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What kind of a leader is our Minister / Lay Leader / Priest?

Thank you very much for agreeing to the request of your minister, priest or lay leader to be part of our leadership development programme, which includes this 360-Degree appraisal.

Being a leader is one aspect of the role he or she undertakes and the purpose of this process is to gather specific information about your view of your minister, priest or lay leader, as a leader.

Your responses to items in this questionnaire will help her or him to answer two important questions:

- What are his/her key strengths and gifts?
- What are his/her major development needs?

You are one of eight people who have been asked to complete this questionnaire. Your response, combined with the person's own self assessment, will enable a comparison with how others see her/him. The quality of the information used in this questionnaire depends on you, so please take time to read and respond to each question.

When you have completed this questionnaire please press submit, and The Arthur Rank Centre will provide a written report. Your response will be collated together with the responses of others, shown as an average and given to your minister, priest or lay leader and her/his mentor for discussion and reflection.

The questionnaire asks you to perform two rating tasks; one is about how well you think your minister, priest or lay leader does and the other is how important you think it is. Please complete the questionnaire question by question, completing both tasks for a question before moving on to the next.

There are many ways of looking at leadership and obviously this questionnaire reveals a particular view that we have taken. A description of the model we are working with is enclosed to help you understand why the questionnaire is shaped in the way it is.

So once again thank you for taking the time and effort in helping us.

Revd Matt Jeffrey
Programme Director & CEO
The Arthur Rank Centre

A MODEL FOR LEADERSHIP

ACKNOWLEDGEMENTS TO STEPHEN COVEY (OF SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE)

Imagine

visiting a church and asking yourself:
How would I know if this church was well led?

We think you would find:



People with a clear sense of direction and purpose. They would be able to talk with you about the vision that inspired everybody in this church or ministry and the way in which decisions about mission were made purposefully rather than randomly.

We call this aspect of leadership

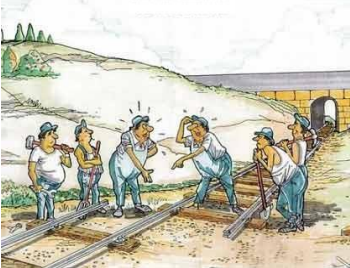
Pathfinding.



A good sense of team spirit among the people in the church or ministry. People would be clear about how their gifts were used, how differences of opinion were sorted out, and how their ministry fitted in with everybody else.

We call this aspect of leadership

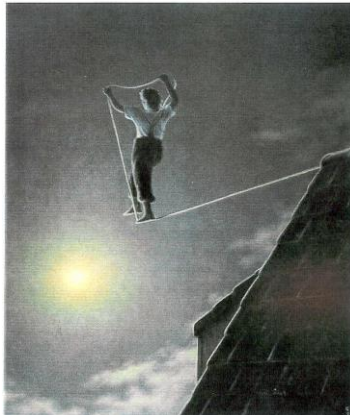
Empowering



Budgets and buildings organised and people organising themselves in a way that fitted with the purpose and vision. Strategies which make sense.

We call this aspect of leadership

Aligning



People would trust the appointed leader or leadership team to be people of integrity who were as committed to the vision and purpose as they invited everybody else to be. This 'practicing what you preach' would be true not only of the official leaders but of everybody else as well

We call this aspect of leadership

Modelling

You shall love the Lord your God with all your heart (empowering) and with all your soul (modelling), and with all your mind (pathfinding), and with all your strength (aligning), and your neighbour as yourself. Luke 10.27

Pathfinding - with all your mind - includes **Vision** and **Purpose**.

Vision the dream, the end of the journey, the mountaintop

Vision is all about knowing where you are heading and sharing it with others that you are called to lead. All leaders, in whatever walk of life, need vision. Without it people are only likely to follow you out of a sense of curiosity. Jesus had a strong and purposeful sense of vision, nothing less than the transformation of the world to a new order. As Christians, we are called to share in Christ's vision which is essentially one of change. How then does your minister, priest or lay leader describe his/her vision for change, in your church's future and that of its congregation and wider community?

Purpose the pathway chosen for the journey

There will be within the church many different pathways to the mountaintop. 'Purpose' defines what you do and the boundaries that keep you focused. If **Vision** inspires, **Purpose** motivates. It helps people to see that the journey is possible and where it might take them. Stephen Covey describes purpose as 'a link between what you are passionate about delivering to what your customers/clients are passionate about getting.'

Within church structures, many groupings and projects will have their own purpose statement. Purpose focuses specifically on the particular pathway that a local church is committed to and which is sharp enough for them to know what not to do as well as what to do:

- ◆ Who is important to us; and what matters most to those we are called to serve?
- ◆ What is our purpose?
- ◆ Where are we going?
- ◆ What should we stop doing because it is not in line with our purpose?

Empowering - with all your heart – releasing the talent and energy of people to work together.

Purpose is motivating in itself but it is essential to bring people together. True empowerment yields high trust, productive communication between individuals and teams, and innovative results where each member feels welcome to bring her or his genius to the table, and failure is tolerated. The fruit of Jesus' ministry was to weld an unlikely group of individuals into a band of apostles:

- ◆ How do we cultivate an environment where people can do their best and are committed?
- ◆ How much responsibility and authority should people have?
- ◆ How do we react when things go wrong, do we blame others or do we use failure as a learning experience?

Aligning - *with all your strength* - Creating a competent system for ministry and mission

Aligning is making sure that the vision and purpose are delivered, and is all about having a worked-through strategy that aligns people and resources. In terms of any team, group or organisation this has to do with its ability and readiness to deliver (1Cor. 9.24-27; Heb. 12.1; Phil. 3.12ff).

Strategy involves agreeing targets which can be either qualitative or quantitative, and setting them within medium term time limits which can be monitored. Strategies should be stretching, with milestones towards the realisation of the purpose. They set out how people and resources such as buildings and finance are to be used. Jesus never lost sight of his goal of going to Jerusalem where he would die and rise again:

- ◆ What will we do to get there?
- ◆ How do we deploy our physical and human resources to get there? What additional resources do we need and how do we acquire them?
- ◆ What are the steps along the way?
- ◆ What barriers do we have to overcome?
- ◆ What are the risks?

Modelling - *with all your soul* – living with integrity

Values are necessary to achieving the vision. Values and principles are the HOW; how do we want to act, consistent to our purpose, along the path toward achieving the vision? Jesus gives us a model for leadership which is God-centred, seeking always to fulfil God's will, (John 6.38), based on a model of service (Luke 22.27), and which equips others to fulfil the vision with us (John 14.12). Jesus was perhaps the greatest 'servant leader' the world has seen.

Let the greatest among you be the least and the leader as one who serves

Integrity. Leaders, however, need to model their behaviour and act with integrity. An individual of high abilities will never be a true leader if his or her character is questionable. Being trustworthy and having high integrity is an essential characteristic of leadership:

- ◆ Who will follow me?
- ◆ Do I take responsibility?
- ◆ Am I trustworthy?
- ◆ Do I love my neighbour as myself?

The all-important task of leadership is twofold:

1. Do all in your power to see that
 - ◆ vision, purpose, strategy are in place
 - ◆ people are in good heart and
 - ◆ the organisation is aligned
2. Model, in your own life and work, the importance and integrity of these things.

You don't have to be a hero leader and do it all yourself. Working collaboratively, your responsibility is to see that these things are in place.

Rating Task One Current Performance Level

To rate the current performance level, try to get a sense of the statement in the questionnaire, over say the last two years of his or her ministry. Consider past performance and any evidence that could support your rating. Circle the choice under 'current performance level' that you believe best summarises how well your minister, priest or lay leader does these things. Use the following guidelines:

- | | | |
|---|---|---|
| 1 | = | Very Poor
Our minister, priest or lay leader hardly ever does this and when s/he does it goes down like a lead balloon, and completely fails to inspire us |
| 2 | = | Poor
There are a few times when our minister, priest or lay leader does this reasonably well but could be much more consistent and 'up front' about it |
| 3 | = | Satisfactory
Our minister, priest or lay leader does this well but could be more consistent. Some development in this area would make a real difference and help us to be more motivated. |
| 4 | = | Good
Our minister, priest or lay leader does this consistently well and we are usually inspired and motivated. Some development in this area would make him/her excellent. |
| 5 | = | Excellent
Our minister, priest or lay leader does this consistently very well. We are often inspired and motivated by him/her in this area. |

Rating Task Two Importance

Rate how important the behaviour is to being effective in his/her leadership role. To rate the behaviour review the definition and under 'importance' mark the choice that corresponds to the importance rating you think should be assigned. Use the following guidelines:

- | | | |
|---|---|---|
| 1 | = | Unnecessary
This behaviour is not necessary to being an effective Christian leader and has little or no bearing on the overall performance of his/her ministry. |
| 2 | = | Useful
This behaviour can help in being a Christian leader; but a person could attain satisfactory performance without it. |
| 3 | = | Important
This behaviour is definitely helpful and often necessary in being an effective Christian leader. This element makes a noticeable difference in the overall performance of his/her ministry. |
| 4 | = | Very important
This element is important in being a Christian leader and it would be very difficult (but not impossible) to be effective without it. |
| 5 | = | Essential
This element is absolutely essential in being a Christian leader; it is impossible to perform effectively without it. |

Having read this, please now proceed to complete your questionnaire at
www.arthurrankcentre.org.uk/church360form

Many thanks