

## Understanding Pastoral Leadership

The Pastor should be a leader who has a high desire for living a life that pleases God. He or she should also have a high desire for achievement, a lot of energy and a lot of initiative. There should be a strong desire to lead and a strong desire to influence others. He or she should demonstrate a willingness to take responsibility. They should set about to build trusting relationships between themselves and others by being truthful and showing a high consistency between what they say and what they do. As a leader they must be intelligent enough to gather, synthesize, and interpret large amounts of information; and be able to create direction through a vision, solve problems, and make correct decisions. Therefore, as a leader, there will be the need to have a high degree of knowledge about the ministry, pastoral issues and other church related issues in order to understand how to make well-informed decisions and also to understand the implications of those decisions.

The Pastor must lead with godly character and vision. Proverbs 29:2 (NLT) indicates the importance of this, “when the godly are in authority the people rejoice, when the wicked are in power the people grumble.”

The Pastor will need to lead by valuing the process more than the event. If he or she were to undervalue the process there may be a tendency to put more of an emphasis on events. We as Christians can tend to be event oriented. And while an event can encourage decision, it is the process that develops people and challenges them. As a leader, they will need to be always challenging and fine-tuning the process. They know that if their leadership is to be effective, they will first need to be inspired. Then, they will be able to inspire others to share in the vision. The board should expect the pastor to develop daily, but not in a day. Leadership is not an event but a process and a journey.

This is why the pastor needs to be more of a transformational leader than a transactional leader, without excluding the latter. As a transformational leader they should work to develop within themselves the following characteristics:

- A charisma with influence where the leader is envisioning, confident and setting high standards for emulation, and motivation. As a leader they will focus on challenging and influencing those to whom they are called to lead in meaningful and engaging ways so that others will share their goals and work towards their attainment within a team atmosphere.
- They will provide an environment for constructive input and feedback where people can question and also generate more creative solutions to problems.
- Finally they need to work hard at fostering a caring and nurturing environment where each individual on the church’s leadership team is treated in such a way so as to receive the proper coaching, mentoring and growth opportunities that they need in order to develop their potential.

Churches and elders/boards need to understand the importance of providing an atmosphere where the expectation is placed upon the pastor to be the visionary leader for the church. While such a visionary leader will be expected to give sound biblical vision and direction this should always be confirmed through the combined wisdom and counsel of the elders/board.

Churches need to understand that the expectation to be a role model for the body of Christ places a great deal of responsibility upon the shoulders of the Pastor. The call to servant-hood, the proper exercise of authority, and following the example of Christ are constant challenges. Transformational leadership will be concerned with the aforementioned mentioned concerns while at the same time developing peers and followers into stronger leaders. Power or authority should never be used for self-aggrandizing but rather for the achievement of what is right, good, important, and helpful in those the pastor is called upon to lead. Their leadership will ensure that character matters and they will see to it that they are guided by a strong moral compass which points at all times to the authority of the Word of God.

## **Performance Management Review and Evaluation of the Pastor**

### **An Interpretive Guide in How to Use This Evaluation:**

Why evaluate the Pastor-doesn't God do that? In a sense that is true but we called upon to be accountable to each other as spiritual leaders. The ongoing need for self development and positive evaluation of one's ministry skills is an important aspect in our growth as Christians and ministry leaders. The church can learn that while things are different from the business world in many aspects the need for self-improvement and constructive feedback are two universal needs in both situations.

In the world of business and management things have changed with respect to the typical performance appraisal. Performance appraisals are a hot topic in the human resources these days. Performance appraisals are often conducted on an annual basis and have not been found to be a complete and reliable instrument in dealing with employee performance and behavior. Often when an individual performs in a certain way, his or her behavior or performance is not corrected until sometimes a year later at the review. The same is true in churches and is even worse in those churches where evaluations are never done. Therefore, it is easy to see how behavior could become an entrenched pattern causing significant problems before it is arrested and dealt with in a proper way and at the proper time.

The new approach concerning human resources today is called performance management. Performance management is the process of creating an environment or setting in which individuals are able to perform to the best of their abilities. Our churches should be just such an environment. Performance management considers the whole work system that begins when a job is defined and ends when an individual leaves an organization. The goal of performance is to achieve the organization's (church's) mission and vision. Remember though, that almost no one

performs to the best of their ability if his or her own mission and vision are not accomplished as well.

An effective performance management system will set the pastor up to succeed so they can in turn help the church succeed in its mission as the body of Christ. It provides enough guidance so people understand what is expected of them. It provides enough flexibility so that individual creativity and strengths are nurtured. It provides enough control so that people understand what the church is trying to accomplish.

The Elders/Church Board should consider using a performance management system (in addition to the performance appraisal) that will include the following actions:

- Develop a clear job description. This is more than just a traditional job description. This will be a job description that helps the individual to understand the expectations for the position and the outcomes expected.
- Design effective compensation and recognition systems that reward people for their contributions. In this regard the church should do everything possible to ensure that their pastor is monetarily compensated in a fair and equitable manner. Churches need to also keep in mind that it is often not so much about the money as it is about the message any reward or recognition sends to individual about their value. Money has become a metaphor for value. In ministry, the value of encouragement and not just monetary compensation cannot be overstated.
- Negotiate requirements and accomplishment-based performance standards, outcomes, and measures. An individual cannot function unless they know clearly what they're supposed to do and what is expected of them.
- Provide for effective on going professional development and training. Before a person can do the best job, he or she must have the necessary information and skills to be able to minister effectively.
- Provide ongoing coaching and feedback which will include the conducting of quarterly performance and development discussions. Effective feedback focuses more intensely on helping people build on their strengths. Feedback is a two-way process that encourages the Pastor to seek help. It is important to create an environment in the church where people feel comfortable asking, "How do you think I'm doing?"
- Provide promotional/career development opportunities for the Pastor and all the staff. Here the consideration is that personal growth goals and challenging job assignments and responsibilities along with additional training will help pastors to be more productive. It is also important to mention here that the church needs to create an environment in which the Pastor will feel comfortable to experiment and be creative.
- Always endeavor to conduct exit interviews in an effort to understand why a Pastor or any other staff leaves the Church.

## **Time of review:**

Informal quarterly reviews should be ongoing throughout the calendar year but this complete evaluation should be conducted by the church board only on an annual basis.

## **Scope of the review:**

It will be the scope of this review to consider both the leadership and administrative functions (where applicable) of the Pastor as considered from a spiritual and biblical perspective. While it is the scope of this review to evaluate both the administrative and leadership functions of the pastor's position (because these things make for a fluid and effective means for organizational harmony and success), due care and caution, however, must always be exercised in that while a good performance review in these areas is important and desirable, the board cannot forget to take into consideration the overall picture concerning the person's spiritual qualifications and character development. Therefore the nature of this review should be to clearly take into consideration the spiritual qualities asserted in keeping with the leadership and administrative expectations of pastoral leadership.

## **Focus of the review:**

The focus of the review will take into account the current job description and will seek to discover both the individual's strengths and areas of weakness with respect to that current job description. Should areas of deficiency be discovered, it will be the responsibility of the church board to ensure that measures are taken to help the pastor in those areas that may be thought of as deficient or weak. The following remedial suggestions and opportunities may be recommended at the church board's expense in order to help the pastor address those areas thought to be weak or deficient. The church board may recommend to their pastor, but not be limited to any of the following remedial examples: to attend seminars, conferences, workshops, or take a sabbatical. They may also need to restructure the current job description and/or hire additional support staff if this is deemed to be necessary in order to help the pastor be more effective. While the above-mentioned ideas are not intended to be exhaustive, the church board may offer other suggestions as the need dictates.

## **Method of evaluation:**

Please use the following letters to grade the overall performance of the Pastor.

A= Excellent,

B= Good,

C= Acceptable,

D= Poor,

U=Unknown (use this designation where the opportunity has not presented itself for observation.)

Wherever possible each board member should take the opportunity to add any additional observations and comments in addition to the assigning of a grade level.

## **Method of feedback:**

Following the evaluative model given below, the board will have opportunity to give careful and prudent reflection on the ministry and life of their pastor. After completion of the performance review by all the church board members, a specific time will be set apart to discuss

the overall results of the evaluation and/or any recommendations in the presence of all board members with the pastor.

The following questions will need to be considered after the performance evaluation:

1. What creative contributions (new ideas, procedures, etc.) has the pastor made to the church in the past year?
2. What new skills has the Pastor learned or shown improvement in this year?
3. What is pastor's greatest strength?
4. Where could there be improvement and what specific training should be considered?
5. What changes would the Pastor like to see at the church board level or within the church during the next year?
6. What are the Pastor's personal goals for the next year?

After the successful completion of all evaluations and after having dealt with the above questions a written follow-up letter along with a copy or summary of the evaluation including any personal goals will be given to the Pastor detailing any follow-up or action needed to be taken.

Please note the following criterion should be used by the board in performing the written evaluation and any follow-up interviews: Standards, Objectives and Performance Questions to Consider. Below a brief description of these is given for your consideration.

## **Standards:**

In the board's attempts to define standards of performance for the work of the Pastor, useful and effective standards must be **1. measurable, 2. achievable, 3. relevant, and 4. controllable.** Unless the standards can meet these criteria, they will be vague and unenforceable measurements.

## **Objectives:**

Objectives will be considered as a cooperative venture but keep in mind that individual goals must be set with the Pastor's input. The following are key performance questions that will need to be considered when giving a written feedback:

### **Key issues to look at**

The Pastor isn't doing what he should doing.

What is the performance discrepancy?

Why are we dissatisfied?  
Is it important?

Could doing something to resolve the

### **Key Questions to ask**

What is the difference between what is being done and what is suppose to be done?

What is the event or situation that causes us to say that things aren't right?

Why is the discrepancy or deficiency important?

What would happen if we left the

discrepancy or deficiency have any lasting and worthwhile result?

discrepancy or deficiency alone?

Is it a skill deficiency?

Could the pastor do the task if he or she really had to?

## Leadership Evaluation

Be careful to answer all questions to the best of your ability. Please assign a letter grade to all statements in each section.

***A=Excellent***

***B=Good***

***C=Acceptable***

***D=Poor***

***U=Unknown***

***Name of Pastor being evaluated***\_\_\_\_\_

***Names of person doing this evaluation:***

\_\_\_\_\_ ***Date***\_\_\_\_\_

### **Spiritual qualities:**

- \_\_\_\_\_1. Exhibits personal commitment to Christ.
- \_\_\_\_\_2. Demonstrates submission to the authority of Scripture.
- \_\_\_\_\_3. Shows a consistent Christian lifestyle.
- \_\_\_\_\_4. Gives earnest testimony to personal faith.
- \_\_\_\_\_5. Provides a role model for other Christians.
- \_\_\_\_\_6. Fulfills the general expectations for spiritual leadership.

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Administrative qualities:**

- \_\_\_\_ 1. Does job conscientiously and seriously.
- \_\_\_\_ 2. Possesses necessary skills and knowledge for the work.
- \_\_\_\_ 3. Is aware of church's constitution and bylaws and respects them.
- \_\_\_\_ 4. Attends to business matters efficiently.
- \_\_\_\_ 5. Delegates well and supervises those to whom responsibilities are delegated.
- \_\_\_\_ 6. Keeps those with whom he works with well-informed.
- \_\_\_\_ 7. Can be depended upon for accuracy in information?
- \_\_\_\_ 8. Can be depended upon to be discreet in sensitive matters?
- \_\_\_\_ 9. Knows how to set goals and how to achieve them.
- \_\_\_\_ 10. Capable of making decisions and following through.
- \_\_\_\_ 11. Is an initiator of constructive actions?
- \_\_\_\_ 12. Evidences skills of cooperation with those who differ with him.
- \_\_\_\_ 13. Is receptive to new ideas, methods, and concepts?
- \_\_\_\_ 14. Prepares well for topics to be discussed in meetings.
- \_\_\_\_ 15. Is a self-starter and accepts assignments without complaints?
- \_\_\_\_ 16. Time management: punctual in assignments and meets schedules.
- \_\_\_\_ 16. Other: \_\_\_\_\_

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Emotional qualities:**

- \_\_\_\_\_ 1. Exhibits mature judgment in decisions.
- \_\_\_\_\_ 2. Shows positive attitudes.
- \_\_\_\_\_ 3. Accepts constructive criticism without offense.
- \_\_\_\_\_ 4. Is considered fair and impartial in his dealings?
- \_\_\_\_\_ 5. Confronts problems with emotional control.
- \_\_\_\_\_ 6. Accepts personal affirmation graciously.
- \_\_\_\_\_ 7. Gives affirmation to others with ease.
- \_\_\_\_\_ 8. Other:\_\_\_\_\_

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Personal and family qualities:**

- \_\_\_\_\_1. Exhibits personal family and marriage strengths.
- \_\_\_\_\_2. Has good personal health habits?
- \_\_\_\_\_3. Has courage and integrity?
- \_\_\_\_\_4. Maintains neatness and cleanliness of his person. Is well groomed and dresses in an acceptable and professional manner?
- \_\_\_\_\_5. Other:\_\_\_\_\_

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Pastoral qualities:**

- \_\_\_\_\_1. Assists people through encouragement and wise counsel.
- \_\_\_\_\_2. Develops teamwork with elders/church board.
- \_\_\_\_\_3. Is sensitive to the feelings and problems of others and is able to provide a supportive climate and establish rapport and credibility with hostile individuals or those holding divergent or antagonistic points of view?
- \_\_\_\_\_4. Elicits respect from congregation.
- \_\_\_\_\_5. A good listener. Establishes communication which invites credibility. Is able to receive, interpret, understand and respond appropriately to those with problems.
- \_\_\_\_\_6. Communication skills i.e. preaching, teaching and written communications. Does the individual motivate others through his

communications?

\_\_\_\_ 7. Other \_\_\_\_\_

***In this area our Pastor excels at:***

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**In this area our Pastor should focus more on:**

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**Leadership qualities:**

- \_\_\_\_ 1. Possesses both a clear vision and passion for the present and future ministry of the church.
- \_\_\_\_ 2. Keeps vision and enthusiasm alive.
- \_\_\_\_ 3. Leads without being dogmatic/rigid; a model for others.
- \_\_\_\_ 4. Maintains control in emotional, volatile or chaotic situations
- \_\_\_\_ 5. Sets high standards for self and others
- \_\_\_\_ 6. Spends time training and developing
- \_\_\_\_ 7. Demonstrates ability to delegate tasks appropriately and motivates others
- \_\_\_\_ 8. Other \_\_\_\_\_

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Professional development:**

- \_\_\_\_ 1. Continues to grow in job skills.
- \_\_\_\_ 2. Is involved in continuing education courses.
- \_\_\_\_ 3. Attends professional seminars and conferences
- \_\_\_\_ 4. Is relevant and aware of current events and news?
- \_\_\_\_ 5. Other \_\_\_\_\_

***In this area our Pastor excels at:***

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***In this area our Pastor should focus more on:***

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**Overall Evaluation**

Check the box of best describes your Pastor's leadership and competence considering all of the above categories.

\_\_\_\_ Needs performance/ improvement plan. In this category the Pastor falls below reasonable performance expectations with respect to specific duties responsibilities. A performance plan must be developed and included when this area is checked.

\_\_\_\_ Meets expectations. In this category performance is characterized by demonstrated competence in all aspects of the job description including the above items.

\_\_\_\_ Exceeds expectations. In this category performance is characterized in a

demonstration of above average competence in all aspects of his work.. At this level the Pastor excels at his work and commitment.

**Recommendations:**

The Elders/Board's expectations and goals where the Pastor's performance is a key factor. List below:

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Pastor's feedback regarding the above expectations:

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