

# 12 Characteristics of an Effective 21<sup>st</sup> Century Pastor

by Jill Hudson



1. The ability to maintain personal, professional, and spiritual balance
2. The ability to guide a transformational faith experience (conversion).
3. The ability to motivate and develop a congregation to be a "mission outpost" (help churches reclaim their role in reaching new believers).
4. The ability to develop and communicate a vision.
5. The ability to interpret and lead change.
6. The ability to promote and lead spiritual formation for church members.
7. The ability to provide leadership for high-quality, relevant worship experiences.
8. The ability to identify, develop and support lay leaders.
9. The ability to build, inspire, and lead a "team" of both staff and volunteers.
10. The ability to manage conflict.
11. The ability to navigate successfully the world of technology.
12. The ability to be a lifelong learner.

## **REFLECTING ON MINISTRY**

**SECTION A: A PASTOR'S EVALUATION**

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OF AN ASSOCIATE PASTOR**

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## REFLECTING ON MINISTRY: A PASTOR'S EVALUATION

### Characteristic 1: The Ability to Maintain Personal, Professional, and Spiritual Balance

1. How often do I engage in the following?
  - Personal prayer not related to role or function of ministry
  - Bible study not related to the practice of ministry
  - A private spiritual retreat
  - The practice of faithful stewardship
2. How often do I participate in worship where I am not the leader?
3. Do I have a spiritual director or spiritual friend with whom I meet at least monthly for prayer and reflection on my own spiritual journey?
4. Do I participate in an accountability/support group other than a ministerial association?
5. How many "days off" do I consistently take each week?
6. Do I take all my vacation? Do I take at least one portion of it in a two-week block?
7. How much time a week is reserved for home life?
  - Four nights a week?
  - Two nights a week?
  - Saturdays?
8. *For married pastors:* How often do I have "date" nights or other regular opportunities for special time with my spouse?
9. *For single pastors:* Do I spend time with friends or other family on a weekly basis?
10. Do I have friends who are not members of the congregation?
11. Do I have a personal therapist or pastoral counselor identified for times of need?
12. Do I have an annual physical?
13. How often do I engage in physical exercise lasting at least 30 minutes?
14. How balanced is my current diet?
15. Am I more than 10 pounds over the recommended weight for my height?
16. Do I take a multivitamin daily?
17. Do I have interests or hobbies outside the church?

ADDITIONAL REFLECTION

ACTION PLAN

## CHARACTERISTIC 2: THE ABILITY TO GUIDE A TRANSFORMATIONAL FAITH EXPERIENCE

1. How many new believers have I nurtured into a relationship with Christ in the past year?
2. Do I have contemporary translations of the Bible on hand that I can give away as needed?
3. Do I spend time in locations where I might meet individuals without a faith background?
4. Do I have a plan for developing new believers into mature disciples?
5. How many “mentors for new believers” have I equipped this year?
6. Does our congregation have an appropriate ritual of welcome for new members and a social event to welcome them into the congregation?
7. Do I encourage people new to the faith to invite their friends and family members into the faith as well?

## ADDITIONAL REFLECTION

## ACTION PLAN

### **Characteristic 3: The Ability to Motivate and Develop a Congregation to Be a “Mission Outpost”**

1. How many adult baptisms were performed in my congregation during the past year?
2. Is the leadership board clear about the target population this congregation is trying to reach? Is the congregation clear?
3. Do I nurture those who have a gift for evangelism through one-on-one coaching or in small-group settings?
4. Is there a formal plan for equipping members as evangelists in my congregation?
5. Have I prepared members to place the comfort of new believers above their own?
6. How many times have I preached in the past 12 months on the call to be evangelists?
7. How have we focused on being a hospitable and welcoming congregation?
8. Do we have parking spaces reserved for first-time visitors?
9. Do we have parking-lot greeters in addition to those who welcome at the church entrance?
10. To what extent is our Sunday school viewed as a tool for reaching neighborhood children and their parents?
11. Do our social-action ministries make a statement to the surrounding community that we care deeply for the poor, homeless, and marginalized people in our society?
12. Are these individuals welcomed into our church?
13. How have we collaborated with other congregations that see themselves as mission outposts in reaching the unchurched in our common community?
14. Do we have a plan for assimilating new members into the life of our congregation?

#### ADDITIONAL REFLECTION

#### ACTION PLAN

#### **Characteristic 4: The Ability to Develop and Communicate a Vision**

1. Do I annually share my personal vision for the congregation with the formal leadership board of my church? With the congregation?
2. Is our vision statement concise and easy to remember?
3. How is our vision kept before our membership (banners, letterhead, hymns, Web site, etc.)?
4. Is there a process of regular review and evaluation for the vision of the church?
5. What percentage of the congregation could articulate the vision statement?
6. How many sermons a year focus specifically on the congregation's vision?
7. Does our organizational structure equip and support the vision statement? Is it easily modified?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 5: The Ability to Interpret and Lead Change**

1. Have I adequately equipped myself with a working knowledge of change theory?
2. Do I feel competent in my diagnostic and planning skills for leading change?
3. Am I able to create a sense of urgency that will motivate our congregational leaders to consider the need for change?
4. Have I equipped the formal leadership board of the church to understand the dynamics of change?
5. Do I build in moments of celebration as we successfully complete small steps toward larger change?
6. Am I prepared to minister to those for whom the change, or pace of change, is difficult?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 6: The Ability to Promote and Lead Spiritual Formation for Church Members**

1. Do I provide the opportunity for spiritual direction for those seeking a more intentional approach to their spiritual life?
2. Is my preaching focused on transforming lives and equipping disciples?
3. Am I personally involved in activities in the life of the congregation that promote spiritual growth (e.g., leading Bible study)? This involvement will vary depending on the size of the congregation.
4. Has our ministry plan provided for multiple options for spiritual growth, recognizing different levels of spiritual maturity?
5. Do we have a process by which the spiritual gifts of each member are identified and encouraged?
6. Have I identified the gifts for ordained ministry or other church professions in others and challenged them to consider a "call"?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 7: The Ability to Provide Leadership for High-Quality, Relevant Worship Experiences**

1. Have I participated in at least one continuing-education event focused on preaching or leading worship in the past year?
2. Is there sufficient diversity in worship (number of services or styles) to reach both believers and potential new believers?
3. Is our worship service understandable for those with little or no exposure to the faith?
4. Is our bulletin easy to follow, with all congregational prayers and responses printed?
5. Do we have a special service for those who are initial explorers of the Christian faith?
6. Is the music in worship relevant to the population we are trying to reach?
7. Am I up-to-date on generational theory and what younger generations are looking for spiritually and in a worshiping community?
8. Am I willing to reprioritize my pastoral tasks to make room for new services of worship that address new needs?
9. Am I willing to get out of my own comfort zone for the sake of reaching others?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 8: The Ability to Identify, Develop, and Support Lay Leaders**

1. Whom have I nurtured into a new leadership position this year?
2. How have I encouraged new members to use their gifts in the life of the congregation?
3. What leadership training opportunities were provided for existing leaders?
4. How many workshops or conferences did I attend with congregational leaders?
5. In what specific ways did I support existing leaders?
6. How often did I meet one-on-one with key leaders to offer encouragement and support?
7. How did I fulfill my role as “coach” with leaders this year?
8. How often did I pray for the church’s lay leadership team?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 9: The Ability to Build, Inspire, and Lead a Staff/Volunteer Team**

*(Note: in smaller-membership congregations the staff may consist entirely of volunteers plus the pastor.)*

1. How have I contributed to building a healthy workplace?
2. Can the members (both staff and volunteer) of our leadership team articulate the core values of the team?
3. Has our team developed (or reviewed) a staff covenant?
4. How often does the staff team meet?
5. How often does the staff meet with the volunteer team?
6. Are lines of accountability clear in staff and volunteer teams?
7. Which of the following components are regular parts of team life?
  - Prayer
  - Bible study
  - Opportunity for personal sharing
  - Reflections on our spiritual journeys
  - Critique and feedback (on events and professional performance)
  - Problem solving
  - Collaboration
  - Creative brainstorming for new ideas/possibilities
  - Learning opportunities (workshops, conferences)
8. How often do I meet one-on-one with individual members of the staff?
9. Are annual goals/plans subject to entire staff review?
10. What are my hopes for the staff team in the coming year?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 10: The Ability to Manage Conflict**

1. Have I prepared myself to understand the dynamics of conflict in the church (continuing education, reading, etc.)?
2. Do I understand my own preferred conflict-management style?
3. Is there a group of lay leaders responsible for resolving personnel issues?
4. Are personnel practices and policies
  - written down and available to all?
  - reviewed annually?
  - faithfully implemented?
5. Is there a clear process for resolving differences and/or lodging grievances?
6. Do I effectively use the leadership board of the congregation in resolving conflict issues in the larger church family?
7. Do I have a personal coach or mentor to whom I can turn when I am the focal point of conflict?
8. Do I understand the role and resources of my denomination in helping to resolve conflict?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 11: The Ability to Navigate Successfully the World of Technology**

1. Am I proficient in basic computer skills?
2. Do I use e-mail as a regular way of communicating?
3. Does our church have an up-to-date Web site?
4. Am I proficient in the use of PowerPoint (or similar software) as an educational tool and worship resource?
5. Are the pastor's Sunday sermons available on-line?
6. Do I have denominational resources and other ministry aids marked in my Web browser for quick referral?
7. Do I have a clear understanding of the appropriate use of technology in the performance of pastoral care (use of e-mail, Web site, etc.)?
8. Does the church office have voice-messaging capability?
9. Does the recorded message give an option for worship service information rather than subjecting all callers to a long recorded monologue?

ADDITIONAL REFLECTION

ACTION PLAN

## **Characteristic 12: The Ability and Desire to be a Lifelong Learner**

1. Am I a student of the culture in which I live?
2. How many of the following do I do on a regular basis?
  - Go to the movies
  - Read contemporary novels
  - Read secular magazines
  - Listen to contemporary radio stations
  - Watch the most popular television programs
3. Do I read widely in both church and secular publications?
4. In how many professional development opportunities do I participate in a year?
  - One-day events
  - Three- or four-day conferences
  - Weeklong class or workshop
5. Do I have learning goals for myself each year?
6. How do I contribute to creating a learning community within the staff, leadership team, and the congregation?
7. Do I take a sabbatical every four to six years?

### ADDITIONAL REFLECTION

### ACTION PLAN

## REFLECTING ON MINISTRY: A REVIEW COMMITTEE'S EVALUATION

Please use the following numerical scale in responding to the questions:

- 4—very effective
- 3—effective
- 2—not very effective
- 1—not applicable

### **Characteristic 1: The Ability to Maintain Personal, Professional, and Spiritual Balance**

Effective pastors maintain a good balance in their personal, professional, and spiritual life. The signs of this balance may include taking days off, taking vacations, spending time with family, and participating in events such as a personal spiritual retreat. A pastor review committee should be concerned about the pastor's overall well-being.

1. How effective is our review committee in encouraging the overall health of our pastor?
2. How effective is our pastor in demonstrating a balanced lifestyle?

### **Characteristic 2: The Ability to Guide a Transformational Faith Experience**

Successful congregations view evangelism as the responsibility of both pastor and congregation. The pastor serves as an evangelist through preaching, teaching, and direct contact with new believers. The pastor also provides opportunity for new believers to mature in their faith.

1. How effective has our church been in reaching new believers this year?
2. How effective has our pastor been in leading new believers into active faith involvement?

### **Characteristic 3: The Ability to Motivate and Develop a Congregation to be a "Mission Outpost"**

Successful congregations understand themselves as "mission outposts" to an unchurched culture. The effective pastor's role is to equip members for successful outreach. He or she does this by coaching, motivating, and encouraging the laity in this responsibility.

1. How effective has our church been in equipping its members to be evangelists?
2. How effective is our pastor in preaching and teaching about evangelism?
3. How effective is our pastor in supporting members who serve as evangelists?

#### **Characteristic 4: The Ability to Develop, Lead, and Communicate a Vision**

Successful congregations are clear on God's plan for their ministry. The effective pastor, working with congregational leaders, assists in articulating the vision to its members and to those outside the church. The pastor also tends the vision through regular review and consultation with the leadership team.

1. How knowledgeable is our congregation about our vision?
2. How effective is our pastor in communicating the vision to our church?
3. How effective is our pastor in providing for the review and maintenance of this vision?

#### **Characteristic 5: The Ability to Interpret and Lead Change**

Successful churches embrace change in ways that empower ministry and respect people. The effective pastor leads change at an appropriate pace and in consultation with congregational leadership.

1. How effective has our congregation been in meeting the challenge of change this year?
2. How effective is our pastor in creating a healthy environment in which change can occur?
3. How effective is our pastor in working with others to determine the need for change?
4. How effective is our pastor in interpreting change?
5. How effective is our pastor in caring for the congregation as members respond to change?

#### **Characteristic 6: The Ability to Promote and Lead Spiritual Formation for Church Members**

Successful churches nurture and deepen the faith of members. The effective pastor may provide direct leadership for this area or may supervise those who do.

1. How effective has our congregation been in providing opportunities for spiritual growth?
2. How effective is our pastor in encouraging others to engage in spiritual growth?
3. How effective is our pastor in helping members to identify and use their spiritual gifts?

### **Characteristic 7: The Ability to Provide Leadership for High-Quality, Relevant Worship Experiences**

Successful congregations provide high-quality, relevant worship experiences. The effective pastor assists the church in determining the number of services needed, views worship as another opportunity for evangelism, and is committed to excellence in preaching and music.

1. How effective is our congregation in providing additional services for current members?
2. How effective is our congregation in providing additional services for potential new constituencies?
3. How effective is our pastor in delivering a sermon appropriate to the worship context?
4. How effective is our pastor in leading a worship team to ensure that music, liturgy, and other worship activities reflect a unified purpose?

### **Characteristic 8: The Ability to Identify, Develop, and Support Lay Leaders**

Successful congregations identify, develop, and use the gifts of their members. The effective pastor supports the leadership of the laity.

1. How effective is our congregation in identifying and developing the leadership gifts of our members?
2. How effective is our congregation in providing leadership opportunities?
3. How effective is our pastor in identifying new potential leaders for our congregation?
4. How effective is our pastor in encouraging and supporting lay leadership?

### **Characteristic 9: The Ability to Build, Inspire, and Lead a Staff/Volunteer Team**

*(Note: In smaller-membership congregations the staff may consist entirely of volunteers plus the pastor.)*

Successful congregations exhibit teamwork in staff relationships. Whether working with a professional or volunteer staff, the effective pastor develops a team whose members' gifts are recognized, their responsibilities clearly defined, and individuals valued and respected.

1. How effective is our personnel committee (or its equivalent) in supporting the concept of "team" among our staff?
2. How effective is our pastor in building and leading the staff team?

### **Characteristic 10: The Ability to Manage Conflict**

Conflict is inevitable, even in the healthiest of congregations. The successful church anticipates conflict and uses it for dialogue and potential growth. The effective pastor is not afraid of conflict and has equipped himself or herself to manage it.

1. How effective and current are our personnel policies?
2. How effective are our congregational leaders in managing conflict?
3. How effective is our pastor in working with others to manage conflict?

### **Characteristic 11: The Ability to Navigate Successfully the World of Technology**

The successful church understands and uses technology to enhance ministry. The effective pastor is knowledgeable in the use of technology for office use, as an outreach tool and in worship as appropriate.

1. How effective is our church in the use of technology (voice mail, Web site, electronic communications, PowerPoint or similar software, etc.)?
2. How effective is our pastor in the use and promotion of technology for our ministry?

### **Characteristic 12: The Ability and Desire to Be a Lifelong Learner**

Effective pastors are lifelong learners. A successful church encourages its pastor to participate in a wide variety of learning opportunities.

1. Does the personnel committee (or its equivalent) encourage our pastor to take regular study leave? *(yes or no)*
2. Does the personnel committee (or its equivalent) engage in dialogue with the pastor following a continuing education experience? *(yes or no)*
3. Does our personnel plan encourage a periodic sabbatical leave for rest, renewal, and study? *(yes or no)*
4. How effective is our pastor in presenting a plan for a study leave each year?
5. How effective is our pastor in demonstrating his or her most current engagement with the world of culture, ideas, and theology through sermons, teachings, etc.?

## REFLECTING ON MINISTRY: AN ASSOCIATE PASTOR'S EVALUATION

The following questions correspond to the 12 characteristics of an effective 21st-century pastor but have been slightly revised for use by pastors not serving as the senior or lead pastor. It is intended to offer reflection on the general tasks of ministry and to provide an opportunity for additional reflections related to the associate's specific responsibilities.

### Characteristic 1: The Ability to Maintain Personal, Professional, and Spiritual Balance

1. How often do I engage in the following?
  - Personal prayer not related to role or function of ministry
  - Bible study not related to the practice of ministry
  - A private spiritual retreat
  - The practice of faithful stewardship
2. How often do I participate in worship where I am not the leader?
3. Do I have a spiritual director or spiritual friend with whom I meet at least monthly for prayer and reflection on my own spiritual journey?
4. Do I participate in an accountability or support group other than a ministerial association?
5. How many days off do I consistently take each week?
6. Do I take all my vacation? Do I take at least one portion in a two-week block?
7. How much time a week do I preserve for home life?
  - Four nights a week?
  - Two nights a week?
  - Saturdays?
8. *(for married pastors)* How often do I have a "date" night or other regular opportunities for special time with my spouse?
9. *(for single pastors)* Do I spend time with friends or other family on a weekly basis?
10. Do I have friends who are not members of the congregation?
11. Do I have a personal therapist or pastoral counselor identified for times of need?
12. Do I complete an annual physical?
13. How often do I engage in physical exercise lasting at least 30 minutes?
14. How balanced is my current diet?
15. Am I more than 10 pounds over the recommended weight for my height?
16. Do I take a multivitamin daily?
17. Do I have interests or hobbies outside the church?

ADDITIONAL REFLECTION

ACTION PLAN

## **Characteristic 2: The Ability to Guide a Transformational Faith Experience**

1. How many new believers have I nurtured into a relationship with Christ in the past year?
2. Do I have contemporary translations of the Bible on hand that I can give away as needed?
3. Do I spend time in locations where I might meet individuals without a faith background?
4. Can I explain our congregation's plan for inviting someone to explore a relationship with God?
5. Do I encourage people new to the faith to invite their friends and family members into the faith as well?
6. How does my particular portfolio in ministry support new believers in their faith?

ADDITIONAL REFLECTION

ACTION PLAN

**Characteristic 3: The Ability to Motivate and Develop a Congregation to Be a “Mission Outpost”**

1. How have I nurtured and encouraged those members with whom I work who have a gift for evangelism?
2. Do I bring to the attention of the lead pastor those with whom I work who might be effective evangelists?

ADDITIONAL REFLECTION

ACTION PLAN

#### **Characteristic 4: The Ability to Develop and Communicate a Vision**

1. Can I communicate the vision for mission and ministry of this congregation?
2. What is my vision for the area of this congregation's ministry for which I have responsibility?
3. Have I shared my vision with the staff leadership team? With the lay leadership team related to this area of ministry?
4. Can I articulate how this vision furthers the wider vision of the mission and ministry of this congregation?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 5: The Ability to Interpret and Lead Change**

1. Have I adequately equipped myself with a working knowledge of change theory?
2. Do I feel competent in my diagnostic and planning skills for leading change?
3. Do I intentionally build in moments of celebration as we successfully complete smaller steps toward larger change?
4. Am I prepared to minister to those for whom change, or the pace of change, is difficult?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 6: The Ability to Promote and Lead Spiritual Formation for Church Members**

1. Is my preaching focused on transforming lives and equipping disciples?
2. Am I personally involved in activities in the life of the congregation that support spiritual growth (e.g., leading Bible study)?
3. Have I identified the gifts for ordained ministry or other church professions in others and challenged them to consider a “call”?

ADDITIONAL REFLECTION

ACTION PLAN

**Characteristic 7: The Ability to Provide High-Quality, Relevant Worship Experiences**

1. Am I up-to-date on generational theory and on what younger generations are looking for spiritually and in a worshiping community?
2. Am I able to articulate the differences in our worship services so that I can recommend the service that meets an inquirer's needs?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 8: The Ability to Identify, Develop, and Support Lay Leaders**

1. Whom have I nurtured into a new leadership position this year?
2. How have I encouraged new members to use their gifts in the life of the congregation?
3. What leadership training opportunities did our church provide for the leaders with whom I work?
4. How many workshops or conferences did I attend with the lay leaders in my area of ministry?
5. In what specific ways did I support the lay leaders of my ministry area?
6. How did I fulfill my role as “coach” with leaders this year?
7. How often did I pray for the church’s lay leadership?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 9: The Ability to Be an Effective Member of a Staff Team**

1. How have I contributed to building a healthy workplace culture?
2. How have I supported the work of staff colleagues during the past 12 months?
3. Have I given and received feedback in a way that enhances the trust and cooperation of team members?
4. Have I prayed regularly for my team colleagues?
5. Do I treat volunteer team members with the same respect and confidence as I treat paid staff members?
6. Do I participate fully in staff gatherings?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 10: The Ability to Manage Conflict**

1. Have I prepared myself to understand the dynamics of conflict in the church (through continuing education, reading, etc.)?
2. Do I understand my own preferred conflict-management style?
3. Do I understand the personnel practices and policies that specify the appropriate responses to grievances?
4. Do I ask for help in resolving issues before they escalate into conflicts?
5. Do I make the staff team aware of points of conflict in my ministry area?

ADDITIONAL REFLECTION

ACTION PLAN

### **Characteristic 11: The Ability to Navigate the World of Technology**

1. Am I proficient in basic computer skills?
2. Do I use e-mail as a regular way of communicating?
3. Am I proficient in the use of PowerPoint or similar presentation software as an educational tool and worship resource?
4. Do I have denominational resources and other ministry aids marked in my Web browser for reference?

ADDITIONAL REFLECTION

ACTION PLAN

## **Characteristic 12: The Ability and Desire to Be a Lifelong Learner**

1. Am I a student of the culture in which I live?
2. How many of the following do I do on a regular basis?
  - Go the movies
  - Read contemporary novels
  - Read secular magazines
  - Listen to contemporary radio stations
  - Watch the most popular television programs
3. Do I read widely in both church and secular publications?
4. How many professional development opportunities do I participate in each year?
  - One-day events
  - Three- to-four-day conferences
  - Weeklong classes or workshops
5. Do I have learning goals for myself each year?
6. How do I contribute to creating a learning community within the staff, leadership team, and congregation?
7. Do I take a sabbatical every four to six years?

ADDITIONAL REFLECTION

ACTION PLAN

### **Questions Related to Portfolio-Based Positions**

1. What were my major accomplishments this year?
2. What were my major disappointments this year?
3. What changes do I anticipate in my area of ministry over the next year?
4. How might others best support me in the performance of ministry?

## **REFLECTING ON MINISTRY: A REVIEW COMMITTEE'S EVALUATION OF AN ASSOCIATE PASTOR**

**Please use the following numerical scale in responding to the questions:**

- 4—very effective
- 3—effective
- 2—not very effective
- 1—not applicable

### **Characteristic 1: The Ability to Maintain Personal, Professional, and Spiritual Balance**

Effective associate pastors maintain a good balance in their personal, professional, and spiritual lives. The signs of this balance may include taking days off, taking vacations, spending time with family, and participating in such events as a personal spiritual retreat. A review committee should be concerned about the associate pastor's overall well-being.

- How effective is our associate pastor in demonstrating a balanced lifestyle?

### **Characteristic 2: The Ability to Guide a Transformational Faith Experience**

Successful congregations view evangelism as the responsibility of both the pastors and the congregation. The pastors serve as evangelists through preaching, teaching, and direct contact with new believers.

- How effective has our associate pastor been in supporting the evangelism efforts of our congregation?

### **Characteristic 3: The Ability to Motivate and Develop a Congregation into a “Mission Outpost”**

Successful congregations understand themselves as “mission outposts” to an unchurched culture. Effective pastors equip members for outreach.

- How effective has our associate pastor been in supporting the laity to be evangelists?

### **Characteristic 4: The Ability to Develop, Lead, and Communicate a Vision**

Successful congregations are clear on God’s plan for their ministry. Effective pastors, working with congregational leaders, assist in articulating the vision to members and to those outside the church.

- How effective is our associate pastor in communicating the vision of our church?
- How effective is our associate pastor in sharing how his or her particular area of service fits into the larger vision of the church?

### **Characteristic 5: The Ability to Interpret and Lead Change**

Successful churches embrace change in ways that empower ministry and respect people. Effective pastors lead change at an appropriate pace and in consultation with congregational leadership.

- How effective is our associate pastor in supporting change in our church?
- How effective is our associate pastor in explaining the rationale for change to others?
- How effective is our associate pastor in caring for the congregation as members respond to change?

### **Characteristic 6: The Ability to Promote and Lead Spiritual Formation for Church Members**

Successful churches nurture and deepen the faith of members. Effective pastors provide direct leadership for this area or may supervise others who do.

- How effective is our associate pastor in encouraging the spiritual growth of members?

#### **Characteristic 7: The Ability to Provide Leadership for High-Quality, Relevant Worship Experiences**

Successful congregations provide exciting, meaningful, and well-planned worship. Associate pastors may participate in leading worship with other colleagues. Please take into consideration the associate pastor's role in worship as described in his or her position description.

- How effective is our associate pastor in delivering a sermon appropriate to the worship context?
- How effective is our associate pastor in leading public worship?

#### **Characteristic 8: The Ability to Identify, Develop, and Support Lay Leaders**

Successful congregations identify, develop, and use the gifts of their members. Effective pastors support the leadership of the laity.

- How effective is our associate pastor in supporting the lay leaders in the area in which he or she serves?
- How effective is our associate pastor in recruiting and developing new leadership for our church?

#### **Characteristic 9: The Ability to Be an Effective Member of a Staff Team**

Successful congregations exhibit teamwork in staff relationships. The effective associate pastor participates fully in the team process.

- How effective is our associate pastor in fulfilling his or her responsibilities as a member of the staff team?

#### **Characteristic 10: The Ability to Manage Conflict**

Conflict is inevitable, even in the healthiest of congregations. Effective pastors are not afraid of conflict and have equipped themselves to manage it.

- How effective is our associate pastor in managing conflict?

#### **Characteristic 11: The Ability to Navigate the World of Technology**

The successful church understands and uses technology to enhance ministry. Effective pastors are knowledgeable in the use of technology.

- How effective is our associate pastor in the use and promotion of technology for our ministry?

## **Characteristic 12: The Ability and Desire to Be a Lifelong Learner**

Effective pastors are lifelong learners. A successful church encourages its pastors to participate in a wide variety of learning opportunities.

- How effective is our associate pastor in presenting a plan for a study leave each year?
- How effective is our associate pastor in demonstrating his or her most current engagement with the world of culture, ideas, and theology through sermons, teaching, and so forth?

## **Questions Related to Portfolio-Based Positions**

- How effective is our associate pastor in performing the specific duties in his or her position description?
- In what ways does our associate pastor exceed our expectations for excellence?
- In what ways can our associate pastor improve his or her performance?
- Are there areas of the position description that need revision, because of the changing ministry of our church?

## **REFLECTING ON MINISTRY: EVALUATION OF A VOLUNTEER**

The following questions correspond to the 12 characteristics of an effective pastor but have been revised for use with those serving as volunteer members of a church staff. This instrument may be modified by adding questions reflecting the area in which the volunteer serves.

### **Characteristic 1: The Ability to Maintain Personal, Professional, and Spiritual Balance**

1. Do I perform my volunteer duties within the number of hours of service agreed upon?
2. Do I conduct myself in a professional manner when serving the church in an official capacity?
3. Do I honor my status as a member of the congregation by participating fully in its life, not limiting my involvement to the areas in which I serve?
4. Do I maintain a spiritual life, including personal prayer and other devotional activities?

### **Characteristic 2: The Ability to Guide a Transformational Faith Experience**

1. Am I comfortable talking about my faith with others?
2. Can I direct someone exploring faith for the first time to the programs of my church that might be of assistance?
3. Do I seek out new members of our church and find ways to make them feel included?

### **Characteristic 3: The Ability to Motivate and Develop a Congregation to Be a “Mission Outpost”**

1. Am I aware of the specific population my congregation is trying to reach?
2. How have I been hospitable and welcoming to visitors?

3. Do I invite people to my church and encourage others to do so?
4. How does my area of service help people to be more effective evangelists?

**Characteristic 4: The Ability to Develop and Communicate a Vision**

1. Can I articulate the vision of our congregation?
2. Do I have a vision for my area of volunteer work?
3. Have I communicated this vision to my staff colleagues and other volunteers?

**Characteristic 5: The Ability to Interpret and Lead Change**

1. Do I ask for the information I need to understand the rationale and steps for changes in my congregation?
2. Can I interpret the rationale for change to others?

**Characteristic 6: The Ability to Promote and Lead Spiritual Formation for Church Members**

1. Do I understand how my work furthers the spiritual development of members?
2. Do I recognize the spiritual gifts of others and encourage them to serve in my congregation?
3. Do I refer the names of those who may have gifts for professional service in the church to the appropriate person?

**Characteristic 7: The Ability to Provide High-Quality, Relevant Worship Experiences**

1. Am I supportive of the variety of worship services offered in my church?

2. Am I familiar enough with each service to make a recommendation to someone inquiring about worship opportunities?

**Characteristic 8: The Ability to Identify, Develop, and Support Lay Leaders**

1. Whom have I nurtured into a new leader this year?
2. How have I encouraged new members to use their gifts in the life of the congregation?
3. In what specific ways did I support current leaders?

**Characteristic 9: The Ability to Be Part of a Team**

1. How have I contributed to building a healthy workplace?
2. Do I attend all staff meetings to which I'm invited?
3. Do I comfortably ask questions of others, to better understand their work?
4. Have I shared my hopes and dreams for the staff in the coming year?

**Characteristic 10: The Ability to Manage Conflict**

1. Do I understand my own conflict-management style?
2. Do I understand my church's process for grievances?
3. Do I share conflicts or tensions with my supervisor or the person responsible for my area of service?
4. Am I willing to ask for help in resolving a conflict?

**Characteristic 11: The Ability to Navigate Successfully the World of Technology**

1. Am I proficient in basic computer skills?
2. Do I understand the software programs used in the church office?
3. Can I use the Internet for research or communication related to my area of service?

**Characteristic 12: The Ability and Desire to Be a Lifelong Learner**

1. Do I have learning goals for myself this year?
2. Do I contribute to creating a learning community within the staff, leadership team, and congregation?
3. What workshops or other programs have I attended that enhance the performance of my volunteer service?