

## **Congregational Leadership Team Assessment**

Think about the working relationships of your congregational leadership (including the governing board, the minister, the religious educator, other program and administrative staff, the committee on shared ministry). Use the scale below to indicate how each statement applies to these leaders as they interact. Please give a candid assessment without over-thinking your answers.

Scale: 3 = Usually    2 = Sometimes    1 = Rarely

- \_\_\_\_\_ 1. Our leaders are passionate and unguarded in their discussion of issues.
- \_\_\_\_\_ 2. When a leader doesn't follow through on a responsibility, or is doing something that is counter-productive to the congregation's stated mission or goals, other leaders will call out the problem behavior.
- \_\_\_\_\_ 3. There are no "silos." All of the leaders have an understanding of the operational health of the congregation, and they have a good idea of what is happening within the different ministries of the congregation and how the ministries are serving the mission and vision.
- \_\_\_\_\_ 4. The leaders have a strong sense of covenant. If they speak harshly, or do or say something that undermines the mission of the congregation, they don't hesitate before offering a heart-felt apology.
- \_\_\_\_\_ 5. All of the leaders feel a sense of commitment to the overall ministry of the congregation, and are willing to make sacrifices (such as budget, volunteer resources, scheduling resources) for the good of the whole.
- \_\_\_\_\_ 6. Leaders model humility, openly acknowledging their weakness and mistakes.
- \_\_\_\_\_ 7. Board, committee and ministry team meetings are compelling and not boring.
- \_\_\_\_\_ 8. Leaders leave meetings confident that all of the leaders in that meeting are completely committed to the decisions that were agreed upon, even if there was initial disagreement.
- \_\_\_\_\_ 9. The leaders have a high investment in achieving their goals. When they do well, they celebrate, and when they don't do well, they are visibly disappointed.
- \_\_\_\_\_ 10. Leaders do not hesitate to bring up the most important, pressing or difficult issues during meeting, and do not do not shirk from finding a resolution.
- \_\_\_\_\_ 11. The leaders have a strong sense of integrity. When they let down the other leaders on their team, they do their best to make amends and do better the next time.
- \_\_\_\_\_ 12. During "check ins" at the beginning of meetings, leaders are comfortable discussing what is happening in their personal lives.
- \_\_\_\_\_ 13. Meetings and other discussions end with clear minutes or notes and an action list with clearly articulated responsibilities.
- \_\_\_\_\_ 14. Leaders foster a culture of constructive critique when sharing plans or strategies.
- \_\_\_\_\_ 15. Leaders are quick to mention the accomplishments of others and slow to take credit for their own

## Scoring:

Add your scores for the 15 statements as indicated below:

Behavior #1: Building Trust	Behavior #2: Mastering Conflict	Behavior #3: Meeting Commitments	Behavior #4: Mutual Accountability	Behavior #5: Focusing on Goals
Question 4 : _____	Question 1 : _____	Question 3 : _____	Question 2 : _____	Question 5 : _____
Question 6: _____	Question 7: _____	Question 8: _____	Question 11: _____	Question 9: _____
Question 12: _____	Question 10: _____	Question 13: _____	Question 14: _____	Question 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A Score of **8-9** is a probable indication that you have a cohesive and high-functioning leadership team.

A Score of **6-7** indicates that your team is not as healthy or effective as it could be and needs to do some Healthy Leadership work before attempting any growth initiatives.

A Score of **3-5** indicates that your congregation's leaders are probably working at cross-purposes and need to do some deep Healthy Leadership work to prevent decline.

## Strategies for Strengthening Your Leadership Team

### **Behavior #1: Building Trust**

- Identify and discuss individual strengths and challenges. Strategize how to play to each other's strengths.
- Spend "face" time together working on shared goals & meaningful metrics.

### **Behavior #2: Mastering Conflict**

- Develop a shared understanding of emotional systems ("Healthy Leadership"), leading change and conflict styles.
- Establish and live into a leadership covenant.

### **Behavior #3: Meeting Commitments**

- Review commitments at the end of each meeting to ensure that all leaders have a shared understanding how the actions are aligned with the mission and of their individual responsibilities.
- Agree to "disagree in private" but be committed to being in alignment with the final decision of the team.

### **Behavior #4: Mutual Accountability**

- Explicitly communicate expectations and levels of commitment
- Regularly assess the contributions of all of the leaders against shared goals & metrics.

### **Behavior #5: Focusing on Goals**

- Leaders at all levels set and measure their contribution against annual goals and metrics.
- When goals are achieved, there is celebration by the whole congregation and leaders are honored for their work.