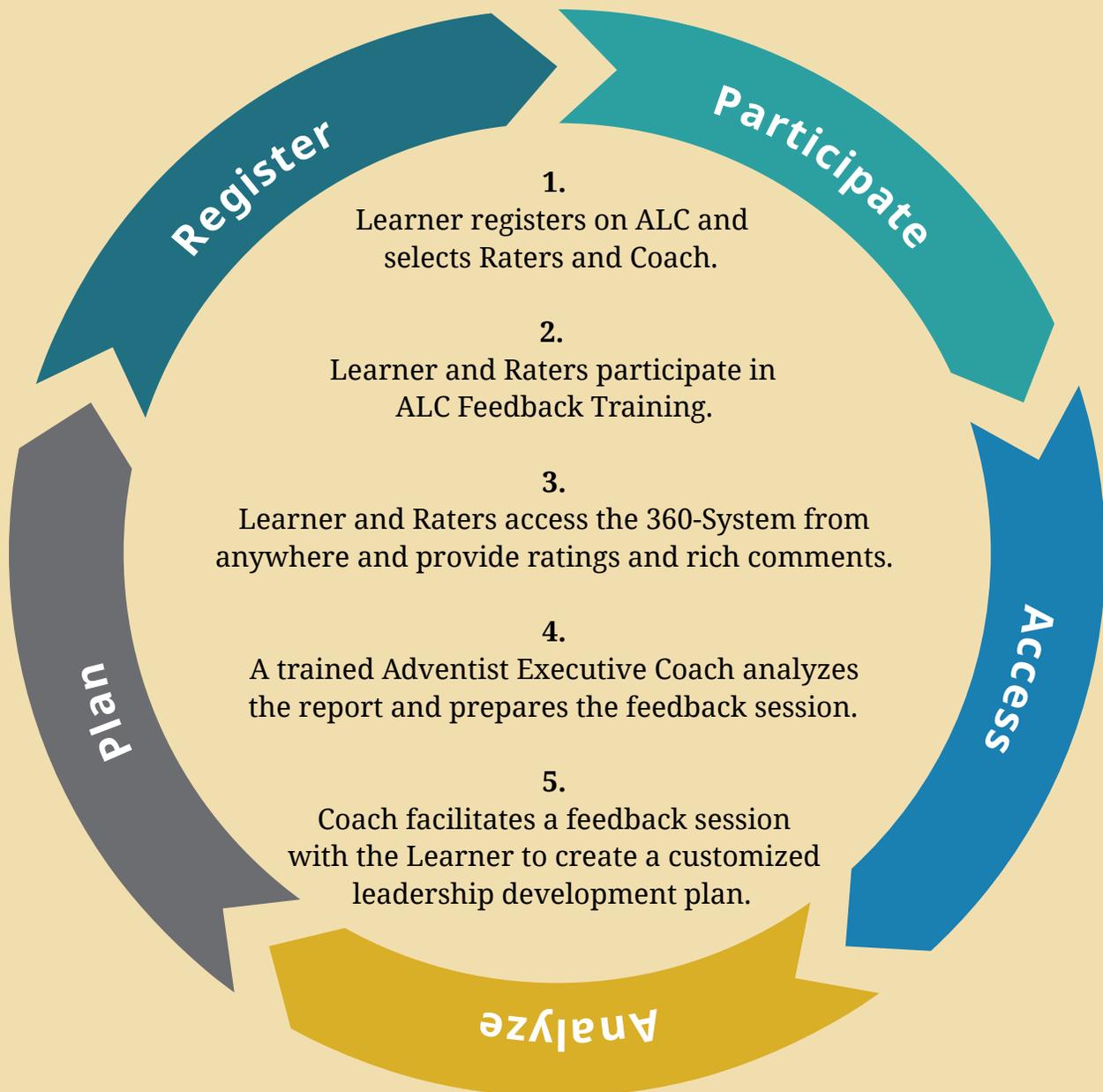


How Does 360° Work?



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.