

# Our Strategic Roadmap

Towards the Centenary of the Work:  
Philippines & Indonesia



To strengthen vocational identity for  
joyful service to the Church and society

PILLAR 1:  
**Formation  
& Culture  
Building**

Built upon **two pillars**  
that support all  
apostolic work

PILLAR 2:  
**Apostolic  
Direction**

## STRATEGIC PRIORITIES:

Strategic Priorities (SP) act as the foundation,  
ensuring our Formation and Apostolic pillars remain strong for the long term



### 01 Authentic Dialogue

Build a **Culture of  
Authentic Dialogue**

#### GOAL

Build the culture  
of "**katapatan**"  
by which each one can  
express herself  
and listen, leading to  
**openness** rooted in  
**trust, empathy,**  
**truthfulness**

#### SOME ACTION PLANS

- Workshops on art of dialogue
- Listening Project to hear voices across the region
- Hold discussions on priority areas, e.g., understanding the Administration; fostering sober lifestyles.



### 02 Apostolic Reach

Grow our apostolic  
reach among **youth  
and young families  
of all backgrounds**

#### GOAL

**Foster synergy** through  
stronger alignment and  
**collaboration** among the  
faithful of the Work and  
entities through strategic  
Church and Community  
**partnerships** within their  
geographical areas.

#### SOME ACTION PLANS

- Establish **Apostolic Hubs** to reach **Youth & Young Families**



### 03 Organizational Capability

Build **organizational  
and management  
capabilities** for  
sustainable growth

#### GOAL

Focus 1  
**Talent  
management  
& upskilling  
together**

Focus 2  
**Financial  
management  
and fund  
development**

#### SOME ACTION PLANS

- Conduct a **region-wide talent management drive**, restructuring for optimal leadership posts, and work on succession plans
- Find **income-generating strategies** to sustain activity venues
- Collaborate with the foundations to **set up a Fund Development Office**

## Glossary

A reference that defines key concepts used throughout the roadmap to ensure consistent understanding and alignment

### Vision: Ever Joyful Modern Apostle

#### Apostle

The primary subject of the vision is each faithful of Opus Dei and the term apostle captures her core identity. As apostle, the faithful is passionate about the mission, self-led, an inspiring witness wherever she is, and has tangible concern for others. The term Apostle also refers to people who are not members of Opus Dei but who, by virtue of their baptism, are apostles and whom we desire to be ever joyful.

#### Modern

Points both to the setting of the apostolic action, i.e., the

contemporary world where she exercises a specific professional work, as well as to the corresponding quality of every faithful, i.e., concerned with and contributing to the progress of the world according to her personal circumstances.

#### Joyful

This aspect of the vision points to the fullness that comes from the certainty of discovering one's purpose in God's plan. This joy is rooted in a growing identification with Christ -man and God-through prayer and the Sacraments. A distinguishing characteristic of this joy is the acceptance of oneself and of

reality, which makes a person exude both serenity and enthusiasm for life according to each one's temperament.

#### Ever

The inclusion of the adverb "ever" aims to capture the timelessness of the concepts "apostle" and "joy". Referring to apostleship, St. Josemaría said that the vocation is "eternal", the call precedes existence and called to fruition in heaven itself. On the other hand, developing a joyful attitude always, over and above life's changes, is the mature fruit of a well-integrated personal identity as a child of God in Opus Dei.

Bibliography: <https://opusdei.org/en/article/an-ever-joyful-apostle/>

### Strategic Priorities (SPs)

The Strategic Priorities are **the focused initiatives for the next period**, translating the broad Pillars into measurable, achievable goals that will drive the organization's growth and impact.



#### SP 1 To build a culture of authentic dialogue

This culture aims to gradually **overcome a hierarchical mentality** deeply-rooted in Filipino culture, which many times prevents openness to one another.

An area of priority for dialogue is **deepening the understanding of the Administration and the Assistant Numerary vocation.**

Building an **authentic dialogue** means creating safe spaces where people feel free to speak to anyone about anything at any time, made possible by the practice of the 4 key attitudes: person-centeredness, openness, flexibility and transparency. It recognizes that in a complex, rapidly changing world, effective apostolate requires **listening and mutual understanding.**

This will support all efforts to improve the Administration, the backbone of Opus Dei, and serve as an impetus for greater zeal to promote, with God's grace, more Assistant Numerary vocations.

Another priority area for dialogue is financial management. The goal is to **strengthen trust so that mutual help can be**

**extended by the faithful to each other in living poverty and detachment with joyful freedom and abandonment to God.** These dialogues can promote realism, secularity, sober lifestyles, and greater conviction to support the apostolic works and the growing needs of our family.

Strategic Priorities (SPs) *continued...*

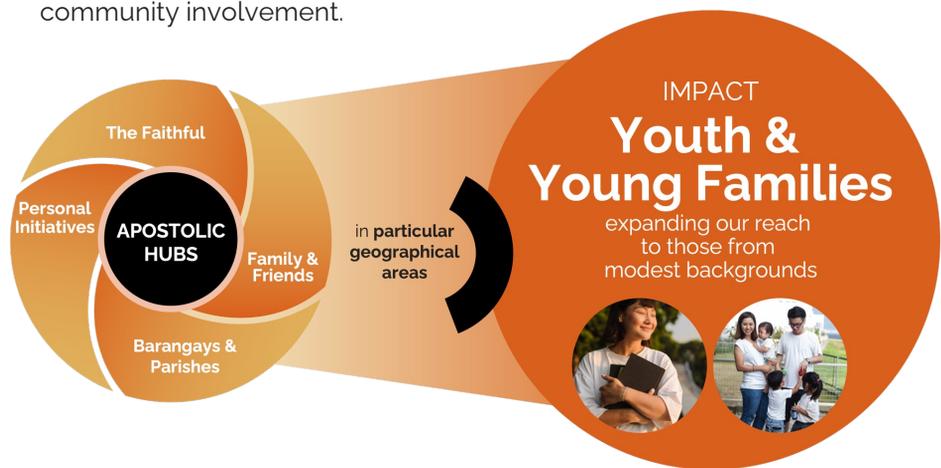
SP 2  
**To grow our apostolic reach among the youth and young families of all backgrounds**

Our strategy is to **cultivate a spirit of synergy** to strengthen alignment and collaboration among the faithful and entities in geographical areas through strategic Church and community partnerships.

A concrete manifestation of this synergy are **apostolic hubs**: dynamic ecosystems composed of the faithful with their family and friends, corporate and personal apostolic initiatives, the local government, the parish and other social institutions working together bringing apostolic action into workplaces, neighborhoods, schools, foundations, and varied organizations.

In the Philippine context – where ***pakikipagkapwa*** (to be a neighbor), shapes social life – these apostolic hubs emerge naturally as the faithful live their vocation through family life, professional work and community involvement.

While coordination and efficiency are sought, SP2 deliberately safeguards the primacy of the person, therefore gives importance to personal dealings.



SP 3  
**To build organizational and management capabilities for sustainable growth**

The **second area** of focus is financial management and fund development.

**Financial management** is essential for institutional sustainability. Grounded in the virtue of poverty and detachment

The **first area** of focus in terms of capacity **building is talent management**. The goal is to ensure that critical posts are filled by leaders (Advisory Directors, Local Councils, Groupheads, Coordinators, Management of Apostolic Initiatives) who are well-prepared and supported to lead effectively.

Furthermore, this involves building a robust pool of a critical mass of formators guided by transformative and servant leadership principles.

this translates to responsible and transparent use of resources. It also involves strengthening collaboration between Advisory and Foundations in managing finances.

Effective **fund development** on

the other hand, is an apostolic work in itself, inviting others to participate in the mission through their generosity, to achieve synergy in building shared resources. This ensures the continuity of the mission for future generations.