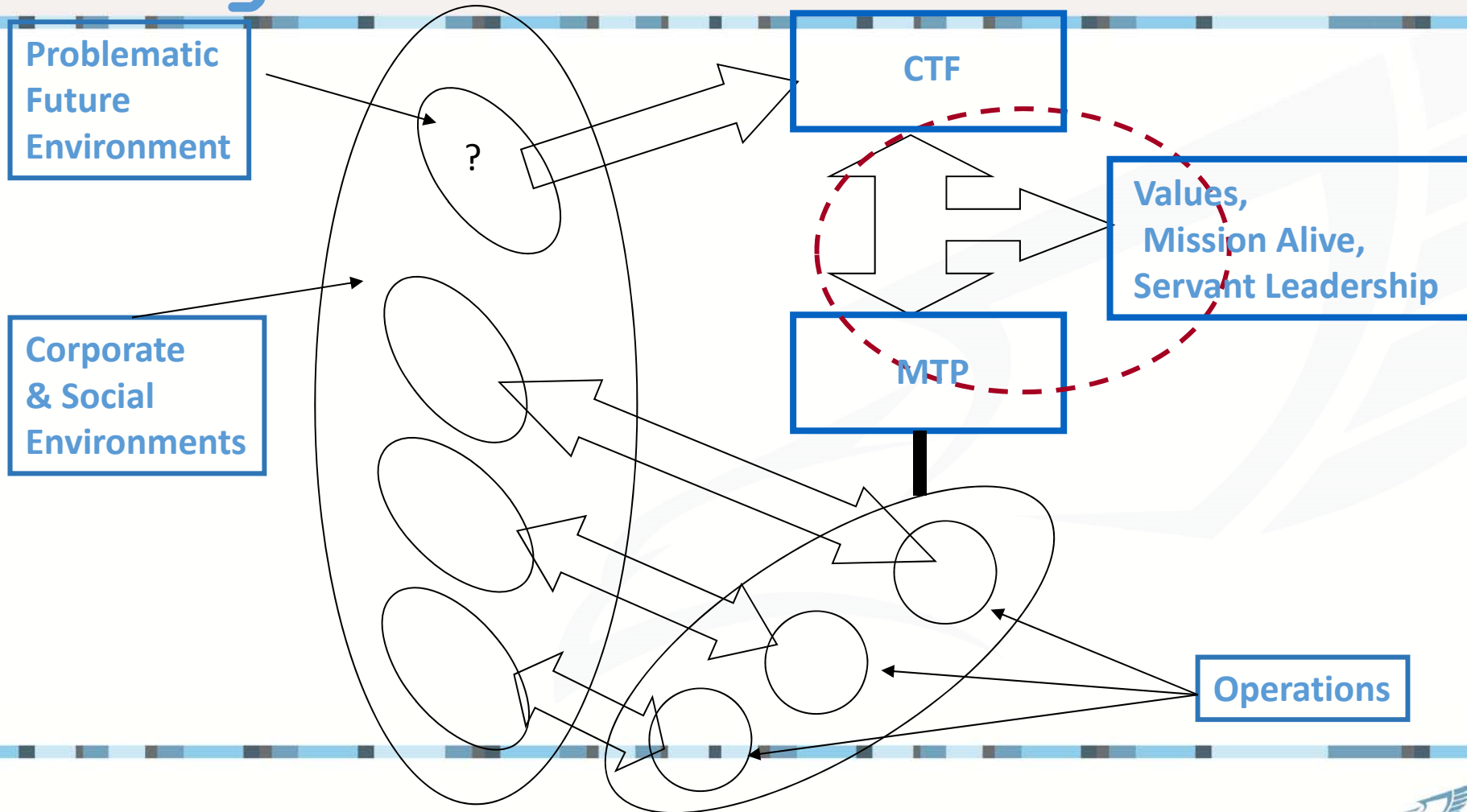
- Style:

- Sr Mary +1 GC present at ALL meetings
- Challenge, Engage, Listen, Enthuse, Adapt, Adopt

Effective Organisation



The Viable Organisation



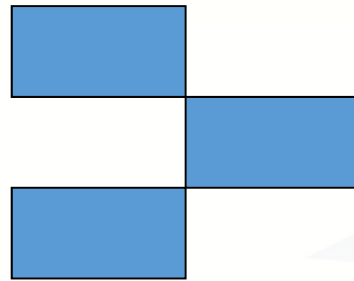
Freedom

Generalate



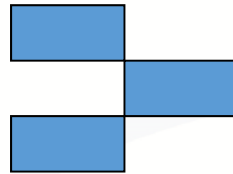
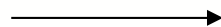
empowers and constrains

Region



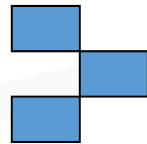
empowers and constrains

Mission



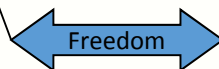
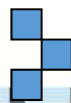
empowers and constrains

Nazareth Care

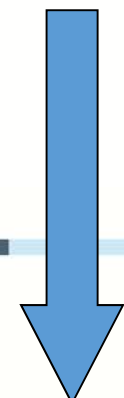
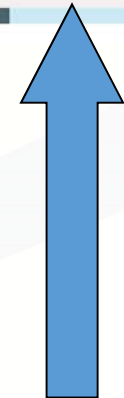


empowers and constrains

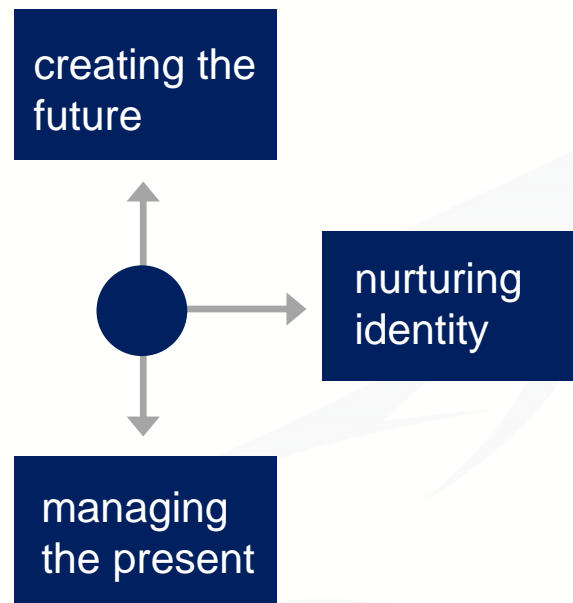
Nazareth House



Balancing Global, Regional and Local Freedoms



Functions of Leadership



Functions of Leadership

where we are going

Vision, strategy, business development, renewal and succession

creating the future

leadership resides at the intersection

who we are

nurturing identity



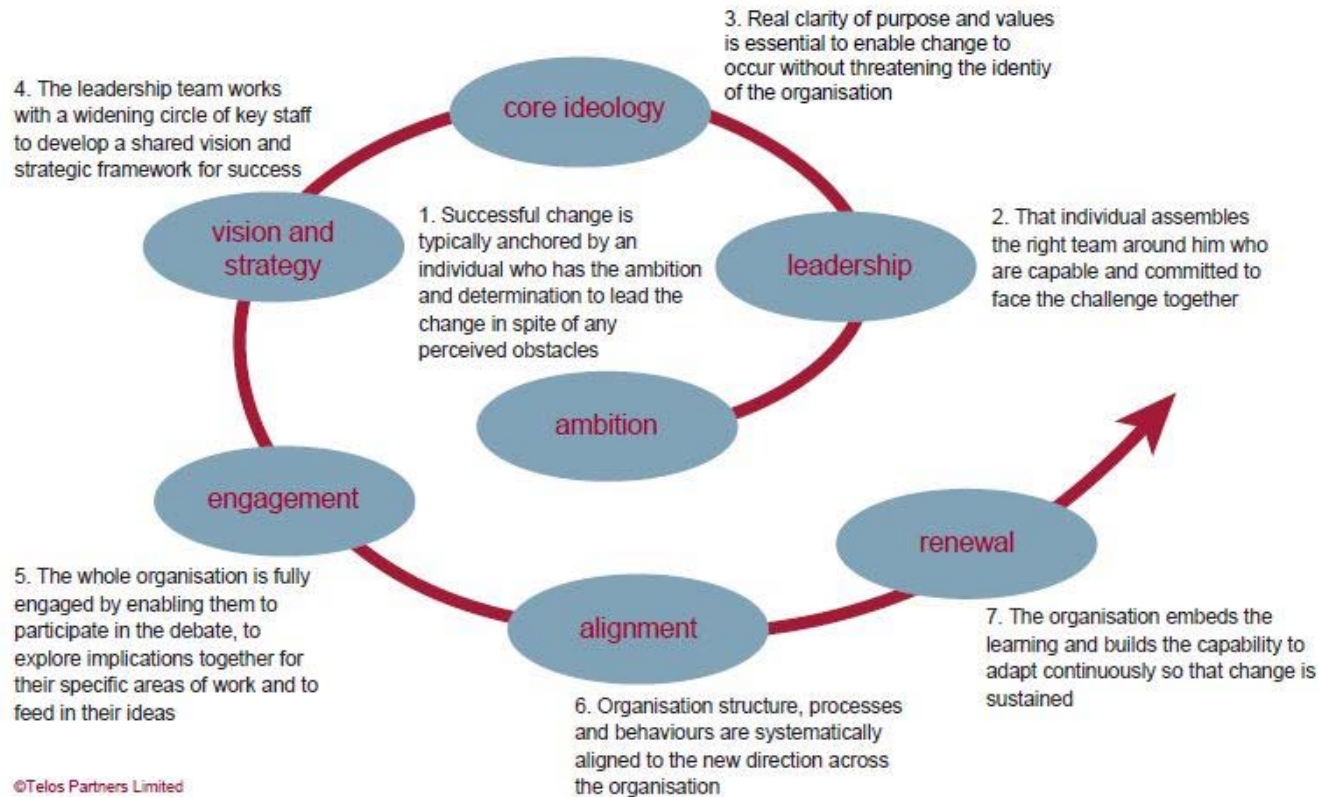
Purpose, values, behaviours, beliefs, policies, standards

managing the present

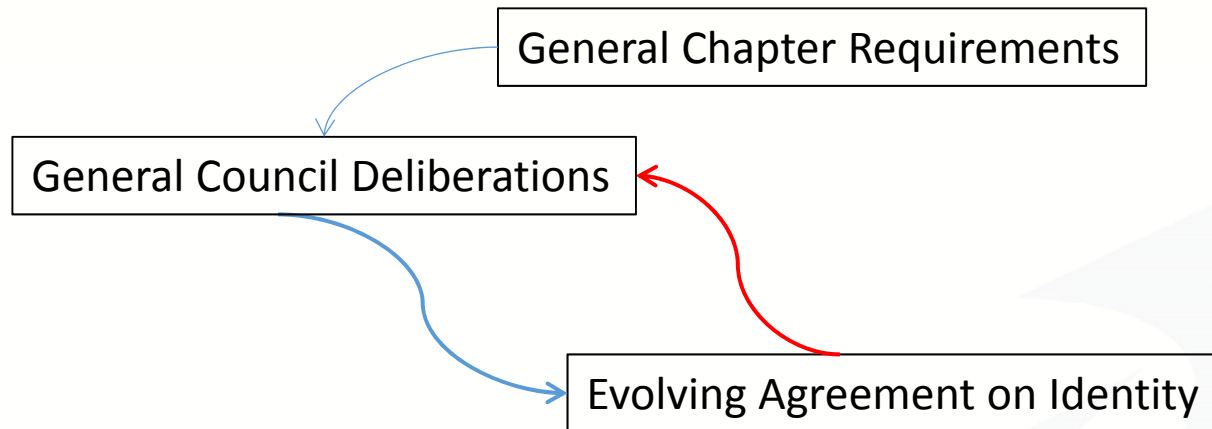
Allocation and management of resources, optimising performance, delivering results

what we do

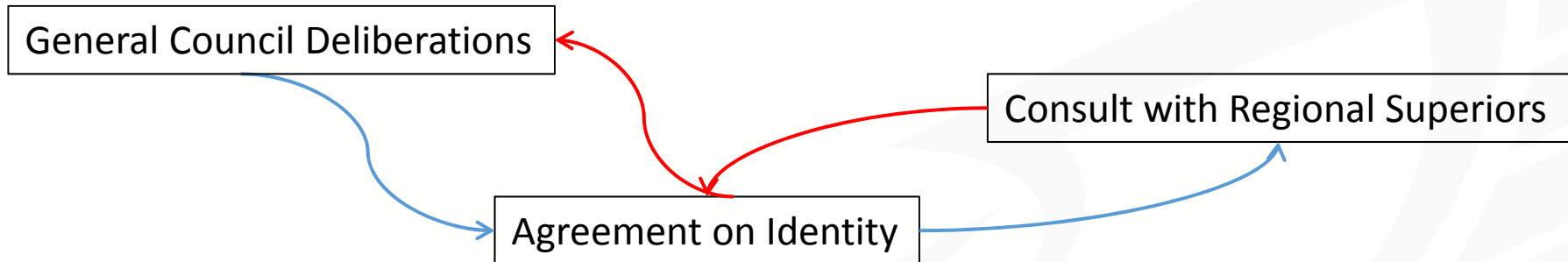
Trust the Process



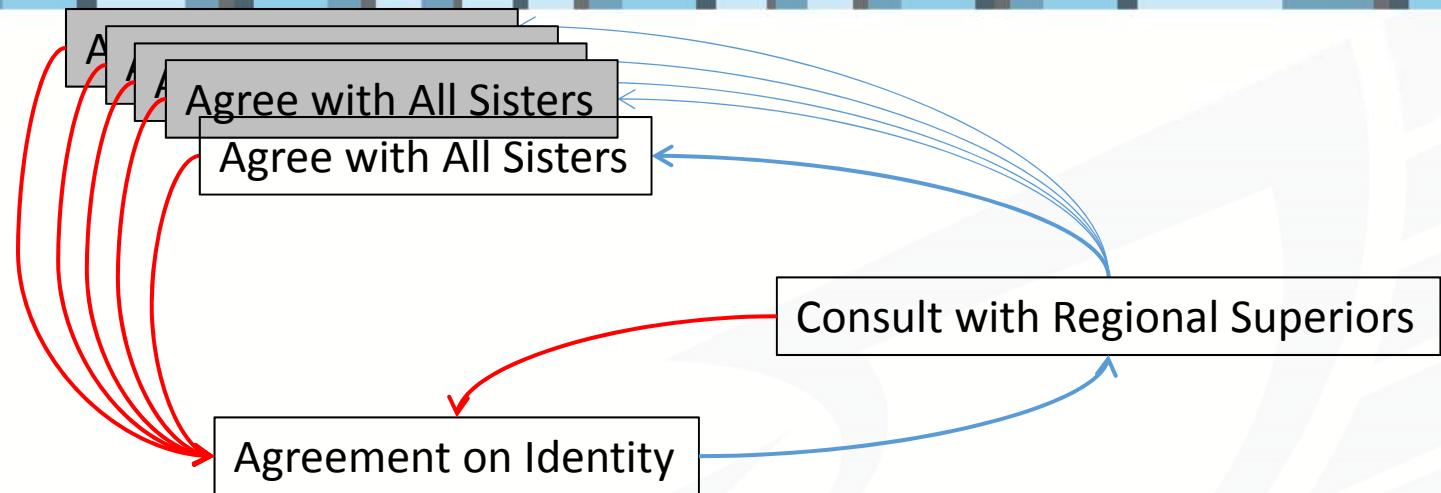
Nurturing Identity - General Council



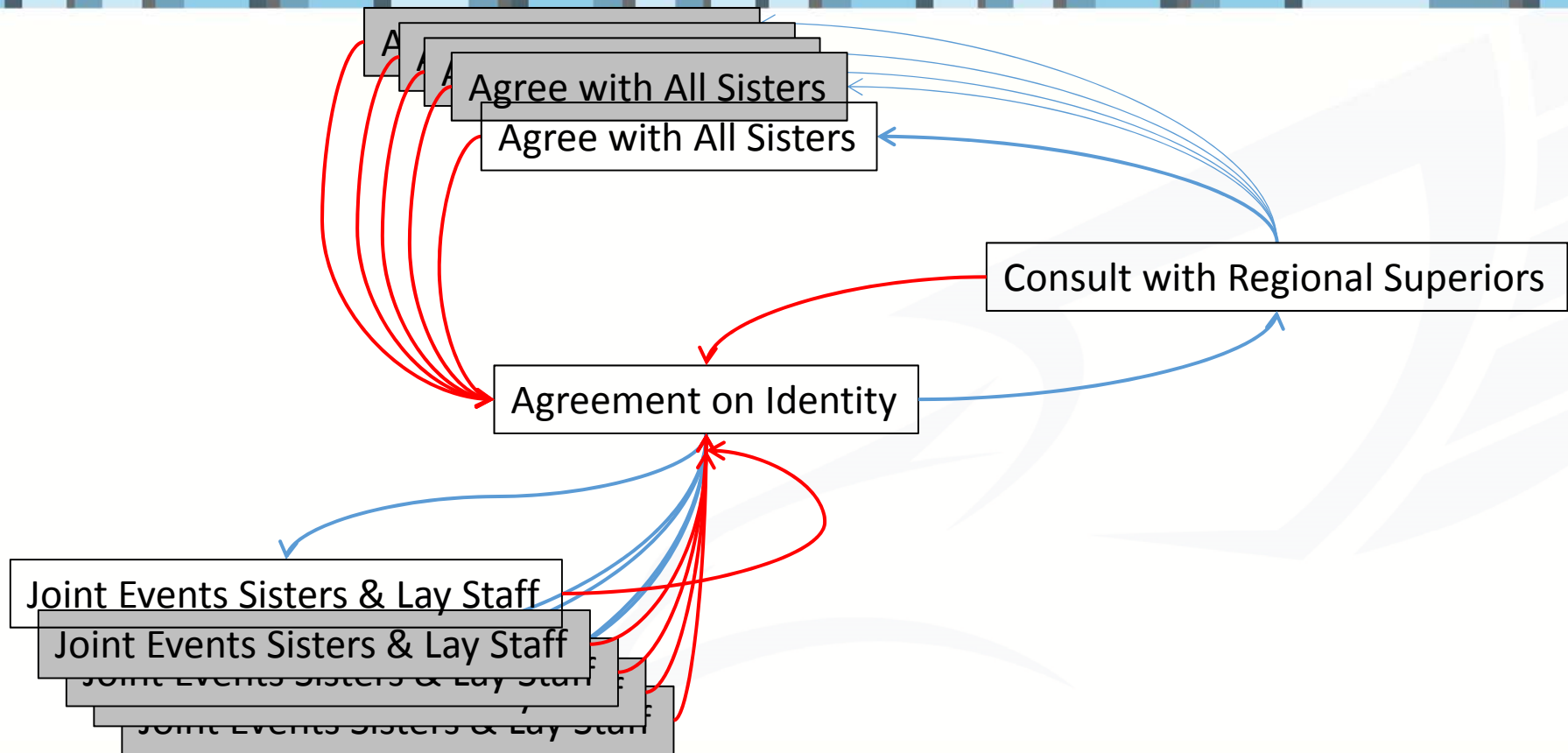
Approach - General Council



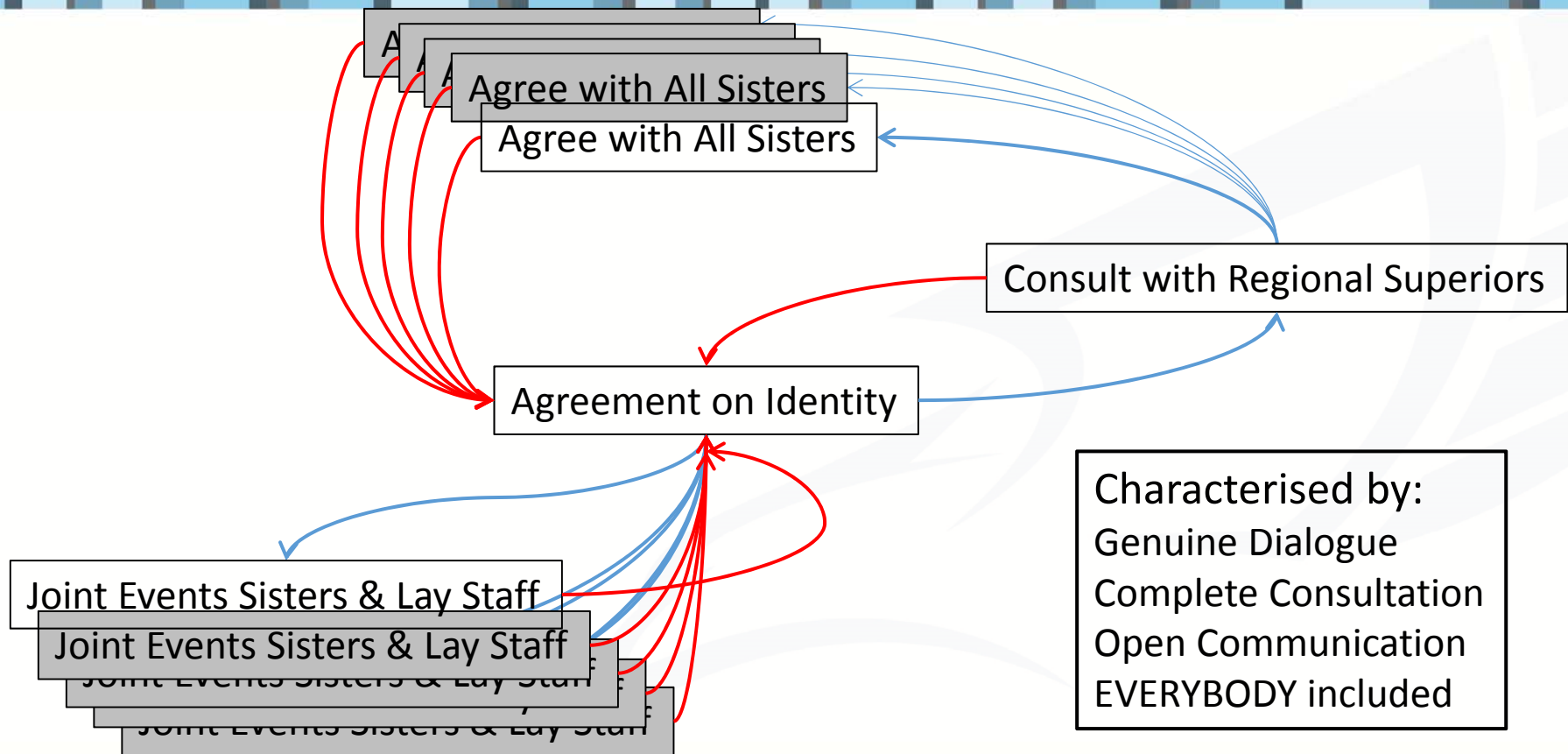
Approach - General Council



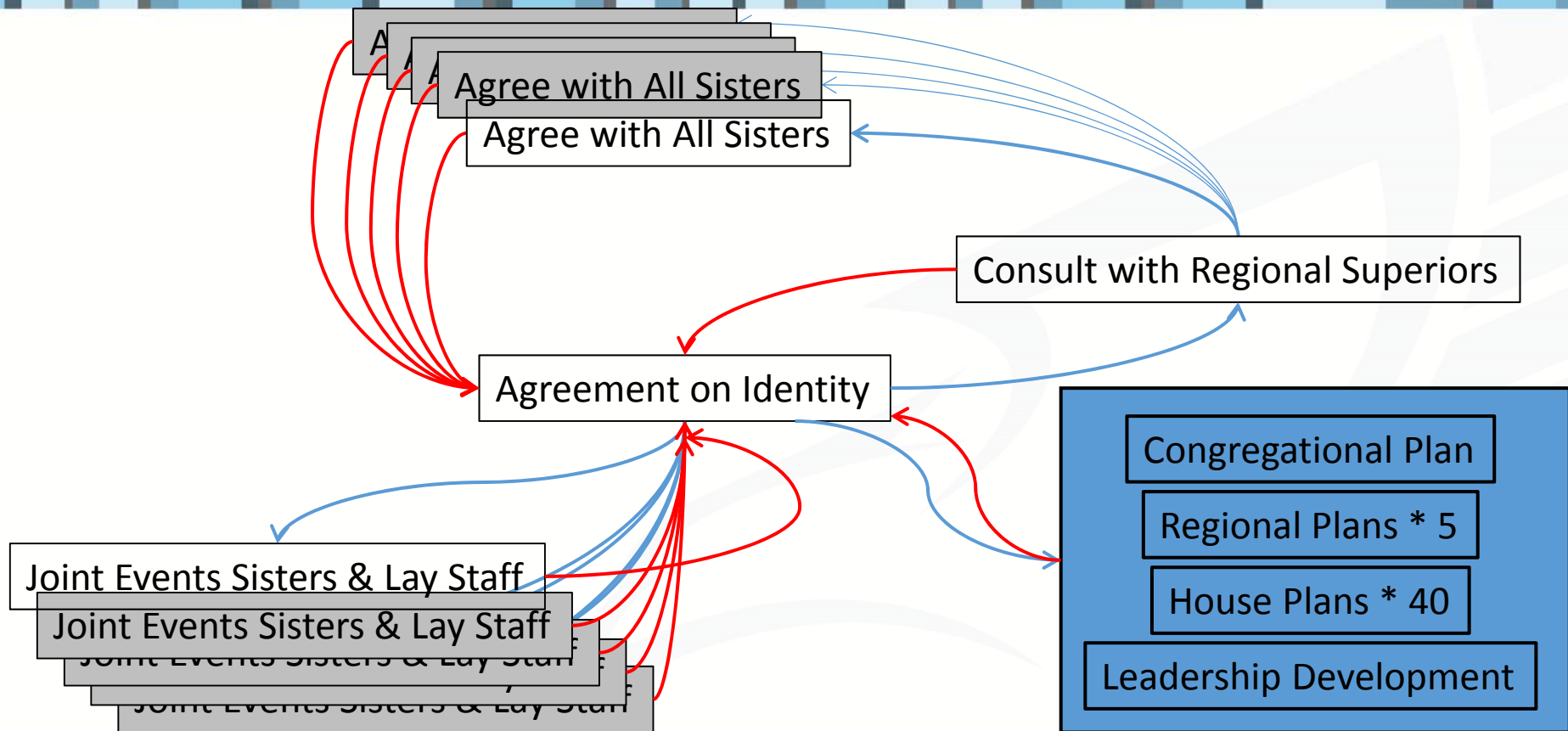
Approach - General Council



Approach - General Council



Approach - General Council



Achievements

- Whole organisation has moved forward together
 - Sisters released from daily operations
 - Regional Secular Structure Established
 - Sisters lead Regional Boards of Operating Businesses
- Mission Leads the Business
- Global Financial Surplus Achieved (2013)
 - One Nazareth House brought back under Congregational Control
 - One Nazareth House closed

Journey of Hope

- 2012 Chapter endorsed and celebrated success
- Vision 2018
 - Build on the success
 - Refresh commitment to spiritual lives of Sisters
 - Succession Planning – Development of Sisters
 - Servant Leadership being (formally) adopted as the way of being
 - Consolidating the business gains

Questions



Discussion Topics

- What lessons does this contain for the Church of England?
- What was important about 'style' and how might that be replicated?