



Spirit Map

**Spirit Map Report
With Strategic Outcomes Assessment
for
Jefferson Unitarian Church
June 30, 2017**

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Introduction

“No one ever told us we had to study our lives, make of our lives a study, as if learning natural history or music, that we should begin with the simple exercises first and slowly go on trying the hard ones, practicing till strength and accuracy became one with the daring to leap into transcendence. . .”

—Adrienne Rich, *Transcendental Etude* (1977)

Spirit Map’s goal is to aid in the study of our lives, to help us determine what course of spiritual exercises and practices could help us “become one with the daring leap into transcendence.” In this Spirit Map report for your congregation, we outline your congregation’s:

- Signature Strengths, those survey items that are most true of your congregants and most important to them
- Key Opportunities, those survey items that are less true of your congregants and more important to them, and therefore potentially important for their development.
- Quadrant Map, with all Spirit Map survey items plotted in strength and opportunity quadrants
- Drivers of spiritual maturity, those survey items most closely associated with changes in overall spiritual maturity in your congregation.

As you review this report, keep in mind that these items are meant to give you insight into the nature of spirituality within your congregation. The goal is understanding, not judgment. There are no right or wrong results from this exercise, there are no judgments about the overall spiritual health of your congregation in comparison to other congregations.

We recommend you read this report first with an attitude of open curiosity, working to understand what it’s saying about your congregation and its spiritual strengths and opportunities. Then, go back through the report with an eye to how to apply the information. Pick one or two insights and consider how you might leverage them in your congregation’s programs and initiatives in the coming year. Assess the outcome, and then choose one or two insights to apply the following year. We find that a congregation’s Spirit Map results do not shift dramatically in a year, so you have time to gradually build on your congregation’s strengths and address its opportunities. Some questions to consider as you apply your insights:

- How could we make better use of our strengths in our programs and ministries, both current and new?
- What programs and ministries, both current and new, could address our opportunities?
- What could our strengths and opportunities mean for our worship services? What themes do they suggest we explore? What parts of our worship do we rely on more because they reflect our strengths? What aspects of our worship could we consider changing to help us better address our opportunities together?

Again, there are no right answers to these questions. Each congregation is unique. If you steadily work to apply the insights of Spirit Map to leverage your strengths and address your opportunities, you should be ever more effective at developing your congregation's sense of spiritual growth and development.

Signature Strengths and Key Opportunities

When we analyze how your congregants answered the survey questions (see *How We Determine Signature Strengths and Key Opportunities* on page 32), we find these five statements identify your congregation's Signature Strengths:

- I act with integrity.
- I care deeply about the welfare of others.
- I seek opportunities to learn and grow.
- I believe it matters what I do.
- I take responsibility for the consequences of my actions, even those that are unintended.

And these five statements identify your congregation's Key Opportunities:

- I'm able to adapt when things do not turn out the way I want.
- I give to others fully and generously.
- I can be in the presence of my own or another's pain without needing to flee or fix it.
- I see beauty all around me.
- I make good decisions about when to act.

More Information on Your Signature Strengths

Your congregation's Signature Strengths represent those elements of the congregation's shared spiritual life whose combination of higher average importance and higher average self-assessment ratings provide the bedrock of its spirituality and identity. As you review your congregation's Signature Strengths, consider:

- How are these Signature Strengths reflected in the congregation's culture and history?
- How could we shift existing programs and ministries to better take advantage of our Signature Strengths?
- What new programs and opportunities would best take advantage of our Signature Strengths?
- How could we use our Signature Strengths to help newcomers find us and understand who we are?

- How could we use our Signature Strengths to communicate who we are when we're in search of new ministerial leadership?

Here's some additional information about each item, to help you consider what they might mean in the life of your congregants:

I act with integrity.

People with this Signature Strength know the values that guide their life and know that they align their actions with those values. Acting in alignment with deeply held values requires courage, particularly when the values one holds dear call for counter-cultural behavior that others might call naïve, or find threatening. To leverage this item as a Signature Strength, we suggest people incorporate reflection on their acts of integrity into their spiritual practice. What values called them to those actions? How might they more fully embody those values in their life? Are there some values they are less likely to live out than others? How might they let them speak in their life?

I care deeply about the welfare of others.

People with this Signature Strength know the power of human connection. We humans are neurologically built for connection to one another; it's essential to our healthy survival. As Howard Thurman said, "... our need to respond to [another's] need to be cared for is one with our concern to be cared for ourselves." Finding human connection through care for the welfare of others softens the heart, opening it to others and to the holy. To leverage this item as a Signature Strength, we suggest people choose spiritual practice that connects them with others, reflect on how that connection opens their heart, and consider how to carry their softened heart into other areas of their spiritual life.

I seek opportunities to learn and grow.

Having this Signature Strength gives you lifelong learning as a practice of spiritual growth. As the Quaker Douglas Steere said, "God is always revising our boundaries outward." This is not growth and learning as a form of mastery, but rather as a posture of humility and understanding that we are all "in progress." We suggest people leverage this strength to help them find and connect more deeply with the sacred in themselves, in others and in the universe. We suggest people choose opportunities for learning and growth that connect with their Key Opportunities, that would best allow them to open their heart to new understanding and ways of being in those areas of their spiritual life they particularly want to grow.

I believe it matters what I do.

People with this Signature Strength place a practice of hope and faith at the foundation of their spiritual life. Despite not knowing what, if any, outcome their actions will produce, they choose to situate themselves in the present moment, conscious of the past, looking to the future, and finding a way forward that matters. This practice of hope and faith can inform and develop all aspects of their spiritual life. In particular, we suggest they consider how their belief that it matters what they do can help them develop their Key Opportunities. If they have faith that what they do to respond to their Key Opportunities will matter, what might that lead you to try?

I take responsibility for the consequences of my actions, even those that are unintended.

People having this Signature Strength are able to acknowledge the interconnectedness of all things. Through their recognition that intention does not always equal impact, they're able to see and connect with the whole, broadening and deepening their view of creation and their place in it. We suggest people leverage this Signature Strength in your spiritual practice, taking as their object of contemplation the interconnected whole of creation, and considering what that vision of the whole suggests for further development of their Key Opportunities.

More Information on Your Key Opportunities

Your congregation's Key Opportunities represent those elements of the congregation's shared spiritual life whose combination of higher average importance and lower average self-assessment ratings provides high potential areas for spiritual growth and development. These are items that the congregation itself identified, on average, as being relatively more important in their lives and relatively less true of them, which suggests that work to enhance those areas would be welcome and fruitful.

- What would it mean for your congregation to develop in the areas your Key Opportunities identify? How would it change the congregation and its culture?
- What spiritual practices, programs, and initiatives might help the congregation deepen its spiritual life in these areas?
- How could the congregation's Signature Strengths help it to develop its Key Opportunity areas further?

Here's some additional information about each item, to help you consider what they might mean in the life of your congregants:

I'm able to adapt when things do not turn out the way I want.

This Key Opportunity invites improvisation into one's life. The key phrase in improvisation is "Yes, and. . .," saying "Yes," to acknowledge an unexpected and sometimes unwanted turn of events, and still finding a way to respond to it authentically and creatively. We suggest people choose a spiritual practice that develops their ability to respond to the unexpected or the unwanted, asking what it has to teach them and what new parts of themselves might emerge as they engage with it. We suggest people do something they've never done before to knock themselves off balance and reflect on what they've learned. We suggest they consider how to work with the unexpected instead of trying to control it.

I give to others fully and generously.

This Key Opportunity opens people to the redemptive power of love acting in the world. It's offering people the opportunity for spiritual practice to pay forward the hospitality and generosity that have been given to them in so many forms throughout their life and weave a tapestry of love together in community. This is an opportunity to practice vulnerability as well, offering one's gifts without regard to an even exchange, offering one's gifts even when unsure if they're good enough or even welcome. We suggest people choose spiritual practice such as tithing, volunteering, or offering hospitality in their home or other setting that invites generous action and reflection on the experience. What do they learn about generosity to others that will help them develop it more fully?

I can be in the presence of my own or another's pain without needing to flee or fix it.

This Key Opportunity encourages people to stay awake, open and spiritually resilient in the face of the suffering in their own life and in the world. This is not a call to fix others' suffering but to be present to it. As Parker Palmer says, "The human soul does not want to be advised or fixed or saved." We suggest people choose spiritual practices that increase awareness and compassion so that they're better able to offer their grounded presence, to themselves or to someone else who's suffering, even as they know they cannot control or end that suffering. The Buddhist practice of tonglen meditation works to develop this awareness, compassion, and grounding.

I see beauty all around me.

To see this item as a Key Opportunity is to long for a better balance between the light and shadow in one's life. While people may know deeply the pain and suffering in the world, and may even have cultivated the spiritual ability to be with it without fleeing or fixing it, their opportunity here is to balance their perspective, seeing the beauty and wonder of life even in the midst of brokenness. This is not about false optimism or blind cheerfulness, not about ignoring the shadow side, but is instead about recognizing the beauty that still surrounds everything, allowing that beauty to nourish and sustain. We suggest people consider a practice of expressing daily gratitude for the beauty of the world until they can see and act on it intentionally.

I make good decisions about when to act.

This Key Opportunity asks people to come into alignment with the natural course things want to take. Guided by neither urgency nor passivity, it invites people to find the way, as Martin Buber puts it, to “Listen to the course of being in the world. . . and bring it to reality as it desires.” We suggest people choose spiritual practice to help them develop the patience and the discernment to be, in the words of the Tao, the Master who “takes action by letting things take their course.”

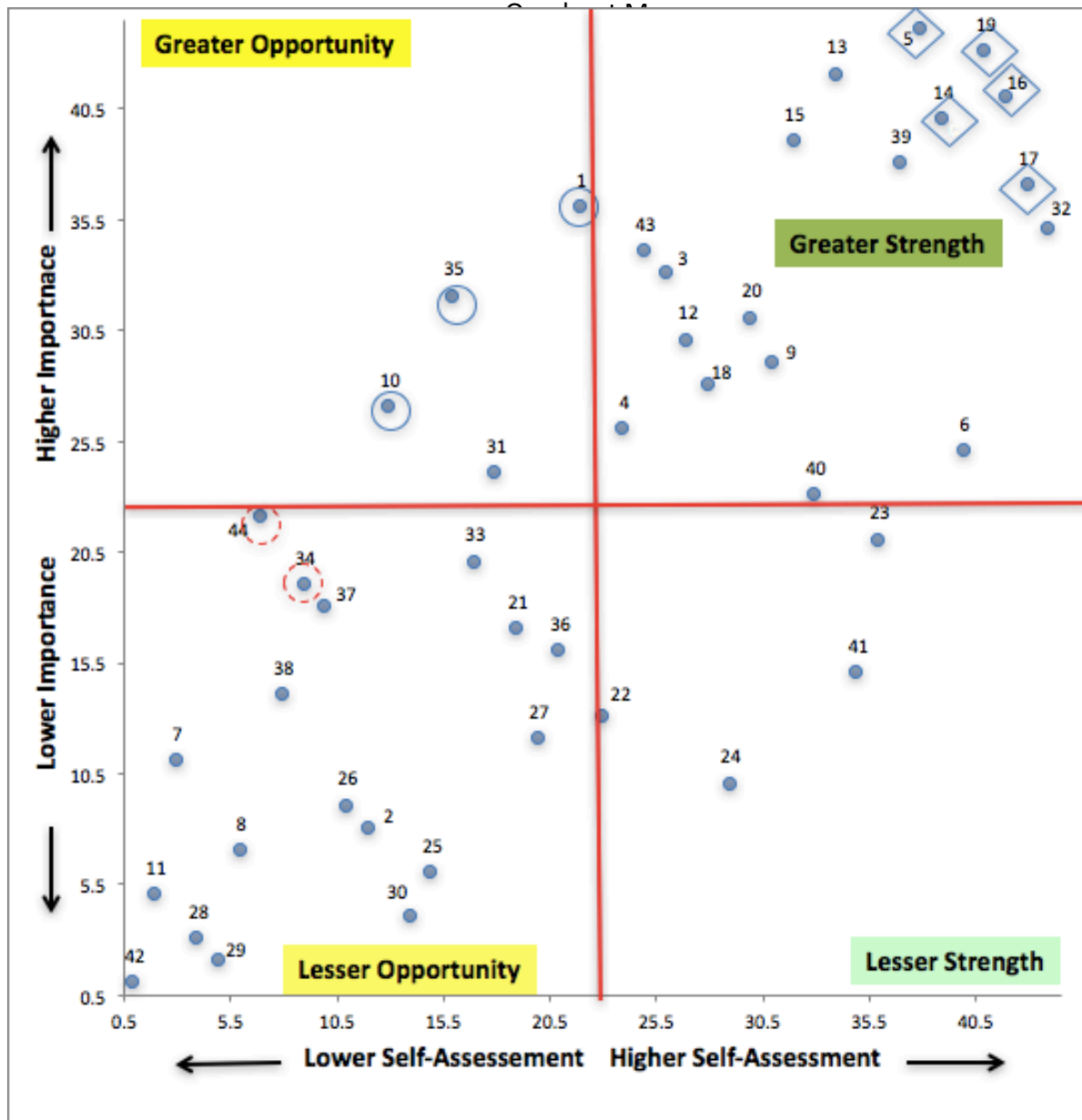
Your Congregation’s Quadrant Map

A visualization of your congregation’s strengths and opportunities

While you can certainly understand and deepen your congregation’s shared spiritual life through its Signature Strengths and Key Opportunities, you may want a more complete and nuanced picture of how the items in the Spirit Map survey combined for your congregation. The Quadrant Map on the next page gives that more complete picture. On the pages following your Quadrant Map, we take you on a journey through it.

To locate the 44 survey items on the Quadrant Map, we:

1. Calculate each item’s average self-assessment
2. Based on that average, assign each item a self-assessment rank order number from 1 (lowest average rating) to 44 (highest average rating).
3. Repeat the first two steps for each item’s importance rating.
4. Plot each item on the Quadrant Map according to their two rank order numbers (self-assessment and importance).



Key
Opportunities



Signature
Strengths



Center of the Red Cross-Hairs

Let's begin our journey at the center of your map, where the two red cross-hair lines meet. If you travel:

- North: you find the 22 items with the highest average importance
- South: you find the 22 items with the lowest average importance
- East: you find the 22 items with the highest average self-assessment
- West: you find the 22 items with the lowest average self-assessment

Overall Pattern

Your congregation's survey items have a fairly linear distribution in the Quadrant Map (the correlation between self-assessment and importance ratings averages is 0.80, where 1.00 would be perfect correlation; the corresponding correlation for Unity is 0.72; and 0.40 is the correlation for individuals who've taken Spirit Map prior to this survey). This means that your people, on average, give higher self-assessments to items they find important and lower self-assessments to items they do not find to be important. This probably means that the congregation as a whole sees itself living in alignment with its spiritual priorities, which in many respects is a positive outcome. As you review your congregation's strengths and opportunities, think about what implications you see for your congregation in that alignment. What spiritual culture does this create? Are there ways in which the congregation's spiritual life could grow, if its alignment is examined or challenged?

Greater Strength Quadrant

From the cross-hair center, let's travel north and east, into the Greater Strength quadrant. The items in this quadrant are the items that your congregants said, on average, are relatively more important in their spiritual life and relatively more true of them. Notice that we've put diamonds around your congregation's Signature Strengths. The chart below lists all the items in your congregation's Greater Strength Quadrant. We've listed them in priority order; see our method to determine that order in the section on page 32 called *How We Determine Your Signature Strengths and Key Opportunities*.

Item #	Greater Strength Quadrant Item	Signature Strength (SS)
19	I act with integrity.	SS
16	I care deeply about the welfare of others.	SS
5	I seek opportunities to learn and grow.	SS
17	I believe it matters what I do.	SS
14	I take responsibility for the consequences of my actions, even those that are unintended.	SS
32	I am curious to learn more about how the world around me works.	
13	I am respectful of the feelings, actions, and opinions of others	
39	I experience awe.	
15	I act in an authentic manner.	
6	Leading a moral life makes me happy.	
20	I am self-aware.	
9	I seek harmony with others.	
3	I delight in experiences both great and small	
43	I believe my life has meaning and purpose.	
12	I am reflective.	
18	I act with the interests of others in mind.	
40	I am able to exercise power without corruption.	
4	I feel part of something larger than myself.	

As you look at where these items are located in the Greater Strength Quadrant, notice which ones are located near your Signature Strength items. Which of those items do you consider equally part of your congregation's spiritual identity, and worthy of adding to your modified list of Signature Strengths? Some possibilities to consider:

- 32: I am curious to learn more about how the world around me works.
- 13: I am respectful of the feelings, actions, and opinions of others.
- 39: I experience awe.
- 15: I act in an authentic manner.

Greater Opportunity Quadrant

Now, from the Greater Strength Quadrant, let's travel west, into the quadrant that represents the items that your congregation said are, on average, relatively more important in their spiritual life and relatively less true of them. Notice that we've put circles around your Key Opportunities. We've listed all items in this quadrant in priority order in the table below; see our method to determine that order in the section on page 32 called *How We Determine Your Signature Strengths and Key Opportunities*.

Item #	Greater Opportunity Quadrant Item	Key Opportunity (KO)
35	I'm able to adapt when things do not turn out the way I want.	KO
10	I give to others fully and generously.	KO
1	I see beauty all around me.	KO
31	I act with awareness of my place in the interconnected web of existence.	

As you look at where these items are located in the Greater Opportunity Quadrant, item 31 (I act with awareness of my place in the interconnected web of existence) is near the other Key Opportunities, even though its particular combination of average importance and self-assessment did not flag it as a Key Opportunity. If you consider this item as equally worthy of your attention and practice as your Key Opportunities, you'll want to add it to your modified list of Key Opportunities.

Lesser Opportunity Quadrant

Like many congregations, not all of your Key Opportunities are located in your Greater Opportunity Quadrant. You need to travel south from the Greater Opportunity Quadrant, into the Lesser Opportunity quadrant, to find the rest of your congregation's Key Opportunities, circled in red. Your congregants gave these items, on average, lower importance and lower self-assessment ratings, but our Key Opportunity algorithm finds that their combination of self-assessment and importance

means you may also want to consider them as part of your congregation's Key Opportunity set. Your congregation's "red circle" items:

- 44: I can be in the presence of my own or another's pain without needing to flee or fix it.
- 34: I make good decisions about when to act.

As you look at where your "red circle" items are located in this quadrant, notice whether any additional items are nearby. Which of those items do you consider as equally worthy of your congregation's attention and practice as its Key Opportunities? You'll want to add those items to your congregation's modified list of Key Opportunities. One possibility to consider:

- #37: I have the ability to repent, forgive myself, and change.

We've listed all items in this quadrant in priority order in the table below; see our method to determine that order in the section on page 32 called *How We Determine Your Signature Strengths and Key Opportunities*.

Item #	Lesser Opportunity Quadrant Item	Key Opportunity (KO)
44	I can be in the presence of my own or another's pain without needing to flee or fix it.	KO
34	I make good decisions about when to act.	KO
37	I have the ability to repent, forgive myself, and change.	
33	I can tell the difference between what I am responsible for, and what I do not control.	
38	I can ask for and accept forgiveness.	
7	I have a clear purpose to my life and am able to articulate that purpose to both myself and others.	
21	I freely and intentionally give my time and energy to others.	
36	My spiritual growth is important to me.	
26	Having good boundaries allows me to act with intention.	
27	Even though I cannot know exactly what will happen, the promises I make give shape to my future and meaning to my life.	

8	I actively practice my spiritual or religious faith.	
2	I think about my place in the universe.	
11	I act in a spiritual manner.	
25	Awareness of my mortality informs how I live my life.	
28	I perceive and respond to truth that is expressed in myth or poetry.	
30	I am aware of some of the limitations or paradoxes of my own preferred religious vocabulary.	
29	I appreciate the beauty and power of religious symbols and rituals other than my own.	
42	I act in a religious manner.	

Lesser Strength Quadrant

Finally, we'll travel east from the Lesser Opportunity Quadrant to end our journey in the Lesser Strength Quadrant. The items in this quadrant are, on average, relatively more true of your congregants, but because they are, on average, relatively less important to your congregants, you will most likely find they play a lesser role in defining your congregation's spiritual identity than items in the Greater Strength quadrant. However, if any of these items are located near your congregation's Signature Strengths, or if you find an item here that you feel actually is a strong part of your congregation's spiritual identity, you may wish to add it to your congregation's modified list of Signature Strengths. We've listed all items in this quadrant in priority order in the table below; see our method to determine that order in the section on page 32 called *How We Determine Your Signature Strengths and Key Opportunities*.

Item #	Lesser Strength Quadrant Item
23	I see something universal in all human struggle.
41	I can give loyalty to another's leadership without losing my integrity.
22	I am mindful of my emotions.
24	I accept ambiguity as inherent in life.

Should We Focus on Signature Strengths or Key Opportunities?

Like so many things in the spiritual life, this is not an either/or but a both/and. We designed Spirit Map to help your congregation cultivate opportunities to develop the congregation's spiritual life, in areas it would welcome development, using the strengths it already has available to it. Your congregation's Signature Strengths help you focus on the qualities that are most important to your congregants and in which they already feel confident. They represent your congregation's spiritual identity, the items your congregation can reliably expand and build. Your congregation's Key Opportunities help you prioritize and focus the congregation's spiritual development on items that are most important to it. Used in combination, you have a powerful road map to initiate, develop and enhance the ministries of the church.

This is especially true when Signature Strengths and Key Opportunities represent different aspects of the same quality of spiritual maturity. For example, your congregation could leverage the Signature Strengths:

- I believe it matters what I do.
- I take responsibility for the consequences of my actions, even those that are unintended.

to develop your Key Opportunity:

- I make good decisions about when to act.

Since congregants already believe that action matters and are able to take responsibility for the consequences of those actions, you can build opportunities for people to more clearly identify and lean into their decisions and actions. Sermons can talk about how to align actions with values, programs can build in opportunities to, as Martin Buber puts it, "Listen to the course of being in the world. . .and bring it to reality as it desires." Ministries can balance the urgency of action with the patience of discernment. All in service of building the congregation's ability, as individuals and together, to "take action by letting things take their course."

Or, as another example, you could leverage your Signature Strength:

- I care deeply about the welfare of others

to develop your Key Opportunity:

- I give to others fully and generously.

Overall Rating of Spiritual Maturity (SM)

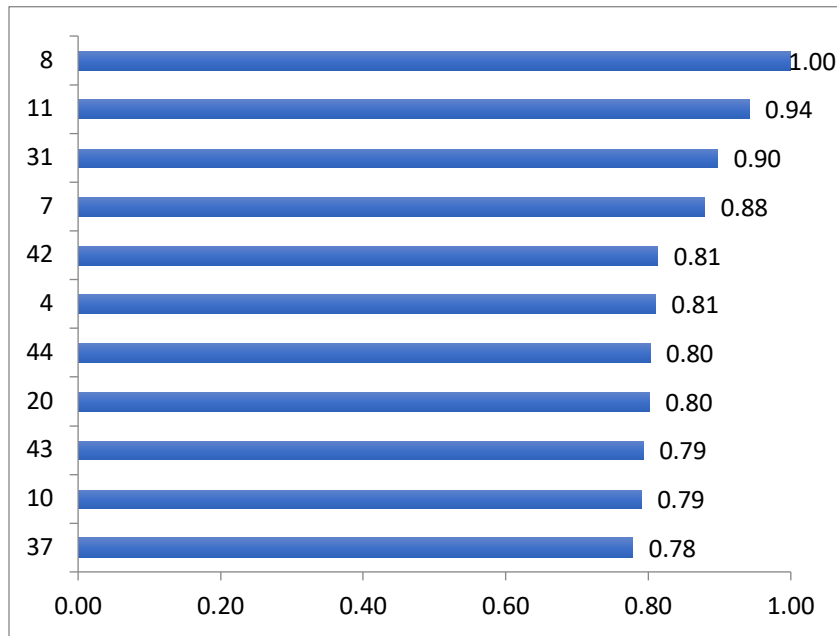
Following the self-assessment and importance ratings of the survey's 44 items, we asked your congregants two questions about their overall level of maturity. The chart below has their average responses:

Question	Rating	Rating Scale
Assess your overall level of spiritual maturity now	6.6	1 to 10
Project your overall level of spiritual maturity in five years	7.7	1 to 10

Drivers of Spiritual Maturity

In this section, we look at the relationship between your congregants' self-assessment ratings on the 44 Spirit Map items and their ratings of their overall spiritual maturity now—a rating we haven't used yet. We're interested in what self-assessment ratings are most strongly correlated with the ratings of overall spiritual maturity. In other words, when people rate themselves high on overall spiritual maturity, what other items do they also rate highly? And when people rate themselves lower on overall spiritual maturity, which items do they rate themselves lower on as well? Looking at these correlations gives us another glimpse into your congregation's culture of spirituality, and can suggest items to focus on in your ministries, because working on enhancing the self-assessment ratings on these highly correlated items might lead to higher levels of overall spiritual maturity, although we have to bear in mind that just because an item is correlated with higher spiritual maturity does not necessarily mean it causes it.

On the next page, you'll find your top 11 drivers along with their association indices. The item with the maximum correlation with overall spiritual maturity has an index of 1.00; other numbers represent the ratio of an item's correlation to that of the item with the max correlation.



Item #	Item	Relative correlation with overall spiritual maturity 1.00 = strongest correlation
8	I actively practice my spiritual or religious faith.	1.00
11	I act in a spiritual manner.	0.94
31	I act with awareness of my place in the interconnected web of existence.	0.90
7	I have a clear purpose to my life and am able to articulate that purpose to both myself and others.	0.88
42	I act in a religious manner.	0.81
4	I feel part of something larger than myself.	0.81
44	I can be in the presence of my own or another's pain without needing to flee or fix it.	0.80
20	I am self-aware.	0.80
43	I believe my life has meaning and purpose.	0.79
10	I give to others fully and generously.	0.79
37	I have the ability to repent, forgive myself, and change.	0.78

A Deeper Analysis

So far, we've presented Signature Strengths to leverage, Key Opportunities to work on, and Drivers that, if developed, could enhance your congregants' sense of their overall spiritual maturity. All things being equal, you would start work on the Key Opportunities and Drivers in the priority order given, and use your congregation's Signature Strengths (including any additions or modification you've made as described in the Greater Strength Quadrant section above) to help you do that work. However, there are interesting interactions between these items that are worth considering before you decide what work is the best fit with your congregation's culture, and the best use of time, money, and other resources to address. This section provides some of that nuance.

First, let's take a closer look at how the Key Opportunities and the Drivers differ from each other and overlap. The top five Drivers differ quite a bit from your Key Opportunities:

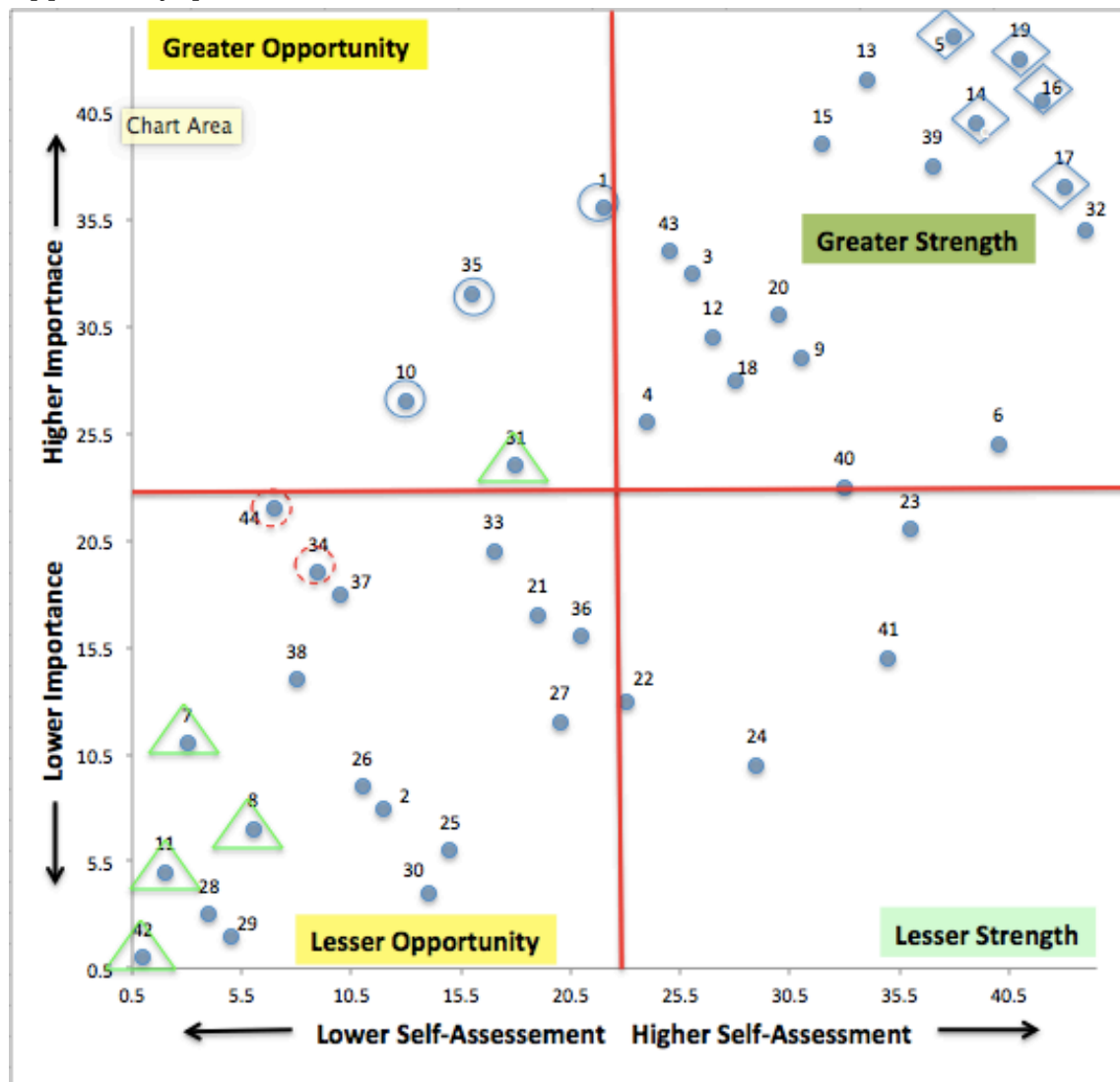
Top Five Drivers

Item #	Item
8	I actively practice my spiritual or religious faith.
11	I act in a spiritual manner.
31	I act with awareness of my place in the interconnected web of existence.
7	I have a clear purpose to my life and am able to articulate that purpose to both myself and others.
42	I act in a religious manner.

Key Opportunities

Item #	Item
35	I'm able to adapt when things do not turn out the way I want.
10	I give to others fully and generously.
44	I can be in the presence of my own or another's pain without needing to flee or fix it.
1	I see beauty all around me.
34	I make good decisions about when to act.

This is because congregants, on average, gave some of the lowest importance scores to four of the five Drivers. Here's the Quadrant Map with those five Drivers identified on it; you'll see that four of the five are in the lower left corner of the Lesser Opportunity quadrant:



There is one item in the top five Drivers, item 31 (I act with awareness of my place in the interconnected web of existence.) that is more connected to the Key Opportunities, because this item would have been the next Key Opportunity identified if we had expanded the list beyond five. Therefore, this item might be worthy of priority consideration for improvement.

Some questions to consider as you decide whether and how to start work on the other top five Drivers in conjunction with your Key Opportunities:

- Why did your congregants identify these items as relatively least important in their spiritual lives?
- How would a focus on these items fit with your Strategic Outcomes?
- How could it affect your congregation's culture of spirituality to work on these Drivers?

The second tier of Drivers has more in common with the Key Opportunities:

Second Tier Drivers

Item #	Item
4	I feel part of something larger than myself.
44	I can be in the presence of my own or another's pain without needing to flee or fix it.
20	I am self-aware.
43	I believe my life has meaning and purpose.
10	I give to others fully and generously.
37	I have the ability to repent, forgive myself, and change.

Items 44 and 10 are also Key Opportunities, and therefore might be worthy of priority consideration for improvement. Item 37 would have been the next Key Opportunity after item 31 discussed above, so again might be worth priority consideration. Item 4, even though it is in the Greater Strength quadrant could, because of sampling variation, have been in the Greater Opportunity quadrant and be in consideration as a Key Opportunity and so might also be worth priority consideration.

Meaning and Purpose Drivers

Two Driver items talk about meaning and purpose in one's life:

Item #	Item
43	I believe my life has meaning and purpose.
7	I have a clear purpose to my life and am able to articulate that purpose to both myself and others.

If we locate these items on the Quadrant Map, we see that item 43 is a Greater Strength and item 7 is a Lesser Opportunity. In other words, people's belief in meaning and purpose is stronger than their ability to articulate it. Even though congregants rated item 7 as relatively less important in their spiritual lives (and perhaps that's because they recognize they aren't very good at articulation of purpose), because it's a Driver you may still decide to develop it. If you do, the fact that congregants have a belief in the meaning and purpose of life, and find that belief important, should motivate congregants to work at articulating that meaning and purpose.

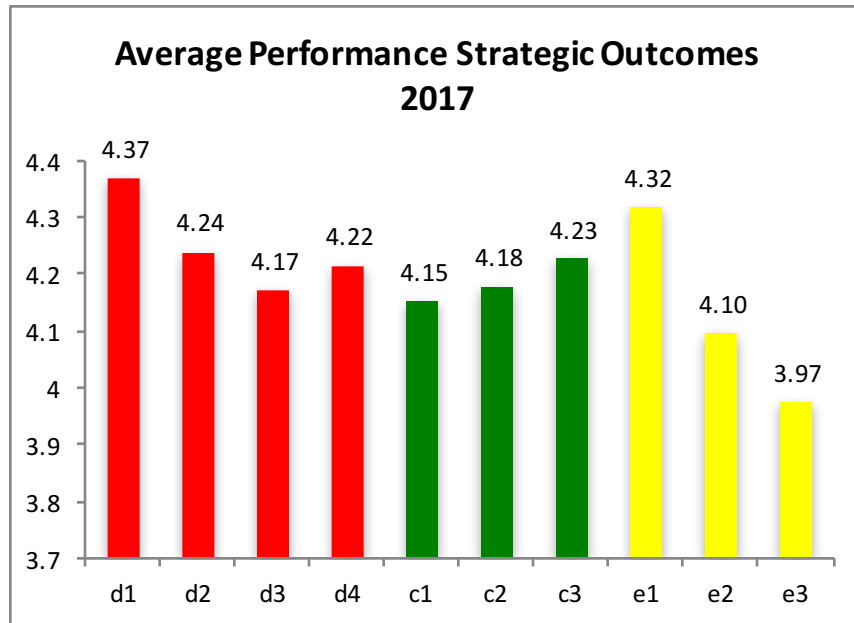
Strategic Outcomes Assessment

Now we turn from the Spirit Map results to the results from the survey section that assessed your Strategic Outcomes.

Key Findings about Strategic Outcomes

1. **Positive view of church's desired outcomes.** The assessment of all strategic outcomes is in positive territory, where the average rating is above 4.0. Scale is 5=strongly agree and 4=agree the outcome is true. This is a positive outcome for this portion of the survey. As a benchmark, Unity's scores on its ends statements are typically in the same range.
2. **Typical pattern among Deepen, Connect, and Engage.** Averaging across broad Strategic Outcome areas we find that the assessment of the Deepen outcomes is higher than the assessment of the Connect outcomes, which is higher than the assessment of the Engage outcomes. As a benchmark, Unity has similar categories for its ends statements (Within, Among, and Beyond) and until this year experienced the same response pattern (Within > Among > Beyond).
3. **Solid loyalty.** Loyalty appears solid, although you'd need more longitudinal data to be sure of the meaning of this year's metric. As a benchmark, Unity's net loyalty was about the same as yours in 2010-2012 and has since moved higher (currently 73.7, its highest level ever).

Average Ratings for Strategic Outcomes



Notes:

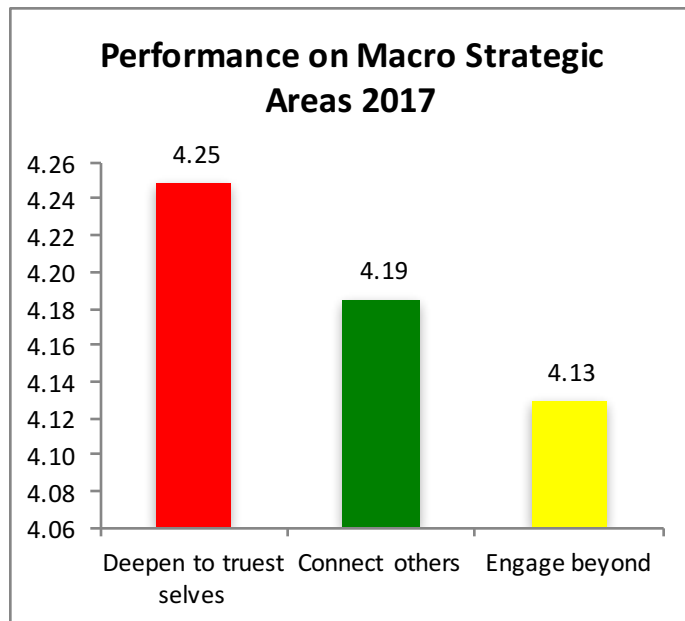
- See page 30 for a list of all strategic outcomes.
- The average for all strategic outcomes is in positive territory (>4.0).
- d1: highest rating: Develop meaningful lives, drawing inspiration from science, poetry, scripture, transcendent mystery, and personal experience.
- e1: second highest rating: Serve as a trusted and visible leader, partner, and advocate for the creation of a just society and sustainable environment.
- e3: lowest rating: Build authentic relationships with people across differences, in the spirit of humility and openness.
- differences ≥ 0.12 are statistically sig at the 95% level of confidence
- differences ≥ 0.08 are statistically sig at the 80% level of confidence

Pattern for Deepen, Connect, and Engage

We can average the Deepen outcomes, the Connect outcomes, and the Engage outcomes and look at “macro” level performance.

As mentioned above, note how the average rating of the Deepen outcomes is higher than the average rating of the Connect outcomes which is higher than the average rating of the Engage outcomes. Interestingly, the second-highest rated outcome is in the Engage category, as is the lowest-rated outcome, so the range is wide even as the average is low.

As a benchmark, Unity has similar categories for its ends statements (Within, Among, and Beyond) and until last year experienced the same response pattern (Within > Among > Beyond). A good conversation for the board: are the strategic outcomes of Deepen, Connect, and Engage at equal priority?

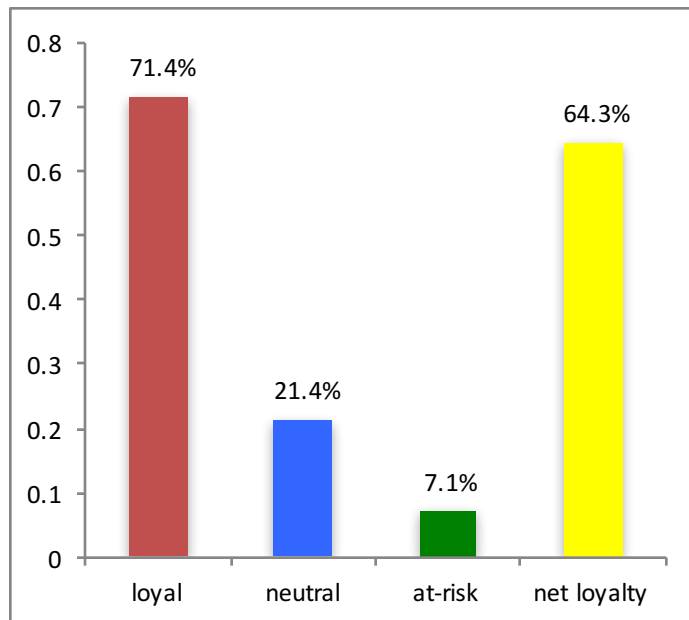


Loyalty

We ask respondents whether, using a scale of 1-10, “Would you recommend JUC to a friend or relative?” A person’s willingness to recommend is viewed in the business world as a key indicator of degree of loyalty to a brand or company. The graph below shows how many people are:

- Loyal (responded with 9 or 10)
- Neutral (responded with 7 or 8)
- At Risk (responded with 1-6)

The key metric is Net Loyalty, represented by the yellow bar, equals the percentage of people who are loyal minus the percentage of people who are At Risk. As a benchmark, Unity’s net loyalty was about the same in 2010-2012 and has since moved higher (currently 73.7, its highest level ever). (More information on this Loyalty construct can be found in an article – “The One Number You Need to Grow” - published in the Harvard Business Review in Dec 2003)



Program/Activity Evaluation

We asked people to indicate, on a scale of 1-5, the degree to which a particular set of church programs has had an impact on their spiritual growth and maturity. The average results for each category, in order of impact:

Program/Activity Area	% of respondents participating	Impact on Spiritual Maturity
Deepen: Attending Worship	86%	4.01
Deepen: Group Religious Activities	53%	3.91
Engage: Social Justice Activities	54%	3.45
Connect: Church Activities	57%	3.27

These are solid numbers, with room yet to grow. As a benchmark, Unity's approximately comparable scores (although we have more categories):

Program/Activity Area	% of respondents participating	Impact on Spiritual Maturity
Attending Sunday Worship	89%	4.36
Adult Religious Education	58%	3.62
Community Outreach	42%	3.56
Fellowship	25%	3.40

Comments Analysis

Note: This comment analysis is an edited form of the analysis received by the board, the ministers, and the survey team, in order to avoid publishing specific comments.

Three key themes emerging from the comments:

- 1. Spirituality provokes both interest and discomfort.** Although many comments appreciated the survey and its thought-provoking content, and many people made comments about the role of spirituality at JUC and in their personal lives with no discomfort, there were also many comments uncomfortable with spirituality and spiritual maturity. Some of those comments equated spirituality with lack of action, some of those comments felt that spiritual maturity imposed a hierarchy, and some of those comments found no meaning in the concept of spirituality.
- 2. We live in challenging times and people have a wide range of opinions about how church should respond.** There were comments that:
 - Highlighted people's sense of the urgency of the moment.
 - Expressed frustration in hearing so regularly about the issues of the day.
 - Wished for a deeper response from the church.
 - Worried about alienating people with different political views.
 - Appreciated the church's support in navigating this moment.
- 3. Church matters in people's lives.** There were many comments, in all categories, of the deep meaning church brought to people's lives. Despite the few comments about diminished impact and some yearning for the past, the overwhelming majority highlighted programs that had made a deep difference in their lives. People particularly highlighted worship, small groups, Family Promise, and choir as transformative experiences.

Jefferson Unitarian Church Strategic Outcomes

Deepen

Deepen us to our truest selves:

The people of Jefferson Unitarian Church value an engaged spiritual life that is transforming and meaningful within the free faith tradition of which we are a part. As Unitarian Universalists we seek to:

1. Develop meaningful lives, drawing inspiration from science, poetry, scripture, transcendent mystery, and personal experience.
2. Face difficult times in our lives knowing that we belong to this life and have a sense of meaning, integrity, and conscience that sustains us.
3. Challenge ourselves to seek greater depth and understanding that brings us into a more engaged presence with our own deepest selves and the world we live in.
4. Make choices in our lives that empower us to contribute to a better future no matter our stage of life.

Connect

Connect us authentically with others:

We connect in an open, hospitable, and faithful community. As a congregation we seek to:

1. Foster meaningful connection, providing respite from the isolation and ego-centrism of the larger society.
2. Conduct our relationships in ways that are authentic, respectful, loving, and kind -- allowing ourselves and others to be truly known.
3. Bring life to our values in shared ministry with compassion, gratitude, and joy.

Engage

Engage us with needs beyond our own:

We are called to create compassion and justice in the world. As a community we seek to:

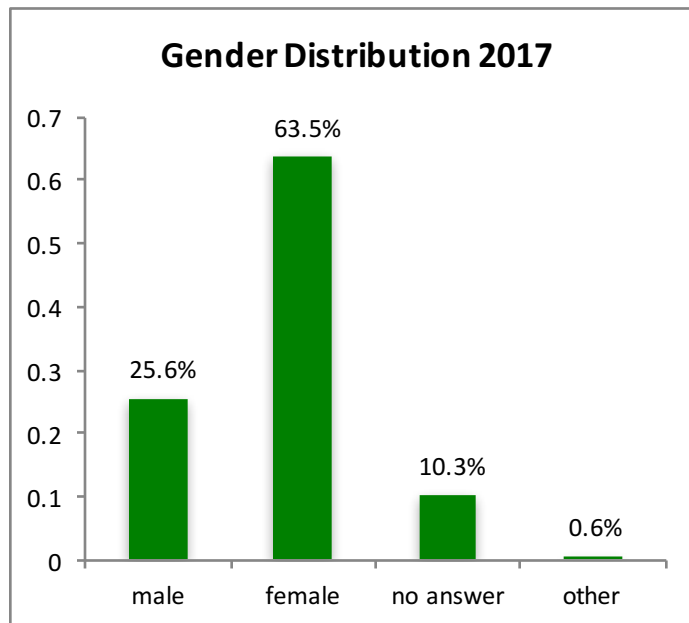
1. Serve as a trusted and visible leader, partner, and advocate for the creation of a just society and sustainable environment.
2. Grow our capacity to serve as a Beloved Community for all who seek (physically or virtually) comfort, courage, and meaning.
3. Build authentic relationships with people across differences, in the spirit of humility and openness.

Survey Demographics

333 people provided survey information. This is an excellent result. As a benchmark, Unity Church-Unitarian has only had that many people respond in years when Spirit Map has not been a part of its congregational survey. This year, 272 people responded to its survey.

The average age of survey respondents is 57.9. As a benchmark, Unity Church-Unitarian's average age this year was 58.2, an increase over previous years.

The gender distribution:



Spirit Map Survey Structure

The data for this report comes from the Spirit Map surveys your congregants recently completed. The survey asked congregants to respond to 44 items two ways:

- The degree to which the items are true for them at this time (on a scale of 1-10)
- The degree to which the items are important to them (on a scale of 1-10)

It also asked congregants to assess their subjective sense of their:

- Current level of overall spiritual maturity (on a scale of 1-10)
- Overall level of spiritual maturity five years from now (on a scale of 1-10)

We aggregate and analyze your congregants' responses to present your congregation's Signature Strengths, Key Opportunities, Quadrant Map, and Drivers of Spiritual Maturity.

How We Determine Signature Strengths and Key Opportunities

To determine Signature Strength and Key Opportunity items, first we find the average self-assessment rating for each item. We'll call that the congregation self-assessment rating for each item. We also find the average importance rating for each item. We'll call that the congregation importance rating for each item.

To determine your congregation's Signature Strengths we focus on the Spirit Map items with congregation self-assessment ratings greater than the average congregation self-assessment rating. In other words, we focus on the items which the congregation finds, on average, relatively more true of it. For these items, we multiply an item's congregation self-assessment rating by its corresponding congregation importance rating to determine a prioritizing metric for each item and then rank order the prioritizing metrics. The top five Spirit Map items (and ties, if any) in this ranking are your congregation's Signature Strengths. *Thus, Spirit Map items that are both important to your congregants and where congregants are already doing relatively well will have the best chance of being Signature Strengths.*

To determine your Key Opportunities, we focus on the Spirit Map items with congregation self-assessment ratings below the average congregation self-assessment rating. For each of these items we determine its "opportunity gap": the difference between the maximum self-assessment rating possible (10) and the current congregation self-assessment rating. This

opportunity gap is the maximum self-assessment gain possible for that item. We multiply the opportunity gap by the congregation importance rating for that item to determine its prioritizing metric. We rank order the prioritizing metrics and the top five Spirit Map items in this ranking (and ties, if any) are your congregation's Key Opportunities. *Thus, Spirit Map items that are both important to your congregants and where congregants are currently doing relatively poorly will have the best chance of being Key Opportunities.*

Spirit Map Items with Your Congregation's Average Self-Assessment and Importance Ratings

We assign each item a rank order number from 1-44 according to its average self-assessment and average importance scores. 44 is the highest average score; 1 is the lowest.

Number	Self-Assessment Rank 1-44	Importance Rank 1-44	Item
1	22	36	I see beauty all around me.
2	12	8	I think about my place in the universe.
3	26	33	I delight in experiences both great and small
4	24	26	I feel part of something larger than myself.
5	38	44	I seek opportunities to learn and grow.
6	40	25	Leading a moral life makes me happy.
7	3	11	I have a clear purpose to my life and am able to articulate that purpose to both myself and others.
8	6	7	I actively practice my spiritual or religious faith.
9	31	29	I seek harmony with others.
10	13	27	I give to others fully and generously.
11	2	5	I act in a spiritual manner.
12	27	30	I am reflective.
13	34	42	I am respectful of the feelings, actions, and opinions of others.
14	39	40	I take responsibility for the consequences of my actions, even those that are unintended.

15	32	39	I act in an authentic manner.
16	42	41	I care deeply about the welfare of others.
17	43	37	I believe it matters what I do.
18	28	28	I act with the interests of others in mind.
19	41	43	I act with integrity.
20	30	31	I am self-aware.
21	19	17	I freely and intentionally give my time and energy to others.
22	23	13	I am mindful of my emotions.
23	36	21	I see something universal in all human struggle.
24	29	10	I accept ambiguity as inherent in life.
25	15	6	Awareness of my mortality informs how I live my life.
26	11	9	Having good boundaries allows me to act with intention.
27	20	12	Even though I cannot know exactly what will happen, the promises I make give shape to my future and meaning to my life.
28	4	3	I perceive and respond to truth that is expressed in myth or poetry.
29	5	2	I appreciate the beauty and power of religious symbols and rituals other than my own.
30	14	4	I am aware of some of the limitations or paradoxes of my own preferred religious vocabulary.
31	18	24	I act with awareness of my place in the interconnected web of existence.
32	44	35	I am curious to learn more about how the world around me works.
33	17	20	I can tell the difference between what I am responsible for, and what I do not control.
34	9	19	I make good decisions about when to act.
35	16	32	I'm able to adapt when things do not turn out the way I want.
36	21	16	My spiritual growth is important to me.
37	10	18	I have the ability to repent, forgive myself, and change.
38	8	14	I can ask for and accept forgiveness.

39	37	38	I experience awe.
40	33	23	I am able to exercise power without corruption.
41	35	15	I can give loyalty to another's leadership without losing my integrity.
42	1	1	I act in a religious manner.
43	25	34	I believe my life has meaning and purpose.
44	7	22	I can be in the presence of my own or another's pain without needing to flee or fix it.