

**Job Title:** Chief Operating Officer

**Location:** Diocese of Texas, Houston Office (with required travel up to 20% across the Diocese)

**Reports to:** The Rt. Rev. (Bishop) C. Andrew Doyle

**Job Overview:** The Chief Operating Officer (COO) is an experienced, future-oriented senior executive who reports to the Bishop Diocesan. As the integrator of the executive team, the COO ensures that members have effectively translated the Bishop's vision into actionable goals. This role bridges ministry and business functions, driving excellence in support of the diocesan mission and strategic goals. The ideal candidate is an inspiring, future-forward thinker who adeptly fosters collaboration, strengthens organizational resilience, and cultivates a culture of alignment, creativity, and growth.

## **Key Responsibilities**

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### **1. Strategy**

- Ensure the Bishop's strategic vision is translated into actionable plans with successful execution.
- Develop and implement an operational vision aligned with the Diocesan strategy.
- Lead and coordinate task force teams, commissions, and consultants to advance the Diocesan strategy.
- Develop future-ready strategies to ensure Diocesan staff and systems are equipped to adapt swiftly and effectively to unanticipated changes.
- Translate urgent foresight into actionable insights while maintaining progress toward Diocesan goals.

### **2. Leadership**

- Unify and align the leadership team with the Bishop Diocesan's vision and goals.
- Serve as a unifying force across Diocesan departments, fostering cohesive teamwork and bridging organizational gaps.
- Establish frameworks for rapidly identifying disruptive events and future opportunities.
- Prepare Diocesan staff, congregations and institutions to effectively and confidently navigate frequent, complex, unanticipated change.

### **3. Operations**

- Align business and ministry functions to ensure operational systems and technologies effectively support the Diocesan vision.
- Anticipate and leverage emerging technologies to enhance operational efficiency and support ministry impact.
- Drive continuous improvement, efficiency, and innovation in enterprise-wide systems and processes, ensuring scalability and adaptability.
- Ensure robust business continuity systems and procedures to safeguard operations across the Diocese's distributed footprint.

#### **4. Missional Growth**

- Ensure the optimum allocation of financial, human, and technology resources for timely accomplishment of Diocesan Congregation and School goals.

#### **5. Culture**

- Inspire and align teams around a shared vision with well-defined goals.
- Foster a culture of joy rooted in mission, strengthened by shared purpose and clear accountability.
- Ensure that the Diocesan vision is clearly and consistently communicated to internal and external stakeholders.

#### **6. Talent Development**

- Lead and inspire employees to optimum performance.
- Set clear, measurable goals for employee performance and professional growth.
- Ensure optimal talent placement by ensuring the right people are in the right seats.

#### **Qualifications / Key Attributes:**

- Proven leadership experience in a senior executive and integrative role.
- Exceptional strategic planning and execution skills.
- Experience with EOS (Entrepreneurial Operating System) or similar strategic execution framework.
- Experience leveraging data analytics and business intelligence to inform strategy and operational decisions.
- Track record of successfully leading and managing complex initiatives, ensuring timely delivery and adherence to budget.
- Exceptional communication, interpersonal, and change management skills.
- History of agile, adaptable leadership in changing circumstances and priorities. Embodies a calm temperament in high-pressure conditions.
- Familiarity with the BANI framework, a model for understanding and navigating complex, unpredictable environments, characterized by Brittle, Anxious, Nonlinear, and Incomprehensible conditions.
- Effective in maintaining strategic focus while assuring high performing operations.
- Minimum of bachelor's degree in Business Administration, Business Finance, Accounting, or similar. Graduate degree preferred.

**Reporting Relationships:** The Chief Operating Officer reports directly to the Bishop Diocesan and works closely with the senior leadership team to ensure effective execution of the Diocesan vision. The COO will have oversight of Communications, Information Technology, and Human Resources.

# Logic Model for Chief Operating Officer

## 1. INPUTS

### **Vision & Strategy:**

- The Bishop Diocesan's strategic vision and directives
- Current and historical Vision/Traction Organizer (VTO)
- Historical congregation data analyses
- New growth strategy design and implementation frameworks
- "Faith in the Future" report

### **Human Resources:**

- Executive team
- Diocesan staff and strategic contract workforce
- External stakeholders, including Diocesan congregation leaders, institutions, and foundations
- Organizational culture and workforce policies

### **Financial Resources:**

- Diocesan budgets, financial history, investment strategy
- Diocesan foundation funds and grant history
- Financial systems, policies, and procedures

### **Technology & Operations:**

- Mission-critical technology systems, including the Enterprise Operating System (EOS), USHER, Safeguarding and epicenter.org
- User documentation and cross-department processes
- Administrators, internal users, and external users.

## 2. ACTIVITIES

### **Strategic Execution:**

- Develop and implement an operational vision aligned with the Diocesan strategy
- Ensure the Bishop's vision is translated into actionable plans
- Lead and coordinate strategy teams, task forces, and consultants
- Develop future-ready strategies for adaptability and resilience
- Translate urgent foresight (emerging trends, disruptions, opportunities) into actionable insights (concrete strategies).

### **Leadership & Organizational Alignment:**

- Unify and align the leadership team with the Bishop's vision and current VTO
- Foster collaboration across Diocesan departments to strengthen performance and resilience
- Prepare staff, congregations, and institutions for navigating frequent change

### **Operational Excellence:**

- Strengthen alignment between operations and ministry to enhance collaboration and mission impact
- Ensure documented user guides for mission critical systems
- Leverage emerging technologies to support the Diocesan mission
- Drive continuous improvement and innovation in operational processes, systems, and business continuity

- Foster a culture of accountability, creativity, and resilience
- Develop leadership pipelines and ensure optimal talent placement
- Develop resilient, adaptive leadership training and ongoing education for navigating in a BANI world, ensuring staff and clergy are equipped to manage uncertainty, complexity, and rapid change.

### 3. OUTPUTS

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#### **Operational Efficiencies:**

- Resource utilization aligned with strategic priorities
- Training resources for maximizing usage of EOS and USHER to bolster organizational impact
- Documented frameworks for rapid response to disruptions

#### **Technology & Innovation:**

- Consistent utilization of internal user guides for mission critical technology
- Clear strategies for digital transformation and process improvements
- Advanced analytics integrated into decision-making processes

#### **Growth & Resilience:**

- Future-ready strategies that support adaptability
- EDOT resources structured to support sustained missional growth
- Established benchmarks to track organizational progress in key areas

#### **Engaged & High-Performing Workforce:**

- Continuous leadership development and learning initiatives
- Defined performance metrics for employee growth
- Adaptability and resilience is reinforced in staff and congregation leaders beyond formal training through engaging, everyday practices that make navigating change an integral part of Diocesan culture.

### 4. OUTCOMES

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#### **Short-Term Outcomes:**

- Cohesive departmental alignment with strategic goals
- Strong collaboration structures across departments
- Clearly communicated strategic vision

#### **Intermediate Outcomes:**

- Documented and optimized operational procedures
- Increased organizational effectiveness
- Optimized decision-making driven by clear growth frameworks aligned to the strategic vision

#### **Long-Term Outcomes:**

- A highly resilient leadership team and workforce
- Enhanced operational agility to adapt to change
- Scalable and sustainable missional growth frameworks
- Scalable technology infrastructure

### 5. IMPACT

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- A well-integrated, high-impact organization where faith, leadership, and innovation unite to bring the strategic vision fully to life
- A bold, future-ready workforce and leadership team, empowered to navigate change with agility and confidence
- A resilient, mission-driven organization achieving sustained growth
- An adaptive and innovative Diocesan structure

Congregations and schools equipped to adapt, experiment, and respond to evolving community needs