

The Feedback Loop



Pastoral Development for Leadership Excellence

Conference:

Church:

Date:

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Template Letter

Introduction

ABC CONFERENCE

{This letter can be tailored and adapted as desired by the conference}

Date

To the Pastor:

Human nature craves feedback. In every relationship there is a twinge of curiosity. We each want to know, “How am I doing?” Even Christ watched the faces of his listeners as evidence that the truths he spoke reached their hearts (*Evangelism*, p.295).

Nowhere is feedback needed more than among church leaders. A system-wide feedback loop that helps Church leaders grow and develop is long overdue based upon survey results of both church administrators and pastors. Effective church leaders are anxious to discover ways that they can better advance the gospel.

This Feedback Loop is the result of years of collaboration between church pastors, conference administrators, colleges and seminaries, local church lay leaders, and the North American Division Office. The Loop is based upon the following concepts:

1. Simplicity and ease of use
2. Mutual trust and genuine transparency
3. Everyone’s need for feedback and continuous development
4. Accurate feedback based upon unbiased information
5. Collaboration rather than duplication of effort by the NAD’s 58 Conferences

This document is undergoing extensive scrutiny. Efforts to continuously improve the process are never ending. Your ideas are valued at all times. Thanks for everything you do to help make the pastoral ministry among the most honorable of professions!

Sincere regards,

Name

Title

Section One:

Your Church

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Overview of the “Your Church” Tools

Church Profile: This profile is a starting point for understanding the pastor’s current ministry context. To adequately gather a true picture of the congregation it should be submitted to both the pastor and the church leadership team to develop together. The Ministerial Director for the Conference may also want a copy of the final version to use in mentoring sessions with the pastor. The time allowed may vary based upon the size and uniqueness of the congregation. Detailed guidance for this process is included in the Church Profile document.

Church Health Inventory: This tool is excellent for helping a pastor and the church board (or the church at-large) assess the effectiveness of the entire church including the board’s own contributions. They have a part to play as well. The Ministerial Director can then also use the results to brainstorm with the pastor on ideas for improving the Church’s organizational health.

Church in Its Community:

This tool helps the pastor and the Board assess the needs of the community the church serves. Together they can use this tool to develop strategies for increasing the impact the church could have on the community.

Church Profile

The entire church, and not just the pastor, is responsible for growing and improving. Each church has a distinct personality. Understanding the current state of the church is the starting point for understanding the pastor's role. The Church Profile presents an opportunity to discuss these issues with your board and/or your coach.

The Congregation's History and Culture: When did this congregation begin as an organization and what circumstances led to its beginnings? How has this congregation changed over time? What do you consider its greatest strengths and challenges?

Average or Typical Attendance:

Actual attendance at a typical church service?	Adult Sabbath School?
Your book membership?	What % of your book membership actually attend?
Do you have an organized plan for reaching missing members?	
What are the average number of visitors/ first-time attendees during a month? How do you follow-up with visitors?	

Stewardship and Finance:

Amount of tithe the last full year?	Tithe trend past 5 years? [] Up [] Down [] Mixed
Mortgage paid off? [] Y [] N	If no, what is balance?
	Monthly payment?
What grade would you give the financial health of your congregation? Explain.	

Church Profile *(Continued)*

Youth Participation: Many churches today are challenged to find ways of engaging youth and young adults into the life of the church. Is this the case in this church? Any plans for change?

Ethnic and Cultural Profile: Research suggests that the Seventh-day Adventist church is the most diverse denomination in the North American Division if not the entire world. Has the cultural composition of your church changed over time? If yes, how? Has this been beneficial or challenging?

Strategy: Does your congregation have a mission statement? []Y []N
If yes, what is it?

Does your church currently have a **written** strategy for accomplishing mission and pursuing church excellence? []Y []N

If yes, please attach your church's strategic plan to the appendix.

Evangelism: Does your congregation have a plan for public evangelism?
[]Y []N If yes, describe below:

Strengths: What do you see as this congregation's greatest strengths? Describe:

Challenges: What is this congregation's greatest challenge?

Ministries: Which of these ministries are currently active in your congregation?
Place an “x” in the blank if active

	Adventist Community Services		Adventurer Club
	Children’s Ministries		Communication Director
	Community Services		Disabilities Ministries
	Family Ministries		Greeters
	Health Ministries		Home and School; Education
	Interest Coordinator		Literature Ministries
	Men’s Ministries		Personal Ministries
	Prison Ministries		Public campus Ministries
	Reconnecting Ministries		Religious Liberty
	School Board		Singles Ministries
	Stewardship		Vacation Bible School
	Web and Social Media		Youth Ministries

Are sufficient people available to fill them? Do they collaborate to minimize duplication? Do you have other ministries not listed here? Do you desire still others?

Church Health Inventory

To the Pastor: This inventory should be given out to either the Church Board or to the entire congregation if practical to do so. Read the instructions to the group, answer any questions, and tabulate the results for each category. Share your results with your team in order to identify both strengths and future growth areas.

Instructions to church members: For each quality, check the box that comes closest to your overall impression of your church.

Revival/Transformation

Spiritual leadership

- Growth Area** - Leaders unable to inspire church with a compelling vision that promotes spiritual growth. Member visitation needs improvement. Church attendance is declining.
- Good** - Leaders cast a spiritual vision that guides church growth and nurture but plans are not always implemented. Church services are usually engaging. Church attendance is stable.
- Great!** - The entire church is "on fire" thanks to a visionary leadership. Worship services and home visits inspire members to advance in their Christian walk. Church attendance is growing!

Closer Walk with God

- Growth Area** - Worship services are engaging to some, but inroads of apathy and ego pose an ongoing challenge to spiritual growth and nurture.
- Good** - Divine worships are generally well-received. Some members are committed to Bible study and prayer but primarily on an individual basis.
- Great!** - Sabbath School, small groups, and mid-week prayer meetings enjoy excellent attendance. Most members are committed to serious Bible study.

Education/ Discipleship

Engaging our Children and Youth

- Growth Area** - Although some children and youth are actively engaged, most young people appear to be on the margins of church life.
- Good** - Many youth participate in some aspects of church life. At times it is a challenge to get them and their adult leaders fully engaged.
- Great!** - Here, children and youth are the church of TODAY! They are included in all parts of church life. Most receive quality Adventist education.

Spiritual Growth Emphasis

- Growth Area** - Learning happens at our church but not in any organized or systematic way. There is little follow-up to determine how people are growing personally and spiritually.
- Good** - The church conducts seminars on a variety of topics. Attendance varies. Seminars are single events rather than on-going, planned processes to nurture personal and spiritual growth.
- Great!** - The church is widely known as a "center of learning" for members and community. Spiritual growth is celebrated in this church and members are intentional in their discipleship journeys!

Church Health Inventory *(Continued)*

Alignment

Fellowship and Inclusiveness

- Growth Area** - Church members associate primarily within their circle of close friends. Strangers, new members, and isolated or difficult persons may be left out. Diversity barriers exist.
- Good** - The church is generally cordial to everyone; however, there are few church-wide efforts to insure that a culture of inclusion touches every member.
- Great!** - The church is known as the friendliest church in town to visitors and members alike. Through careful planning, everyone feels a keen sense of belonging! Communication portals (web-sites; phones; greeters) are inviting.

Unity

- Growth Area** - Disagreements among members and church leaders are fairly common thus creating an unpleasant climate; there is no formal process for resolving differences. Gossip and rumors are problems.
- Good** - Church leaders and members generally are "on the same page." Open disagreement is rare but undercurrents are more common. There is no formal process for resolving occasional differences.
- Great!** - The church collaborates closely and effectively. They speak as one voice! Personal disagreements are rare and resolved quickly and peaceably. A biblically based mediation process is available and followed as needed.

Community/Evangelism

Evangelism and Service

- Growth Area** - Evangelism happens mostly on an individual basis; outreach and community service is a sporadic activity.
- Good** - The Church appeals to nonmembers primarily through church worship services. A few members are involved in community service and outreach.
- Great!** - Through acts of service and mercy, sizable numbers of non-member visitors are drawn to the church. The church is viewed as a key part of the community life.

Church Health Inventory *(Continued)*

Leadership/Management

First Impression; Church Environment

- Growth Area** - Church environment is unappealing and fails to make a good impression. Web-sites and phone systems are a poor reflection of the church.
- Good** - The church is generally attractive with some exceptions. Web-sites and phone systems exist but may need to be updated or improved.
- Great!** - The church environment is inviting and the premises are immaculate. Web-sites, social networks, and phone systems are top-rated and give a very favorable impression.

Effective Leadership and Management

- Growth Area** - Church responsibilities tend to be assumed by a few. Burnout happens as people feel overworked. Strategic thinking is absent.
- Good** - Internal operations are adequately managed and fairly well organized. The departments are active but tend to work in isolation.
- Great!** - Internal processes of strategic planning, budgeting are exceptional! A climate of collaboration exists. Members are totally involved.

Delegation

- Growth Area** - Leadership authority is centralized and controlled at the top; members are reluctant to use their gifts to the benefit of the church.
- Good** - Top leadership encourages members to use their gifts; many respond favorably but may feel isolated in carrying out their duties.
- Great!** - Top leadership distributes authority to members then celebrates their success. Members feel empowered, supported, and inspired.

Church Board Dynamics

- Growth Area** - Hostile board interactions occur more than they should. Meetings are time-consuming. Members fail to hold the board in high esteem.
- Good** - The board functions well most of the time. Members are respectful but ideas needing discussion sometimes remain unexpressed.
- Great!** - The church board is a model of effectiveness. Time is well spent. Members freely contribute because even diverse opinions are valued.

Church Health Inventory *(Continued)*

Leadership/Management *(Continued)*

Business Integrity

- Growth Area** - Business processes are inefficient and flawed. There is little knowledge of and respect for financial processes of the church.
- Good** - Business processes are generally in order. The church is usually-- but not always-- aware of its true financial standing.
- Great!** - Business transactions are wisely planned, transparent and audited. Departments receiving church funding are held accountable for results.

External Services and Support

- Growth Area** - Services to and support of our church from the local conference and union fail to meet expectations.
- Good** - Services to and support of our church from the local conference and union meet expectations.
- Great!** - Services to and support of our church from the local conference and union exceed expectations.

Myself

Optimism

- Growth Area** - I want our church to improve but I have doubts that it will.
- Good** - There is a good chance that our church can make significant improvements in the days and years to come.
- Great!** - I firmly believe that our church will attain excellence and even greatness in the days and years to come. We will be a model of best practice!

Commitment

- Growth Area** - I want to see our church improve but am not sure if I can make a difference.
- Good** - I'm willing to help my church improve as I have the opportunity
- Great!** - I am completely desirous of giving my "all" in helping my church attain excellence and greatness.

Comments about any portion of this inventory (no names please)

Church in Its Community

Please provide a brief description of the community in which the church is located. Include such things as population, defining aspects of the community, historical significance, nearby municipal/government facilities and institutions, public education, nearby hospitals and health care facilities, public transportation, recreational opportunities, socioeconomic conditions, cultural identification, dominant industry, etc.

How effective do you feel the church impacts the community? In what ways could that effectiveness be enhanced?

Are there other Adventist churches, schools, or healthcare institutions within your area of the community? How well do they work together to accomplish mission? In what ways could this effectiveness be enhanced?

Certain services provide demographic and theographic analysis of communities by zip code. Would you like this kind of information? Y N.

What about information on conducting a community analysis? Y N.

Section Two:

Overview of the Pastoral Leadership Development Model

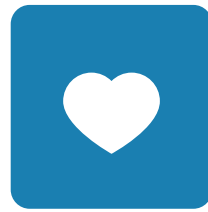
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The Pastoral Leadership Development Model: The Core Qualities

What are the essential qualities of an effective pastor? Hundreds of church pastors, local elders, church administrators, and college and seminary professors were asked that question. The 2,500+ responses were analyzed and inductively clustered into seven categories known as the Core Qualities. The Qualities have been scientifically validated and serve as reliable criteria for building Core Leadership Skills and Developmental Skills.



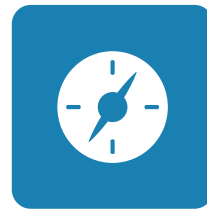
Please note the centrality of MISSION to everything the pastor is and does. The mission of pastors is to lead the congregation in reaching up to God, reaching in with God to help each member become a growing disciple, and then reaching out the wider community with the Christ-centered message of hope and wholeness.



CHARACTER



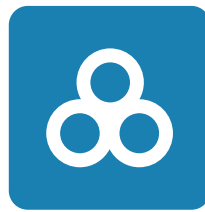
EVANGELISM



LEADERSHIP



MANAGEMENT



RELATIONSHIP



SCHOLARSHIP



WORSHIP

Core Qualities:

The Foundation for Pastoral Leadership

The Core Qualities help align the Core Leadership Skills that every Pastor should demonstrate. Every Pastor should receive feedback on those once a year. Tools for capturing that feedback are outlined in Section Three. For development planning, there are additional skills in Section Four. All of these skills are linked to the Core Qualities.

The mission of the Ministerial Association of the Seventh-day Adventist Church in North America is to empower the ministerial community in leading churches to reach their world for Christ with hope & wholeness. Pastors who are the most effective in this mission are proficient in identifiable core qualities of ministry. These qualities serve as benchmarks for professional growth from the initial call, through undergraduate and Master of Divinity education, internship and continuing education.

Character:

The foundational quality, allowing the character of Christ to be formed in us and modeled through personal integrity that aligns with biblical ideals. Character includes the calling and passion for God and the honesty, humility and resilience to live a life dedicated to these ideals.

Evangelism:

The passion for making disciples, helping people accept, internalize, and share in a vibrant relationship with Jesus Christ the Seventh-day Adventist message.

Leadership:

The vision and inspirational ability to build a Church vision and team and to motivate members to learn, grow, serve, and use their best gifts in a journey toward spiritual maturity.

Management:

The art of disciplined execution in a timely and well-organized way to ensure the long-term health of the Church.

Relationship:

Relating well to others regardless of faith, age, ethnicity, personality, or gender and welcoming, loving and showing compassion for others.

Scholarship:

The dedication to diligently and carefully studying the Bible and professional resources for continuous personal growth in Christ.

Worship:

The ability to facilitating an enriching corporate worship experience that brings people into the presence of God through passionate, biblical preaching and inclusion.



Connecting the Core Qualities to Performance Excellence

The Core Qualities represent the essence of leadership in the Church. The Core Leadership Skills in the Performance Excellence Profile provide a behaviorally-based way of giving feedback to pastors on an annual basis.

This feedback can help the pastor improve performance **and** develop new skills. The outer ring shows the Core Leadership Skills connect to each Quality. **The Performance Excellence Profile is outlined in more detail in Section Three.**



What Is 360° Feedback?

360° Feedback is a tool for collecting feedback from multiple constituents on Core Leadership Skills **and** Developmental Skills. It is confidential and is used for development purposes only.

In addition to the Core Leadership Skills, feedback from multiple conferences, pastors, and church constituents is collected to identify behaviors that contribute to professional development. Approximately every 18 to 24 months, Church leaders should seek anonymous feedback and receive expert coaching on how to interpret the results and prepare a development plan.

What Is Included in the 360° Feedback?

**Core Leadership Skills +
Developmental Skills =
Comprehensive Development Plan**

360° Feedback combined with a self-assessment provides pastors with a development plan for both today's performance and future potential. The Teal Circle includes the Core Leadership Skills and the Dark Green Circle shows which Behaviors are added for developmental purposes. In some cases, there are no additional Behaviors. **The more detailed definitions for the Developmental Skills are included in Section Four.**



Section Three: The Performance Excellence Profile

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Understanding Performance Excellence *(Continued)*

1. Collaborate on Goals and Expectations: The Performance Excellence Profile starts at the beginning of the year with the pastor and the board collaborating on goals and expectations. This is a time for the pastor, Church, and Conference to align around the Core Leadership Behaviors.

2. On-going Coaching and Development: Throughout the year, the pastor should be seeking ongoing coaching and development.

3. Performance Excellence Profile: At least once a year, pastors should seek feedback from their board, members and the Conference on the Leadership Behaviors. This creates an opportunity for pastors to plan to leverage their strengths and provides feedback for Core Leadership development.

4. Plan for Development: The Ministerial Director and the Pastor should annually meet to plan for development and training.

Performance Excellence Profile Tools

Pastoral Job Description: The Pastoral Job Description is designed as a template for communicating the role and responsibilities of the pastor. It can be customized to fit the specific needs of the church's situation using data gathered from the Church Profile. It is recommended that the job description address the specific roles and responsibilities in the pastor's current assignment. Whatever process is used to modify the Job Description, the local conference as the employer, should provide the final revision and approval.

Reaching Your Top Three Goals: On an annual basis, the pastor should reach consensus with the board on the top three mission critical goals for the year and then use the Reaching Your Top Three Goals form to review progress and outcomes. The pastor should complete a self-assessment and then compare it to the assessment of the church leadership.

Behavioral Feedback: Pastors and all leaders benefit from feedback. Annually there are Core Leadership Skills that a pastor needs feedback and there are Developmental Skills that a pastor needs feedback on in

order to prepare the Pastor for a potential next calling of leadership. Our Pastoral Leadership Development model includes the Performance Excellence Profile which focuses on the Core Leadership Skills and Expectations for every pastor. The 360° Feedback Developmental Skills, combined with self-assessments, provide Pastors with developmental and personal growth feedback and development.

The Performance Excellence Profile: This profile takes an annual snapshot of the pastor. It seeks to solicit information on the year's performance regarding as well as growth areas.

Step One: The pastor completes a self-analysis using the Performance Excellence Profile.

Step Two: The pastor and the ministerial director agree on the key board members and members of the church to provide feedback on the 7 core leadership skills. Ideally, feedback providers will send their feedback to the ministerial directors so that they can anonymously provide feedback.

Performance Excellence Profile Tools *(Continued)*

Step Three: The pastor and the ministerial director meet to compare results from your analysis with results from your feedback providers combined with feedback from Conference leadership.

Pastoral Expectations: Once the Church members and board have reached consensus on the State of Our Church that will have implications for the job description and the scope of expectations for the pastor. The Pastoral Job Description defines expectations and scope.



Job Description: Expectation and Scope

SEVENTH-DAY ADVENTIST

CHURCH JOB TITLE:

CREDENTIALS:

EMPLOYEE:

WAGE RANGE:

FLSA: Exempt

DATE WRITTEN:

The minister's role is to provide spiritual, pastoral, evangelistic and administrative leadership to the local church. The minister ensures the Mission Statement and Objectives of the church result in balance with evangelism, nurture, fellowship and worship and achieves this balance by ministering to the community, the church as a whole and each church member individually.

AUTHORITY AND ACCOUNTABILITY, AS DEFINED AND DELEGATED BY THE CONFERENCE EXECUTIVE COMMITTEE, CONFERENCE PRESIDENT AND MINISTERIAL DIRECTOR.

Annual Goals

Based on the Church Profile and Church Strategic Plan, identify the top 3 goals for Pastoral Leadership for the upcoming year:

GOAL 1:

Job Description: Expectation and Scope *(Continued)*

GOAL 2:

GOAL 3:

Scope of Responsibility

Based on the Church Profile, ensure clarity of responsibilities and scope in key areas. Additional areas can be added based on the aspirations of the church.

1. Chairing church board meetings
2. Creating an inspiring, informative worship experience
3. Keeping our church financially strong
4. Managing the church office
5. Visiting members
6. Providing office hours for personal consultations
7. Chairing business meetings
8. Representing the conference to us and us to the conference

The Performance Excellence Profile

_____ Pastor's self-assessment - Completion Date_____

_____ Assessment by others (Specify)_____

- Completion Date_____

The church pastor is key to the life and direction of the local church. This performance excellence profile allows the pastor to receive behavioral feedback on the Seven Core Qualities of Pastoral Effectiveness.

Directions: Each of the Core Qualities is matched to a Core Leadership Behavior. For each Core Leadership Behavior, provide an overall rating from “1” lowest to “5” highest. Before making your rating, read over the behaviors. Please do not rate each behavior separately but consider the entire set of behaviors demonstrated by the pastor.

Ratings of “3” and “4” indicate adequate or good performance. Use “1” and “2” if there is a focused need for growth. **Rating of “5” should be reserved for towering strengths. Make distinctions to ensure clear and candid feedback.**

After considering the behaviors and giving your rating, **then indicate why you rated as you did.** Write a short narrative to explain your rating pointing out strength areas and growth areas that the pastor should be aware of.

An example of how to rate one of the core qualities appears on the next page.

The Performance Excellence Profile

The section below illustrates how to complete the Performance Excellence Profile.

EXAMPLE of Rating a Core Leadership Skill



The foundational quality, allowing the character of Christ to be formed in us and modeled through personal integrity that aligns with biblical ideals. Character includes the calling and passion for God and the honesty, humility, and resilience to live a life dedicated to these ideals.

Demonstrates Character and Spirituality:

- Represents the qualities of a Christian leader in such areas of integrity and humility and an unimpeachable personal life
- Models caring for his or her family, taking care of them both spiritually and emotionally
- Exhibits loyalty to the theology, mission and values of the Seventh-day Adventist Church
- Respects boundaries including preserving confidentiality
- Reflects a personal relationship with Jesus Christ by engaging in Spirit-led Bible study and in an effective prayer life
- Models the physical and emotional health through life of balance, self-care and wholeness

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	4

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

Pastor Doe is a pleasant leader who works well with our congregation. He is very loyal to the principles of the Church and to the organization. He is sincere in wanting our church to grow in God.

He can grow in certain areas. He tends to give in to strong personalities in the church which makes some feel that he is partial toward certain people. He also needs to take greater initiative rather than allowing others to take over the direction of the church's ministry.

The Performance Excellence Profile— Core Leadership Skills

Core Leadership Skills—Character



The foundational quality, allowing the character of Christ to be formed in us and modeled through personal integrity that aligns with biblical ideals. Character includes the calling and passion for God and the honesty, humility, and resilience to live a life dedicated to these ideals.

Demonstrates Character and Spirituality:

- Represents the qualities of a Christian leader in such areas of integrity and humility and an unimpeachable personal life
- Models caring for his or her family, taking care of them both spiritually and emotionally
- Exhibits loyalty to the theology, mission and values of the Seventh-day Adventist Church
- Respects boundaries including preserving confidentiality
- Reflects a personal relationship with Jesus Christ by engaging in Spirit-led Bible study and in an effective prayer life
- Models the physical and emotional health through life of balance, self-care and wholeness

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Evangelism



The passion for making disciples, helping people accept, internalize, and share in a vibrant relationship with Jesus Christ the Seventh-day Adventist message.

Evangelizes and Connects with the Community:

- Promotes community outreach and connects with community leaders and organizations
- Inspires every-member evangelism, life-style witnessing and the desire to serve others in the community
- Creates and supports evangelistic experiences that result in decisions to follow Jesus and join the church
- Leads out in, and trains others, to conduct personal Bible studies and small group discipleship
- Advocates for the marginalized and connects with people from all walks of life
- Champions Church planting

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Leadership



The vision and inspirational ability to build a Church vision and team and to motivate members to learn, grow, serve, and use their best gifts in a journey toward spiritual maturity.

Aligns the Church with its Mission:

- Administers the business of the church in cooperation with lay leadership and promotes planning and the achievement of agreed upon goals
- Communicates and upholds clearly the purpose, goals and plans of the church using sensitivity and vision
- Represents the interests of the World Church at its various organizational levels
- Actively supports conference and the corporate church programs and initiatives and plans special events that align with the church's mission
- Participates as an effective team member and representative of the various aspects of the church's organizational structure
- Plans and prepares for community emergencies
- Champions Adventist Education

Develops the Church Team:

- Encourages and supports the growth of individuals in their becoming mature and knowledgeable followers of Jesus
- Assesses and nurtures local church leadership and identifies and mentors members who have potential for strong spiritual leadership
- Develops church as a learning community
- Promotes discipleship and spiritual maturity, motivating all members to use their best gifts
- Develops volunteer teams and addresses team dynamics
- Instills a climate of trust and affirmation, giving frequent praise to members for their contributions

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Worship



The ability to facilitate an enriching corporate worship experience that brings people into the presence of God through passionate biblical preaching and inclusion.

Inspires Worship:

- Leads the church into meaningful personal and corporate worship
- Consistently prepares and delivers Bible-based and Christ-centered sermons that are relevant, engaging and that inspire spiritual growth
- Creates attractive church entry points (phone, web, Church entrance, etc.) and welcomes visitors and new members
- Leads and promotes small group ministries
- Demonstrates sensitivity to the needs of a diverse audience

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor’s greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Management



The art of disciplined execution in a timely and well-organized way to ensure the long-term health of the Church.

Manages Self:

- Takes initiative and requires little or no direction in getting things done
- Manages energy and time by setting personal limits and engaging other members to participate
- Respects the time of others by attending and running efficient meetings
- Keeps commitments and pays attention to detail
- Leads by example in regard to strong work habits, time management and Church attendance

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Scholarship



The dedication to diligently and carefully studying the Bible and professional resources for continuous personal growth in Christ.

Learns Continuously:

- Models a personal journey of self-awareness and dealing with personal history and emotions
- Learns fast and incorporates member feedback and new approaches and best practices into the ministry
- Reads a wide range of books, articles, and inspired writings as a continuous journey of learning
- Seeks opportunities for personal growth and leadership development
- Models learning for others by making significant contributions including writing, leading workshops and lectures
- Fulfills continuing education requirements and pursues academic and biblical studies
- Integrates comprehensive doctrinal knowledge into ministry

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

The Performance Excellence Profile: Core Leadership Skills *(Continued)*

Core Leadership Skills—Relationship



Relating well to others regardless of faith, age, ethnicity, personality, or gender and welcoming, loving, and showing compassion for others.

Cares and Connects:

- Communicates love and compassion for people in the congregation
- Listens empathetically and reflectively
- Adapts communication skills to meet the needs of people from different cultures and generations including appropriate use of social media
- Practices the essence of pastoral care through intentional visitation and personal interaction
- Understands family dynamics and supports families with pastoral counseling
- Recognizes when congregation members need physical or mental health care
- Actively participates in church functions and social events that connect the church with the community

When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?

Area for Growth		Performs Well		Strength	Rating
1	2	3	4	5	

EXPLAIN your rating. What are the pastor's greatest strengths? In what areas does the pastor need to focus most on growth and improvement?

Reaching Your Top Three Church Goals: Progress and Results

To the Raters: Below are the top three goals your church had set for the year. Please write them in as they are given to you. How effective has your church been in reaching these goals?

Goal 1:

- | | |
|---|---|
| <input type="checkbox"/> Little or no progress on this goal | <input type="checkbox"/> Good progress |
| <input type="checkbox"/> Partial or mixed progress in this area | <input type="checkbox"/> Outstanding progress! |
| | <input type="checkbox"/> Unsure or unable to answer |

Comments:

Goal 2:

- | | |
|---|---|
| <input type="checkbox"/> Little or no progress on this goal | <input type="checkbox"/> Good progress |
| <input type="checkbox"/> Partial or mixed progress in this area | <input type="checkbox"/> Outstanding progress! |
| | <input type="checkbox"/> Unsure or unable to answer |

Comments:

Goal 3:

- | | |
|---|---|
| <input type="checkbox"/> Little or no progress on this goal | <input type="checkbox"/> Good progress |
| <input type="checkbox"/> Partial or mixed progress in this area | <input type="checkbox"/> Outstanding progress! |
| | <input type="checkbox"/> Unsure or unable to answer |

Comments:

Annual Calendar Strategies

Preparation for each year-end performance excellence process begins no later than early fall to put the processes in place. It is a collaborative effort between conference, church, and pastor. **It is a suggestion that can be modified as needed by individual conferences.**

Month	Conference	Pastor	Church
OCT	Orient pastor as to the performance excellence process described in this Feedback Loop document	Make sure expectations and provisions in the Performance Excellence Profile (P.E.P.) are clearly understood	Strategic goals and budget set for next year; Top Three goals for church and each department finalized
NOV	Prepare end-of-year forms to send out P.E.P. to the churches With instructions	Pastor receives P.E.P. forms and designates a time for the church board to complete	A local church officer is appointed to administer the P.E.P.
DEC		End-of-year P.E.P. administered; Forms sent to conference	End-of-year P.E.P. administered; Forms sent to conference
JAN	Conference analyzes forms; Sets appointment with pastor	End-of-year P.E.P. administered; Forms sent to conference	End-of-year P.E.P. administered; Forms sent to conference
FEB	Sets appointment with pastor Top 3 Goals finalized for the year	Visit with conference officer Top 3 Goals finalized for the year	Work on accomplishing mission and reaching goals
MAR		Work on accomplishing mission and reaching goals for the year	Work on accomplishing mission and reaching goals for the year

APR	Informal pastor support-calls at least twice per year	Work on accomplishing mission and reaching goals for the year	Work on accomplishing mission and reaching goals for the year
MAY		↓	↓
JUNE			
JULY			
AUG	Informal pastor support-calls at least twice per year		
SEPT			
OCT	Repeat the preparation process for the next year (see last year)	Repeat the preparation process for the next year (see last year)	Repeat the preparation process for the next year (see last year)
NOV			
DEC			
JAN	Conference analyzes forms; Sets appointment with pastor	End-of-year P.E.P. administered; Forms sent to conference	End-of-year P.E.P. administered; Forms sent to conference
FEB	Sets appointment with pastor Top 3 Goals finalized for the year	Visit with conference officer Top 3 Goals finalized for the year	Work on accomplishing mission and reaching goals
MAR		Work on accomplishing mission and reaching goals	Work on accomplishing mission and reaching goals

Et. cetera

Section Four:

Your Growth

Hidden Strengths and Blind Spots:	
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Introduction

Everybody Needs a Coach: A coach is key to bringing out the best in players on a sports team. But could this also apply to church leaders? Even more so!

Hidden Strengths and Blind Spots — The 360 Feedback Process:

Everyone has leadership qualities that they can't see but that others around them can. Finally, a process is available to safely help leaders see these hidden qualities and to grow from them.

The PXT: An Accurate Leadership Inventory: This tool has one of the best track records for diagnosing leadership potential as well as for suggesting ways of developing this potential. Other instruments are available but this is the most comprehensive and can be tailored to key roles in the church.

Help Is Here! Free “Just in time” Resources for Pastoral Growth:

Adventist Learning Community has combined with Advent Source, Seminars Unlimited, and other sources to provide a “one-stop, one-shop” way to get the help pastor need when they need it!

A Calendar for Growth and

Development: Prepare a two-year cyclical plan for personal and professional growth with the assistance of a leadership coach.

Everybody Needs a Coach:

Message to Pastors: As you engage in the work of professional growth, who would you rather have to help you? A judge or a coach? Why?

A coach genuinely cares for the team—and each member of the team. The coach is a person you trust, someone who wants the best for you. Jesus was that kind of coach to His disciples. Mark 3:13-19; *Desire of Ages*, p. 290.

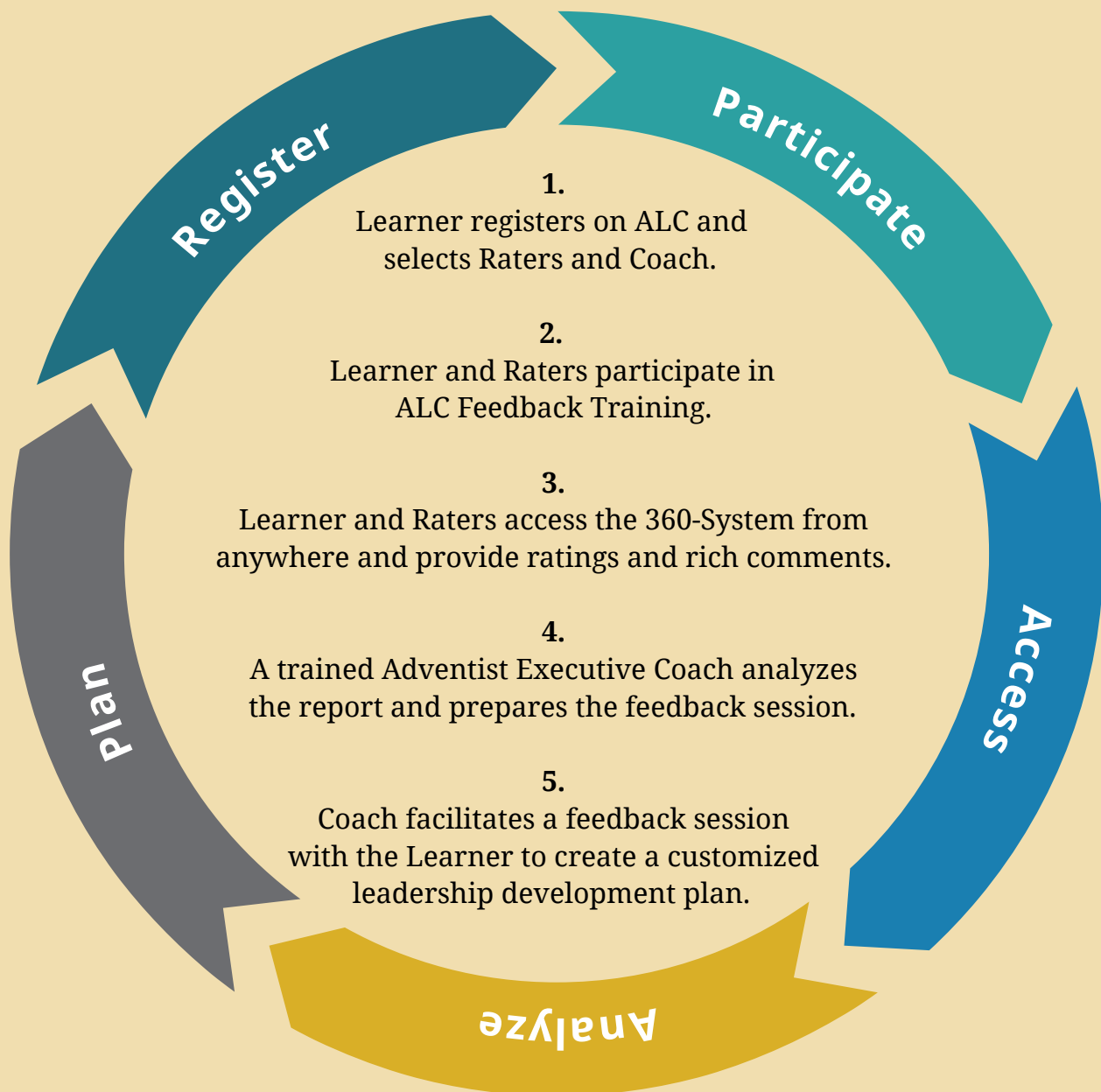
Coaches need training in order for them to do their best work. The Seventh-day Adventist Church within the North American Division is working with local conferences to help set up a “coaching culture” where you can do your very best for God.

Hidden Strengths and Blind Spots: The 360 Feedback System

The pastor is the key leader of the local church. Ellen White wrote long ago that the conference will only rise to the level of its leadership, a thought echoed by John Maxwell in his “Law of the Lid.”

Warren Bennis, a renowned leadership development expert, was quoted as saying that self-awareness is the basis of leadership. Beginning in 2016, the Church will offer pastors and conference leaders the opportunity to participate in 360° leadership feedback. In this process, the leader or pastor will select raters from a broad range of constituencies. Many times leaders will learn that they are using a skill with one constituency but not another.

How Does 360° Work?




The 360° Feedback System




“Know thyself” –Socrates




The 360° Developmental Behaviors were derived from the expectations of the North American REACH strategic framework and the Seven Core Qualities. Every 360° feedback form

will include feedback on both Core Leadership and Developmental Skills. Leaders who participate will receive coaching and a comprehensive leadership development plan.

Core Quality	Core Leadership Skills	Developmental Skills
 <p>CHARACTER</p>	<p>Demonstrates Character and Spirituality — Defined in the Performance Excellence Profile</p>	<p>Leads with Conviction</p> <ul style="list-style-type: none"> ■ Can stand alone and make tough decisions based on Christian principles ■ Encourages healthy, inclusive and robust debate while standing firm on the Church’s values ■ Confronts behaviors that are out of alignment with the Church’s values without judgment and without regard to the position of the person ■ Addresses conflicts by encouraging members to confront constructively and resolve issues ■ Controls personal emotions and helps others work through their feelings and conflicts <p>Demonstrates Resilience</p> <ul style="list-style-type: none"> ■ Bounces back from setbacks ■ Seizes opportunities in the face of adversity ■ Finds creative ways to work around obstacles ■ Can take the heat in tough times ■ Helps others navigate mourning, setbacks and tough times

The 360° Feedback System *(Continued)*

Core Quality	Core Leadership Skills	Developmental Skills
 <p>EVANGELISM</p>	<p>Evangelizes and Connects with the Community</p>	<p>No Additional Skills needed in the 360° Feedback System</p>
 <p>LEADERSHIP</p>	<p>Aligns the Church with its Mission</p>	<p>Leads with Vision and Mission</p> <ul style="list-style-type: none"> ■ Casts a vision for the Church and its membership that inspires teamwork and collaboration ■ Works with members to develop strategies and plans that advance the mission and vision of the Church and schools if applicable ■ Promotes a clear and written strategy and plans for the Church ■ Aligns the vision for the local Church with the unique needs of the community ■ Develops a strategy that celebrates diversity and draws people of diverse backgrounds and generations to worship
 <p>WORSHIP</p>	<p>Inspires Worship</p>	<p>No Additional Skills needed in the 360° Feedback System</p>

Core Quality	Core Leadership Skills	Developmental Skills
 <p>MANAGEMENT</p>	<p>Manages Self</p>	<p>Models Stewardship</p> <ul style="list-style-type: none"> ■ Assesses needs, processes and impact of Church operations and proposes improvements ■ Respects and follows the protocols and governance standards of the Church ■ Practices the principles of “first amongst equals” and the refusal of kingly power ■ Teaches and models the principles of owning how the membership and the Church manages its resources ■ Demonstrates financial and risk management oversight to ensure the health of the Church ■ Returns a faithful tithe and sets a model for tithing ■ Helps the congregation make responsible decisions relating to facilities, finances and crisis preparation.
 <p>RELATIONSHIP</p>	<p>Cares and connects</p>	<p>No Additional Skills needed in the 360° Feedback System</p>
 <p>SCHOLARSHIP</p>	<p>Learns Continuously</p>	<p>No Additional Skills needed in the 360° Feedback System</p>

The PXT: An Accurate Leadership Inventory

“The ProfileXT is the most technologically advanced, state-of-the-art system available for measuring human potential and predicting leadership performance.”

The PXT is an extensively validated tool that can be used for both interviewing and development. It provides feedback on critical thinking skills, leadership behavioral traits and personal interests. It has already been used with pastors and administrative leaders. Currently, pastor profiles are available at a nominal cost to the church or the conference.

When to Use the PXT

For Development Planning: When used for this purpose, the PXT is completely confidential. Only the feedback interpreter will see the results.

For Interviewing Leadership Candidates: This instrument has the capability of generating interview questions that explore areas of potential development for a pastoral or conference leadership candidate. The interview guide is shared with the team of interviewers.

Other Alternatives

DiSC: There are other instruments available that are economical but also less effective. One popular alternative is the DiSC which measures Dominance, Influence, Steadiness, and Conscientiousness (DiSC). Please note that the DiSC profile will only provide leadership style data. Unlike the PXT, it is not predictive of strengths and development needs in a specific role.

“Just-in-time” Resources for Pastoral Growth: www.AdventistLearningCommunity.org

Adventist Learning Community and Pastor Development:

The Adventist Learning Community is an initiative of the North American Division of Seventh-day Adventists. The ALC is a Seventh-day Adventist ministerial and educational platform designed to strengthen professionals through continuing education courses, teaching courses, ministerial training, and dissemination of uniquely Adventist content for the church community and beyond.

Pastors serve in highly unique settings with very different populations. The work of ministry is complex to say

the least. For pastors the Adventist Learning Community will help foster excellence in ministry. Pastors will be able to search for courses that will strengthen their professional Core Leadership Skills, and continue to unleash and develop professional talents for Christ. Pastors will be encouraged to self-report continuing education activities and take charge of their life-long learning. The ministry resource library is 100% uniquely Seventh-day Adventist, and focused on one goal; leading others to Christ. Resources will support pastoral professional growth, provide quality content for leading in ministry, and help pastors empower their church members.

For Leaders:

Pastors can explore the ALC course catalogue and see if there's a faith-based course they would like to take. There are courses for certification, professional development, and some just for fun.

The ALC ministerial and educational library puts Adventist resources from around the world at everyone's fingertips. Watch a video, read an article, and share what you find with others.

Other Resources for Pastoral Growth

Our ministerial and educational library puts Adventist resources from around the world at everyone's fingertips. Watch a video, read an article, and share what you find with others.

Anywhere and Anytime:

Because our courses and resources are online, you can access your materials anywhere you have an Internet connection at your convenience.

Other Resources for Pastoral Growth

Collaborating with Adventist Learning Community are other resources such as AdventSource, AIM, and Seminars Unlimited. Check the websites for these resources in order to discover how they can contribute to your effectiveness as a pastor.

NAD Ministerial:

The Ministerial Association for the North American Division has helped provide the inspiration for cross-collaboration of our 59 conferences, eight unions, and mission. They're leading out in creating a seamless architecture in supporting pastoral development

among our diverse entities. Their personnel are always anxious to assist and refer as needed.

Conference Ministerial Directors:

Recently, ministerial directors are working together in an unprecedented way to provide high quality service to pastors. By working together, these directors are learning from each other and sharing ideas and resources across conference lines in order to benefit a pastoral work-force whose career arc more often than not spans several conference territories.

College and Seminary Faculty:

These persons, including the North American Division Evangelism Institute (NADEI) can provide specialized help in their areas of expertise. An NAD-funded in-field center located at the Seminary provides a curriculum for pastors practitioners who are unable to pursue a traditional route to ministerial credentials. Also, the D. Min. program at Andrews offers experienced pastors cohort tracks around the Division in special areas of emphasis.

Pastoral Coaches:

Every pastor should have a coach who is present to offer support and advice in real time as needed. The coach is not a supervisor. Rather the coach serves as someone who has the pastor's trust to the extent that real growth and change can occur. Each conference is urged to maintain a roster of trained coaches from which pastors can identify and select a coach for their career development.

Growth and Development Planning

Message to Pastors: If you were to prepare a two-year professional development plan with your coach, what would you do and when? Who will serve as your “accountability partner” to make sure these things get done?

Once you combine your learnings from your 360-degree feedback and your PXT Self-Assessment, you and your coach should create an 18-24-month development plan. Visit ALC and download the Pastor's Guide to Development for strategies for developing Core Leadership and Developmental Skills.

Strategic Planning for the Pastor

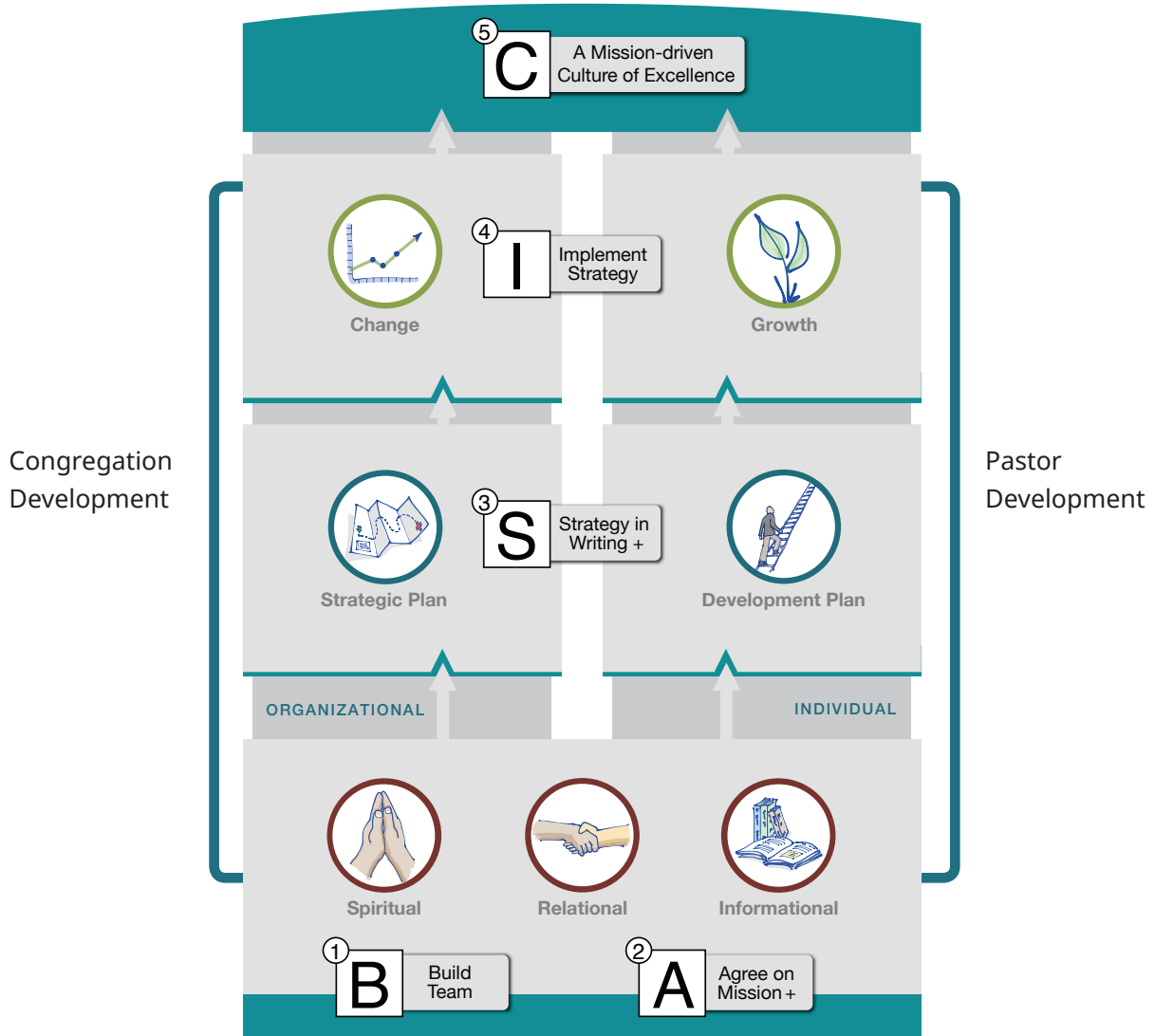
Strategy is to a church what a GPS is to a traveler. A church without a strategic plan is like a car without a steering wheel. Good strategy keeps the pastor and church focused on a compelling mission along with the audacious goals and activities needed to accomplish mission. The REACH strategic framework provides practical steps pastors can take to make their congregations “mission-driven.”

Every pastor should have a copy of *Becoming a Mission-driven Church: A Five-step Plan for Moving Your Church from Ordinary to Exceptional* by Paul Brantley, Daniel Jackson, and Michael Cauley (Pacific Press, 2015). The book is a resource with scores of examples, stories, tools, and practical aids for developing a purposive congregation. It is available at your ABC, Amazon.com, or by calling (301) 680-6407.

www.ReachNAD.org is an ever-expanding website where a pastor can download tools and other resources from the book without charge to Seventh-day Adventist pastors.

Strategic Planning for the Pastor:

Develop Your Congregation as You Develop Yourself



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The above model illustrates the parallel functions of pastor development and congregation development. For both, there's a need to (B) build team and (A) agree on mission (purpose). Then, for (S) "Strategy in Writing," the pastor creates a development plan for the pastor's growth and a strategic plan for the congregation's transformation. Both streams MUST work together closely if there's to be genuine and sustained culture change (C) in the local church. For more information and free resources, contact NAD Strategic Planning at (240) 205-2065.